

netmarble Sustainability Report 2025



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Sustainability Strategy



Message from the CEO

Sustainability Strategy / Sustainability Strategy / Message from the CEO

We Entertain the world with fun games.

We Support a sustainable future.

We Grow Together.



Dear stakeholders, I am Kim Byung Gyu, CEO of Netmarble.

First of all, I would like to express my deepest gratitude to all stakeholders who have shown interest in and support for Netmarble's journey toward sustainability.

We set sustainable growth and social responsibility as our core values, having embraced ESG principles in business management even before they became essential elements and universal standards in business management around the world. Again, in 2024, we established a structured approach to integrate ESG principles into our core management practices across all levels of the organization and demonstrated responsible management across different aspects of our activities.

We are the first company in the Korean gaming industry to introduce the publishing business model from the early days, having thrived into a leading game company in Korea built on the value of shared prosperity. As a pioneer in the gaming industry, we have been at the forefront of efforts to promote the positive impact of gaming and a healthy gaming culture. We have engaged in various initiatives such as skill-building programs for aspiring young talent and various social contribution efforts within local communities. The opening of the Netmarble Game Museum highlights our dedication to shedding light on the cultural and historical value of games and raising the status of the gaming industry as a bridge between the past and the future of the industry worldwide.

We also remain committed to providing uninterrupted, top-tier global service in multiple languages, so users around the world can play games in a more pleasant, stable environment anytime, anywhere. In addition, we will continue working hard to deliver high-quality game contents that everyone can enjoy, applying guidelines throughout the development and operation process to ensure that game contents portraying different cultural backgrounds are respected and to prevent such difference from inciting hate or discrimination among users.

We will fulfill our responsibility for a sustainable future and continue our journey toward a healthier gaming ecosystem and a better world.

Thank you.

June 2025

Netmarble CEO 김병규

Overview and Concepts

Netmarble undertakes a materiality assessment every year to prioritize issues that require attention. In 2024, we conducted a double materiality assessment following the recommendations of the EU Corporate Sustainability Reporting Guidelines (CSRD). Among the topics determined in light of environmental, social, and financial impacts, four material issues with high impact levels were selected based on their alignment with the strategic direction of corporate management and their relevance to the business.

Process



Results of Materiality Assessment

Ranking	Material issues		Materiality of environmental and social impacts		Materiality of financial impact		UN SDGs
			Environmental and social impacts	Environmental and social significance	Financial impact	Financial significance	
1(-)	Social	Enhanced user satisfaction	Enhanced user satisfaction through interactive communication and by protecting user rights and interests and creating an enjoyable gaming culture	●●●	Increased sales by building trust with users through active user satisfaction enhancement activities	●●●	 
					Decreased sales due to damage to brand trust and reputation resulting from harmful service elements	●●●	
2(▲1)	Governance	Technological innovation and R&D	Enhanced user satisfaction through service improvement using innovative technology	●●●	The release of a new game allows securing market leadership and future cash flow through new product launches	●●●	 
					Increased R&D costs for investing in new technologies	●●○	
3(▼1)	Social	Talent acquisition and development	Nurturing professionals for developing the gaming industry and creating values of social and human capital	●●○	Increased costs for talent acquisition and retention (including new hires, salary and remuneration, training, etc.)	●●●	
					Improved service quality and sales by enhancing team capabilities	●●●	

4(-)	Social	Information security and data privacy	Poor protection of information assets and data privacy may lead to information leak and data privacy infringement	●●●	Financial losses in the forms of damage compensation, litigation expenses or penalties, and reduced sales in case of personal information issues or incidents	●●○	
					Costs associated with ongoing investments and infrastructure development to strengthen the information protection system	●●○	

Material Issues Management

To practice ESG management systematically and sincerely, we report materiality assessments to the ESG Committee. We analyze the impact of the top four ESG issues in each ESG sector from our business perspective and share mid- to long-term goals for each material issue as well as the progress made. We plan to manage the risks of material issues in advance and reflect them actively to our corporate management activities.

Type	Enhanced user satisfaction	Talent acquisition and development	Technological innovation and R&D	Information security and data privacy
Governance	- Implement company-wide administration with business executives and relevant personnel - Manage and supervise service risks by building a division-oriented management system by management area	- Evaluate talent acquisition capabilities through HR and on-site interviewers - Plan and manage talent development trainings for employees through HR	- Discuss and suggest the company's direction for technology development with/to partner organizations related to technology management, technology publishing, AI, etc. - Set up the AI & Tech Lab for R&D in AI technology	- Run a security unit led by the CPO - Run a data security and data privacy unit and implement policies - Set up a regular reporting system with the top management - Conduct internal/external audit for data security at least once a year and make improvements

Strategy and policy	• Establish a user rights protection policy • Pre- and post-service policy management/supervision • Set up a user opinion management and response system - Operate domestic and international user support channels - Monitor user feedback in real time	• Create a pipeline to secure excellent talent - Internship program - Marble Challenger - Improve recruitment channels • Run capacity-building programs - C-level position training - Vocational training by job category	• Develop the latest AI, blockchain game, and cloud technologies aimed at advancing game technology • Introduce new technology and solutions to create a healthy gaming culture	• Maintain six types of global standard certifications on data security management systems centered on data security and service stability • Establish 3-step data security policies - Regulations: Outline the overall goals and directions - Guidelines: Establish standards and principles aimed at achieving data security - Procedure manuals: Specify specific approaches to implementing the policy
Risk management	• Establish a service risk management system - Classify game service risks and operational service risks - Detect unusual behavior using AI - Implement three-level mitigation measures - Implement follow-up actions to prevent recurrence - Promote diversity and inclusion in games	• Support employee growth through performance appraisal and competency diagnosis • Provide appropriate compensation based on fair performance assessment • Prevent talent loss by increasing employee satisfaction, improving the working environment, and expanding employee benefits	• Establish AI ethical principles for responsible technology development • Continuous monitoring and actions in line with the infringement response process to protect intellectual property rights	• Identify and eliminate risks through regular security risk assessment • Prevent and respond to threats through a multi-layered security system • Fast, systematic response through a systematic emergency response process • Initiate the security system from the planning stage (Security & Privacy by Design system)

Metrics and targets	• Set customer satisfaction improvement goals by 2027 and 2030, respectively • Customer satisfaction (out of 5): 3.0 points (PC), 3.4 points (mobile) • Service risk management: The critical-grade risk fell 19.53% compared to the previous year	• Marble Challenger performance: Accounts for 60% of the new hires in the gaming industry • Total training hours: 7,639 hr (10.2 hr per person)	• R&D investment: KRW 634.7 billion • R&D investment ratio to sales: 23.83% • Cumulative patent registration: 261	• Set goals for training, certification, and compliance by 2025-27 - Number of annual data leaks: None - Implement internal security checks and training 100% - Maintain the global security certifications including ISO 27001, ISO 27701, ISMS-P, and APEC CBPR
Page	Ethical Service Operation 	Talent Management 	The Right Technology for Everyone 	Information Security and Data Privacy 
GRI Index	416-1	404-1, 404-2	-	418-1

Sole Leveling:ARISE
Won the 2024 **Korea Game Awards**



Improved the revenue structure
following the expansion of IP
services

<Raven 2>, <RF Online Next>,
<Seven Knights Reverse>

(b/w 2024- H1 2025)

**Opened the Netmarble Puruni
Daycare Center**



**Among the biggest investors in
R&D in the domestic gaming
industry**

(KRW 634.7 billion)



First in the gaming industry to
acquire **ISO 45001**
(Occupational health and safety
management system)
certification

Ranked 1st in the Game
category of the Heart to Heart
Index for **7 consecutive years**



Selected as a **model company**
for financial statement
disclosure by the Financial
Supervisory Service (FSS)

**Winner of two awards in the
Developmental Disability Skills
Competition** in the
metropolitan area hosted by
the Ministry of Employment
and Labor

(baristas in in-house cafes)



**2024 Korea Interactive
Communication Awards**
Won the Grand Prize in the
Enterprise category for the
ESG Communication Award



KUYA Restaurantz
appointed as **Ambassador of
the Ministry of Environment**



**First in the country to open
Netmarble Game Museum**



**Opened the 40th Game Play
Center**

Direction for Sustainability Management

ESG Management Principles

01	ESG Management Principles
02	Internalize the ESG value to advance ESG management with sincerity
03	Create sustainable value to disseminate positive impact
04	Transparently communicate with stakeholders to build trust
05	Build consensus and engage employees

In 2021, we announced our vision for the ESG framework: We Entertain, Support, and Grow Together. The vision aligns with our management vision of A Great Game Culture Company, materialized through our mission statement of We entertain the world with fun games. We integrate sustainable management into the core of our business operations and pursue a strategy of realizing the mission statement through this. As a pioneer of the gaming industry, we will fulfill our corporate social responsibility and continue to embrace sustainable management and grow together with all stakeholders.

VISION

GREAT GAME CULTURE COMPANY

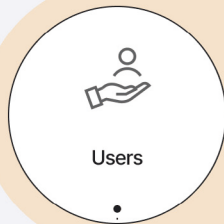
ESG VISION

WE ENTERTAIN, SUPPORT,
AND GROW TOGETHER.

MISSION

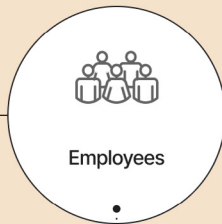
WE ENTERTAIN THE WORLD
WITH FUN GAMES.

Strategic Directions



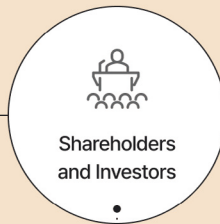
Bolster customer satisfaction and trust

- Enhance information security
- Enhance customer satisfaction
- Transparently communicate with customers



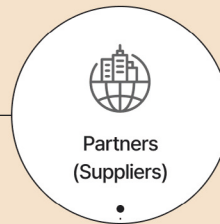
Improve employee satisfaction

- Facilitate the grievance mechanisms
- Advance human rights management
- Expand communication channels



Establish responsible governance including a disclosure system

- Establish responsible governance
- Publish sustainability reports that are on a par with global standards



Strengthen mutual cooperation based on trust

- Support partners in ESG management
- Foster fair and transparent trade practices
- Collaborate for shared prosperity



Implement strategic social contribution projects

- Facilitate social contribution in Netmarble's unique way
- Organize the social contribution project implementation system
- Disclose social contribution performance

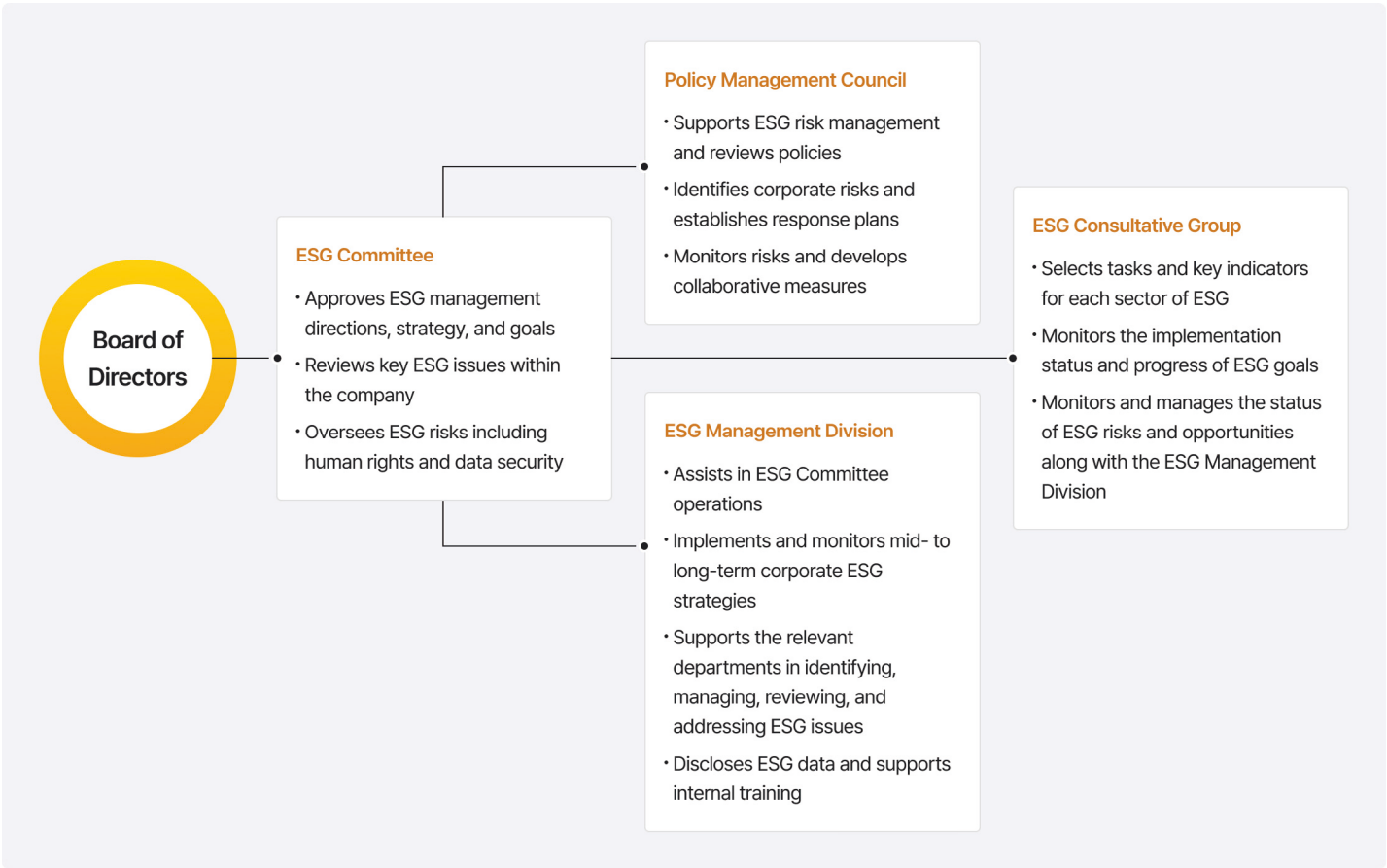


Implementation System

ESG Committee meetings held in 2024

Date	Agenda	Type	Attendance rate
May 2024	1. Report on the business progress for 2023-H1 2024 and business plans for H2 2024	Report	100%
	2. Reported the progress of publication of the 2024 ESG Report and areas improved from the previous report	Report	100%
Nov 2024	1. Report on the progress of publication of the 2024 Sustainability Report and the KCGS evaluation rating	Report	100%
	2. Report on the 2024 ESG management performance	Report	100%
	3. Report on the 2024 environmental management status	Report	100%

At Netmarble, the ESG Committee as the decision-making body, the ESG Management Division as the ESG arm of Netmarble, and the ESG Council are involved in the systematic management of ESG issues. The ESG Committee devises and implements ESG management strategies and makes decisions systematically with regard to Netmarble’s response to ESG risks. The ESG Management Division responsible for ESG issues defines ESG management strategies and spearheads risk management, whereas the ESG Council—composed of divisions performing practical functions—implements ESG management collaboratively and strives to achieve sustainable growth and improve the company’s corporate value.



Environmental



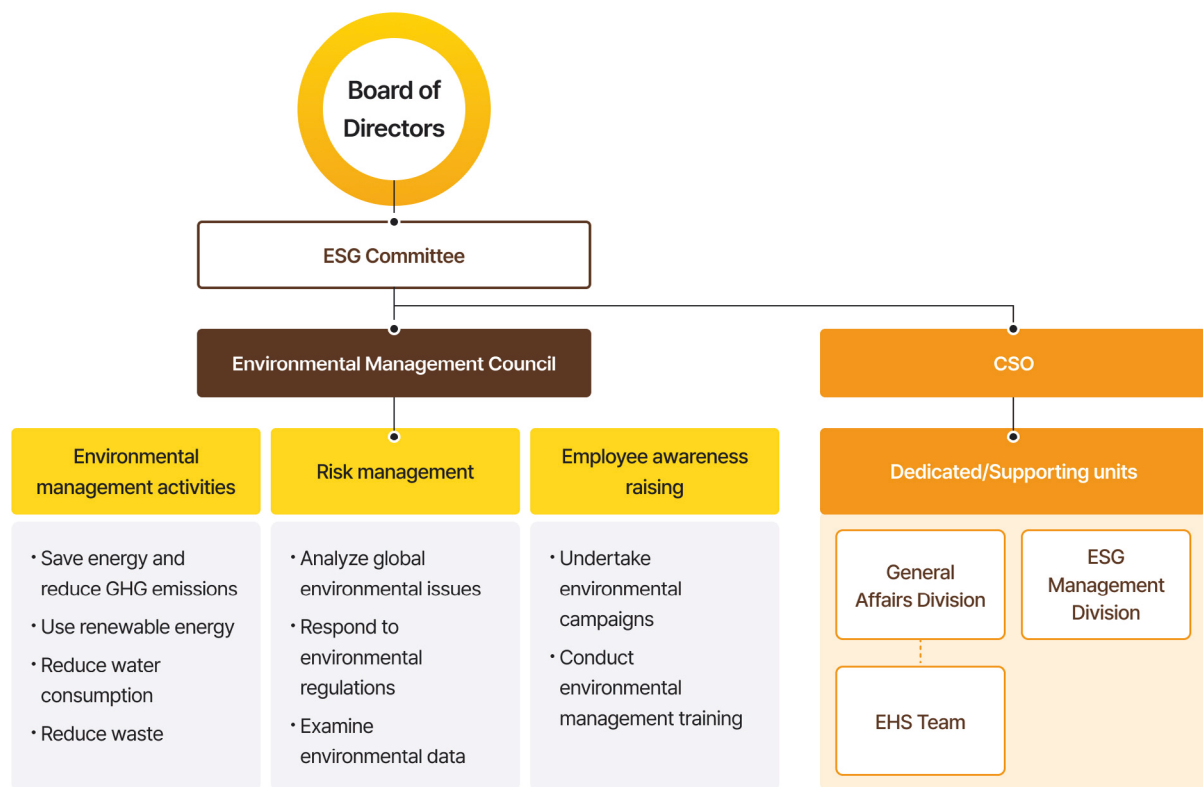
Governance

Environmental / Environmental Management / Governance

To address stakeholder demands for environmental management, Netmarble established the Environment, Health, and Safety (EHS) Team in 2023 for facilitating related activities. We convene an Environmental Management Council to manage environmental risks and track the progress of major tasks. Important decisions discussed in the council are presented to the ESG Committee convened semiannually under the Board of Directors (BoD) following review by the Chief Officer of Environmental Management (CSO). As a result, we established environmental management guidelines in 2024 and detailed selection criteria and managed to improve data consistency and work efficiency. We will continue implementing environmental management activities in response to the changing environment based on our governance system and transparently disclose the relevant outcomes to stakeholders.

Management Performance Evaluation and Rewards

To adapt to the shifting market environment and facilitate environmental management effectively, we integrated our environmental management performance into managers' and top management's Key Performance Indicators (KPIs) in 2024. These KPIs primarily focus on goals related to climate actions including greenhouse gases (GHG) and energy conservation. We established goals that are closely related to the performance indicators of managers and unit heads in an effort to help achieve our goals and build and maintain work momentum. Progress toward achieving these goals was reflected to employees' performance evaluation and compensation. Performance issues are reflected to the goals for the following year to ensure continuous management of environmental objectives. In the future, we will expand the scope of environmental management KPIs to reflect the shifting market conditions and stakeholders' needs and add further details under the goals set.



BoD	ESG Committee	CSO	Environmental Management Council	Dedicated/Supporting units
• Oversee the entire environmental management system process	• Set annual environmental management policies • Implement detailed ESG strategies and assess sustainability performance • Review and decide on issues including ESG information disclosure	• Develop environmental management policies and plans • Evaluate environmental activities and provide recommendations • Supervise the environmental information disclosure	• Establish and maintain the environmental management system • Set annual environmental management plans and goals • Define the environmental management evaluation standards and indicators	• Establish and maintain the environmental management system • Measure and monitor environmental performance • Conduct regular environmental training for employees and internal campaigns • Ensure compliance with environmental laws and standards

To minimize the company's impact on the environment, we have established environmental management policies that all employees and stakeholders must follow, and we conduct management activities accordingly. We developed environmental management guidelines based on policies outlining strategies to implement them, and they were approved by the BoD in 2023. These guidelines outline the responsible unit and roles it plays to promote Netmarble's environmental management. These guidelines specify our principles for climate action, waste reduction management, and risk management system. We guide our staff and internal and external stakeholders in complying with our environmental management policies and guidelines, and promote environmental management activities based on these policies.

 Environmental management policy

We establish and implement the following environmental management policy continuously to minimize the negative impact on the environment, which arises from the provision of various IT-based services, and to respond to climate change actively through the efficient use of energy and reduction of GHG emissions:

- 01

We recognize the environment as essential to our company's development and create corporate value through eco-friendly management.
- 02

We respect human values and fulfill our corporate social responsibility to build a sustainable society in harmony with the environment and society.
- 03

We actively pursue the sustainable use of resources and reduction of pollutants throughout product development and sales.
- 04

We comply with global environmental laws and agreements and actively promote environmental management.

 Environmental management guidelines

At Netmarble, we recognize the natural environment as natural capital that we have borrowed from future generations. We aspire to be a company that spreads joy globally through green management.

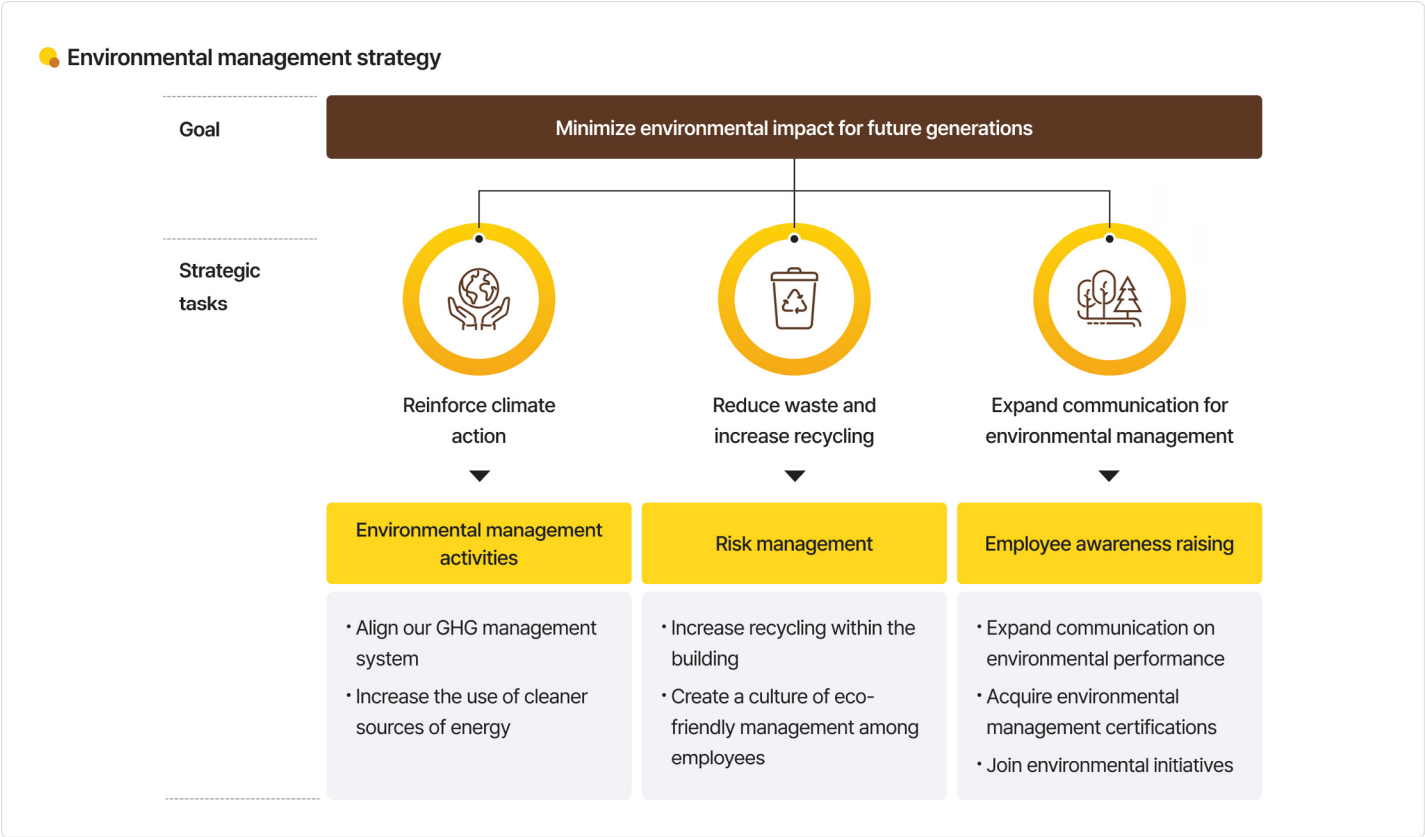
We enhance our efforts to combat climate change by enhancing energy efficiency and diversifying energy sources.

We boost recycling rates within our operations and extend the reach of our environmental values through proactive communication with stakeholders.

*Excerpt from Article 1 (Purpose) of the Environmental management guidelines

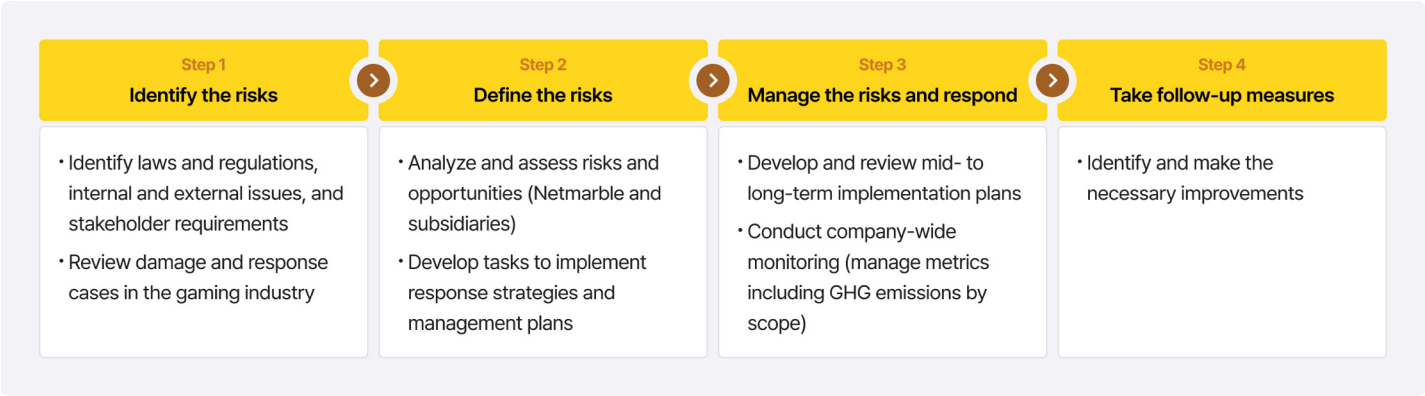
Risks and Response Strategies

In line with our environmental management policies and guidelines, we actively engage in climate action—an issue closely related to the nature of our business. The Environment, Health, and Safety (EHS) Team in charge of addressing climate change shares climate-related regulatory trends and discusses the progress with regard to climate goals and tasks in the Environmental Management Council with executives from the ESG Management Division. Climate issues requiring BoD decisions are submitted to the ESG Committee, which then discusses and makes decisions. We will continue to undertake climate actions such as GHG and energy management and waste reduction, based on our climate change governance system. We will join environmental initiatives and conduct risk analyses to address physical and transitional risks, actively responding to the changing environment and pursuing sustainable management.



Climate Risk Identification and Management Process

Our EHS Team and ESG Management Division periodically seek to identify and manage climate-related risks. Concerning regulatory risks, we perform annual inspections for units subject to environmental management policies to identify any environmental issues and their impact. We then provide environmental training and perform regular inspections to prevent and mitigate the identified risks; thus establishing a response system for constant monitoring. Regarding environmental risks that may arise at any time, we identify them through a grievance handling channel of the EHS Team, take corrective measures based on the risk level, and disclose the results to the complainant.



Greenhouse Gas Management

In 2024, our headquarters' GHG emissions totaled 4,541 tCO₂eq, which is primarily attributable to electricity use. To address this, we are implementing high-efficiency, eco-friendly facilities to improve electricity use efficiency and seeking to increase renewable energy production through solar and geothermal power production facilities in the building.

Energy Management

Energy-saving efforts

We wage various campaigns and send pop-up messages to staff PCs every day to save energy, encouraging employees to turn off office equipment before leaving the office. We also recommend maintaining office temperatures at 26°C or higher in summer and 20°C or lower in winter. To prevent unnecessary power use, we have increased the frequency of automatic daily turn-off for office lights from twice (20:00, 24:00) to five times (20:00, 22:00, 24:00, 02:00, 04:00). We are also introducing smart plugs to electronics used in the office—such as water purifiers and coffee machines—to reduce energy use by turning off standby power during non-work hours.

Establishing an energy management system

We have used the first-class Building Energy Management System (BEMS) since 2021. We effectively manage energy use within the building by monitoring power and gas use, analyzing and controlling the efficiency of geothermal heat, Electric Heat Pump (EHP), Gas Engine Heat Pump (GHP), and fuel cells by installing sensors in major facilities.

Building Energy Management System (BEMS)

Data collection and display	01 Energy consumption, etc.
Information surveillance	02 Monitoring power, gas, CO ₂ concentration, inverter operation, and temperature setting
Data retrieval	03 Correlation analysis of data such as energy consumption relative to outside temperature and operating time compared to COP
Energy consumption analysis	04 Analysis of energy consumption per gross floor area and heating and cooling energy use status and efficiency
Facility performance and efficiency analysis	05 Performance and efficiency analysis of boiler, geothermal, EHP, GHP, fuel cell, etc.
Energy consumption forecast	06 Setting and managing energy consumption targets and comparing actual energy consumption through regression analysis
Linked control system	07 Facility control linked to the integrated SI system (boiler, geothermal, GHP and EHP, fuel cell, air conditioner, etc.)
Provision and use of indoor and outdoor environmental data	08 Indoor and outdoor temperature and humidity difference for heating and cooling control, indoor air quality control through carbon monoxide sensor, performance and efficiency analysis through fine dust measurement
Energy cost monitoring and analysis	09 Monitoring and analysis of use charges through the measurement of energy sources (electricity, gas) and facilities (EHP, GHP, boilers, etc.)

Automatic control system management process using BEMS based on PDCA



Renewable energy

We continuously monitor and manage 681 solar panels, 30 fuel cells, and 15 geothermal units installed at G-Tower to maximize energy efficiency and reduce GHG emissions. Solar panels are activated throughout daylight hours, generating an average of 17,288 kWh of power per month, and consumed through the inverters installed on each floor. Fuel cells are used for 8 hours daily—producing around 1,944 kWh of power per month—with the hot water generated during the process circulated to maximize energy efficiency.

Utilizing the temperature difference in groundwater, geothermal heat serves as coolant for outdoor units in summer and heating in winter, generating and utilizing an average of 75,000 kWh of heat monthly. In 2024, we generated 2.9 TJ of energy consumed in the building with renewable energy, reducing GHG emissions by approximately 53 tCO₂eq.

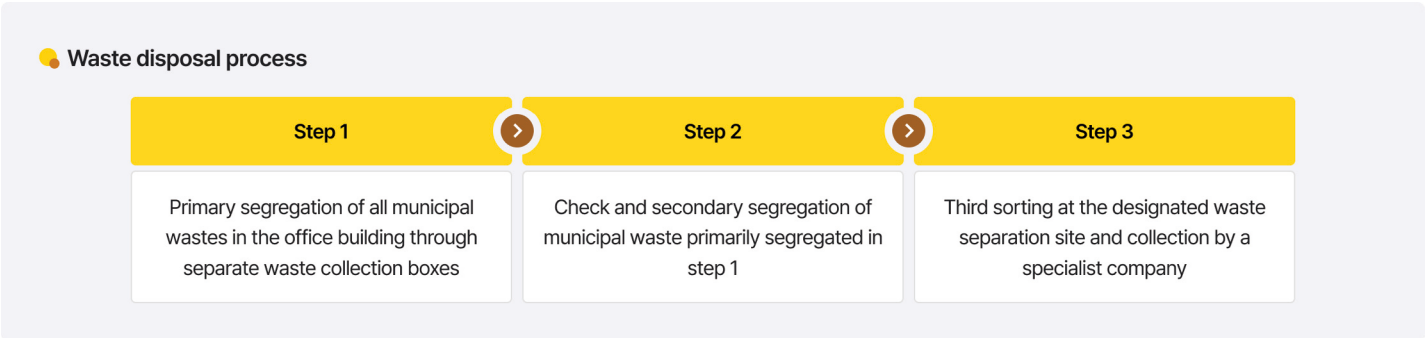
Waste Management

To promote sustainable environmental management, we adhere to waste laws and actively strive to reduce waste while improving recycling rates. We are taking measures to ensure that all recyclable waste is recycled by further subdividing recycling bins. We intend to practice eco-friendly management actively by raising circular economy objectives and aiming for certification as a leading circular economy company.

Introducing reusable cups at Ke Ke Dabang

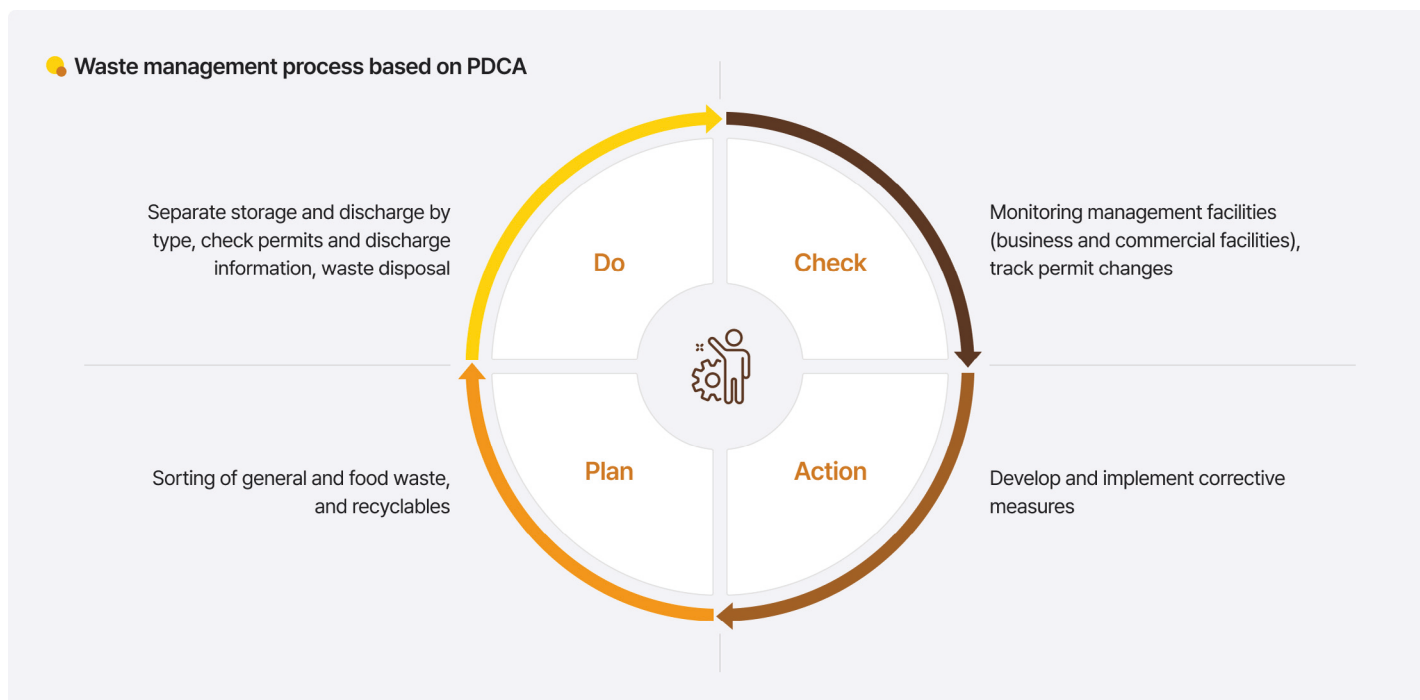
In 2024, in-house cafe Ke Ke Dabang reduced the number of disposable plastic cups used by approx. 340,000, cutting down carbon emissions by approximately 10.2 tCO₂eq¹). We also have a convenient recycling system wherein users can just return the reusable cups they used to the collection table installed at each floor, maintaining over 95% return rate.

1) Greenpeace East Asia (2023). Reusable is Futurable: A Comparative Life Cycle Assessment on the Environmental Performance of Reuse and Disposable Cup Systems in East Asia.



Waste discharge management status

Type		Status	Note
General waste	Business facilities	• Take out non-recyclable waste by weight (kg)	-
	Commercial facilities	• Take out non-recyclable waste by bag	-
Recyclable waste		• Recyclable: Paper, scrap metal, glass bottles, PET bottle, etc. (free of charge) • Non-recyclable: Coated paper, food containers, plastics, etc. (disposed of in the same manner as general waste)	-
Food waste	Business facilities	• Charge cost (collection company and store)	The disposer shoulders the cost
	Commercial facilities	• Large volume: Charge cost (collection company and store) • Small volume: Operate RFID-attached collection boxes in cold storage warehouses, metering, and carry-out following recognition by store	



Water Resources Management

Netmarble reuses water by installing a wastewater reclamation and reusing system as well as rainwater treatment facilities to reduce water use and sewage generation. After treating wastewater and rainwater, we reuse the treated water in business facilities, sales facilities, landscaping, restrooms, and parking lots to manage water resources efficiently. As a result, we were able to reduce water use by approximately 3,305 tons through wastewater use in 2024. In addition to water recycling, we are also making efforts to reduce overall water use. We have installed water-saving faucets, shower heads, toilets, and urinals with an electronic sensor to reduce water use and have launched water conservation campaigns such as “lower the water pressure at the sink” and “use a mug when toothbrushing.” Netmarble plans to continue managing water resources by waging energy conservation campaigns and using less water within its premises.

Green Building

Netmarble G-Tower has incorporated eco-friendly building construction elements from the design stage; it is committed to using energy efficiently when operating the building. The tower's exterior glass features Low-E glass, which minimizes heat inflow and outflow and reduces condensation. Alongside this, high-efficiency equipment with low environmental impact, KS-certified materials, and eco-friendly, EPD-certified products free of hazardous chemicals were applied. This way, G-Tower was built as a green building garnering the highest rating (Green Grade 1) in green building certification (G-SEED). When operating the building, we seek to reduce energy consumption and carbon emissions as much as we can by maintaining moderate indoor temperatures, using scheduled lighting shutdowns, and optimizing elevator operations. Furthermore, we keep greenery in the office to lower the indoor temperature during summer with air purification and humidification effects; thus contributing to energy savings.

Eco-friendly Facility Status

Type		Status
Status		• Construction status: Wall greening (123m²), Roof garden (2,578m²), Low-E glass • Operation status: Insulation effect with wall greening and roof garden, inclusion of insulation film inside Low-E glass, installation of roll blinds and louvers
HVAC equipment	Gas Heat Pump (GHP)	• Quantity: 1,260 units • Operation status: Constant room temperature kept in summer (26°C) and winter (20°C) • Individual room temperature adjusted upon request • Improved efficiency of the GHP by removing the window from where the outdoor unit of the air conditioner is installed on the roof, an area where heat is usually trapped in summer • Removal of the entire window of the outdoor unit room on the roof to streamline the GHP system • GHP emission reduction device installed Additional measures to be taken
	Air-conditioning unit	• Quantity: 7 units • Operation status: Constant room temperature kept in summer (26°C) and winter (20°C) • Room temperature adjusted flexibly depending on the outdoor temperature
Lights		• More frequent lights-out time: Twice a day (20:00 and 24:00) → 5 times a day (20:00, 22:00, 24:00, 02:00, 04:00) • Underground parking lot: Installed high-efficiency dimmable LED lights • Room temperature adjusted flexibly depending on the outdoor temperature • Lights turned off in some parts of the underground parking lot Additional measures to be taken
Heat exchanger		• Activated only upon the request of each company
Elevator		• Available 24/7 • Escalators available at different times on different days of the week • Single elevators available first at night (21:00-07:00)
Tap water temperature adjustment		• Hot water: 45°C in winter and 40°C in summer • Hot water provided at 35°C in summer Additional measures to be taken

Water cycle management	Installation of stormwater tank	• Used as toilet and landscape water
	Use of reclaimed water	• Used as toilet and cleaning water
	Conservation of water used daily	• Water-saving faucets, shower heads, toilets, and urinals with an electronic sensor • Stormwater used to supply water to aquatic biotope and water wall • More water-saving faucets installed in public areas (basement level 1, 1st floor, 2nd floor)
More water-saving faucets installed in public areas		• Lights off at hallways and halls Opening and closing blinds, front doors, and stairwell doors completely In-house energy-saving campaigns (to minimize standby power by turning off PCs and other devices when leaving the office) • Smart plugs: Turns off always-on appliances (water purifier, coffee machine) at night, weekdays, and weekends

Additional measures to be taken

Forming Biotopes and Maintenance for Maintaining the Ecosystem

We created a terrestrial biotope with an area of 189.22m² and an aquatic biotope area of 91.5m², providing habitats for endangered species like storks, goshawks, and narrow-mouthed toads known to live in the neighboring Guro region. We continuously manage these areas by allocating an annual budget. As an eco-friendly ecological park spanning 7,884m², G-Tower Central Park is contributing to the conservation of biodiversity and formation of an ecological environment. The park is home to more than 20 types of plants including 360 *Iris ensatas*—a rare plant designated as legally regulated species—and 100 Korean weigela trees, an endemic plant that grows only in Korea. In 2024, we invested over KRW 130 million and systematically managed and maintained the habitat of ecologically important plants that need to be conserved. We also planted rare plants and endemic plants in some parts to increase biodiversity. Likewise, Netmarble is protecting the natural habitat to preserve biodiversity and making continuous efforts to help plants and animals thrive. Going forward, we will remain committed to creating a natural getaway wherein the natural ecosystem can flourish by managing the ecosystem and improving the habitat of G-Tower Central Park, so it can serve as a habitat and a shelter for diverse creatures.



Terrestrial biotope



Aquatic biotope

Acting as the Ambassador of the Ministry of Environment

On April 22, 2024, Earth Day, the Ministry of Environment (ME) appointed Netmarble's "KUYA Restaurantz" as an ambassador for carbon neutrality as it kicked off the Climate Change Week. Since then, KUYA Restaurantz characters have actively engaged in ME's carbon neutrality campaigns. With KUYA characters that are hugely popular among Millennials and Gen Z, we are working hard to raise awareness of climate change and reduce carbon emissions across all age groups. Netmarble's "KUYA Restaurantz" plans to launch campaigns to raise carbon neutrality awareness and promote different ways of achieving carbon neutrality by playing viral videos on great tips, which will be played on prominent digital billboards at major train stations like Seoul Station and Osong Station.

[Onion KUYA is practicing carbon neutrality! ME Climate Change Week video](#) 



ME's digital billboard video

Lower Environmental Impact Campaign



Street clean-up event

We are planning and waging diverse environmental campaigns for our employees to raise awareness of our environmental impact. Since 2023, we have issued ESG newsletters to our staff to inform them of ESG-related information and held participatory environmental events through the newsletter in an effort to encourage participation and raise environmental awareness. In 2024, we launched a street clean-up campaign wherein Netmarble employees and over 20 members of Marble Challenger, a group of college student supporters, picked up trash in Hangang Park, Yeouido not just to raise awareness but also to participate in environmental cleaning activities directly.

Training and Activities



Environmental operations management training

Throughout the year, we had in-person training on environmental operation management (EOM) starting with the BoD in May 2024 and new hires in November, and divisions in charge of handling environmental data and other interested staff in December. We touched on diverse topics chosen based on participants trained, including public announcement, climate crisis, and need for EOM. We also had a Q&A session wherein they could ask questions, get answers, and share their views. In the future, we plan to expand the scope of EOM training to include all employees, diversify training content, and implement EOM initiatives proactively by raising employees’ awareness through training.

📍 2024 EOM training details

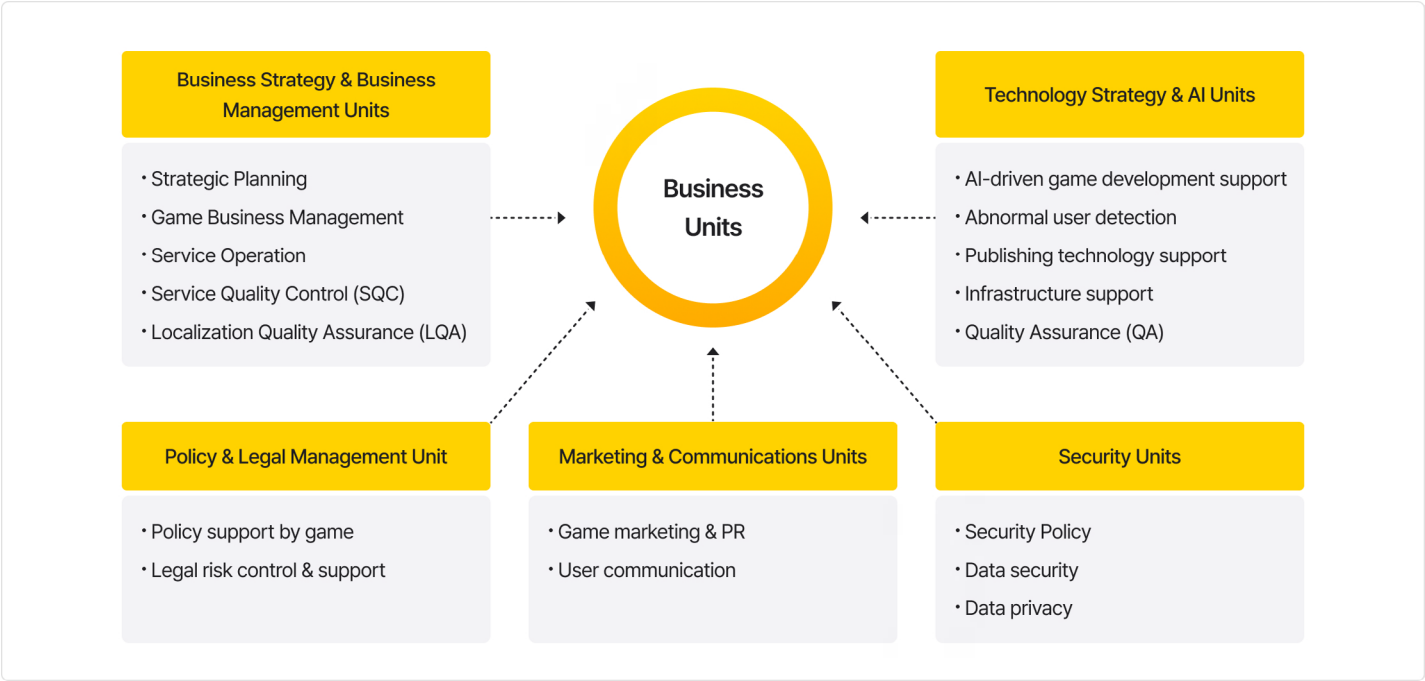
Date	Details	Training hours	Participants (No. of persons)
May 9, 2025	Global ESG climate announcement trends and future outlook	1 hr	All BoD members (9)
Nov. 12, 2024	Netmarble ESG, bringing about a sustainable future	0.5 hr	Interns (8)
Dec. 17, 2024	Climate change and sustainable management	0.5 hr	Divisions handling environmental issues (28)



Governance

Social / User Satisfaction / Governance

We consider the improvement of user satisfaction and protection of rights as our top priorities to boost corporate profits and address material ESG issues. All business units including those responsible for business, marketing, communications, service operation, technology strategy, AI, security, QA, and policies are committed to managing issues that may arise in the process of offering services quickly and strategically.



Our user rights protection policy is disclosed on the Netmarble portal, reflecting our commitment to building a service operation and management environment that users can trust. We continuously manage this environment to ensure that users can safely enjoy our services without being exposed to harmful elements.

[User Rights Protection Policy \(Full text\)](#) 

 User rights protection policy

Netmarble strives to protect users’ rights and interests and ensure a healthy, safe service environment as follows:

- 01

To establish trust in our service environment, we actively engage with users through channels like official communities and one-on-one inquiries; thus ensuring that their feedback shapes our services.
- 02

To maintain fairness and order, we minimize harm to other users by restricting all inappropriate in-game acts such as hacks and bug abuse in accordance with our Terms of Use and Operation Policy.
- 03

We enhance user experience by providing transparent information about our contents and offering probability guidance for loot boxes to establish fair trading practices and minimize inconvenience.
- 04

When collecting users’ personal information, we ensure that it is gathered lawfully and rightfully within the minimum scope in accordance with the Privacy Policy, and do not use it for purposes other than the intended purpose.
We take the best measures to ensure the safe management of the collected personal data.
- 05

With our process for handling user misconduct including abnormal game users and the word censorship system, we proactively maintain a healthy environment by blocking actions that may cause discomfort to other users or groups or discriminate against them.

Netmarble CEO 

To ensure a highly satisfying gaming experience for users worldwide, Netmarble prioritizes the protection of users' rights and compliance with the relevant policies. Based on this, we have implemented a user feedback management and response system. This way, we are doing our best to manage the opinions of users effectively and address their concerns promptly to enhance customer satisfaction.

	2026 Goals	2028 Goals	2030 Goals
User satisfaction ¹⁾	To get a user satisfaction score of 4.0 Up 33.3% (PC users) Up 17.6% (mobile users)	To get a user satisfaction score of 4.2 Up 40% (PC users) Up 23.5% (mobile users)	To get a user satisfaction score of 4.3 Up 43.3% (PC users) Up 26.5% (mobile users)
Service improvement	To introduce AI at the customer center to enhance user convenience	To improve the customer support system and minimize service risks by expanding AI use	To introduce an automated process including an automated troubleshooting process to improve user convenience

1) Customer satisfaction surveys are conducted all year round by the online customer center

Support Channels for Users Worldwide

We have a multilingual customer support system to help users worldwide access our service more conveniently regardless of time and location. Going forward, we will continue to enhance the customer-oriented inquiry system and provide a more agile, efficient customer support system.

We have an FAQ menu provided in 15 different languages to improve understanding of users and help them use our services smoothly. This way, we support users worldwide in accessing the data they are looking for more easily and quickly. Our one-on-one inquiry service is available 24/7 in five languages, providing support to both domestic and overseas users.

Moreover, we have a wide range of complaint channels including phone, offline service centers, and email to facilitate the problem-solving process. The channel is open 24/7 to boost customer satisfaction.

FAQs
(15 languages)

Korean, English, German, Spanish, French, Indonesian, Italian, Japanese, Portuguese, Russian, Thai, Chinese (Simplified), Chinese (Traditional), Turkish, and Arabic

One-on-one user support
(5 languages)

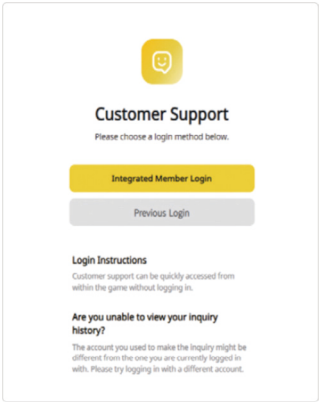
Korean, English, Japanese, Chinese (Traditional), and Thai



Offline service center



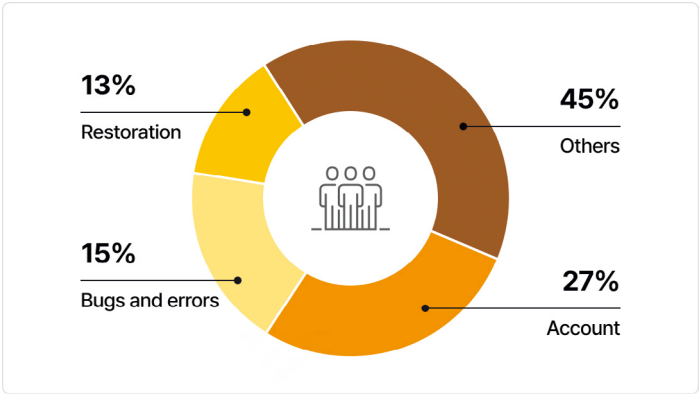
Multilingual FAQ



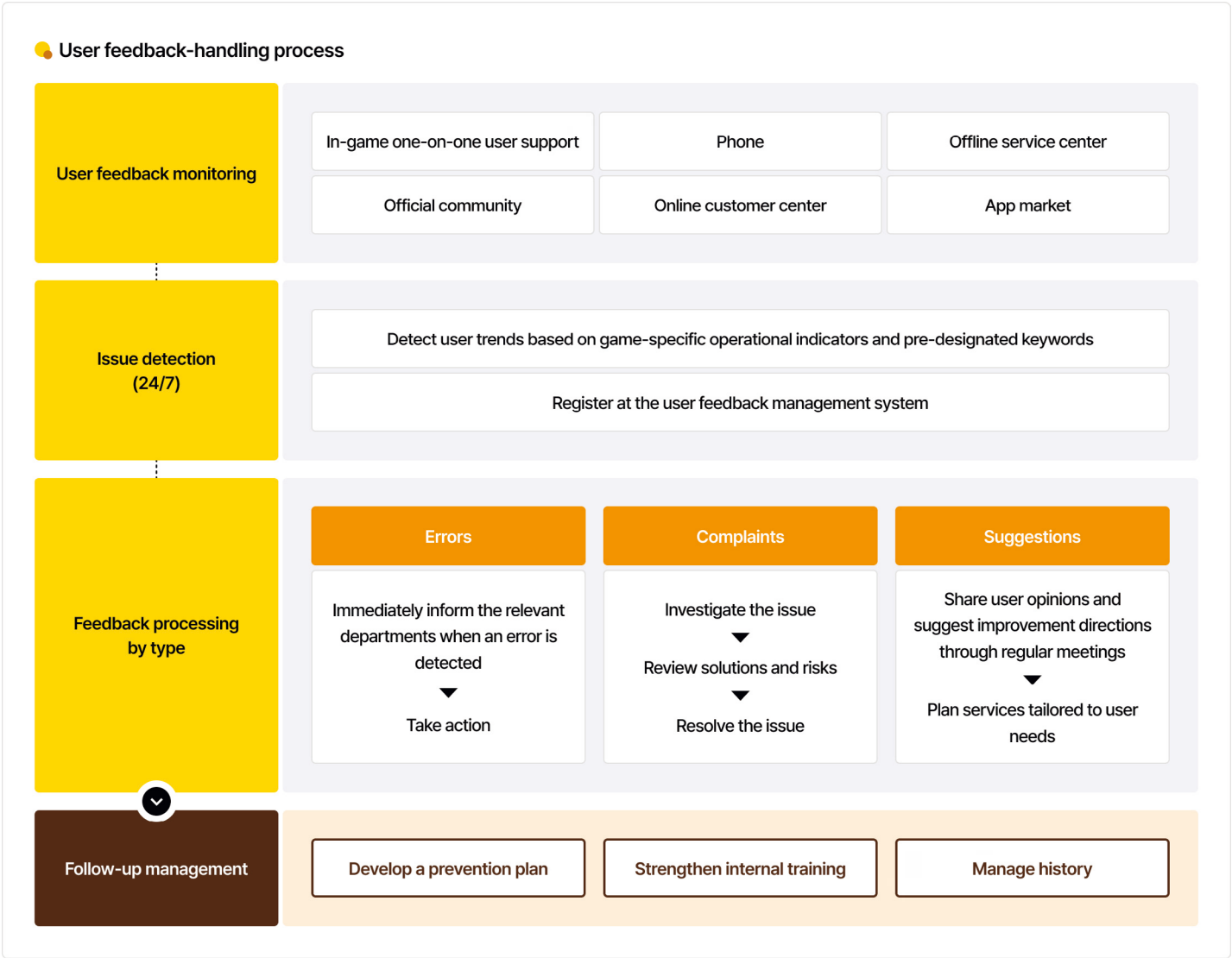
English user support page

Real-time User Feedback Management

User opinions by type



We monitor various channels 24/7 to respond quickly to user feedback and identify real-time issues through operational indicators for each game including a detection system based on pre-designated keywords. The detected customer opinions are registered in the User Feedback Management System and classified into three types—error, complaint, and suggestion—each processed according to the respective procedure. All processes are designed to minimize user impact and ensure prompt action, with follow-up procedures implemented to prevent a recurrence.



Service Risk Management for the Protection of User Rights

Customer satisfaction survey results

Categor y	PC (domestic)	Mobile (domestic and overseas)
2022	3.3	3.5
2023	2.8	3.6
2024	3.0	3.4

Netmarble prioritizes the protection of its users' rights and compliance with the relevant policies. We have a Service Risk Management System in place to prevent potential infringements of rights and interests that may occur in the service process before and after an incident.

(Unit: point with 5 points as perfect score)

Service risk management system

Service risks are divided into three levels (Critical, Major, Minor) based on their importance, urgency, and impact. We analyze the voice of customers (VoC) collected through not only phone calls, offline service centers, and one-on-one inquiries but also online forums and complaint centers to check whether user rights have been violated in major areas, including service access, payment, content use and benefits, and accounts. Based on our findings, we find areas that need improvement and take proactive measures.

Prevention and improvement measures

To minimize inconvenience, we conduct a stability test and open a communication channel prior to launching a new service. After launch, we check the compliance of our updates, regular checkups, probability, and products while enhancing our notification system. As a result of our systematic service risk management effort, the number of Critical risks fell 19.35% compared to the previous year. In 2024, complaints on failed access to our services (bugs and failures) fell 8% thanks to our 24/7 monitoring and a rapid sharing system.

Recurrence prevention follow-up management

After taking measures, we closely monitor whether similar issues recur through an AI-based monitoring system. At the same time, we constantly reinforce our efforts to protect user rights by preventing recurrence and quickly taking additional improvement measures as needed. We will analyze more VoC, comply with global consumer protection standards, and improve the quality of our services and continue to put the protection of user rights first.

Service risk management process

	VoC management (external risk)	Service stability management (internal risk)
Risk prevention	Prevent potential risks through user communication channels	Check for compliance and improve prenotification
Identification and assessment of risks	Phone, offline service centers, one-on-one inquiries, online forums, and complaint centers	Conduct internal tests before launch and monitor constantly during updates
	 Monitor VOC keywords using AI	 Monitor anomalies using AI
	Identify VoC-related risks concerning access, payment, content use, benefits, and account	Identify failure-related risks concerning bugs, system overload, operation failures
	Group the identified risks into three levels based on importance, urgency, and impact	
Risk mitigation measures	• Take action by risk level and set the direction of actions taken • Investigate the cause and scale of damage • Work with the pertinent dept. and initiate the internal reporting process	
	Check for compliance including whether the user(s) concerned is(are) directly or indirectly affected	
Follow-up measures	• Analyze the reduction rate by complaint category based on the result • Conduct risk type classification, risk rating and prepare a recurrence prevention plan • Share results internally to prevent the recurrence of similar issues • Improve pre-inspection and notification	• Manage the initiation of recurrence prevention measures • Set action plans • Conduct online/offline job ethics training for game operators and launch regular campaigns

We are dedicated to providing stable game services to global users, striving to ensure that users from different countries, languages, and cultures around the world can enjoy games. As part of our commitment, we are developing eco-friendly game technology and managing intellectual properties while upholding the values we consider most important: stability, eco-friendliness, and technology.

Global One-Build Strategy

For over a decade, most of our games have been offered with a global one-build approach that services one game to global regions simultaneously. Such approach reduces technical risks and provides stable services with integrated operations instead of separating them by country or language.

QA System for Stable Service

We conduct thorough quality assurance (QA) prior to game releases and updates, quickly conducting multiple rounds of detailed QA to prepare users to enjoy more stable game play without technical issues. For more precise QA, we utilize a variety of QA systems and constantly upgrade them.

Technology Optimization for Stable Global Service

To ensure faster game downloads and uninterrupted, stable play without wasting data, we have established our own server structure verification advancement and client optimization processes. We collaborate with development studios to review and optimize server structures from the development stage of MMORPG games. We actively apply a client optimization process to create an environment wherein the development studio can focus on developing interesting content, leading users to enjoy more interesting games without interruption.

Technology Protection and Management

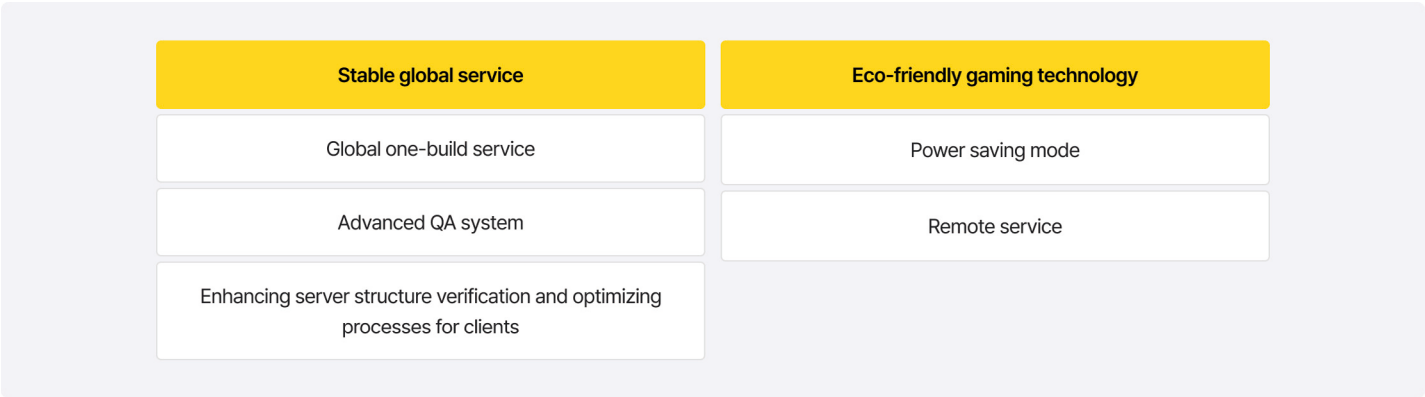
Operating services in the global market, we carry out intellectual property (IP) registration and protection worldwide so that intangible intellectual assets such as outstanding technology, various patents, and copyrights can be actively researched and developed. We conduct monitoring at all times, manage through internal systemization, and ensure legal compliance. In case of infringement, we take appropriate measures such as reporting and requesting an investigation.

Power Saving Mode

To minimize negative environmental impacts during game play, we introduced a power saving mode starting with "Lineage 2: Revolution" released in December 2016. Since then, we have applied the mode to a total of ten types of mobile games including "Seven Knights Idle Adventure," "Arthdal Chronicles: Three Factions," and "Raven 2." This mode enables games to progress without user interaction, enhancing play convenience and device battery efficiency while also contributing to society's carbon emission reduction through energy conservation.

Remote Service

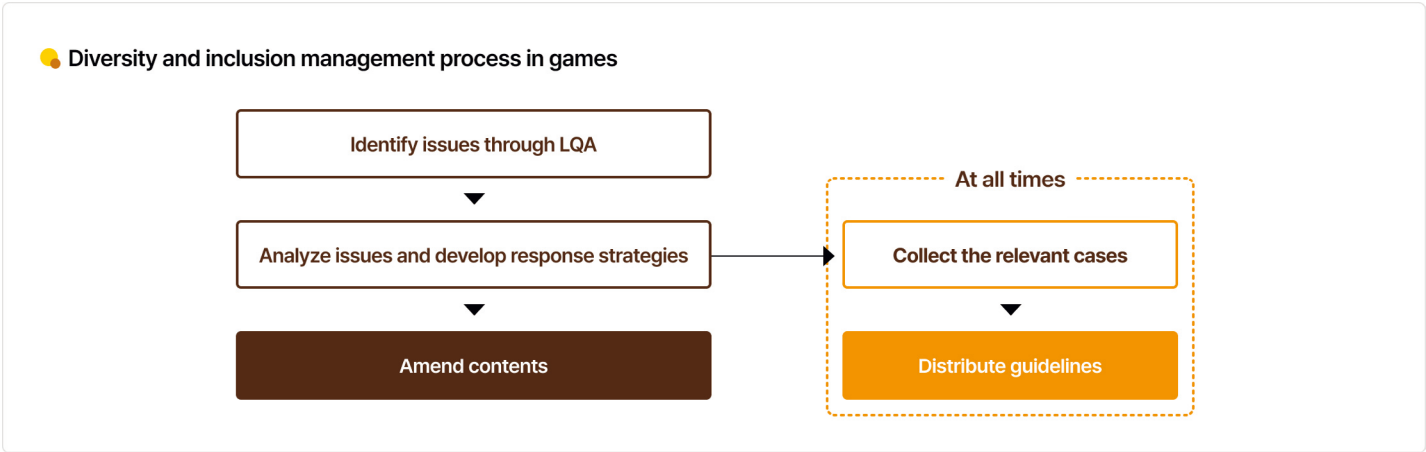
In April 2024, we launched the "Netmarble Connect" app that supports remote services. Starting with "Arthdal Chronicles: Three Factions," the service has been applied in other new games including "Raven 2" and "RF Online Next" in order of release. This app lets users remotely install, run, update, and play PC builds on their mobile phones through the app, without having to install apps for each game. Using just one device, users can continue playing the game anywhere. Since there is no need to download apps or use data for each game, and mobile devices generally use less power than PCs, remote services are expected to contribute to energy savings.



Contents Promoting Diversity, Equity, and Inclusion

Diversity and inclusion management in games

The competitive edge of Netmarble lies in the capacity of global one-build (GOB), which enables the simultaneous release of the same version of a game in multiple countries around the globe. At the core of the GOB capability are content diversity and value of inclusion, which are managed by the Culturalization Advisory Council. The council collects sensitive issues related to religion, history, gender, culture, and recent social and political issues, and then comes up with guidelines and checklists to provide advice to the relevant business divisions at an early preparation stage for a game release. Before every game update, we proactively identify potential content issues from the perspective of local users through Localization Quality Assurance (LQA) in each region; this helps strengthen our processes by reviewing major issues with the advisory council and updating guidelines and checklists accordingly.



🔹 Contents guide to promote the value of cultural diversity

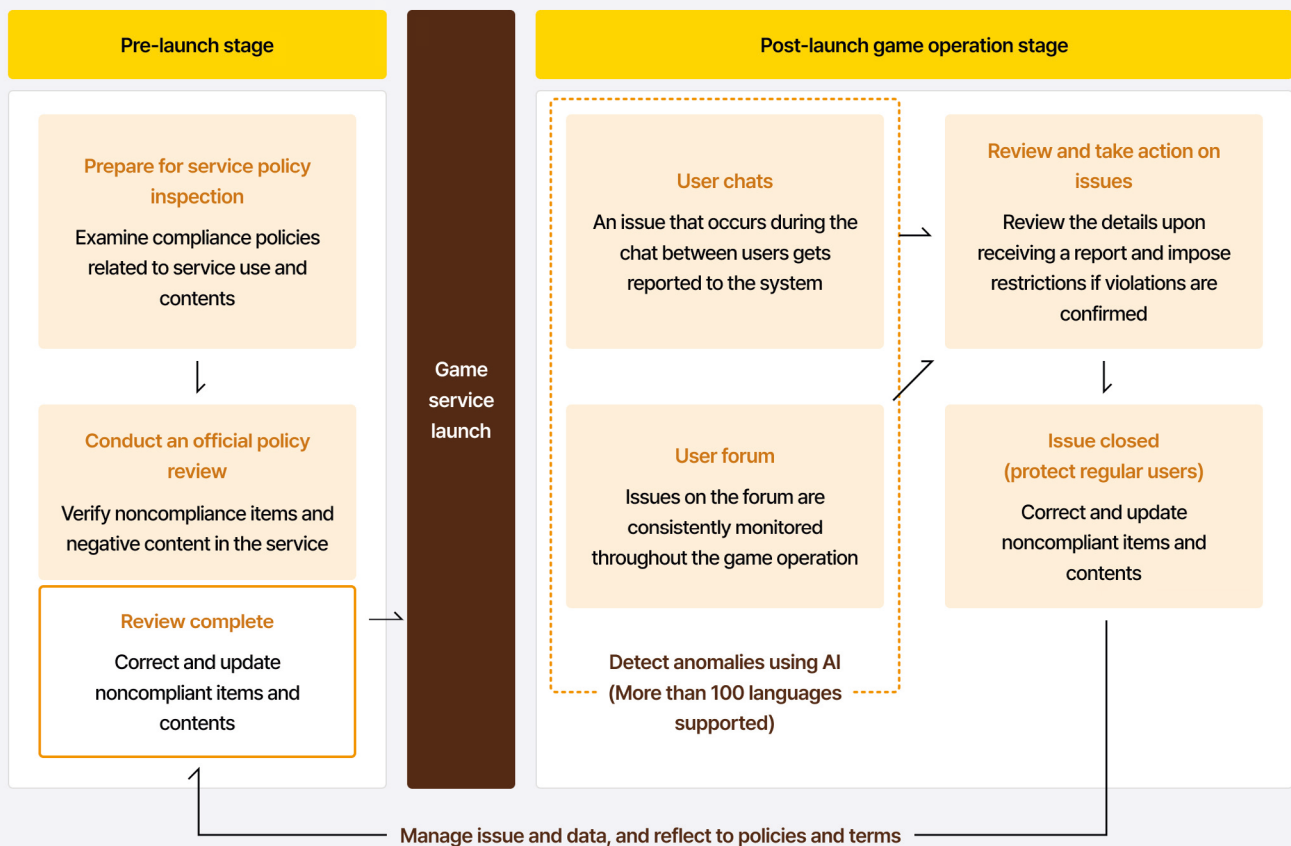
01	Stereotypes and prejudice	02	Politics and religion
03	Cultural and historical background	04	Hatred and anti-social
05	Race and gender	06	Children

In the process of developing and servicing game contents, Netmarble provides contents guides in light of diverse cultural backgrounds and cases. This is to encourage game users to respect cultural diversity and to refrain from "hating" or "discriminating" against other users due to their "different values."

Preventing unethical and hateful expressions

Even from the stage of development, we run an inspection process to monitor closely the inclusion of inappropriate contents in line with internal criteria to amend or improve contents if necessary. During content updates after the release, we continue to manage contents through internal inspection processes. While providing the service after launch, we monitor chats among users or community posts and use reporting functions in order to deter the circulation of inappropriate contents like discrimination, cursing, or slander against specific classes, users, or groups. The relevant users are subject to penalties in accordance with the Terms of Use, Operation Policy, and User Rights Protection Policy, and a notice is released to protect users.

🔊 Process to manage unethical and hateful expressions



Child and Youth Protection

Game time selection system and unauthorized payment prevention process

Under the Game Industry Promotion Act, we offer a game time selection system wherein youth users or their legal guardians designate game use times. We also provide information on elapsed use time and caution against long-term use every hour, conduct monthly analyses of game use, and support youths in forming proper gaming habits and self-control skills. Moreover, at the stages of purchasing in-game contents and making payment, we inform youths of the withdrawal of a subscription and other key information and require the consent of a legal representative to prevent unauthorized payment. We also provide a Parents-only help desk, allowing legal representatives to manage their children's game use appropriately.

Assigning a game a rating appropriate for the relevant age group

We strictly adhere to the game rating standards outlined in the Game Industry Promotion Act for all services to protect child and adolescent users. Upon initial use of the service, a child/adolescent user needs to go through the process of identity verification and consent of a legal representative to be assigned a use rating according to his/her age. A use rating classification is carried out through the Game Rating and Administration Committee, Game Content Rating Board, and independent rating classification business entities depending on the service method. In line with the decided rating, a minor user has access to contents allowed under the relevant rating.

Loot Box Information Disclosure

To foster a fair trading environment and help create a healthy gaming culture, we have provided more probability information than required of us under the standard disclosure requirements, including the Korea Association of Game (K-GAMES) Guidelines on the Disclosure of Probability Information for Probabilistic Items since 2017 and Game Self-governance Organization of Korea (GSOK) certification for self-governance compliance for loot boxes. As it became mandatory to disclose loot box information according to the Game Industry Promotion Act revised in 2024, we are working hard to create a fair trade environment by offering transparent information to users such as individual acquisition probabilities of loot boxes as well as the probability related to getting items that will raise the level or random items; thus ultimately ensuring compliance and offering users accurate information in advance. Upon introducing new loot boxes in both new and existing services, we conduct internal reviews of the probability information and use our own technology to prevent information errors. This way, we are committed to ensuring our compliance. As a result, Netmarble has provided flawless services without being subject to any relevant administrative actions since the act was enforced. We are working hard to remain compliant in our operations and to win user trust.

Two-way Communication with Various Stakeholders

Social / User Satisfaction / Two-way Communication with Various Stakeholders

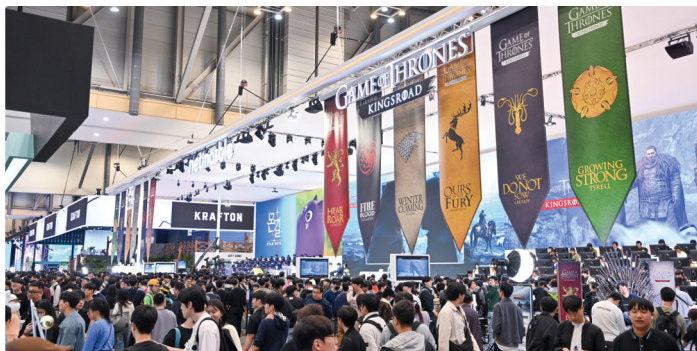


Strengthening Interactive Communication with Users



Greater presence in short-form video channels that meet user trends

We use various social media channels including YouTube, Facebook, and TikTok to communicate actively with users. In particular, as a result of revving up our short-form video strategy by following the latest trend, our TikTok account became the first domestic game brand channel to attract over 1.5 million followers; thus becoming a leading short-form video channel. In recognition of our achievements, we won the Grand Prize at the 2024 SNS of the Year in the company short-form channel (shorts, Reels, TikTok) category. We also won the Top Prize in the game social media category for the Cool Time 60 Sec section of our YouTube channel that delivers the latest Netmarble game news in videos up to 60 seconds long. We will continue to provide enjoyable and exciting experiences with our original short-form videos on diverse topics.



G-STAR 2024 and Anime X Game Festival (AGF) 2024

We release new games every year at a global game event to enhance online and offline communication with users. We have the largest number of live channels among companies participating in G-STAR, having ranked first in viewership during the festival period. We also drew huge attention with our collaboration with popular virtual YouTuber, ranking first in the number of concurrent live viewers. At AGF 2024, we opened a dedicated booth and held a real-time stage event in celebration of the seventh anniversary of "Fate/Grand Order" and actively communicated with users. For those who could not attend the event, we streamed the stage event for "Fate/Grand Order" live online so that more users could watch the event. We captivated a large audience both online and offline, attracting approx. 20,000 people to the booth out of the 72,000 people who visited AGF 2024.

[\[Netmarble TV\] AGF 2024 filled with the excitement of masters who visited the Fate/Grand Order booth!](#) [🔗](#)



Expansion to eSports by holding game competitions for major titles and live streaming

We organize game competitions for popular times such as "Solo Leveling:ARISE" and "Blade & Soul Revolution" to enter the eSports industry. As the first offline competition of "Solo Leveling:ARISE," SLC Korea Season 1 was successfully held at Vita500 Colosseum in Jamsil, Seoul on October 5. Later, a revenge match was held at SLC G-STAR 2024 between players who participated in the previous competition. As a user-participatory competition for "Blade & Soul Revolution," Revolution Challenge kicked off its first season in 2021, with season 6 of the competition held in the first half of 2025. We are committed to expanding our presence in eSports by streaming live offline competitions online. Based on our success in Korea, we plan to enter international game competitions in the first half of 2025.

[\[Netmarble TV\] Solo Leveling:ARISE Championship Korea Season 1](#)



Enhancing Communication with Netmarble Partner Creators

Creator communication with YouTube

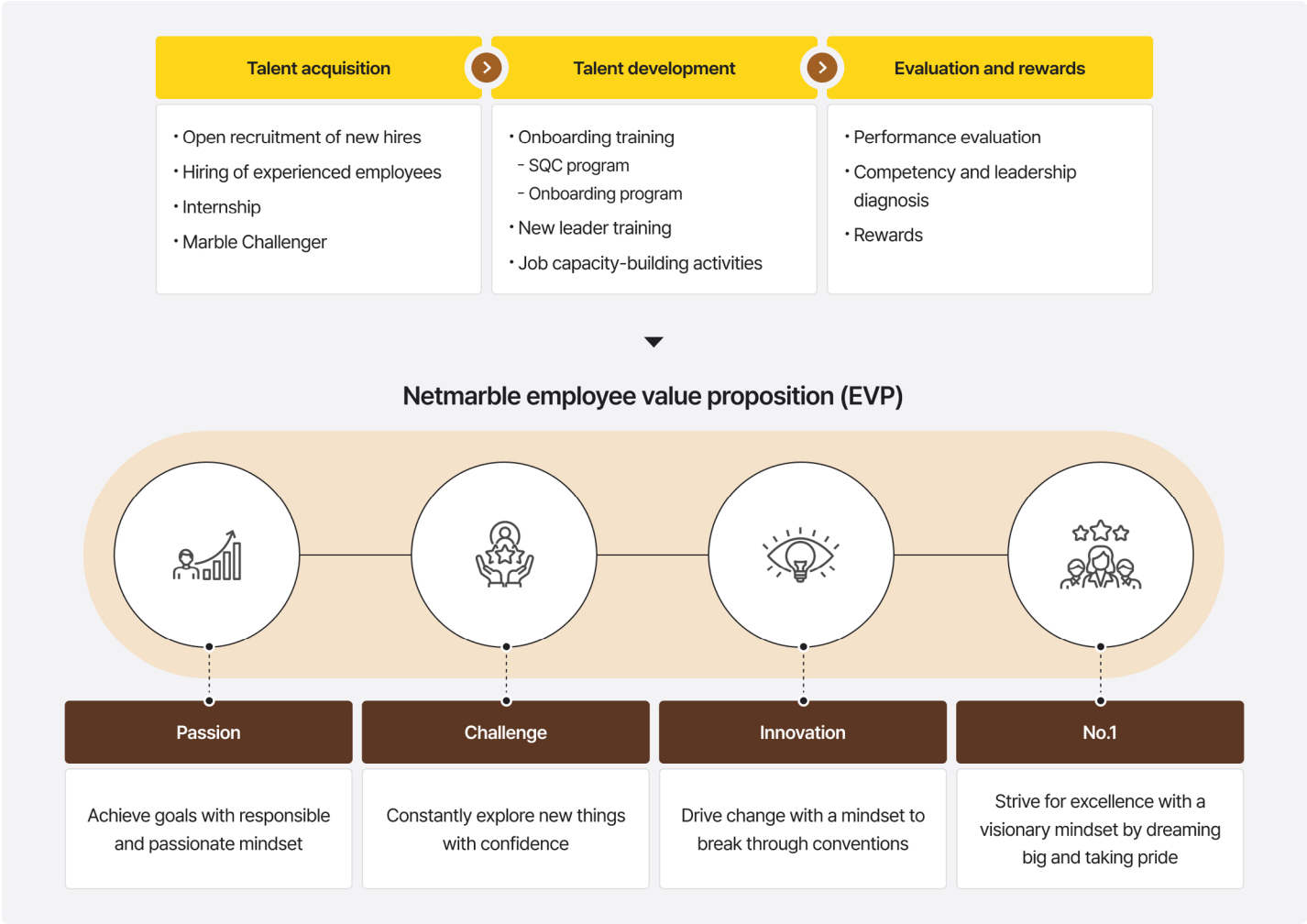
We held the Netmarble Live Streaming Challenge in collaboration with YouTube as part of our game streaming promotion strategy. The program supported game YouTubers in creating game contents in multiple ways. Over 100 creators joined the 12-week event, and we helped them improve their capacity as content creators. During G-STAR 2024, we opened Netmarble Creator Lounge as the sole game company to open such space, allowing creators to come and relax, create videos, or chat with other participants. As a result, over 150 creators visited the lounge, showing positive response to the lounge.

[\[Netmarble TV\] Netmarble Creator Lounge video](#)



Rise in inclusive creator programs aimed at creating a sustainable game ecosystem

In 2024, we launched Netmarble Partner Creator Plus, a program promoting the mutual growth of game companies, creators, and users. The program is run in a virtuous cycle wherein viewers support creators and creators develop high-quality videos in response. Today, not only Korean creators but also international creators are actively participating in the program with "Solo Leveling:ARISE" as the primary focus. Prior to the launch of the new game "RF Online Next" in the first half of 2025, we held a creator invitational event wherein creators demonstrated games and had a Q&A session with developers, and a networking session focused on in-depth communication. We will continue to collaborate with creators and build a healthy game ecosystem wherein game developers, creators, and users grow together.



Netmarble considers its employees to be a key driving force for growth and future endeavors. With the aim of entertaining people around the world with fun games, we are committed to nurturing and recruiting future talent across various positions including business, technology, marketing, and design.

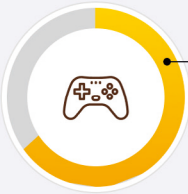
Talent Nurturing

Internship program

Each year, we run several programs aimed at attracting promising future talent interested in the gaming industry. Our internship program offers aspiring graduates valuable on-the-job experience, with high-performing participants being considered for full-time positions. We run internship programs more than once a year, providing future talent who are interested in the gaming sector with practical exposure and personalized mentoring to foster their professional growth and work ethics.

Marble Challenger

As our university student program launched in 2013, Marble Challenger helps students seeking careers in the gaming industry interact with professionals through internal and external company events and mentoring. As of June 2025, more than 60% of the 205 graduates so far are employed in the gaming industry, underscoring our contribution to increasing indirect experience and understanding of the gaming industry.



Over 60%

Percentage of participants who were employed in the gaming industry (First half of 2025)

Talent Recruitment

Diversification of talent recruitment channels

In 2023, we opened our recruitment page to attract talent with expertise and capabilities in various fields from job roles to game genres. We strive for fair recruitment centered on job skills by disclosing detailed job information as well as our company's information on the page, enabling applicants to apply for suitable positions easily. We are not only recruiting the necessary talent in a timely manner in line with the rapidly evolving IT industry environment by expanding the talent recruitment route by job category through constant talent pool management and using direct talent search service, but also improving applicant convenience.

[Netmarble Company recruitment page](#)



Netmarble Company recruitment page

Recruitment Through Internal Recommendation

We have implemented an Internal Recommendation System that offers small rewards to employees who recommend highly qualified applicants for open positions. In 2024, approximately 12% of new hires joined the company through this system. This way, we are putting our best efforts into securing talented individuals through various channels.

We operate various competency-building programs to support the self-directed growth of our employees, providing tailored training courses for interns, new hires, experienced employees, and position holders. Additionally, we conduct online job training for new employees and operate an external training system for all employees to enhance job performance capabilities.

New Employee Training

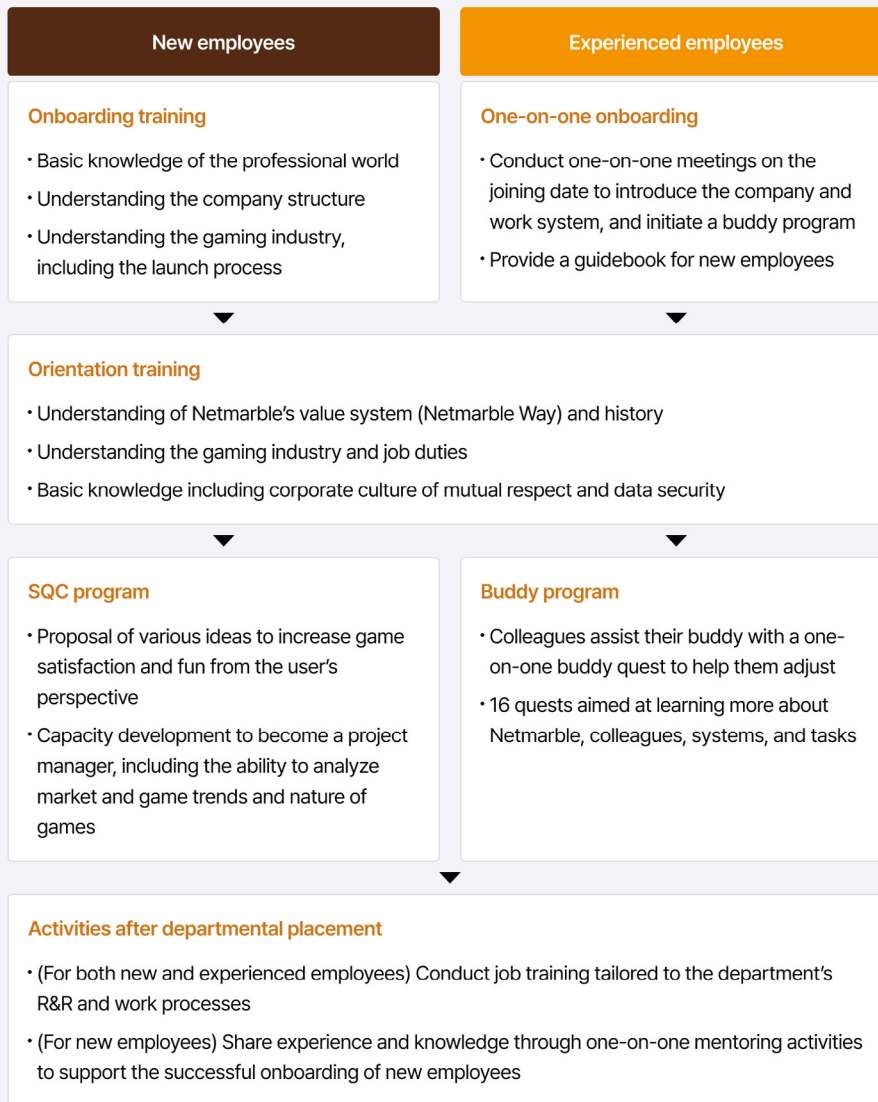
Service Quality Control (SQC) program

SQC is a program operated for interns and new employees in the business field, aiding in discovering and proposing ideas to increase game satisfaction from the user's perspective. Participants engage in the joint SQC program during their internship. After joining the company, they are assigned to the SQC Team for one year to understand the essence of the game, enhance their user mindset, and develop the basic capabilities to become business project managers (PMs). We also offer opportunities for new employees to engage in business activities proactively, such as selecting improvement tasks for our game services and applying them in practice.

Onboarding program

We provide orientation training for interns and new employees to support their successful onboarding as they take their first steps into society. This training aims to internalize Netmarble's value system and cultivate fundamental knowledge for becoming a productive employee of society. Through basic job lectures, new hires enhance their understanding of the gaming industry and specific job duties and get a basic idea of various roles within the company. After joining the company, new employees receive mentoring to establish role models, along with programs that support their effective growth in company life and work style. Experienced employees also undergo orientation training and buddy program to facilitate quick adaptation.

Onboarding program



Nurturing New Leaders



2024 Special Leadership Lecture

We proactively identify and groom next-generation leader candidates for key positions within the company through the Succession Plan. In 2024, we introduced a successor recommendation system wherein we get recommendations for leader candidates for each unit twice a year. The final leaders are selected through the transparent personnel verification of candidates, and we provide support to ensure that they excel in their future leadership roles.

We offer a special management lecture on the company's leadership philosophy to new leaders, aiding them in fulfilling their new roles. To enhance their work performance and organizational management capabilities as leaders, we distribute C-level job manuals and hold new leader sessions where HR leaders pass on organizational management skills, including understanding of key internal systems and processes. In 2024, we increased leader session topics to three: Personnel management, data security, and financial management. This way, we are raising awareness of the leader's role and helping participants gain essential knowledge related to organizational management based on real-world case studies.

Developing Job Competencies



Game Developer Forum (GDF) 2024

To improve the job competencies of our employees, we operate a system

wherein employees proactively select and take courses appropriate for their jobs and levels.

We support all employees in participating in external education—such as training, seminars, and conferences—if learning is deemed necessary. At the annual Game Developer Forum (GDF), internal and external lecturers share job and technical skills at the company level. We organize lectures based on surveys of opinions of our employees and enhance their job capabilities by sharing accumulated reasons for success and failure for each game, market and user trends, and skills to apply new technologies for each job.

In 2024, GDF was held for two days with lectures closely related to the game business, such as game planning, development, and art. Out of the 15 lectures, a game development lecture titled Graphics Command Configuration and iOS GPU Profiling garnered an effectiveness rating of 5.80 out of 6 points in terms of how it is helpful for work. This shows that what they learned in the lecture was incredibly useful in the field.

Furthermore, we are partnering with numerous external parties and educating employees to support them in accessing and applying the leading technologies in the field with the goal of producing intelligent games with advanced AI. Building on our technological progress in deep learning-based speech synthesis research that started with the partnership with the Department of Brain & Cognitive Engineering at Korea University's School of Artificial Intelligence, we joined INTERSPEECH 2024, the world's leading conference on the science and technology of spoken language processing. Going beyond the existing music scale and text-based voice synthesis, we announced our findings on multilingual singing voice synthesis (SVS) applied with cross-language learning, drawing attention.

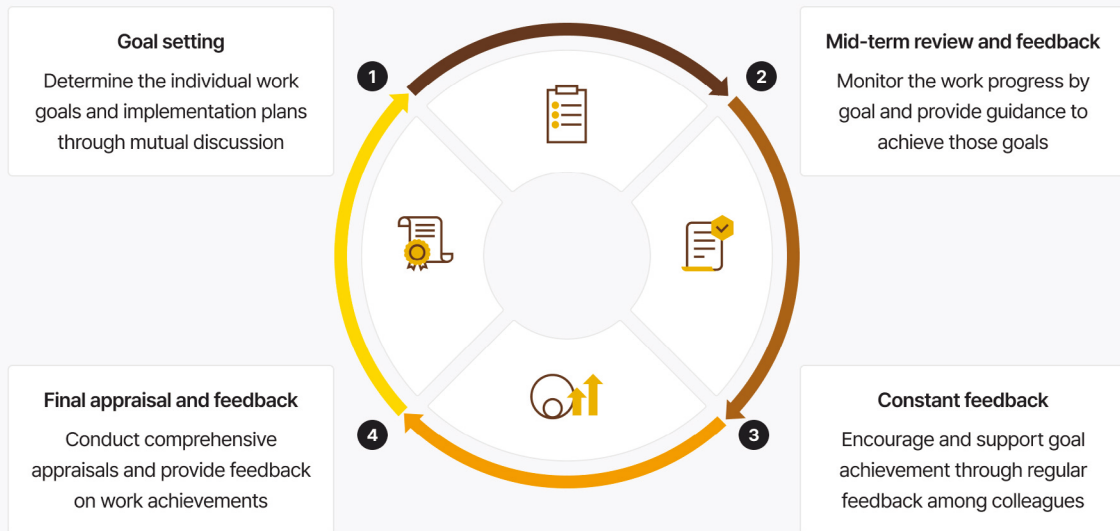
📌 Evaluation on the effectiveness of major educational programs offered at GDF 2024

Job categories	Education programs	Effectiveness evaluation (out of 6 points)			Number of participants	Time spent per person
		Satisfaction level	Utilization rate	Content structure		
Development	Graphics Command Configuration Optimization and iOS GPU Profiling	5.80	5.80	5.40	35	1.5 hours
Art	Unreal Engine Customizing for Art and Artists	5.31	5.25	5.13	158	1 hours
Quality control	Use of Netmarble QA automation test	5.07	5.00	5.00	111	1 hours

Performance Appraisal

As a business that creates intangible services and content based on human resources, we have in place a fair performance appraisal system that consists of goal-based appraisal and constant feedback system to maximize employee capacity and push for sustainable growth. The performance management system cycle consists of four stages: goal setting; mid-term checkup and feedback; constant (peer) feedback; final appraisal and feedback.

Performance management system cycle



- 1 We value the alignment of goals between the organization and individuals, setting personal goals based on the organization's objectives.
- 2 We review the progress toward goals and discuss any improvements with leaders.
- 3 We support goal management through a peer-to-peer feedback system, using this feedback as basis for fair appraisals.
- 4 Individual and organizational performance is evaluated, with the results reviewed by leaders who provide feedback to employees and ultimately reflected to next year's work plan.

Competency Diagnosis

We offer competency diagnosis and feedback for each position and role to enhance our employees' capabilities. The competency diagnosis for all employees is a multifaceted appraisal that supports individual growth based on the results. Similarly, Leadership Diagnosis is conducted through a multifaceted appraisal, with the outcomes used to foster leaders and reflected to promotions.



Performance-based Compensation

We operate a compensation system under the motto of "Provide top treatment to the best talent and reward outstanding performance." Each year, compensation is determined based on individual and organizational appraisal results. Considering the characteristics of the gaming industry, incentives are paid when a newly launched project achieves outstanding performance compared to the target, with appropriate compensation provided based on performance.

Culture of Diversity, Equity, and Inclusion (DEI)

Social / Building a Corporate Culture / Culture of Diversity, Equity, and Inclusion (DEI)

As a company aiming to spread a sound culture through games, Netmarble believes that an innovative, creative culture is created when employees with diverse backgrounds and values coexist harmoniously. To provide equal opportunities to all employees and allow them to demonstrate their capabilities to the hilt, we strictly prohibit discrimination in employment and working conditions based on gender, age, religion, social status, region of origin, education, marital status, and pregnancy as outlined in our employment rules and Code of Conduct. Furthermore, we focus on lowering mobility barriers to ensure that everyone can use G-Tower conveniently by providing facilities for the socially disadvantaged. We will continue our efforts to promote employee diversity and inclusion.

Equal Opportunity

Netmarble values equal opportunity in hiring, promotion, and education opportunity regardless of applicants' educational background, age, or gender. With the competency-based opportunity, which became the company's core culture, we are working hard to increase the percentage of female top management to 20% or higher by 2025. In general, the percentage of senior employees tends to be low in the gaming industry. With the coming of the aging society, however, hiring seniors has become an important social issue; thus securing a diverse workforce is an essential factor for companies. Accordingly, in 2024, we analyzed and discovered roles appropriate for senior employees including translation to help address this social issue and leverage the rich experience and expertise of older workers. In 2025, we plan to review the hiring of employees based on our findings.

Hiring Persons with Disabilities

We support persons with disabilities in social and economic activities by hiring a para-rowing team and an in-house cafe barista. Each year, we identify the employment demands of employees with disabilities and find suitable in-house positions, striving to secure diversity. We will continue to respect our employees' diversity and strive to create an inclusive organizational culture.



Number of employed persons with disabilities	
2024	25

Percentage of full-time employees	
2024	65.5 %

* Based on the Join Hands Network, a workplace for the disabled

Diagnosing the Organizational Culture

Since 2014, we have conducted the Netmarble Culture Survey for all employees to diagnose the organizational culture objectively. By diagnosing the corporate culture—which consists of items related to Netmarble's core values, way of working, leadership, trust and communication, and commitment levels—we identify not only employees' perception of corporate culture but also our strengths and weaknesses and find areas for improvement. Every year, over 80% of employees actively participate in this diagnosis. We will continue diagnosing the organization through various channels, fostering positive changes in the organizational culture.

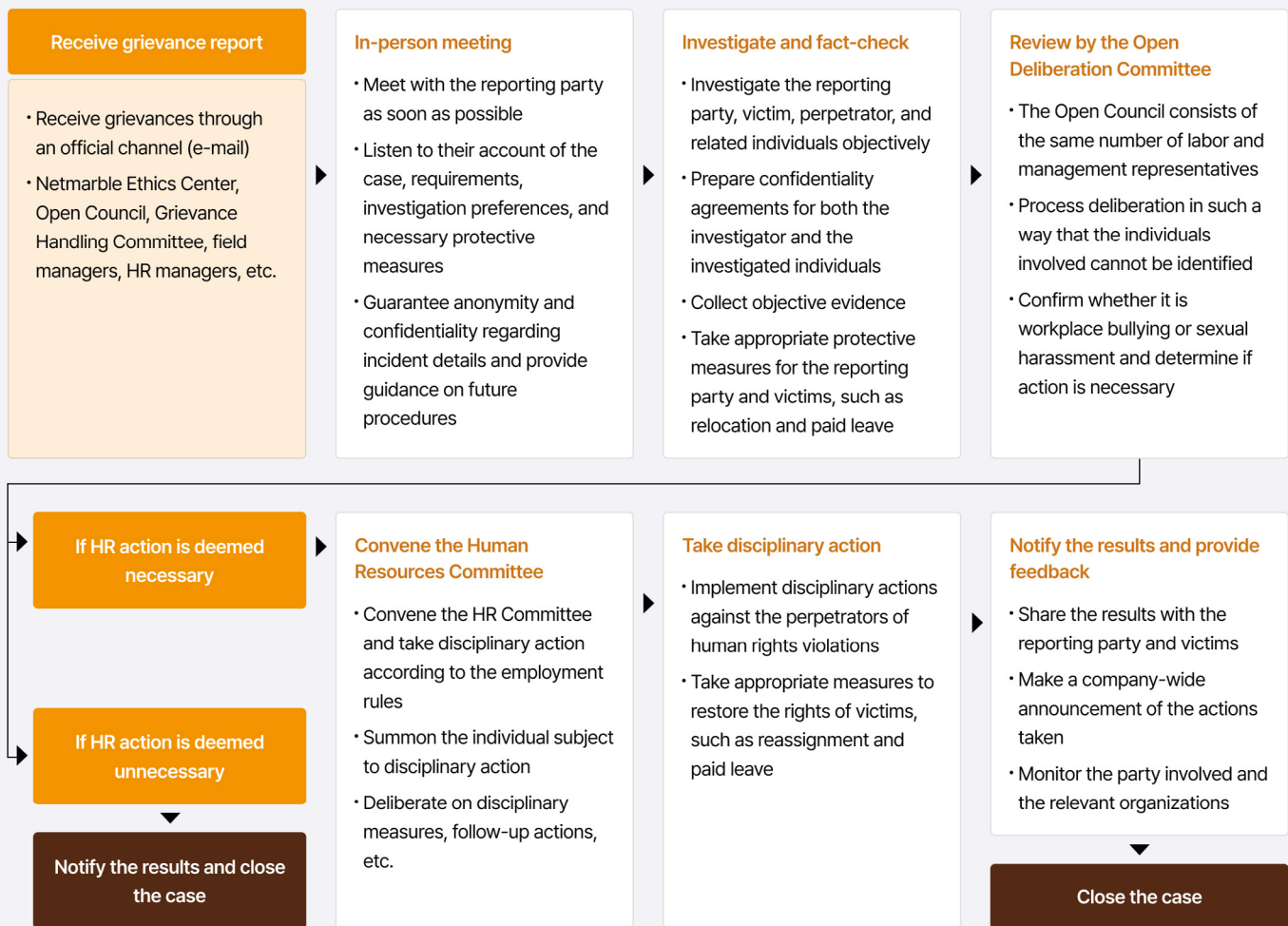
Grievance Handling Channels and Remedial Procedures

We operate various grievance channels to report human rights violations within the organization, including workplace bullying and sexual harassment. We continuously inform employees of these channels and processes through new employee training, regular human rights training, and internal notices to ensure accessibility in terms of consultation and reporting.

The received report is processed according to employment rules, guidelines for workplace sexual harassment, and guidelines for workplace bullying. All individuals involved in the investigation must sign a confidentiality agreement to prevent secondary damage throughout the process. Reporting parties and victims can request the necessary protective measures, and it is guaranteed that they will not face discrimination or disadvantage due to their reporting. Workplace bullying and sexual harassment issues are reviewed by the Open Deliberation Committee—which includes labor and management representatives of the Open Council—to enhance fairness and transparency.

In cases of human rights violations, we follow a zero-tolerance policy and take strict actions including disciplinary measures against perpetrators. The results are communicated within the company to emphasize the importance of having a culture of mutual respect. Following any action taken, we continue monitoring the parties and organizations involved. We also strive to implement the necessary remedial measures and prevent similar incidents from recurring.

Grievance handling process



Reports and actions on human rights violations

In 2024, we received four reports of human rights violations through the grievance handling channel, and all of them were addressed according to our grievance handling process.

- [Grievance reporting channels] Netmarble Ethics Center (ethics@netmarble.com) · Open Council
- [Workplace bullying and sexual harassment reporting channel] Hot Line (Mutual Respect Officer, Grievance Handling Committee): respect@netmarble.com

Human Rights Education

Every year, we conduct the mandatory human rights education to enhance awareness of human rights among our employees. This includes mandatory sexual harassment prevention training for all employees as well as contract and dispatched workers, disability awareness training, and ethical management training covering the Code of Conduct, fair trade, and shared prosperity, along with training on the culture of mutual respect aimed at preventing workplace bullying.

New employee training also covers these topics, and we guide newly appointed leaders every month in internalizing human rights awareness and disseminating it among their teams through ethical management training. We remain committed to strengthening human rights awareness among all employees through continuous training initiatives.

Training for new employees and new leaders

Type	Details	Date
New employees (new and experienced)	Mandatory training session ¹⁾ , ethical management training encompassing the Code of Conduct, and culture of mutual respect education aimed at preventing workplace harassment	Within one month of joining
New leaders	- Organizational management training, including sexual harassment prevention, workplace bullying prevention, and information security - Concepts and practices of Netmarble's ethical management and ethical guidelines including fair and cooperative transactions, focusing on personal adherence and encouraging employee compliance	Within one month of the leader's promotion

1) Sexual harassment prevention training

Training for all employees

Category	Details	Date
Statutory training	- Sexual harassment prevention - Disability awareness - Data privacy	Once a year
Internal training	- Culture of mutual respect - Ethical management	

Open Council

We seek to promote the common interests of labor and management through the operation of the Open Council, a consultative body composed of five employees from each group. The Open Council consists of the same number of labor and management representatives. Labor representatives are directly elected by employees through a democratic process. Meetings are held every three months to discuss various topics including company growth, resolution of employee grievances, and improvement of working conditions. The discussed matters are transparently disclosed to all employees through the Open Council website. Personnel system changes that may affect employees are also explained in advance to collect employees' opinions. Netmarble will continue communicating with employees and play its role in creating a corporate culture of shared prosperity.



📌 Main agenda discussed at the Open Council in 2024

Q1	Q2	Q3	Q4
• Onboarding meeting • Facility renewal following the introduction of core work time • Opening of Netmarble Puruni Daycare Center	• Leadership diagnosis planning • Wider use of spousal maternity leave in multiple leave periods	• Improving refresh vacation policies for long-time employees • Redistribution of guidelines and face masks following the retransmission of COVID-19 • Placing high chairs for babies in in-house cafés	• Present Netmarble Awards, Challenge Award • Run an internship program for selecting new hires

Employee Recognition Program



Employee recognition program website

The employee recognition system "Thank you, Ke Ke" boosts morale and healthy communication among employees. Continuous improvements to the system encourage mutual cooperation at work and build a positive corporate culture. Through various activities and campaigns, we foster a healthy organizational culture wherein employees praise, encourage, support, and express gratitude to one another.

Golden Bell Ceremony

We hold the Golden Bell Ceremony in celebration of the successful performance of newly launched games, with the team in charge expressing their experience and lessons learned. This tradition was started with "Go! Go! Go! Racer" in 2013 and has been held for over a decade, honoring representative games like "Modoo Marble," "Monster Taming," "Seven Knights," "Raven," "Lineage 2: Revolution," "The Seven Deadly Sins: Grand Cross," "Ni no Kuni: Cross Worlds," and "Seven Knights Idle Adventure." In 2024, we held the Golden Bell Ceremony for the successful launch of "Solo Leveling:ARISE" and "Raven 2" wherein we rejoiced at the success as a team.



2024 Golden Bell Ceremony



2024 Golden Bell Ceremony

Netmarble Awards



2024 Netmarble Awards Ceremony

The Netmarble Award has been presented to employees who excel throughout the year by practicing the core values of the Netmarble spirit. As the highest honor bestowed upon Netmarble personnel, the Netmarble Award has been expanded to cover the entire staff since 2014. The award recognizes excellence in the areas of value practice, business, development, and management. Winners will receive a trophy and a golden key made of 37.5 grams of pure gold. Attended by families and colleagues of the winners, the awards ceremony celebrates their achievements and shares their joy.

In addition to the Netmarble Award, each department holds a "Challenge Award" at the end of the year. This award honors employees who have demonstrated outstanding results through a can-do spirit and an innovative mind. Recipients are given plaques and prize money to acknowledge and encourage their performance.

Netmarble incorporated flexible work hours into its culture in 2018 and also eliminated the inclusive wage system in 2019, enhancing employees' engagement in work and work-life balance. We also offer various welfare and other benefits to improve employees' work environment and satisfaction in the workplace.

Creating a Family-friendly Corporate Culture



In-house daycare center

We promote work-life balance for our employees through various family-friendly systems to address the declining birthrate issue. We are creating a culture wherein employees can freely utilize legal benefits such as prenatal checkup time-off, pre/postnatal leave, and parental leave. We are also protecting mothers through our maternity support systems that exceed legal standards, offering reduced work hours during the entire pregnancy and assisting with medical expenses. We educate ourselves and our department leaders about our Maternity Protection System to ensure that female employees receive sufficient protection during pregnancy and childbirth. In recognition of these efforts, we received a Family-Friendly Company Certificate from the Ministry of Gender Equality and Family for the first time in 2018 and acquired recertification in 2023 thanks to our continuous operation and expansion of family-friendly initiatives.

In March 2024, we launched the in-house daycare facility Netmarble Puruni Daycare Center to relieve the childcare burden of our employees and support work-family balance. We remain committed to fulfilling our social responsibilities as a family-friendly company, providing stable childcare and work environment for our staff and optimal daycare environment for their children.

Work-family balance initiative

Prenatal	Postpartum
Time off for prenatal checkups	Maternity leave
Miscarriage/Stillbirth leave	Spousal maternity leave
Prenatal leave	Guaranteed nursing time and place
Maternity leave while pregnant	Parental leave
Restrictions on overtime work	Reduced work hours during childcare
Reduced work hours during pregnancy	Medical expenses support
Infertility treatment leave	Childcare supplies
Pregnancy gift program	

제2023-0934호

가족친화인증서

기업명 : 넷마블 주식회사
 소재지 : 서울특별시 구로구 디지털로26길 38 (구로동) 지다워
 유효기간 : 2023.12.01~2026.11.30

위 기업은 「가족친화 사회환경의 조성 촉진에 관한 법률」 제15조 제1항에 따라 우수한 가족친화경영 운영체제를 구축하고 가족친화제도를 운영함으로써 근로자의 일·생활 균형을 지원하고 국가경쟁력 향상에 기여하였기에 가족친화기업으로 인증합니다.

2023년 12월 01일

여성가족부

Family-Friendly Company Certificate

Working Environment and Benefits

We support flexible and efficient work for our employees through the flexible work hour system and by allowing employees to use their annual paid leave on an hourly basis. We also prevent overwork through a work hour management system that includes prior approval by the supervisor for holidays and night work, as well as advance notifications for those expected to exceed the monthly work hours or reach the legal maximum. Furthermore, we operate an optional employee benefit system tailored to each individual's lifestyle and provide support for family events. We offer refresh vacations for long-time employees and discounts at affiliated condominiums and resort facilities to ensure that our employees can fully rest.

Benefit programs and infrastructure¹⁾

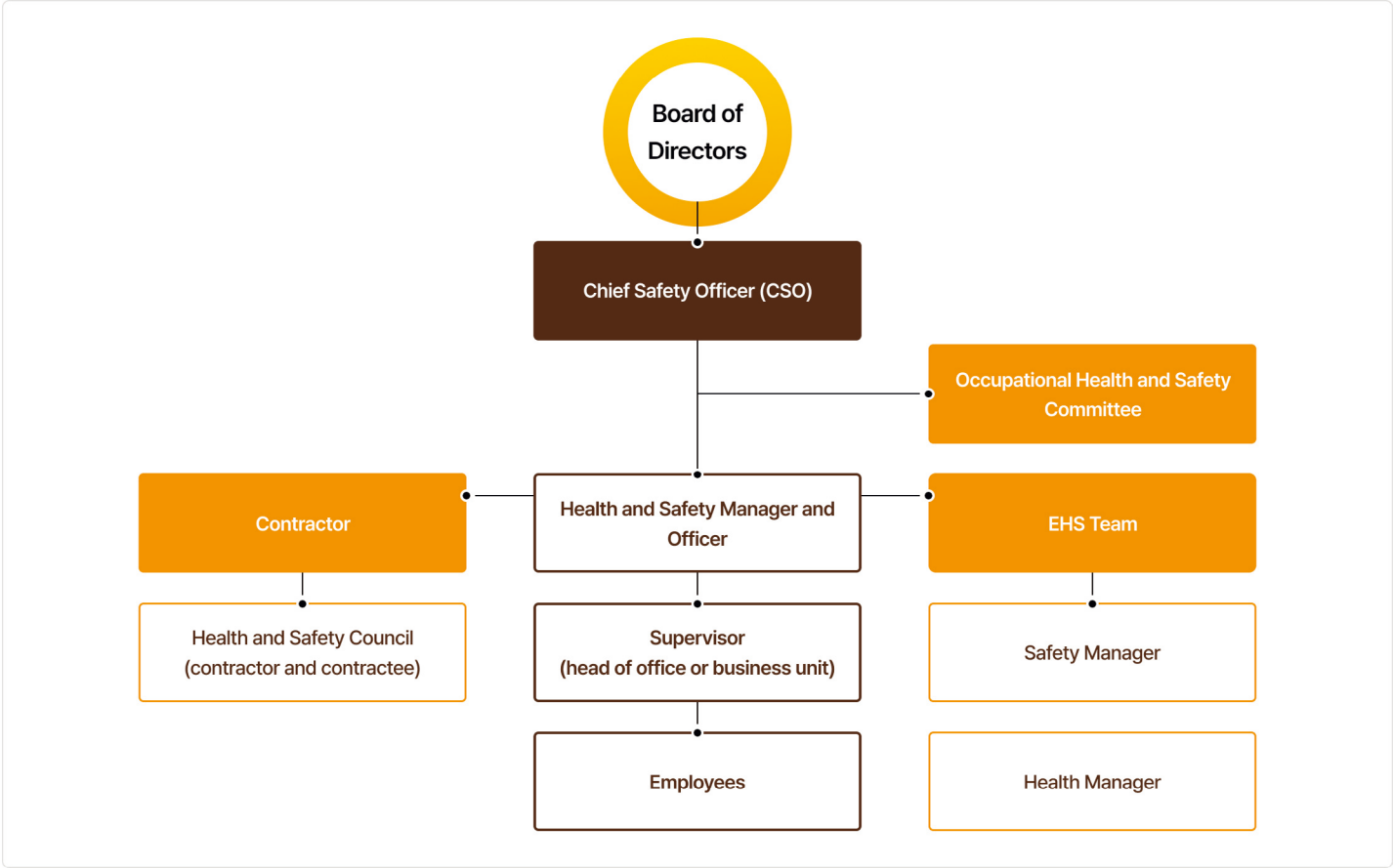
Category		Description	Remarks
Work hours	Flexible work hours	Flexible day-to-day work hours within the monthly required work hours	
	Reduced work hours	Reduced work hours for pregnancy, childcare, family care, etc.	
Convenient commuting	Shuttle bus	Shuttle bus operated from nearby subway stations for convenience	Run from 8:00 to 10:30
	Taxi fare for work	Taxi fares provided for late-night work	Support when working after 23:00 for business purposes

Vacations	Refresh vacation	Vacation days and bonuses offered to long-time employees	Offered to employees with five or more years in service every five years
	In-house condominium	Use of affiliated resort facilities offered at discounted rates for employees	
Health	Medical expenses	Reimbursement of medical and pharmaceutical expenses incurred by employees and their spouses	
	Health checkup	Health checkup costs covered, with paid leave on checkup days	Employees: Comprehensive annual medical checkups Spouse: Comprehensive and general biannual medical checkup
	Group insurance	Group insurance provided covering unexpected accidents	
	Healthcare	In-house nurses in the health recovery room and healthcare room to manage musculoskeletal pain, respond to emergencies, offer healthcare and treatment counseling, and operate maternity protection facilities including a relaxation and nursing room	Health promotion facilities (e.g., InBody scanner, blood pressure monitor, stress tracker, massage chairs) offered, accessible to local residents
		In-house nurses in the health recovery room and healthcare room to manage musculoskeletal pain, provide basic medicines, respond to emergencies, offer healthcare and treatment counseling, and operate a relaxation and nursing room for maternity	
	G-FIT (Sports center)	A full-scale in-house fitness center is operated to support the physical strength and health of employees.	Open to local residents

Family events	Family events	Congratulatory or condolatory money and gifts, leave for significant life events such as wedding, childbirth, 60th birthday, and condolences	
	Holiday bonus for parents	Holiday cash bonus with message cards for employees' parents on New Year's Day and Chuseok	
	In-house daycare center	Netmarble Puruni Daycare Center	
	Pregnancy gift program	Supplies necessary for pregnant employees during work	
	Welcome baby gift program	Gifts celebrating the childbirth of employees	
	Birthday gift card program	Gift card coupons on employees' birthdays	
	Gift for employees' children entering elementary school	A gift provided to employees whose children are entering elementary school	
Other infrastructure	In-house library	In-house library to boost employees' personal development and wellness by providing books and reference guides upon request	Receives requests for books that employees would like to read monthly and makes them available the following month
	In-house cafe	In-house cafe with seasonal menus, operated by employees with disabilities	Open to local residents
Optional benefits	Monetary welfare points provided		

1) All employee welfare programs are available to both full-time and part-time workers without discrimination.

Safety and Health Management Unit



Board of Directors	• Approve the health and safety management plan
CSO	• Oversee work to prevent occupational accidents and promote health protection • Make final decisions regarding fulfilling health and safety obligations
Occupational Health and Safety Committee	• Occupational Health and Safety Committee • Discuss employee health and safety grievances
Health and Safety Manager	• Oversee overall health and safety management to prevent major disasters • Supervise the EHS Team • Investigate the causes of occupational accidents and establish prevention measures
Health and Safety Officer	• Oversee occupational accident prevention for the contractor's employees
EHS Team	• Implement tasks approved by the Occupational Health and Safety Committee • Implement tasks specified in the health and safety management regulations and employment rules • Prepare and implement health and safety management plans • Offer guidance and advice on other health and safety work • Carry out health protection activities through the healthcare room and counseling center

Supervisor	• Follow the health and safety guidance from the EHS Team • Participate in risk assessment, prevent risks to the employees involved, and handle grievances
Employees	• Participate in risk assessment and make health and safety suggestions • Engage in health and safety activities with the EHS Team

Occupational Health and Safety Committee

We run the Industrial Safety and Health Committee we have established, with labor and management representatives coming together to deliberate and make decisions on major issues concerning occupational health and safety (OH&S).

The committee holds quarterly meetings to discuss OH&S activities including ways of improving the work environment, safety and health training, and risk assessment aimed at maintaining and enhancing OH&S. This way, we are constantly improving our OH&S management practices.



OH&S management systems (ISO 45001) certification



We devised an OH&S Management Plan that aims to record Zero Serious (Civil) Disasters and targets 100% achievement of the OH&S Management Plan. Based on the plan, we are carrying out OH&S management activities with emphasis on eight principal tasks in three areas.

Under the slogan Safe Netmarble, Healthy Netmarble, we establish OH&S management policies that cover our staff and partner companies (including subcontractors, outsourced workers, and contingent workers) and conduct OH&S management activities accordingly. In 2024, we became the first game company to acquire OH&S management systems (ISO 45001) certification.

OH&S management policies

Netmarble makes OH&S management the top priority in all management operations and commits to implementing the following principles actively to create a “Safe Netmarble, Healthy Netmarble”

- 01

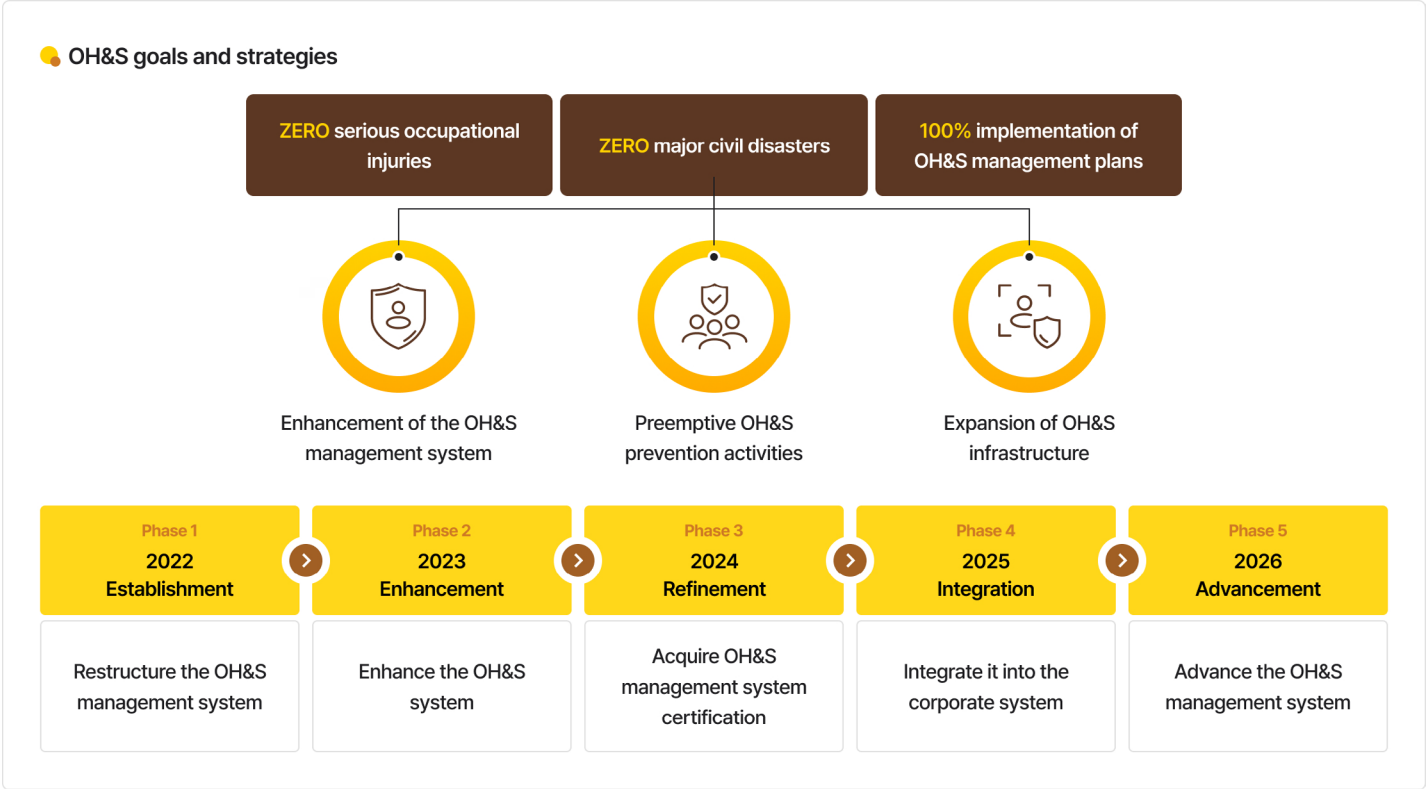
We consider OH&S to be a key value of our business, and management sets an example to promote safety.
- 02

We strictly abide by all OH&S laws and regulations including the Occupational Safety and Health Act and the Serious Accidents Punishment Act, and ensure that all operations comply with basic principles and guidelines for safety.
- 03

We predict potential risks in advance and manage them within acceptable boundaries, continuously working to prevent health and safety incidents and accidents.
- 04

We share the relevant information with all employees (including part-time workers and interns) and stakeholders (including contractors) and provide regular training and exercises to achieve our OH&S policy and goals.

Every year, we devise OH&S goals and strategies and report them to the Board of Directors (BoD) for approval, and they are then systematically implemented under the supervision of the Chief Safety Officer (CSO).
OH&S plans and results are regularly reported to the CEO and shared with our staff and partners. This way, we are working hard to create sustainable values.



We systematically manage risks by grouping them based on severity and reflecting the characteristics of the IT industry. To prevent accidents caused by company facilities, we conduct walkthrough safety inspections in and out of the company as well as regular statutory facility inspection. In particular, we select themes that reflect the seasonal traits of the workplace and inspect and manage potential threats to the OH&S of our staff. Based on the characteristics of the specific work, risks are managed by subdividing them into "health risks" such as musculoskeletal diseases and cerebrovascular diseases and "mental health risks" such as anxiety and depression. In particular, we are preventing job-related stress by pre-screening high-risk groups through job stress tests and implementing mental health programs.

Major risk prevention activities conducted in 2024



Identification & improvement of risk factors

We conduct regular risk assessment at least once a year to identify major risk factors in the workplace. We improve the risk factors identified as Severe or Moderate in the assessment after having pertinent departments set respective goals. We regularly monitor these safety goals and improvement activities and report the results, which are then shared to the entire staff. We will continue conducting regular risk assessment to identify quickly the OH&S risk factors in advance and achieve Zero Serious (Civil) Disasters through our improvement and preventive measures.

* Risk levels: severe (risk rate of 6-9, immediate corrective action required), moderate (3-5, corrective action required), minor (1-2, maintain as is)

(Risk assessment: We identified a total of 82 risk factors. For 59 severe and moderate risks identified, we prepared and implemented improvement plans and risks have been reduced to low-level.)



Musculoskeletal disease prevention

We offer a musculoskeletal disease prevention program to correct posture and prevent musculoskeletal pain or diseases caused by incorrect posture and habits during work. Healthcare guides staff in managing their own health to improve their musculoskeletal health and address related diseases. We are expanding our preventive programs such as One-day Classes that coach participants in relieving waist pain.

(Musculoskeletal disease prevention program: 55 participants in all)



Cerebral and cardiovascular disease prevention

Employees undergo an annual health checkup to identify the risk groups for the cerebrovascular system, with one-on-one health counseling provided to risk groups. In addition, we have established a self-management system wherein employees can check their blood pressure, blood sugar, and cholesterol levels and do InBody scanning to check and manage their health in real time.

* The cerebrovascular risk group is divided into the severe-risk group (10% or higher), high-risk group (5-10%), moderate-risk group (1-5%), and low-risk group (less than 1%) based on the potential risk for developing the disease in the next 10 years.

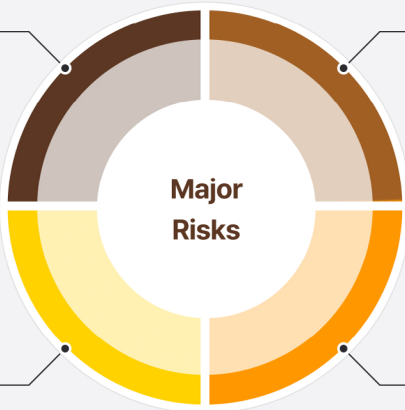
(Smoking/Drinking prevention program and healthy diet program: 115 participants in all)



Mental health crisis management system

We have a mental health crisis management system with counselors who conduct psychological tests and counseling. Based on the findings, we provide custom counseling by level of risk (severe, high, moderate, and low) according to our mental health management system. We also offer a job stress test to prevent and manage job stress among employees. Counselors analyze the result and conduct an HRV test or provide psychological counseling in addition to those showing high levels of anxiety and depression. In 2024, we conducted group counseling to improve teamwork and took time to learn about how to communicate well.

(Number of counseling sessions held: 1,149; Number of participants in the group counseling session: 4)



We conduct OH&S education and training beyond the legal standards to enhance the health and safety awareness of our employees. This includes semiannual supervisor training, quarterly employee training, and monthly new hire training.

Health and Safety Training

We conduct OH&S training to ensure that all employees can work in a safe, healthy environment based on their position. We strive to carry out related activities that fulfill the needs of our employees.

📌 2024 health and safety training performance

Target	Frequency	Details	Number of trainings
New hires	During each orientation	Everyday safety for a safe Netmarble	10
		First Aid/CPR	5
Employees	Semiannually or more frequently	Salty and sweet diet	1
		Healthy mind: How to accept others	1
		One-day class for preventing musculoskeletal disease	1
		Smoking and drinking prevention	1
Leaders	Quarterly	Role of supervisors	1
		OH&S training for supervisors - Netmarble OH&S activities	1



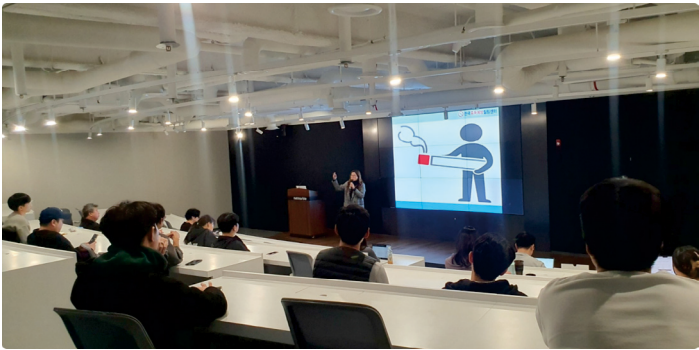
Salty and sweet diet



Healthy mind: How to accept others



One-day class for preventing musculoskeletal disease



Smoking and drinking prevention

Emergency Response Training

We conduct regular comprehensive training with pertinent agencies to save our employees' lives and property from a variety of disasters.

In the second half of 2024 in particular, we learned about concerns with regard to electric vehicle fires. Thus, we conducted special rescue training for EV fires together with the Guro Fire Station and the relevant agency as an alternative to the existing fire safety training. Through the training on the initial steps to take to extinguish fire in EV and the fire-extinguishing process, we were able to make Netmarble and G-Tower safer places to work.

H1/H2 2024 fire drills



[H1] Fire drill in a skyscraper



[H2] Special rescue training for EV fires

OH&S Campaigns

OH&S campaigns (examples)



We make and distribute diverse OH&S contents including a monthly newsletter and a semiannual OH&S column and launch quarterly OH&S campaigns to raise the safety awareness of our employees.

Policy

We seek to conduct fair and transparent transactions with our partners, guided by our Purchasing Ethics Charter that emphasizes “practicing win-win purchasing practices with our management partners, ensuring compliance with laws and commitments for fair and ethical transactions.” In building transparent relationships with partners, we stressed that “we promote fairness and shared prosperity through trade” in our Code of Conduct that we follow with our partners. Based on this, we focus on achieving results through ethical management.

**Code of
Conduct**

Chapter 4
Practicing
Fairness and
Shared Prosperity

- Selection of partners based on fair standards
- Transactions with law-abiding and ethical partners
- Efforts toward mutually beneficial transactions
- Prohibition of unauthorized or forced acquisition of third-party information assets
- Prohibition on providing or receiving unjust entertainment or gifts, etc.

📌 Code of Conduct for Purchasing

Article 1 [Purpose]

As a global company, we shall cultivate an ethical corporate culture by strictly adhering to laws and ethical standards in our business activities and upholding our principles.

...

Article 11 [Fair Trade]

1. We shall comply with international standards and fair trade laws in each country—avoiding unfair trade practices such as collusion with competitors on production, pricing, bidding, and market division—and shall compete fairly in the markets.
2. We shall refrain from leveraging our superior position to demand unfair compensation or make unjust demands from customers or business partners.
3. We shall respect the rights and property of others including intellectual property rights, refraining from engaging in transactions or profiting by infringing upon them.
4. Company information, including competitor data, shall be obtained and utilized exclusively through legitimate methods.

Netmarble CEO 김병서

📌 Six basic principles for fair and transparent purchasing

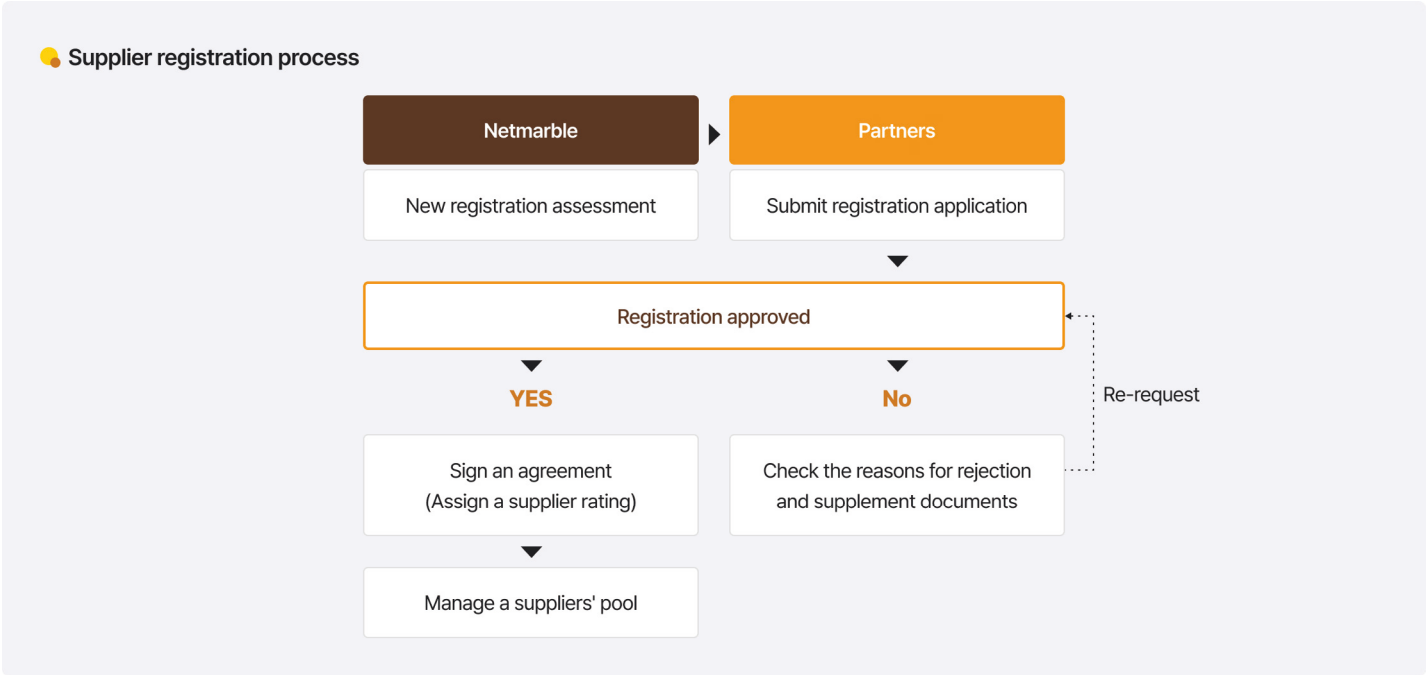
Profit creation	Proper purchase price, quality assurance, and guaranteed delivery	Supplying the right product at the right time and right place	Fairness	Improvement	Process compliance
We shall ensure that the purchased goods and services serve as a source of new profit creation by reducing the cost.	We shall purchase goods and services at the most cost-effective prices while ensuring their quality and timely delivery.	When purchasing goods and services, we shall ensure the supply of the right product at the right time and the right place to reduce purchasing costs and inventory expenses.	We shall avoid biases and personal interests in purchasing to gain trust internally and externally.	We shall continuously improve the overall work with entrepreneurship for better work efficiency and result.	We shall follow the process defined in the purchasing regulations and the Company's arbitrary decision regulations in the entire purchasing process.

Fair and Transparent Purchasing Process

We adhere to the six basic principles below for fair and transparent purchasing, based on which we evaluate, select, and manage suppliers based on quality, technology, price, and management environment to prevent risks related to service continuity. To ensure transparency in the transaction process, we utilize a purchasing system and issue and keep written contracts for each contract signed.

When selecting a partner, we prioritize ESG factors such as ethics, reliability, and safety and health levels; upon contract signing, we require partners to agree to terms and conditions that incorporate ethical management practices and ESG requirements including labor, safety, and environmental considerations. These terms and conditions outline the non-financial risk management and responsibilities of both parties, including provisions specifying the refusal of contract execution, cancellation of a contract, or restrictions on future transactions if any act is confirmed to run counter to the terms and conditions.

Going forward, we intend to implement ESG evaluation indicators throughout the supply chain to mitigate ESG risks and encourage partners to participate in ESG management. Furthermore, we plan to raise awareness of fair and mutually beneficial transactions with partners internally by integrating purchasing process guidance into new leader training materials and conducting regular training sessions on fair trade within the company.



Support Programs

Fair pricing	We put fair pricing into action by clarifying the price setting and adjustment process in our standard product supply contract. Considering the quantity, specifications, quality, and market price trends of the supplied goods, we fairly calculate prices, prohibit unilateral price decisions, and negotiate with our partners. If price adjustments are necessary due to changes in the cost of supplied goods, contracts, or subcontract transactions, they are done through mutual agreement in compliance with the Law on Contract and Fair Subcontract Transactions.
Supporting business partners' stable management	We seek to improve payment terms to ensure the management stability of our business partners. Since 2015, we have increased the frequency of payments to twice a month, strictly adhering to the conditions to make sure that payments are made within 30 days on average. When a partner requests early payment to secure liquidity, we review the related necessity and urgency faced by the partner and subsequently make early payment as an exceptional case. In principle, full payment is made in cash. In 2024, the total amount of transactions paid in full and in cash was KRW 223.9 billion.
Data security training for business partners	We provide separate education for our business partners' employees who engage in service development or infrastructure activities related to personal information to highlight the necessity of information security compliance and related compliance matters. We will continue offering tailored training to ensure its effectiveness and support our partners in creating a secure information environment.
OH&S training and consulting for business partners	We conduct OH&S education, campaigns, and consulting for contract and consignment work, aiming to improve the OH&S management capabilities of partners and prevent accidents. We also provide constant one-on-one OH&S consulting to partners to guide them in helping improve compliance by educating and advising those in charge of OH&S management. In addition, we hold monthly OH&S Council meetings with business partners and identify and improve risk factors to create a healthy, safe work environment for our partners.

2024 OH&S support provided to partners

Type	Frequency	Number of sessions
OH&S Council	Monthly	241)
OH&S consulting	Monthly	132)
Joint safety inspection	Quarterly	83)

1) 12 times for IT partners, 12 times for resident partners
2) Includes regular and additional consultations
3) 4 times for IT partners, 4 times for resident partners

OH&S Advisory Service

We offer an OH&S advisory service wherein we diagnose the OH&S risks of partners and guide them as to the areas that need improvement and the directions to take based on OH&S laws and processes so that they can work in a safe workplace. In 2024, we received a total of 51) advisory requests from partner companies. The notable advice we provided was about the Serious Accidents Punishment Act and risk assessments applied to small businesses. We constantly communicate with our partners, listening to their various suggestions related to OH&S and helping them make improvements.

1) Advisory sessions covered topics including the Serious Accidents Punishment Act (twice), OH&S training (once), and risk assessment (twice)

Grievance Handling



Netmarble Ethics Center website

We provide information regarding the Netmarble Ethics Center for partner companies to allow them to report any violations they experienced or grievances they have in relation to transactions undertaken. In 2024, there were no complaints reported by partners. In the mid to long term, we plan to upgrade our purchasing system so that it can serve as a communication channel that will gather diverse kinds of feedback and information related to grievances from partners.

Decision-making Process

We have the Information Security Committee and the Information Security Council in place to supervise data security and data privacy-related risks and opportunities. The Information Security Committee is chaired by the Chief Information Security Officer (CISO)/Chief Privacy Officer (CPO) and is composed of general managers of the relevant divisions (executives) who deliberate and make decisions on important data security-related matters. The committee holds regular meetings at least once a year, and major agenda discussed in the meeting in 2024 included revision of the data security policy, reporting of the data security risk assessment, and management status of serious security vulnerabilities. The Information Security Council consists of the Netmarble Company CISO/CPO and security managers of affiliated companies. They meet regularly with the aim of improving the joint security posture. The CISO/CPO holds a council meeting once every two months, with the working-level meeting held monthly to reinforce the collaborative system.

Netmarble appoints the CISO/CPO as the executive of the company's security arm. The CISO doubles as the CPO. The CISO/CPO must have a doctoral degree in data security and over 20 years' experience to meet legal qualifications. He/She carries out the responsibilities specified in our data security policies and data privacy guidelines. In 2024, we introduced the latest data security technology and strengthened global compliance under the leadership of the CISO/CPO. We are promoting the widespread adoption of data security and data privacy practices in partnership by participating in domestic and international data security councils and collaborating with related departments.



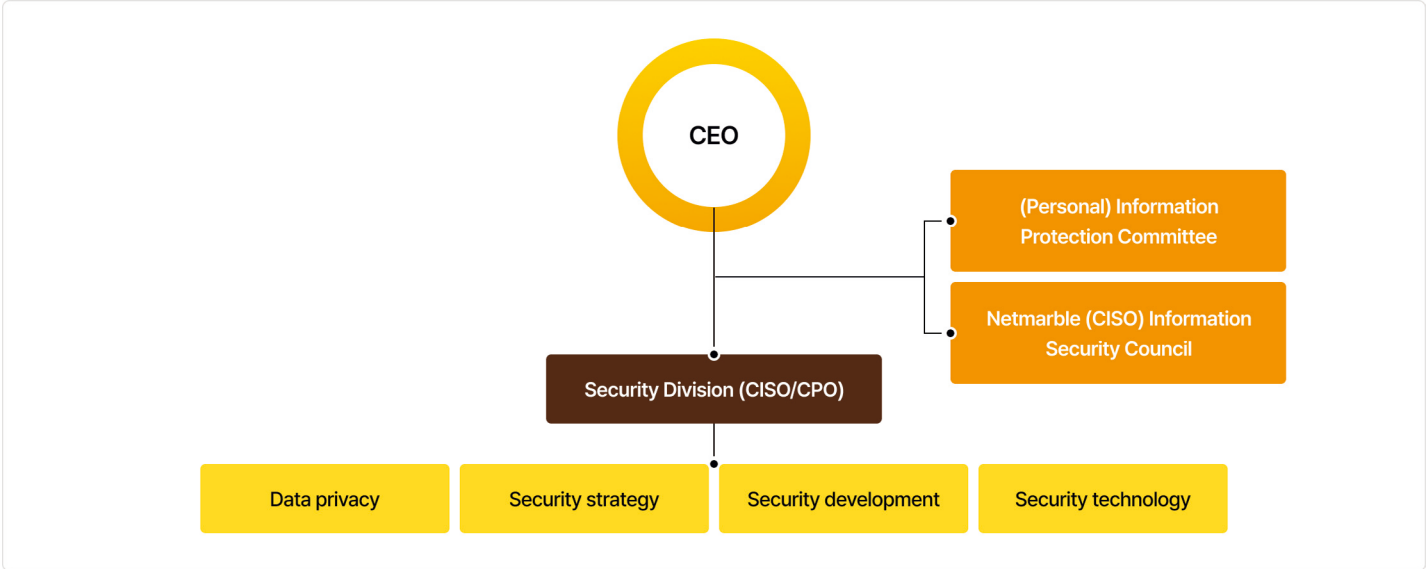
Signing an agreement with the Ministry of Science and ICT (MSIT) and Korea Internet & Security Agency (KISA) to raise data security awareness



Monitoring team touring to combat the illegal distribution of personal data and lectures of experts

Responsible Units and Management/Supervision

Our data security reporting system is systematically designed to deliver security-related issues and progress accurately to our primary stakeholders and decision makers so that we can make quick decisions and respond to the relevant issues. The CPO in particular reports major data security activities, risk status, changes in policies, and compliance status to the CEO on a monthly basis.



Type	Information Security Committee	Netmarble (CISO) Information Security Council
Composition	CISO/CPO (Chairperson) and General manager (Executive)	CISO/CPO and Data security personnel
Role	Deliberate on and resolve important privacy-related matters	Strengthen the company's data security posture
Activity and reporting intervals	At least once a year	CISO/CPO (bimonthly) Data security personnel (monthly)
2024 activities	Reported revised data security policies Reported and approved the result of the risk assessment on data security Reported the management status of serious security flaws Discussed major domestic and international data security issues	Resolved major data security issues Plans for running the data security management system Revised enterprise data security policies Pilot diagnosis of the enterprise data security status

Securing Enterprise Expertise

We are strategically working with the Korea Internet & Security Agency (KISA) for the capacity building of the data security team taking part in the professional education program. We are also encouraging participation in internal and external education programs and seminars to support the continuous and systematic growth of our staff's expertise.

(Professional training programs provided in 2024: K-Shield IT, analysis of evidence collection techniques, and protocols for industrial network hackings)

Mission of the Data Security Unit



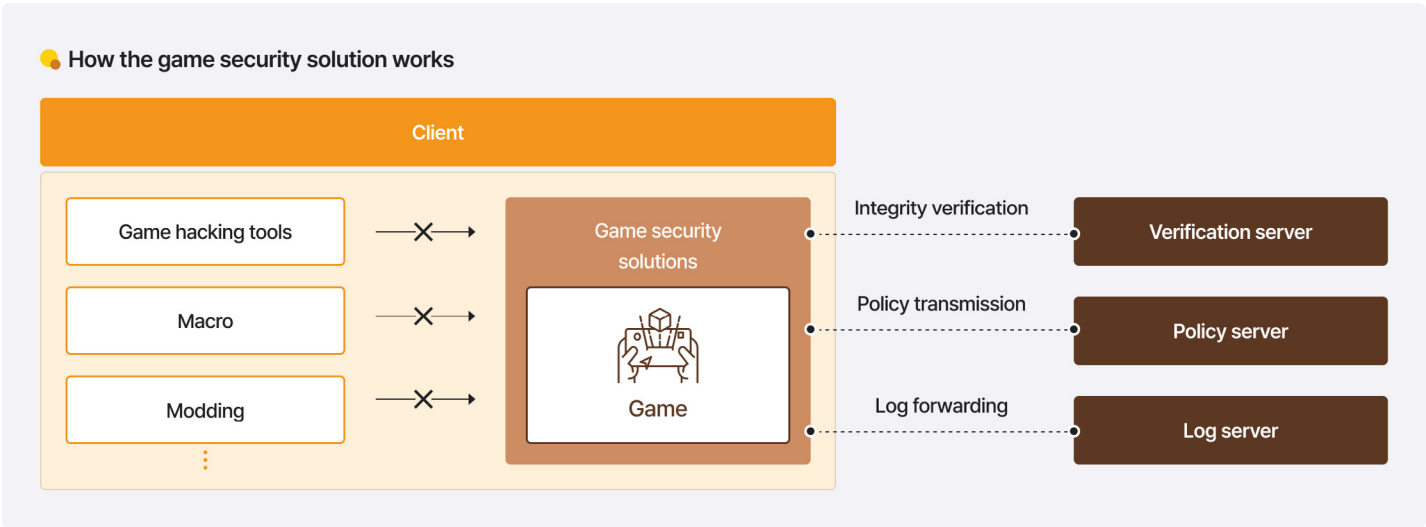
Under the mission of “Creating a safe digital environment and building data trust to protect the values of the users and the company,” we have set data security and data privacy as core values of corporate operations. We design the optimal security process and prevention system to allow users to use our services without concerns of personal data and game asset leaks. Building on this, we provide a safe, reliable service environment.

We minimize legal risks and improve sustainability by establishing a systematic management system that guarantees confidentiality, integrity, and availability of data and strictly adhering to domestic and international regulations and standards including the EU’s General Data Protection Regulation (GDPR), California Consumer Privacy Act (CCPA), and South Korea’s Personal Information & Information Security Management System (ISMS-P). We introduce and implement the latest security technology and threat detection system to prevent and immediately respond to security breaches. We also conduct regular mock hacking and vulnerability diagnosis to improve our security posture continuously.

In addition, we provide regular data security education and training to our staff and partner companies to foster a corporate culture of data security. We launch campaigns and PR activities within the company to promote the importance of data security and data privacy. Moreover, we acquired international certifications including APEC CBPR, ISO 27001, and ISO 27701 to gain international trust. Based on this, we are gaining competitive advantage in the global market.

Development of Game Security Technologies

We are operating a game security program developed in-house to create a fair game environment for game users and prevent fraud, abuse, or hacking. The program detects and analyzes unusual behavior in the game in real time to restrict the use of illegal programs or abuse effectively. We are continuously improving the performance of our programs through a professional game security team, while elevating our security posture by deploying the latest technology. Through these efforts, Netmarble maintains fair and safe game services that users can enjoy with confidence.



Service Vulnerability Diagnosis

We internalize the security of all game services from the design stage based on the Security by Design (SbD) principle and conduct regular mock hacking and game vulnerability diagnosis to identify and resolve potential threats in advance. This approach stresses thorough verification and strengthening of the security posture from the game development phase to the operation phase. In particular, our cybersecurity analysts test security solutions against the latest forms of attack and take immediate measures for the identified vulnerabilities. We ensure the safety and continuity of our game services through these preemptive security systems.

Service vulnerability diagnosis process

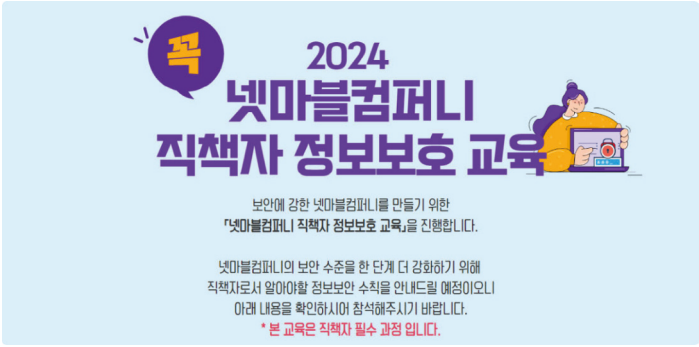
Guidelines	• Cybersecurity guidelines are provided to service developers
Design/Materialization	• Static analysis in the development phase: Identify vulnerabilities in source codes - Identify common weakness enumerations (CWEs) and apply secure codes - Identify common vulnerability exposures (CVE) and eliminate them
Verification	• Dynamic analysis in the verification phase: Mock hacking • Vulnerability diagnosis of the service system - Identify common configuration enumeration (CCE) and apply secure settings
Distribution & operation	• Regular vulnerability diagnosis of the operation service/system (annual) • Manage vulnerabilities through risk assessment

Raising Data Security and Data Privacy Awareness

We are taking a systematic, multifaceted approach to cybersecurity education and campaigns to raise the cybersecurity awareness of our staff and users. We are exerting continuous efforts to make our staff and users understand the importance of data security and data privacy. In 2025, we will make our best efforts to foster a culture of data security based on action and improve our management system.

Onboarding training	We provide basic and statutory cybersecurity training to new hires. We distribute the data leak prevention video planned and developed in 2023 to all staff including contractors and third-party staff working in-house. We are also continuously training new hires on cybersecurity to improve the effectiveness of our training program. This way, we are laying the foundation for all staff to understand the basic cybersecurity principles and practice them.
Personal data handler education and training	Aside from annual training, we conduct in-depth training that informs the staff of the revised provisions in the Personal Information Protection Act, major violation cases, and response measures. We also conduct mock training against cyberattacks based on various hacking scenarios such as mock hacking, phishing simulation, and DDoS attack. Such training is focused on improving real-life cybersecurity capacity.
Cybersecurity activities engaging staff and users	In 2024, we developed the Enterprise Security Policy to make all staff work according to the integrated security standards. We conduct regular cybersecurity training at the company level by simulating phishing attacks regularly and performing clean desk inspection to manage the security level in the office continuously. These activities help develop a strong security habit in everyday life and raise cybersecurity awareness naturally. Moreover, we launch monthly cybersecurity campaigns to remind the staff about the importance of data security and data privacy. For game users, we wage cybersecurity campaigns and send out newsletters to raise data privacy awareness.
In-house campaigns	Internally, we regularly run data security campaigns on the basic actions we can take in meeting rooms and with portable devices. We also use billboards and screen savers to stress the importance of data security practices. In addition, we provide practical training and lectures focused on case studies to ensure that personal data handlers can comply with the latest policies throughout the security process. All of these form part of our efforts to create a working environment wherein employees can recognize the gravity of data security on their own. Apart from training, the respective departments run practical programs wherein they select cybersecurity topics closely related to their work and apply them in the field right away.

Professional Data Security Training for C-level Positions



With the increased emphasis on data security, we conduct special data security training for C-level positions to improve our security posture and foster a corporate data security culture. In 2024, data security training was provided as required training for C-level positions including team manager and higher positions. At the end of the year, a total of 549 managers had participated in the training, recording full attendance.

Through 10 training sessions, C-level position holders improved their understanding of security risks and learned essential rules and response principles that they must follow as those responsible for data security within the company. It was a great opportunity to deliver clearly the data breach response process and measures taken and strengthen the data security management system.

Netmarble Company continues to raise the data security awareness of C-level positions as a way of strengthening its leadership in data security. The training offered in 2024 played an essential role in establishing a culture of taking responsibility for data security actions.

Moving forward, we will continue conducting regular data security training to reinforce our security risk response and build a security system that meets global standards.

Data Security Policy

To protect primary data assets safely, we have established clear and comprehensible policies and regulations for our employees. Our data security policies are divided into three sections: security policies, guidelines, and procedures. Security policies are the top priority, three guidelines take medium priority, and five procedures have the lowest priority. These data security policies are revised at least once a year through decision making by the Information Security Committee and applied not only to Netmarble employees but also to contractors, third-party staff working in-house, and visitors. To reinforce our data security system, we continuously query and review our data security policies, requiring subsidiaries and partners in business relationships to establish and operate their own security policies.

To protect personal data, we have established data privacy guidelines that are regularly revised as needed. We consistently publish guides by field where data privacy is involved such as development, release, events, and customer service, ensuring that all relevant personnel can easily understand and apply them in the field. Pursuant to Article 37 of the Privacy Guidelines, we manage the personal data processing system by monitoring unusual behavior in accounts and access logs at least once a month. Every month, we identify, improve, and manage major data privacy risks through self-inspections.

Information security and privacy policy

With the development of ICT and Internet, various new emerging threats can seriously affect Netmarble's information assets. Information security activities have become a must for the development and even survival of the business. Therefore, all employees shall commit to protecting information assets based on the Information Security and Privacy Policy.

01	All employees shall receive appropriate levels of information security training consistent with their specific job to recognize the importance of information security and cultivate their competency. In addition, reward and punishment standards regarding information security activities shall be fairly established and implemented to motivate employees.
02	All regulations and guidelines related to information security shall be established, reviewed, and implemented to ensure the confidentiality, integrity, and availability of information assets, and such series of activities shall be conducted consistently by the related department.
03	All information assets shall be categorized according to their value and importance and managed in accordance with appropriate procedures for each category. In addition, the value of information assets shall be regularly reassessed and reflected to information security regulations and guidelines.
04	Appropriate measures must be taken to ensure that all information assets are accessible only to authorized personnel. Sites where critical information assets are operated and managed must be protected from disasters and accidents, including access by unauthorized parties.
05	Netmarble must be able to continue its business even if the information assets are damaged by disasters, accidents, or intentional or accidental intrusions by internal or external parties. Emergency plans must be established and managed to restore information assets quickly and minimize damage.
06	The operation of the information system shall be appropriately distributed considering the characteristics of the work, and the procedures shall be followed. In addition, records on the operation of information systems shall be maintained and reflected to the establishment of future information system operation plans and incident response measures.
07	Information systems shall be protected from harmful software as well as any damage arising from using the system for other purposes. Information assets shall not be leaked to external parties.
08	All information security activities must be compliant with the laws and regulations of the relevant authorities and must be checked regularly to ensure that the activities are being carried out correctly in accordance with guidelines and procedures.
09	All employees should recognize that successful information security is key to global competitiveness and commit to information security.

Netmarble CEO



Service privacy impact assessment process

We strive to enhance privacy at every stage, from contract review to end of service.

Security review criteria and basis

1. Legal compliance
2. Internal regulations and guidelines
3. Certification items (ISMS-P, ISO/IEC 27001)

Contract signing

- Delegated company agreement

Design

- Infrastructure
- Network
- Server
- Security system solutions

Establishment

- Policy setting
- Access control
- Vulnerability inspection
- Security review

Update

- Events and promotions
- Account management

End of service

- Delete personal information
- End of web service

Global Security Certifications

We hold ISO and IEC 27001 certifications as of 2024, with the scope covering our global game services and recognizing our information security management system. We are increasing the number of areas subject to verification based on international standard certifications for information security controls specifically for cloud services (ISO/IEC 27017), personally identifiable information (PII) in public cloud environments (ISO/IEC 27018), and framework for a Privacy Information Management System (PIMS) (ISO/IEC 27701). As for national standards, we have acquired certification for the Information Security Management System (ISMS) and Personal Information Protection Management System (PIMS) in 2015 and have renewed them since then. Since 2020, we have maintained the Personal Information & Information Security Management System (ISMS-P) certification that combined ISMS and PIMS.

In 2024 in particular, we have improved the data privacy system and capabilities necessary in diverse international services such as games, customer center, Channel Netmarble, forums, and billing services based on the APEC Cross-Border Privacy Rules (CBPR) system certification.

The APEC CBPR system certification verifies that Netmarble's data privacy level meets the global standards. This streamlines the personal data transfer system among major APEC member states including the US and Japan and improves business efficiency. This way, Netmarble has gained a competitive edge in global business, so it can channel its attention to providing safe and reliable services. In the future, we will introduce the latest security technology, manage data security systematically based on international standard certifications, and strengthen international compliance while continuing to take the lead in data security and data privacy practices.

ISMS-P (Personal Information & Information Security Management System)		[Scope] Game service operation in Korea [Validity period] December 16, 2023 to December 15, 2026
APEC CBPR, Global CBPR		[Scope] Personal information processed through global game services (game, customer center, Channel Netmarble, forum, billing service) [Validity period] August 5, 2024 to August 4, 2025
ISO/IEC 27001, 27017, 27018		[Scope] ISMS in relation to service & internal operation for global online game publishing using the applicable controls from ISO/IEC 27017:2015 and ISO/IEC 27018:2019 in accordance with the Statement of Applicability version 3.0 [Validity period] August 28, 2024 to July 29, 2027
ISO/IEC 27701		[Scope] PIMS in the role of "PII Controller" in relation to service & internal operation for global online game publishing in accordance with the Statement of Applicability version 3.0 [Validity period] August 28, 2024 to July 29, 2027

Data Privacy Management

To safeguard the personal data of users worldwide, we analyze the personal data protection policies of each country, prepare regulations, and apply them to the service based on the Privacy by Design (PbD) principle. Personal data is protected throughout the personal data lifecycle from the service planning stage to the termination stage. We use an internal checklist to inspect policy compliance, identify leak and disclosure risks, and take improvement measures. In case we develop a new personal data processing system or make changes to it, we undergo the privacy impact assessment to analyze and address potential risks. We guarantee the right of users to access, revise, and delete their data through diverse channels including customer centers, in-app features, and agents (EU, UK). In November 2023, we opened a global personal data website to focus on protecting users' rights to control personal data and improving access to personal data. This way, we comply with domestic and international regulations and meet users' demands while advancing the management system.

1. Collection and Use of Personal Data

(Collection)

- Comply with personal data collection procedures including obtaining consent to collection and use, and consent from legal representatives when necessary.
- Apply security policies in accordance with the laws and regulations of each country, particularly for new membership systems or event launches.
- Adhere to the privacy policies of different platforms such as Google and Apple.
- Provide a Personal Data Labeling System and a Privacy Policy for Children and Adolescents. (Use)

(Use)

- Process information strictly within the purposes for which prior consent has been obtained.
- Prohibit the use of personal information outside the consented scope and the provision or sale to third parties.

2. Storage and Management

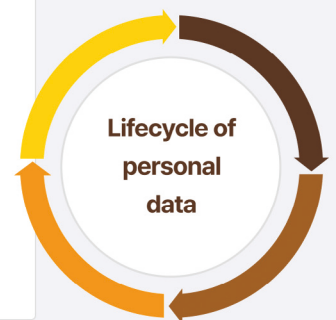
- Implement technical, administrative, and physical protection measures for personal data including access records, account authority control, forgery and falsification prevention, and encryption devices.
- Manage personal data handlers by establishing and applying export policies and enhancing access record inspections.
- Ensure rights to personal data including the right to access, rectify, delete, and suspend processing thereof.

3. Provision and Consignment

- Conduct inspections and improvements of data processors.
- Review the adequacy of provision to third parties, ensuring consent and legal compliance.
- Notify within three months of collecting or using personal information from a third party, providing information about the provider and the right to request processing suspension for specific purposes.

3. Deletion

- Delete personal data upon the expiration of the collection period.
- Delete personal data when the purpose has been achieved, such as end of service.



Privacy Policy

As we provide global publishing services, we offer our privacy policy in the languages used in various regions and countries. We have introduced a Personal Data Labeling System and a Privacy Policy for Children and Adolescents, along with a guide to consenting to personal information collection. We provide explanations with visual content, dividing the process into five stages—collection, use, provision, deletion, and protection—to help users easily understand how their personal data are handled.

- [Privacy policy](#)
- [Consent to the collection of personal information of children and adolescents](#)

In the Privacy Policy Assessment of the Personal Information Protection Commission conducted between July and December 2024, we garnered a total score of 83 as the highest score that far exceeds the average score of 57.2 earned by companies in the gaming industry and the average score of 57.8 of all companies evaluated (49 domestic companies). The Netmarble privacy guidelines clearly distinguish the personal data items processed without user consent and the legal basis and specifies the disposal process and method in detail pursuant to the Personal Information Protection Act. The guidelines use table of contents, glossary of terms, and infographics to help readers understand better. Major changes made are highlighted by comparing the text before and after the revision, which is clearly disclosed on the homepage of our website to improve access. As a result, Netmarble garnered high scores that far outperform those of not only other entertainment companies but also all companies evaluated.

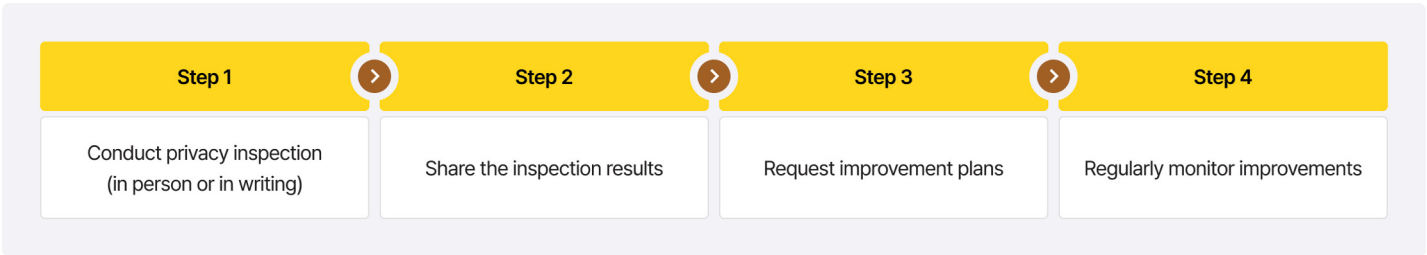
Result of the 2024 privacy policy assessment

Category	Total	Adequacy (60 points)				Readability (20 points)	Accessibility (20 points)	Deducted points (up to 10 points)
Allocated points		Subtotal	Suitability	Ensuring rights	Safety			
Netmarble Corporation	83.0	50.2	28.8	12.0	9.4	18.9	14.0	-
Overall average	57.8	32.0	20.2	7.9	3.9	13.8	12.2	-
Industry average	57.2	33.6	19.9	9.0	4.7	13.1	10.8	-

Provided by the Personal Information Protection Commission

Data Processor Management

We entrust the processing of personal data for customer service, delivery, and safe management of personal data. We ensure compliance with privacy measures consistent with Netmarble standards by concluding a personal data processing contract. We provide privacy training materials to data processors and conduct in-person or written annual inspections of the personal data processing status. For major personal data processors, we are required to conduct in-person inspections to monitor the management status closely and ensure continuously that improvements are made to any flaws identified. We also regularly identify, update, and manage the status of new, changed, and terminated data processors and transparently disclose any changes based on our privacy policy.

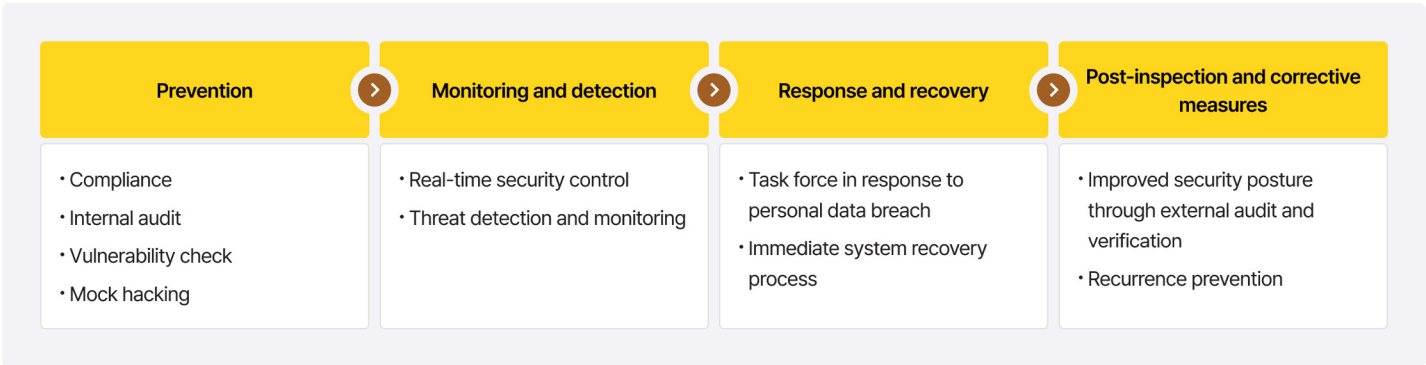


Accident Prevention and Response System

We have a systematic, integrated risk management process aimed at preventing data security risks in advance and quickly responding to incidents. This way, we identify potential risks early on, come up with fundamental measures to eliminate or mitigate risks, and quickly restore the system and make corrective measures in the event of a security incident. Specifically, we identify security risks through a process that involves assessing assets, threats, and vulnerabilities. We then systematically analyze and evaluate security threats and develop complementary measures. Afterward, we thoroughly manage the entire privacy process by monitoring the progress made. These processes are clearly outlined in the (Personal) Data Asset Risk Management Procedure, which includes data asset categories, importance assessment, risk assessment, and corrective measures; thus further enhancing the data security management system.

Accident Response System

As a global company operating games in more than 150 countries, we strictly adhere to domestic and international laws and regulations related to data security and privacy. We continue to establish policies based on international privacy standards. We take proactive and reactive measures to address cyber hacking and attacks, and conduct internal and external audits at least once a year on the data security management system to ensure compliance with Article 9 of the Personal Information Protection Act. Upon identifying vulnerabilities in internal and external audits and taking corrective measures, we monitor the results at least three times to solidify our prevention and response system. We have a personal data breach response procedure against data leaks by our own staff or a third party. In the event of a data breach, we form a rapid response task force to minimize loss and guarantee immediate and smooth response to personal data breach incidents. We prevent data breaches through regular risk assessments, security checks before launch and mock hacking after launch, and malicious program detection. In the event of a data security incident, we provide prompt response and make a quick data recovery following our 24/7 security control system and incident response procedures.



Preventive Measures

We have an integrated proactive and reactive system designed to manage data security risks systematically. We constantly collect information on the latest security threats and vulnerabilities to identify potential risks in advance, and devise and implement corrective action plans. Based on this, we improve our security status and minimize the possibility of security incidents.

We perform risk assessment at least once a year to check the security status of our major data assets and establish proper corrective measures on vulnerabilities identified. We conduct security checks before launching games to eliminate security vulnerabilities in advance, and conduct regular mock hacking and diagnose weaknesses during the live operation of the game to manage security risks continuously.

Simultaneously, we analyze security risks systematically through a process that involves assessing assets, threats, and vulnerabilities. Based on the findings, we thoroughly manage the entire privacy process. These processes are clearly outlined in the (Personal) Data Asset Risk Management Procedure, further enhancing the data security management system through risk assessment and corrective measures.

This way, we realize an integrated risk management system that allows us to prevent risks in advance and respond quickly. Today, we stay committed to minimizing the possibility of security breaches.

Post-event Response and Recovery System

We have a thorough, systematic response and recovery system aimed at minimizing the impact on user data and services in the event of security breaches. We monitor security risks in real time with the 24/7 security control system. Under the system, we have created an environment that lets us take immediate action upon detecting threats, focusing on minimizing the possibility of accidents.

In case of a security breach, we follow a quick response process from the initial response to data recovery according to our data breach response manual. We prioritize the protection of user data and service continuity in each stage. We carefully analyze the cause of the incident and take additional security measures for preventing recurrence to maintain and strengthen our stable service.

Incident response process

Stage	Details
Identifying the breach	Identify unusual behavior and threats in real time through the security control system (SIEM) and a threat detection solution.
Initial analysis and report	The incident is immediately reported to the CISO. The cause and impact of the incident are analyzed to initiate the first response.
Activating the response	Follow the data breach response manual to contain the breach and prevent it from spreading. Isolate the affected network and begin system recovery.
Investigation and remediation	Check the fundamental cause of the incident and quickly proceed with data recovery and system normalization.
Post-event measures	Make a report. Establish corrective measures to prevent recurrence. Conduct additional security checks and improve the process.
Long-term recovery	Based on the findings, strengthen the overall security system and process while updating the security manual and policies.

Achievements and Mid- to Long-term Goals

As a global game service provider, we achieve the systematic goals we have set to improve our data security and data privacy posture. In 2024, we achieved a significant milestone of recording zero security breaches throughout the year by improving our preventive and post-event response systems, operating a real-time security control system, and providing security training to employees. We also performed internal security checks and recorded a 100% training completion rate, which is another significant feat in establishing a secure corporate culture and raising security awareness. Building on this progress, we have set mid- to long-term goals to improve data security and data privacy practices between 2025 and 2027 and to make continuous improvements.

Category	Major achievements in 2024	Short-term goals (by 2025)	Mid- to long-term goals (by 2027)
Training	• Statutory security training for all staff, security training for new hires • Training for personal data handlers, OJT on data privacy • Security checks and training for partner companies • Data security training for C-level positions • Company-level training including phishing simulation, clean desk inspection, security campaign on raising security awareness	• Maintain 100% completion rate for security training • Expand leadership training for C-level positions • Step up simulated training against security breaches • Reinforce data privacy compliance training • Provide regular security training to partners and contractors	• Introduce AI-driven security training • Expand the global security compliance training • Conduct regular hacking response and threat detection trainings • Advance data and cloud security training • Continue to launch training campaigns to establish a secure corporate culture
Certification	• Maintain global security certification qualifications - Post ISMS-P audit - ISO/IEC 27001 - ISO/IEC 27017 - ISO/IEC 27018 - ISO/IEC 27701 - APEC CBPR	• Maintain global security certification qualifications - ISMS-P renewal audit - ISO/IEC 27001:2013 - ISO/IEC 27017:2015 - ISO/IEC 27018:2019 - ISO/IEC 27701:2019 - APEC CBPR	• Maintain global security certification qualifications and get new certifications - ISO/IEC 22301 certification (Business Continuity Management System or BCMS) - ISO/IEC 27032 (Cybersecurity Management System) - BS10012 (Personal Information Management System or PIMS)

Compliance	• Privacy policy evaluation system • Achieve 100% completion rate for internal security checks and training • Maintain zero data breach rate annually • Conduct personal data impact assessment and compliance check • Conduct KISA's mock cybersecurity drill (including simulated hacking, phishing simulation, DDoS response) • Activate the task force in response to personal data breach and advance the incident response process • Expand enterprise security checks and training • Conduct enterprise clean desk inspection and simulated phishing regularly	• Reflect revised data privacy laws and increase OJT • Reinforce company and contractor security policies and improve the assessment process • Create an automated security check system reflecting legal requirements • Bolster international data privacy and data security strategies	• Examine whether to introduce international security frameworks (NIST, SOC2) • Establish AI/automated security audit systems • Acquire more data privacy certifications in response to country-specific regulations • Conduct regular security audits on the supply chain and the company
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Major Data Security Metrics

Prevention of and response to security breach

Items	Metrics	Remarks
Number of annual data breaches	0	
Number of attacks detected and contained	5,551	
Number of responses to and containments of DDoS attacks	25	
Number of malicious codes contained	1,754	

Internal security checks and inspections

Items	Metrics	Remarks
Number of internal data security audits conducted	2	Audit Division, security risk assessment
Number of infrastructure security checks conducted	15,488	
Number of revised security policies and procedures	1	Regular revisions made in the Information Security Committee

📌 Global security certifications & compliance

Items	Metrics	Remarks
Number of global security certifications maintained	5	4 (ISO), 1 (CBPR)
Number of administrative actions taken in violation of domestic and international security laws	0	
Number of personal data impact assessments conducted	19	
Number of external audits and security certification audits conducted	3	1 audit each on ISO, ISMS-P, CBPR

📌 Security training of employees and partner companies

Items	Metrics	Remarks
Completion rate of security training among employees	100%	Data security concept and practices
Completion rate of Netmarble personal data handler training	100%	Focus on applicable laws and systems
Number of phishing simulations conducted	2	by KISA
Number of clean desk inspections and campaigns launched	9	1 clean desk inspection, 8 campaigns

📌 Advancement of security technologies and systems

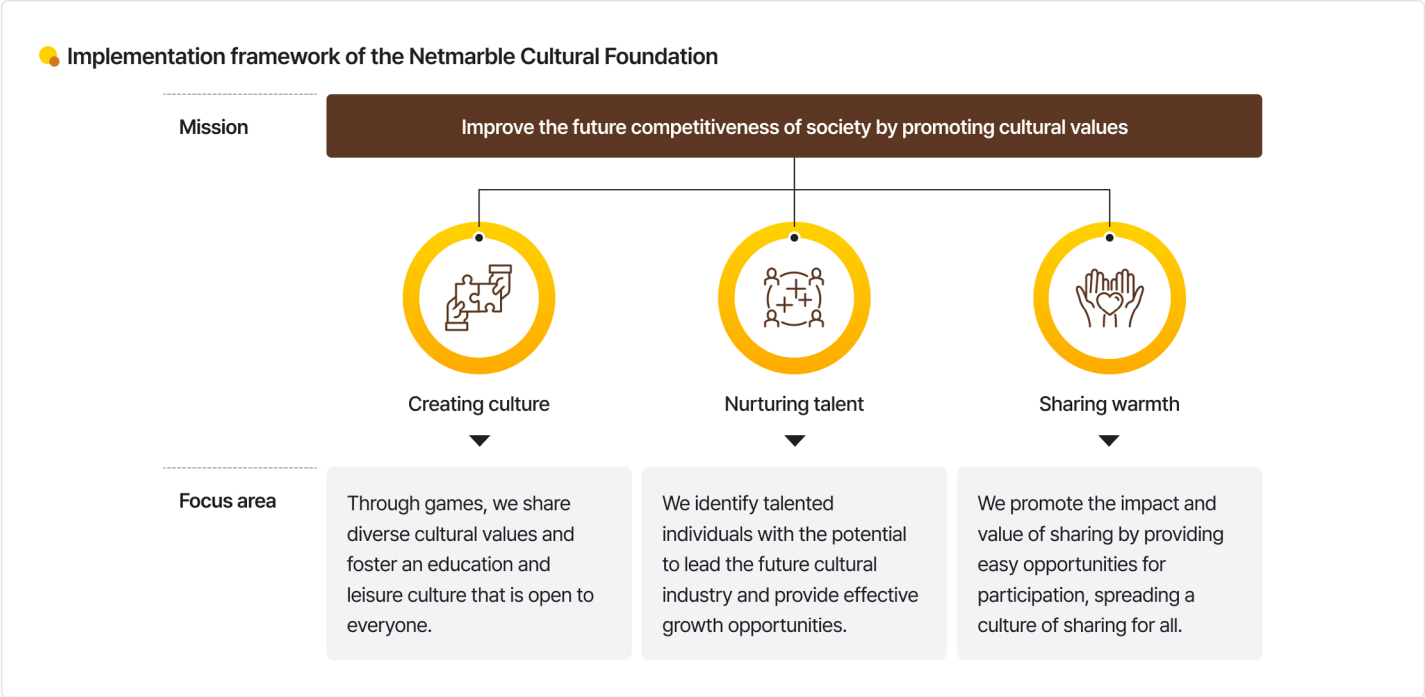
Items	Metrics	Remarks
Number of services that detect security threats	21	
Application rate of automated security vulnerability analysis	87%	
Number of security systems introduced and improved	8	
Operation rate of risk detection and responsive systems	99.99%	

📌 Vulnerability identification and mock hacking

Items	Metrics	Remarks
Number of vulnerability inspections conducted on services and games	122	
Implementation rate of security checks before launching new games	46%	
Completion rate of vulnerability detection and corrective measures on servers and infrastructure	66.62%	
Number of mock hackings conducted	14	
Number of data privacy risks eliminated	95	

Inheriting diverse public interest activities conducted in fulfillment of corporate responsibilities since the early years of Netmarble, we established the Netmarble Cultural Foundation in 2018 to carry out more sustainable and professional social contribution activities. Through the foundation, we create various cultural values, train future talent in the gaming industry, and spread the culture of sincere sharing to bring sustainable social value to life.

[Netmarble Cultural Foundation website](#) 



We are carrying out social contribution projects based on four principles: sustainability, sincerity, expertise, and transparency. The direction of our social contribution projects is to communicate the cultural value of the gaming industry and to nurture talent among local teens and people with disabilities from a long-term, sustainable perspective based on our technical expertise. We are also making the best use of the company's capabilities and resources to bring about positive and practical changes to the youth and people with disabilities. In recognition of our contribution, we received the Seoul Metropolitan City Award Certificate for Meritorious Service in Para Sports at the 2024 Seoul Metropolitan City Para Athletes' Night hosted and organized by Seoul City and Seoul Para Sports Association in December 2024.

Principles of social contribution activities

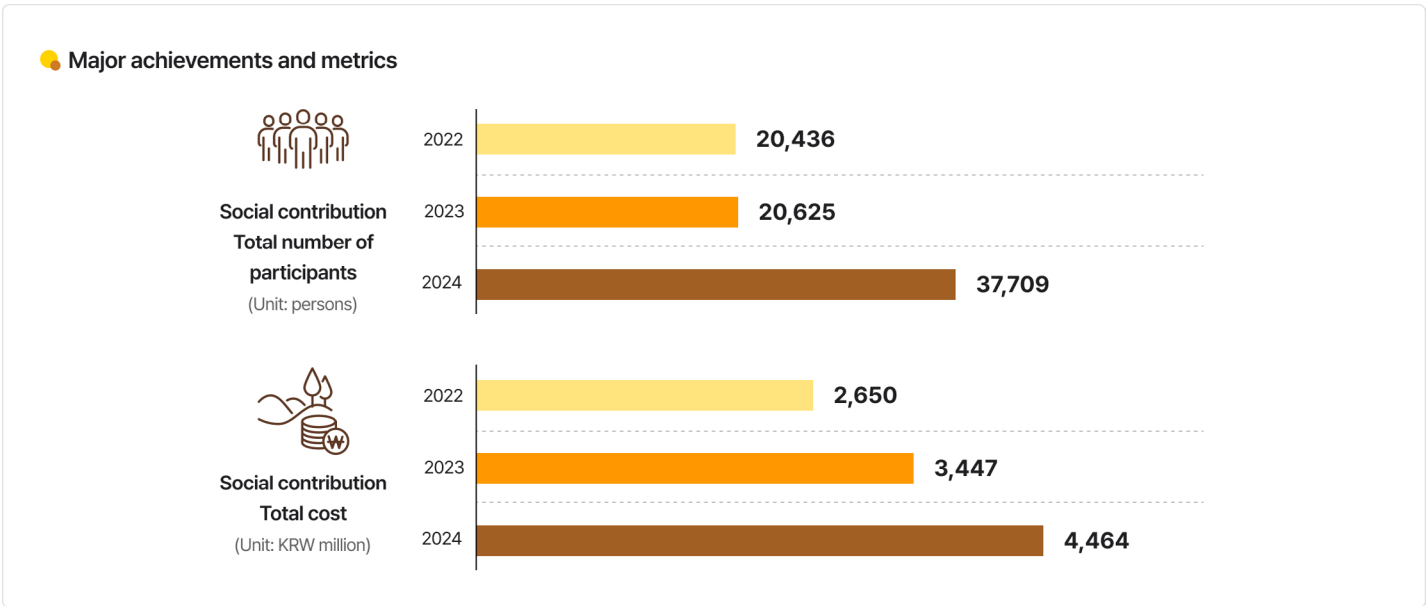
1. Long-lasting	We focus on long-term change through continuous, consistent implementation rather than one-off activity.
2. Sincerity	We create meaningful support systems that address genuine community needs.
3. Expertise	We establish a responsible organization with expertise in social responsibility to amplify the positive effects and manage risks effectively.
4. Transparency	We document all social responsibility processes and share them transparently with stakeholders.



Receiving the Seoul Metropolitan City Award Certificate for Meritorious Service in Para Sports

We are undertaking a variety of social contribution activities in three focus areas—creating culture, nurturing talent, and sharing warmth—aimed at improving the future competitiveness of our society by promoting cultural values through the Netmarble Cultural Foundation. We opened Netmarble Game Museum in 2025, shedding new light on the history and culture of games, promoting the development of the Korean gaming industry, and ultimately helping elevate the cultural value of games through various activities.

Mid- to long-term goals			
Year	2025	2026	2027
Objectives	To create a sustainable social contribution system	To nurture next-gen game players	To spread the cultural value of games
Detailed goals	• Renew social contribution programs • Open Netmarble Game Museum in full scale • Scale up Game Explorers (former Tour Program) - At least 30 times a year	• Creative talent development programs - Expand program eligibility • Launch museum programs - At least 10 times a year • Open community programs - At least 15 times a year	• Support global gaming talent • Create gaming culture specialization programs - Related to feature museum exhibitions • Expand the public-industry-academe training programs - At least 10 times a year



An experiential museum where you find future value in games

Netmarble Game Museum

Netmarble Game Museum is an experiential museum that promotes the cultural and industrial value of games and sheds light on the domestic and international gaming industry.

[Netmarble Game Museum website](#)

Discover your future vision in games

Game Academy

Game Academy is a program wherein we select young aspiring talent with basic game development capabilities and train them by teaching them advanced game planning, design, and development techniques. From 2016 to 2024, nine cohorts of students successfully completed the program.

Deep-dive into the gaming industry

Game Explorers
(former Netmarble Tour Program)

Renamed Game Explorers in 2025, the Netmarble Tour program allows teens and college students who are interested in pursuing a career in the gaming industry to visit the company to enhance their understanding of the industry. They also visit the Game Museum to learn about the cultural and historical values of games.

A special space where playing meets learning

Game Play Center

For 17 years since 2008, we have opened a total of 40 Game Play Centers in special schools and welfare centers across the country to promote the diversification of leisure activities and education for students with disabilities. This way, we are continuing to increase the number of places where local residents can get a taste of the gaming culture.

Bringing families closer through games

Game Communication School

Game Communication School is a program that suggests ways of communicating effectively within the family and fostering positive parent-children relationship through gaming.

Picture books embracing diversity

Put-Arms-Around Books

Put-Arms-Around Books publishes picture books that convey messages about respecting diversity and living with others to help improve social perception of diversity. In 2024, it published its 13th book titled "A Brave Cowardly Octopus," and it is producing another new book for 2025.

Overcoming prejudice and limitations

Netmarble Adaptive Rowing Team

We founded a para-rowing team in 2019 to support the independence and systematic training of the team. At the 2024 National Para Games, the team won 12 medals. They went on to become part of the national team in the 2024 Paris Paralympic Games, instilling pride as the Korean national team.

The world feels warmer when we're together

Window Project

The Window Project is Netmarble donation made by combining regular donations made by the staff and matching donation money. Every year, we provide creative and cultural training to local children and teens to promote creativity and sensitivity while dreaming for the future.

Open forum for gaming industry and culture

Game Concert

Game Concert is an open forum program wherein we invite gaming industry experts who share the latest gaming trends and future visions with the goal of creating and promoting a healthy gaming culture. The concert is celebrating its sixth anniversary this year since its launching in 2019.

Creating culture

Sharing warmth

Nurturing talent

A festival where everyone unites through gaming

National Festival for Students with Disabilities

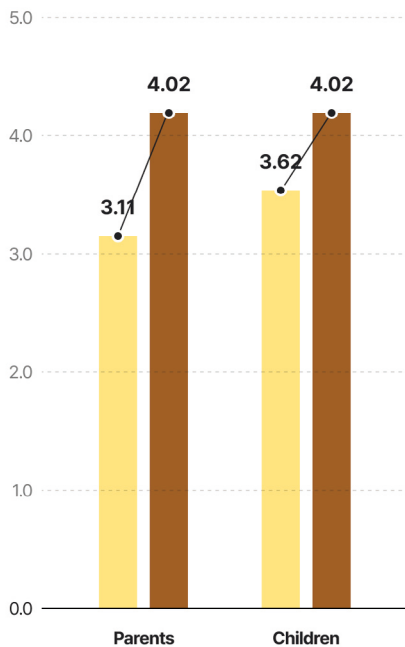
As Korea's only eSports and information competition for students with disabilities, the National Festival for Students with Disabilities has been co-hosted by the Korea National Institute for Special Education and Korea Creative Content Agency. This offers an important opportunity for students with disabilities to expand their horizon in IT and eSports and gain confidence.

Effectiveness of game-related social contribution activities

We conducted an effectiveness evaluation and confirmed that the Family Game School program can bring about changes to participants' knowledge and cognitive aspects (e.g., value and future potential of games) and psychological and behavioral aspects (e.g., problem solving and ability to empathize with others). We also conducted scale test and focus group interviews (FGI) wherein we compared how 155 elementary schoolers and 160 parents have changed before and after the program. Results showed that both parents and children underwent a significant change in their understanding of the value of games and problem-solving capabilities. Children showed improvement in their understanding of the value of games from 3.62 to 4.02 points, with parents also showing improvement from 3.11 to 4.02 points. As for psychological and behavioral problem-solving capabilities, children showed improvement from 3.47 to 4.05 points with parents also exhibiting the same pattern from 3.29 to 4.03 points; thus proving that the program had a positive impact on them. We were also able to check and improve how parents and children were communicating through the program and confirm that they had more opportunities to play games based on the improved perception of games.

Result of the research on shifts in understanding of game values

■ Before ■ After



Parents

[Effective communication method]

"I've always had a lot of arguments with children over games, but when I applied the communication method I learned in Game Communication School to my family, we now spend more time thinking and this reduced the number of conflicts we've had."

[Understanding children]

"This was a great chance to learn that my son is actually interested in game planning and design. I saw how he was acting proactively in the game and learned that he had some aspects that I really didn't know about so far."

[Changing perception of games]

"I have thought that video games were a waste of time, but I learned that I can spend more time with the family naturally when I play games."

Children

[Effective communication method]

"I used to get frustrated whenever Mom told me to stop playing games all of a sudden, but she now seems to be more understanding when I tell her, 'Mom, the game is almost over so I wish I could play for just 5 more minutes.'"

[Understanding parents]

"I realized that the reason Dad tells me not to play the game for too long is not just because he doesn't want me to play games, but because I needed more time to rest fully. Now, I'm trying to listen to what he says more and adjust the time I spend on gaming more appropriately."

[Changing perception of games]

"I think we became better friends after we began playing games together. It's more fun to play together than playing alone, and I also get to talk to my parents more. I'm happy that we spend more time together."



National Festival for Students with Disabilities



Netmarble Adaptive Rowing Team



Netmarble Game Museum



Game Academy

Our Artificial Intelligence (AI)

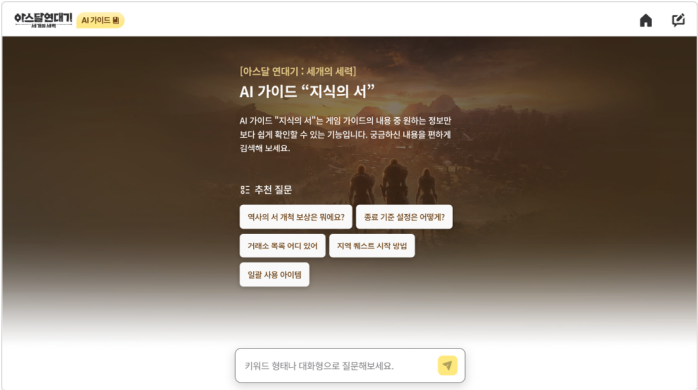
Governance / The Right Technology for Everyone / Our Artificial Intelligence (AI)

At Netmarble, we prioritize respecting and protecting human dignity, rights, values, welfare, freedom, and responsibility in developing and utilizing AI services. We define stability, fairness, reliability, and privacy as our four human-centered AI ethical principles, striving to incorporate them throughout the entire process of planning, design, implementation, and operation of AI services.

AI ethical principles

Stability	• Identify all foreseeable hazards throughout the entire operation stage • Develop a plan to minimize risks
Fairness	• Prevent discrimination and bias based on gender, religion, nationality, race, etc. • Establish safety measures to ensure diversity and eliminate bias in AI learning data and model development
Reliability	• Implement enhancements in explainability, robustness, and transparency of AI models • Ensure transparency and robustness in AI operation and decision-making processes
Privacy	• Comply with the relevant laws and establish a secure data management environment • Utilize data based on user consent and collect minimal information excluding personal information • De-identify personal information and identifiable data according to principle • Prevent illegal use of the collected data by utilizing only anonymized data • Conduct regular training on data management rules for all employees

We are committed to technological innovation in AI to develop intelligent games that play strategically like humans, maximizing user entertainment. Our journey began in 2014 with research on AI technology using massive game data. In 2018, we established the AI Center to develop a game-balancing system, an anomaly detection system, and a user recommendation system. AI technology is also used in game development as well as our operations to improve productivity. Examples include the automatic generation of natural facial expressions for game characters by integrating modules like voice emotion recognition, facial expression creation, and lip sync, as well as the development of chatbots that incorporate Netmarble's entire intellectual property (IP) portfolio.



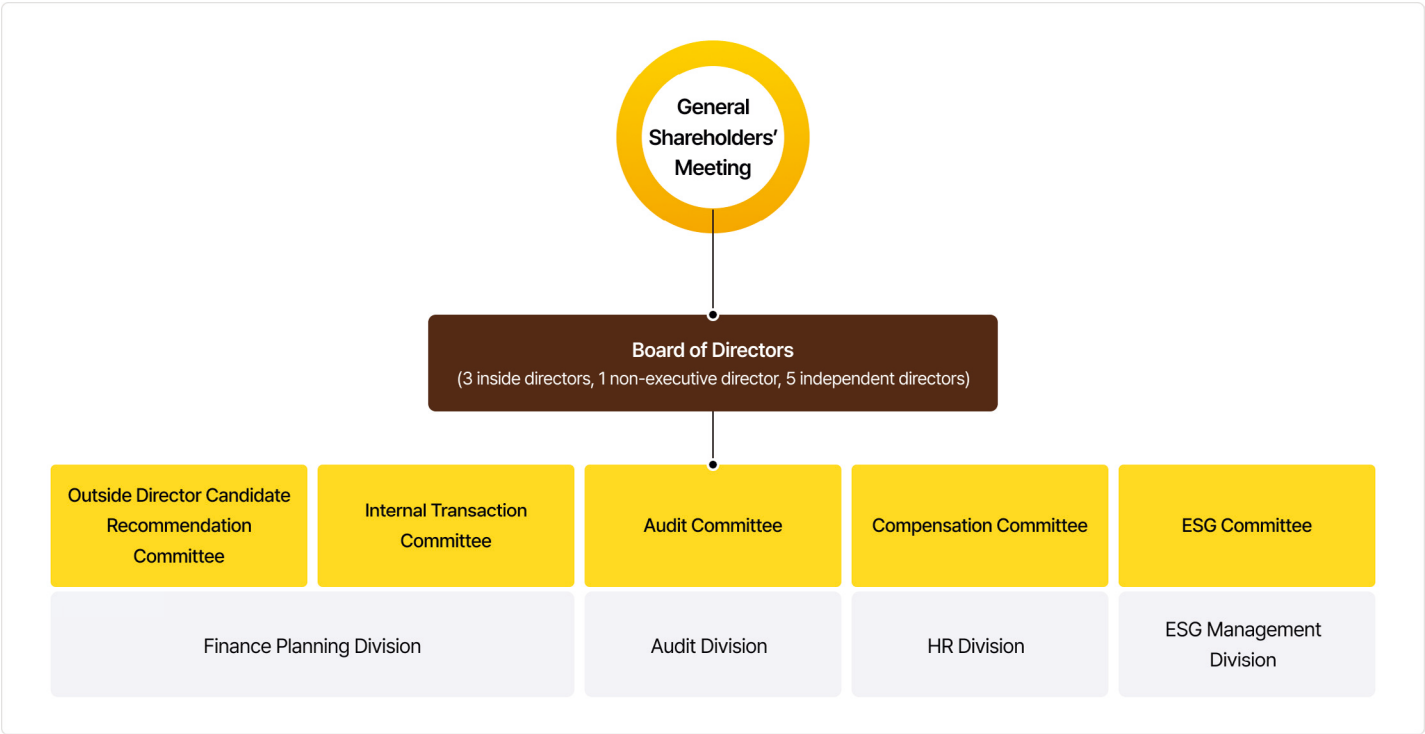
[Arthdal Chronicles: Three Factions AI Game Guide, Book of Knowledge](#)

🔑 Key AI projects	
Image-generating AI	A system designed to enhance the expressiveness of games and support the creative process by generating new creative images based on text or image input
Anomaly detection	A system that swiftly detects abnormal cases both within and outside games, automatically reporting details to the manager
Balancing AI	A system supporting users' enjoyment of games with optimal balance through large-scale simulations performed by reinforcement-learned AI agents
Multilingual machine translation	A feature enabling machine/computer automatic translation into foreign languages without human intervention
Voice synthesis capable of emotion expression	A function capable of expressing various emotions based on text, applicable to voice acting or game explanations

Composition Status

At Netmarble, we adhere to the principles of diversity and expertise in the composition of the BoD to support effective deliberation and supervision with regard to significant matters. The BoD consists of three inside directors, one non-executive director, and five independent directors, all with expertise and experience in various fields not only in IT and entertainment but also management, law, and finance. To strengthen the check and balance within the BoD, all five independent directors belong to the Audit Committee with independent directors constituting a Board Committee where they deliberate on the agenda items.

Governance system



Inside Directors			
Bang Jun Hyuk	Gender	Male	• Chairperson, Board of Directors of Netmarble and Coway
	Date Appointed	Aug. 1, 2014	• Chairperson, Netmarble Cultural Foundation
	Termination Date	Mar. 2026	• Former Senior Adviser, Game Business Division of CJ ENM
	Expertise	Business administration	• Former President, Business Strategy Division, CJ Internet • Former President, Business Strategy Division of Plenus • Former CEO of Netmarble
Kim Byung Gyu	Gender	Male	• CEO of Netmarble
	Date Appointed	Mar. 28, 2024	• Former Management Planning Officer, Netmarble
	Termination Date	Mar. 2027	• Former Crisis Management Officer, Netmarble
	Expertise	Business management	• Former Legal Officer, Netmarble
Do Gi-uk	Gender	Male	• Chief Finance Strategy Officer
	Date Appointed	Mar. 31, 2025	• Former CEO of Netmarble
	Termination Date	Mar. 2028	• Former Netmarble Executive Officer
	Expertise	Financial strategy	• Former Chief Finance Strategy Officer • Former Head of Finance Division, Game Business Group, CJ E&M
Non-executive Director			
Li Nachuan	Gender	Male	• Head of Business Development, Tencent Games
	Date Appointed	Mar. 31, 2025	• Former Vice General Manager of Business Development, Tencent Games
	Termination Date	Mar. 2028	• Former Assistant General Manager of Business Development, Tencent Games
	Expertise	Business management	

Independent Director

Kang Yi	Gender	Female	• CEO of LNK Tax Accounting • Former Director of Deloitte Korea • Former tax officer at a branch office under NTS Seoul Regional Office
	Date Appointed	Mar. 31, 2025	
	Termination Date	Mar. 2028	
	Expertise	Accounting	
Yoon Dae Gyun	Gender	Male	• Professor, Department of Software, Ajou University • Former Independent Director, Shinsegae I&C • Former Director, Seoul Digital Foundation • Former Vice President, Samsung Electronics Executive • Former CEO of NHN Technology Services
	Date Appointed	Mar. 29, 2023	
	Termination Date	Mar. 2026	
	Expertise	Technology	
Lee Dong Heon	Gender	Male	• Associate Professor of Convergence Management, College of Global Business, Korea University Sejong Campus • Secretary general, Korea University Sejong Campus • Former Director of Planning, Korean Accounting Association
	Date Appointed	Mar. 29, 2023	
	Termination Date	Mar. 2026	
	Expertise	Accounting	
Lee Chan Hee	Gender	Male	• Chairperson, Compliance Committee of Samsung • Visiting Professor, Graduate School of Law, Seoul National University • Standing Adviser, Yulchon • 50th President, Korean Bar Association • 94th President, Seoul Bar Association
	Date Appointed	Mar. 31, 2025	
	Termination Date	Mar. 2028	
	Expertise	Law	
Hwang Deuk Soo	Gender	Male	• Management Support Manager, Entertainment Division, CJ ENM • Former Head of CJ M&A • Former Head of ENM and CGV, CJ Business Management Department • Former Head of Planning Team and Strategy Office, CJ M&A
	Date Appointed	Mar. 29, 2023	
	Termination Date	Mar. 2026	
	Expertise	Accounting	

Strengthening Independence and Diversity

We ensure that majority of the directors in the BoD are independent directors and separate the CEO and Board Chairperson positions to enhance the structural independence and reliability of the internal decision-making system. To promote fairness in the selection of independent directors, all members of the Independent Director Candidate Recommendation Committee are appointed among independent directors. When appointing an independent director, the committee carefully assesses whether the candidate possesses the legal qualifications and conducts a comprehensive evaluation of his/her expertise and experience. Final approval for the appointment is given at the general shareholders' meeting.

The BoD consists of experts from various fields that not only include management, law, and finance but also IT and entertainment, ensuring that important decisions can be made from a balanced perspective without representing specific interests or those with common backgrounds. Apart from this, we also appoint female directors to enhance diversity; thus creating a more balanced decision-making structure.

Board skills matrix

Type	Definition	Bang Jun Hyuk	Kim Byung Gyu	Do Gi-uk	Li Nachuan	Kang Yi	Yoon Dae Gyun	Lee Dong Heon	Lee Chan Hee	Hwang Deuk Soo
Essential industries (game, digital)	Expertise in game and IT industry									
Corporate management and investment	Expertise in large-scale organization operation and investment activities such as M&A									
Finance and accounting	Expertise in finance and accounting for company management and supervision									
Laws and regulations	Expertise in policies and law for analyzing and responding to legal risks									
International relations	Expertise in international political dynamics and regional risk response									

Activity Status

Type		2022	2023	2024
Board of Directors	Number of meetings held	6	8	6
Agenda	Number of resolutions	20	15	17
	Number of reported agenda items	7	7	7
Attendance rate	Total	97%	98%	100%
	Independent directors	94%	97%	100%

Enhancing Expertise

We enhance the efficiency and accuracy of decision making by the BoD by strengthening their expertise. We review the competency status of the Board members using the Board Skills Matrix, which reflects their majors, experience, and other relevant factors. To facilitate the smooth performance of the duties of independent directors, the company promises to provide appropriate support such as providing information through employees and support by external experts if necessary, as stipulated in the internal policy.

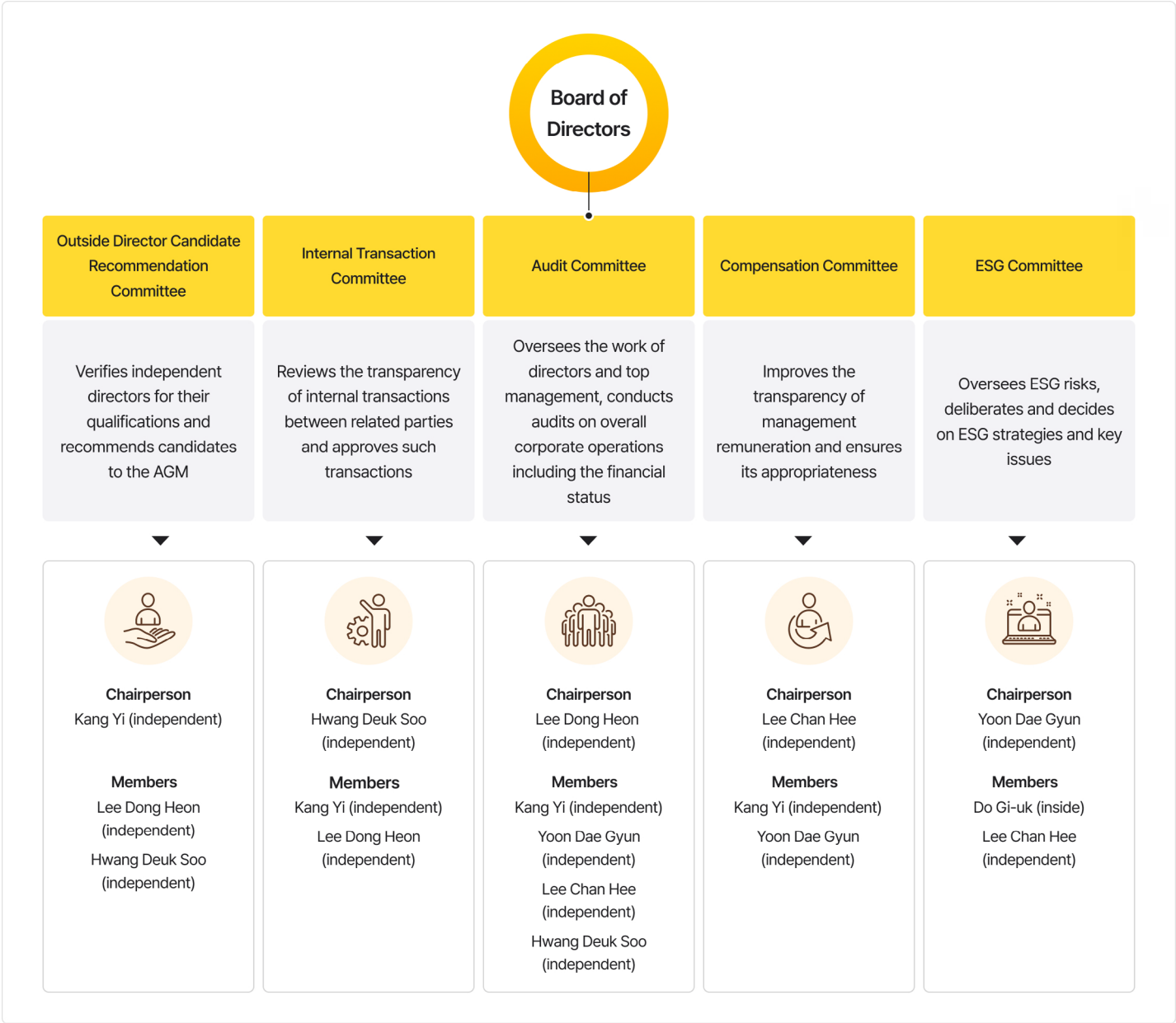
📍 2024 BoD training details

Date	Organizer	Training hours	Details	Training hours
May 9, 2025	Samil PwC	All BoD members (9 persons)	Global ESG climate announcement trends and future outlook	1 hour
May 21, 2024	Samjong KPMG	Lee Chan Hee Yoon Dae Gyun	Advanced Auditor Program (APP) training	8 hours
May 23, 2024	Samil PwC	Lee Dong Heon	Corporate Director School	5.5 hours
Aug. 8, 2024	Deloitte Korea	All independent directors (5 persons)	Understanding corporate governance	2.5 hours
Nov. 5, 2024	Deloitte Korea Center for Corporate Governance	Yoon Dae Gyun	Effective supervision of domestic and international public disclosure and current landscape that the BoD and the Audit Committee must know	2 hours

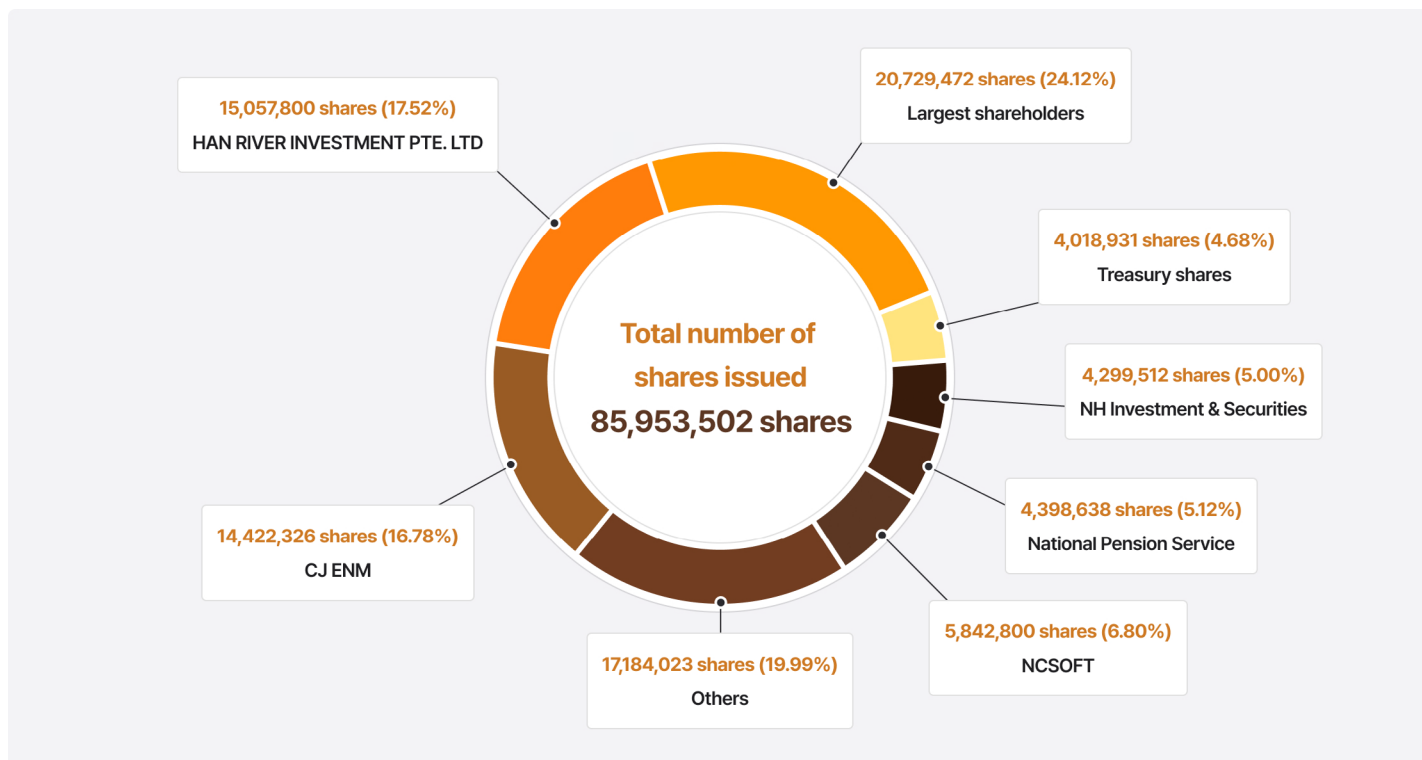
For effective operation, we have established five committees under the Board of Directors. Initially an internal committee, the ESG Committee was reorganized as a separate committee under the BoD in March 2023 in addition to the existing Audit Committee, Compensation Committee, Internal Transaction Committee, and Independent Director Candidate Recommendation Committee. All committees adhere to the regulations of the Board of Directors and their respective guidelines. The results of matters delegated to these committees are reported to the BoD; if necessary, directors can request the chairperson of the BoD to convene and reconsider matters resolved by the committee. However, matters resolved by the Audit Committee are excluded to ensure its independence.

Board committee composition status

(As of May 2025)



The total number of shares that can be issued under our Articles of Incorporation is 200,000,000 shares with par value of KRW 100 per share. As of December 31, 2024, the total number of issued shares is 85,953,502. All issued shares are common shares, with one fair voting right per share guaranteed as stipulated in Article 23. We listen to the opinions of both large and minority shareholders, guaranteeing the fair exercise of rights by all shareholders in accordance with laws and regulations.



Minority shareholders

Type	Shareholders			Shares owned		
	Number of minority shareholders	Total number of shareholders	Proportion	Number of minority shares	Number of outstanding shares ²⁾	Proportion
Minority shareholders ¹⁾	104,279	104,298	99.98%	18,308,289	81,934,571	22.35%

1) Shareholders owning less than one-hundredth of the total number of outstanding shares with voting rights

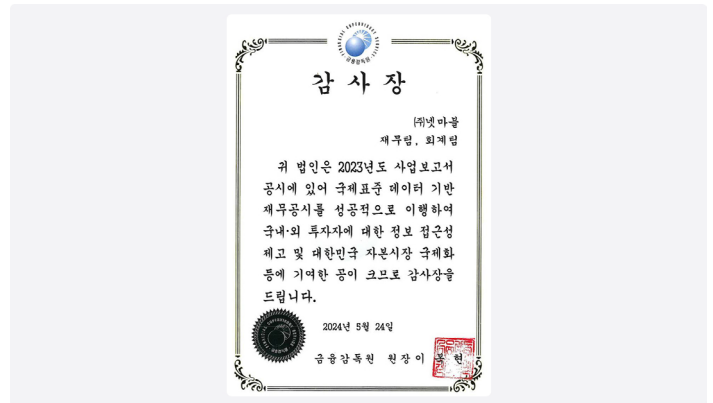
2) Total number of outstanding shares with voting rights (excluding 4,018,931 treasury shares)

Shareholder Return Policy

To enhance shareholder value, we established a mid- to long-term shareholder return policy as per a resolution of the BoD in 2018. As part of this policy, we implement share repurchases or cash dividends within the range of up to 30% of the controlling shareholder's net profit considering the company's overall management performance every year. In 2024, we confirmed cash dividends for shareholders and returned a total of KRW 34.2 billion to shareholders.

Shareholder and Investor Communication

Netmarble is actively communicating with shareholders and investors through shareholder-friendly investor relations (IR) activities via various channels to improve their understanding and trust. In order to increase shareholders' access to information, the IR page on our website is available in both Korean and English. We regularly participate in various IR events at home and abroad—such as corporate briefings and conferences—to ensure that shareholders and investors' ideas are reflected well to corporate management. In particular, we are applying XBRL—an international-standard computer language for financial statement disclosure—not only to the main body but also to footnotes of the financial statement for the convenience of investors in Korea and abroad. In recognition of our efforts, we were named a Company with Outstanding Financial Statement Disclosure by the Financial Supervisory Service (FSS) in 2024.



Certificate of Appreciation from FSS

Based on our Code of Conduct established in 2019, we have continued our efforts to fulfill our corporate social responsibilities by raising employees' awareness of ethical management and fostering a culture of ethical practices. As a supporting unit of the Audit Committee under the BoD, the Audit Division carried out various activities to help employees better understand ethical management practices as well as why they are necessary. We have continued to spread the culture of ethical management in everyday life through ways that are easily approachable to our employees such as training and campaigns by position.

Policy

Principles of ethical management

We carry out transparent and healthy management activities based on the Code of Conduct established in 2019, which applies to all our employees regardless of form of employment, be it permanent, temporary, dispatched, or internship. Our Code of Conduct consists of six chapters, each addressing different stakeholders: our mission, our promise, protecting corporate values, practicing fairness and mutual prosperity through our transactions, our goal, and our approach to ethics. This code is available in seven languages—including Korean, English, and Chinese—on our website.

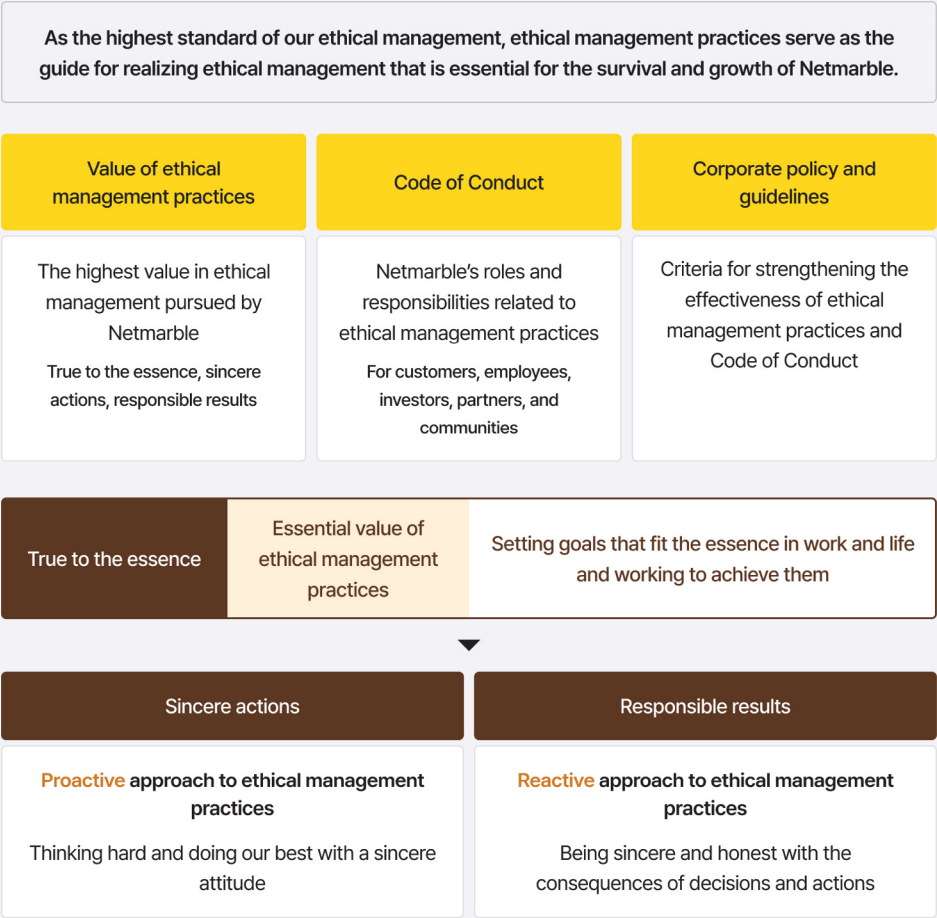
[Netmarble Code of Conduct](#) 

Code of conduct

Our mission	• Netmarble's mission • Game services, health & safety
Our promise	• Respect for diversity, non-discrimination, privacy, working environment • Mutual respect and healthy communication, bully-free, working conditions
Protecting corporate values	• Asset protection, accounting and business records • External communication and political activities • Prohibition on use of confidential information
Practicing fairness and mutual prosperity	• Fairness and mutually beneficial business relationships • Handling of third-party information and assets • Guidelines for regalement, gifts, and accommodations
Our goal	• Netmarble's goals
Our approach to ethics	• Conflict of interest (outside employment, external lectures, etc.) • Compliance with laws and prohibition of misconduct

We have the Audit Committee under the BoD composed of only five independent directors. The Audit Committee has the Audit Division as a unit directly below it and manages and supervises the progress of ethical management by reviewing the directions and strategies of Netmarble's ethical management. The Audit Committee proposes strategies aimed at establishing an ethical management culture. At the beginning of each year, the Audit Division makes an annual report to the committee about Netmarble's ethical management plans and performance for the given year, and then the Committee discusses important issues at hand. The Audit Committee carefully inspects the ethical management training and PR performance compared to the previous year and incorporates the results of the ethical management awareness survey into the operation strategy. Furthermore, the committee receives reports submitted to the Ethics Center and investigation results from the Audit Division and makes improvements in the operation strategy as needed to improve the ethical management culture.

 Ethical management system



Mid- to Long-term Goals

By embedding the culture of ethical management into the way our employees work, we aim to establish Netmarble's unique ethical management culture, create the brand identity thereof, and take the lead in spreading the culture of ethical management for other domestic companies.



Activities

Anti-corruption management

We carry out various activities to promote anti-corruption and discuss the results of these activities with the Audit Committee. Regardless of form of employment, all employees of Netmarble and major affiliates commit to compliance with the Code of Conduct by signing a pledge for ethical management every year. Partners are required to fill out the pledge, and those who fail to comply with our ethical management principles will be required to make corrections or face restrictions in future transactions. To prevent solicitation from the start, we are currently building a system in the internal Enterprise Resource Planning (ERP) system. The system currently displays a warning when entertainment-related expenses are entered, in case they violate the applicable laws. We plan to improve the system further to prevent such expenses from being processed altogether. To eradicate solicitation, we continue to conduct the “No Giving or Receiving Gifts from Stakeholders” campaign before the Lunar New Year and Chuseok holidays every year. Gifts inevitably received by our employees are submitted for an in-house auction, with the proceeds donated to the local community.

Ethical management awareness survey

We conduct a yearly ethical management awareness survey among our employees to check the status of ethical management practices and make improvements based on the findings. The survey consists of four areas—ethical management awareness, practices, training, and PR—and collects employees’ opinions on matters that require improvement. To meet the demand for in-person group classes that employees asked for in the 2024 survey, we plan to increase in-person classes in 2025. We will continue to listen to the voice of Netmarble employees, raise their awareness of ethical management, and do our best to create an environment where our employees are motivated to take meaningful action.

📌 2024 ethical management awareness survey	
Dates & approach	Results
• Sept. 2-24, 2024 • Online survey	• Response rate: 75% • Perception on ethical management: positive 71% • Whether they practice ethical management: positive 76%

Ethical management training

We are committed to practicing ethical management effectively through various online and offline training programs for all employees. These programs are integrated into the yearly basic training provided to employees and are extended to new hires, including interns and new hires with prior experience. In 2024, we introduced an internally developed training program targeting new leaders (team leaders and higher) every month to cultivate ethical leadership among our leaders.

📌 2024 ethical management training

Type	Number of participants	Participation rate	Total training hours	Training hours per person
Non-mandatory training for all employees	792 persons	100%	277 hours	0.4 hours
Non-mandatory training for new leaders	16 persons	80%	8 hours	0.5 hours
Non-mandatory training for new hires (New hires, new hires with experience, interns)	317 persons	100%	106 hours	0.3 hours

Spreading the culture of ethical management

We carry out various activities to spread our unique ethical management culture among our employees and raise their ethical awareness. We promote ethical management practices daily through elevator screens, with new content updated every other week. We also conduct consistent promotional activities such as posting ethical management posters on the website and implementing a no-gift campaign during holidays. Notably, we promote ethical management and raise awareness both internally and externally through Channel Netmarble, which has high exposure to the public.

Compliance Management System

We comply with laws and implement fair and transparent corporate ethics through a Compliance Officer and a compliance support organization. Appointed by a resolution of the Board of Directors, the Compliance Officer has independent authority to inspect the company's compliance activities and report related details to the Board of Directors or CEO. The compliance support organization performs roles such as monitoring legal trends related to business operations, ensuring compliance regularly, and effectively managing various legal risks that may arise during management activities and business operations. Based on the compliance management system, we continuously manage and check all employees to ensure compliance with the standards and procedures. In addition, we are gradually increasing the proportion of lawyers in the Legal Division as our compliance support organization to promote our expertise.

Regulations on Voluntary Fair Trade Compliance

We put fair trade into action by establishing and adhering to related policies. Our Standard Procurement Ethics Guidelines prohibit any form of compensation or unreasonable demand, particularly those taking advantage of a superior position in transactions. We have established supplier management guidelines in accordance with the relevant laws such as the Fair Transactions in Subcontracting Act and Act on the Promotion of Coexistence between Large and Small Businesses, ensuring compliance with the Ethical Purchasing Charter and Code of Conduct within the Purchasing Management Regulations.

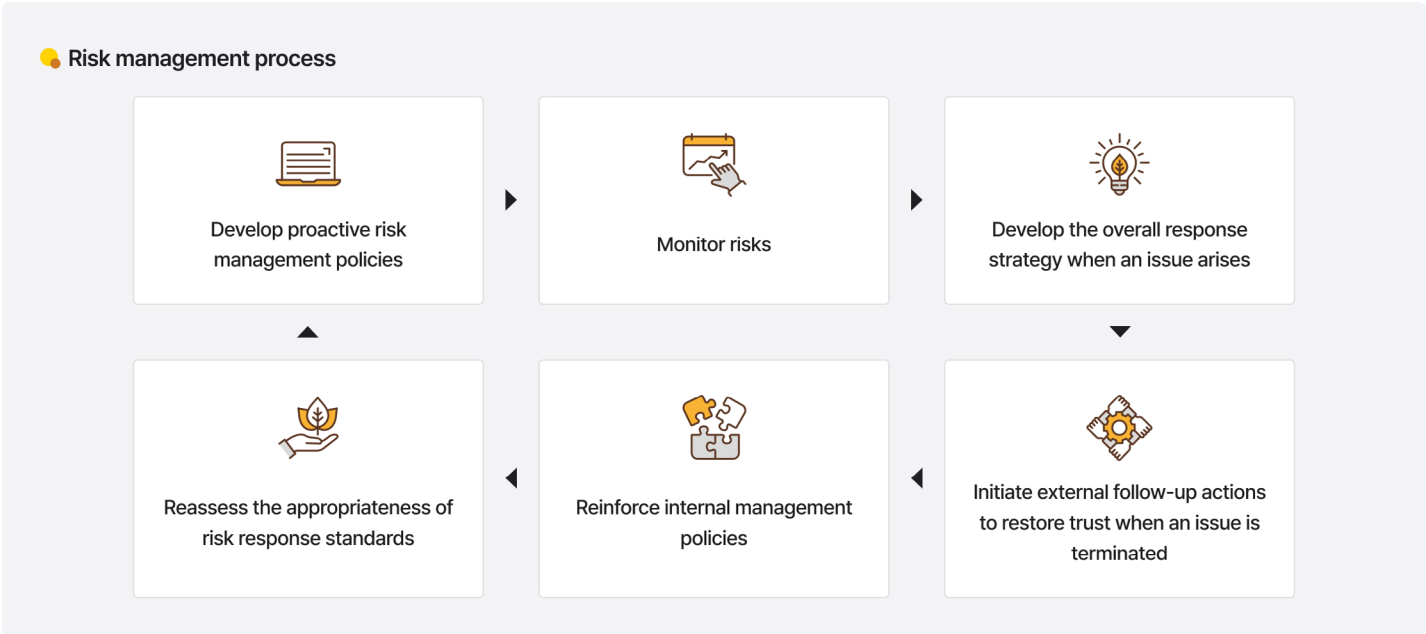


Netmarble sets the way forward and identifies ESG-related risks and opportunities based on market analysis, business strategy, and performance analysis. We consider various potential risks that may occur during game development and the service process as the most critical business risks. If there is any chance of risk occurrence, we report according to the following reporting process: Risk Management Organization → Risk Manager → Top Management. The company reports monthly, quarterly, semiannually, and annually depending on the type of risk. Meanwhile, each unit responsible for game operation, security, and infrastructure is running a real-time monitoring system. Risks are systematically managed by the BoD, Board Committees, Policy Management Council, and working-level units serving different functions. Among these, the Policy Management Council—a control tower composed of executives and managers responsible for risks—measures the urgency and significance of risks and monitors them.

 Risk management system

Type	Details
Board of Directors	• Conducts final review and oversees all risks
Board Committees (ESG Committee, etc.)	• Identify the type, importance, and impact of risks, and oversee the agenda delegated by the BoD to the Committees
Policy Management Council	• Supports ESG risk management and reviews policies • Identifies and responds to corporate risks • Monitors risks and organizes internal and external cooperation
Related departments	• Inspect risks and opportunities and monitor the status

We promote business stability and corporate sustainability by employing a risk management strategy that proactively addresses economic, social, and environmental risks beforehand. At least twice a year, we diagnose business management and investigate reports to categorize potential risks for different types of work. The relevant departments self-examine risks by taking internal measures using checklists and evaluating issues to prevent risks from occurring.

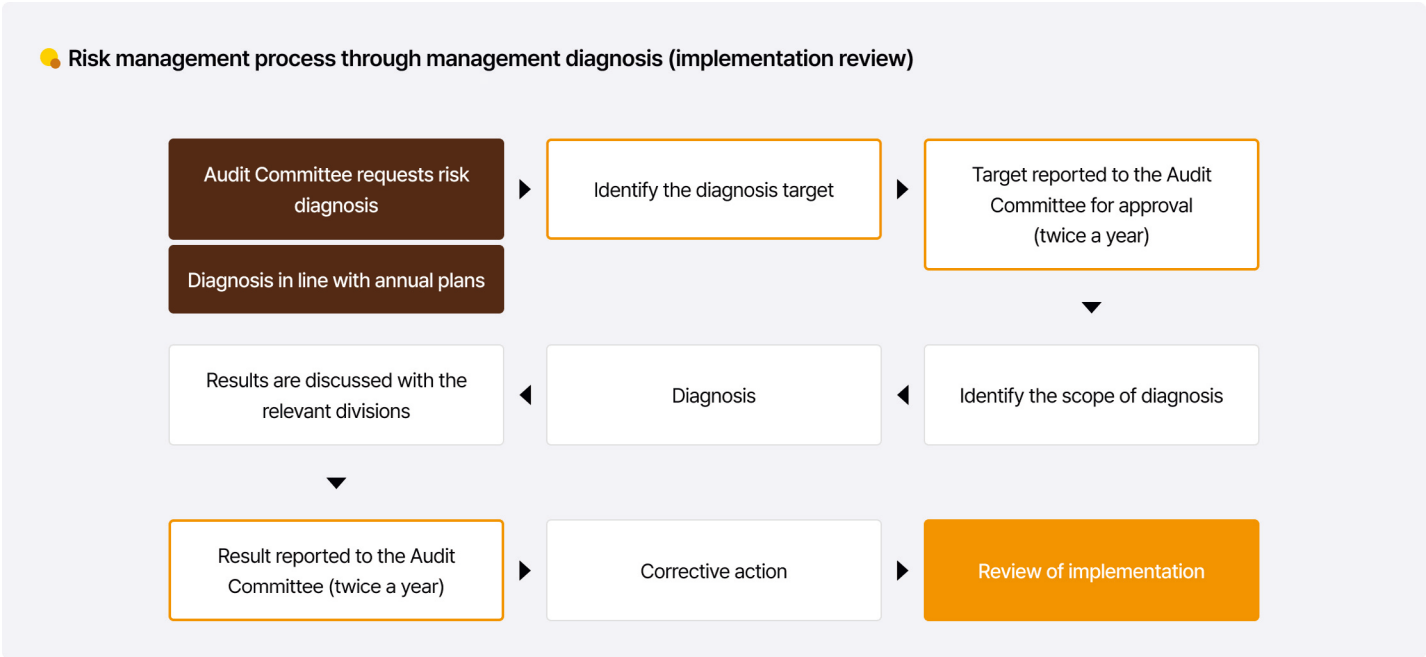


Category	Definition of risks	Our response	Responsible unit
Technology ethics risks	• Trust and technology stability issues arising from new technologies such as AI and blockchain, along with associated ethical risks	• Check the key technology ethics issues with technology units, including technology management, publishing technology, and AI units • Establish AI ethics principles and utilization guides	AI&Tech Lab
Policy and regulatory risks	• Loss of competitiveness in our existing business and loss caused by the shift in foreign policies, laws, and regulations	• Continuous monitoring of global policy trends • Discuss how we will respond with the relevant industry association, game society, and expert groups • Develop strategic directions and take action by analyzing the factors affecting our competitiveness in the global stage	Business Management Officer Policy Division
Compliance and ethical management risks	• Litigation, disputes, and penalties resulting from violations of business contracts and laws • Direct and indirect loss stemming from unfair practices, actions undermining business ethics, and civil and criminal penalties • Potential damage to corporate image due to unethical behavior of employees and stakeholders	• Pre-and post-inspection on contracts, laws, policies, etc. • Awareness raising within the company through ethical management education for all employees including senior leaders, new leaders, new hires, etc. • Internal and external reporting channels	Legal Division Audit Division
Information security and privacy risks	• Loss incurred due to the users and the company owing to disruptive activities hindering normal service operations and malicious hacking attacks • Punitive action and reputation damage for noncompliance with the relevant laws and regulations	• Establish a system for maintaining a stable security environment and recruit experts such as CISO and CPO • Continuous monitoring and more sophisticated response to external attacks • Regular internal training and mock drills	Security Division

Occupational health and safety (OH&S) risks	• Accidents related to OH&S can cause various losses including business interruptions, loss of life, and damaged corporate image • Potential punishment, fines, and civil and criminal liabilities for violations of the relevant laws	• Create an OH&S unit and prevent accidents in advance by operating an OH&S management system • Monitor OH&S-related laws and check compliance regularly • Improve employees' response by conducting emergency response drills including fire drills	EHS Team
Climate and environmental risks	• Abnormal climate conditions posing risks to business • Introduction of new restrictive policies and regulations that promote environmental sustainability	• Establish climate change and environmental risk response strategies • Implement activities and strategies aimed at reducing environmental impact and decreasing GHG emissions	General Affairs Division (EHS Team) ESG Management Division
Financial risks	• Sudden fluctuations in exchange rates, interest rates, liquidity, credit ratings, tax rates, and other macroeconomic factors leading to instability and financial losses	• Continuous monitoring of rapidly changing macroeconomic conditions • Introduce conservative tax policies and respond based on legal review and authoritative interpretation • Strict compliance with country-specific tax laws and tax treaties, and with global guidelines when dealing with parties affiliated with foreign organizations • Fulfill tax obligations and actively cooperate with domestic and foreign tax authorities	Accounting Management Division Finance Planning Division

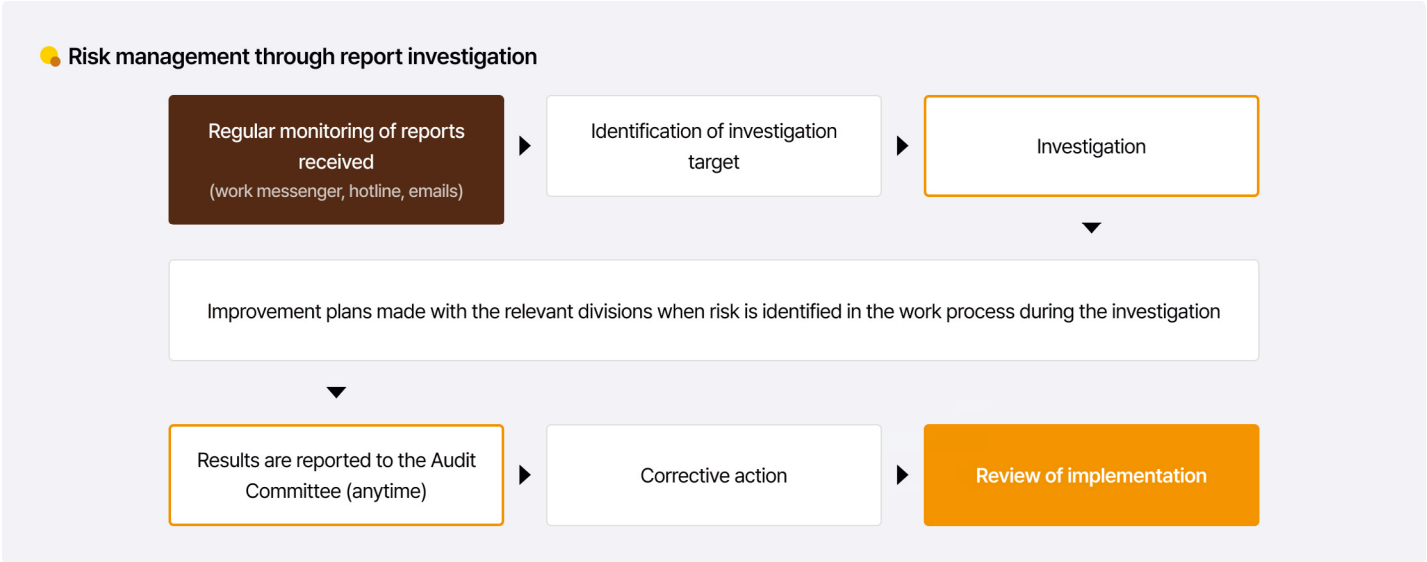
Management Diagnosis

To enhance management soundness, our Audit Division conducts regular diagnoses on the company’s major businesses, functions, and corporations to identify and address risks at their root causes. These diagnoses are carried out according to the requests and audit plans of the Audit Committee, supporting their decision-making processes and ensuring that competitive advantage is gained in practical business. We contribute to improving management soundness by confirming the reliability of management information, verifying the adequacy of work processing based on company policies, and developing improvement plans. In 2024, we conducted diagnoses on our marketing subsidiaries, identified vulnerabilities in 4 areas including our process improvement activities, and carried out 13 corrective actions to address these issues.



Investigating Reports

Our Audit Division runs various channels including Netmarble Ethics Center and internal and external websites, ensuring that employees can inquire at any time and receive consultation on ethical violations. The division conducts investigations on reports they received, categorizes potential risks by job groups, and assists the relevant divisions in self-examining and preventing risks using a checklist. Through these investigations, we identify and eliminate the source of risks, monitor them regularly, and train the relevant divisions to prevent recurrence, ultimately helping Netmarble establish an ethical management culture and improve management soundness. In 2024, the risks identified in the investigation of work process were reported to the Audit Committee and correction measures were taken to reinforce the foundation for ethical management and stable business.



Netmarble Ethics Center

Email ethics@netmarble.com

Mail Ethics Center Division, Netmarble,
G-Tower, 38, Digital-ro 26-gil
Guro-gu, Seoul
08393 Republic of Korea



Complainant Protection System

We strictly protect the complainant when violations of the Code of Conduct are reported. Article 38 of the Internal Audit Policy specifies that the identity, reporting, and report details of the complainant (including collaborators) are kept confidential and searching for or retaliating against the complainant is prohibited to ensure that the complainant and employees who participated in the investigation do not suffer any disadvantages.

Appendix

Company Profile

Appendix / About Netmarble / Company Profile

Company overview

Date established (Netmarble Corp.)	March 2000
CEO	Kim Byung Gyu
Business areas	Game development and publishing
Headquarters	G-Tower, 38, Digital-ro 26-gil, Guro-gu, Seoul, Republic of Korea
Website	company.netmarble.com

Netmarble has led the gaming market by taking on new challenges and achieving innovation. Our balanced sales portfolio consists of a large number of games in various genres. Leveraging our advanced game development capabilities, we consistently deliver world-class gaming experiences to users worldwide.

Domestic and overseas subsidiaries

Name	Business area	Location
Netmarble F&C	Game development and distribution	G-Tower, 38, Digital-ro 26-gil, Guro-gu, Seoul, Republic of Korea
Netmarble Neo		
Netmarble N2		
Netmarble Nexus		
Netmarble Monster		
Zempot	Game development and publishing	25, Mullae-ro 28-gil, Yeongdeungpo-gu, Seoul
Jam City, Inc.		Culver City, CA 90232, USA
Kabam, Inc.		San Francisco, CA 94105, USA
SpinX Games Limited		Kowloon, Hong Kong

The status of the consolidated subsidiaries is disclosed in the business report.

Learn more

[Company History & Awards](#) 

[Company Information](#) 

[Financial Information](#) 

Netmarble defines key stakeholders in and out of the company as users, employees, investors and shareholders, partners, local communities, and government. We engage with these stakeholders through diverse channels, actively addressing areas of their primary interests and incorporating their feedback into our management strategies.

Stakeholders	Areas of interest	Communication channels	Activities
Users	• Release of new services • Improvement of service quality and user satisfaction • Data privacy	• Company website • Channel Netmarble & official social media channels • Online communities & customer center by service • Call center and offline customer support • Disclosure materials	• Release of new services & live service update • Improvement in operation stability through risk management • Enhancement of communication through official live streaming, G-STAR, social media, etc.
Employees	• Guarantee of basic rights in the workplace and employment stability • A pleasant, safe working environment • Fair performance appraisal and self-development opportunities • Work-life balance and employee benefit system	• In-house portal • Netmarble Ethics Center • Open Council (labor-management council) • Sports center & psychological counseling room	• Open Council meetings and grievance handling channel • Opening of sports center and operation of psychological counseling center • Fair compensation system through management by objectives (MBO) • Enhancement of the working environment by collecting feedback • Flexible work arrangements and expansion of benefit programs
Investors and shareholders	• Establishment of sound governance • Transparent disclosure of financial and non-financial performances • Preemptive risk management • Communication with investors and shareholders	• General Shareholders' Meeting • NDR and conference with institutional investors • Disclosure materials and regular reports • Earnings release conference call • 1:1 meeting with investors • Corporate website	• Sharing of revenues generated by starting new businesses and entering new markets • Disclosure of business reports, corporate governance reports, and Sustainability Reports • Management of game business risks and ESG risks • Regular and non-regular IR meetings

Business partners (contractors)	• Fair trade and fair treatment • Shared prosperity	• Briefing session on the purchase system & purchase information • Channel Netmarble • Netmarble Ethics Center • Disclosure materials	• Operation of the Netmarble Ethics Center to receive grievance reports • Stipulation of the Charter of Purchase Ethics and the Fair Trade Principles • Implementation of fair pricing and compliance with payment terms • Regular communication and enhanced cooperation
Local communities	• Fulfillment of corporate social responsibility • Stimulation of the local economy	• Company website • Channel Netmarble • Netmarble Cultural Foundation website • Disclosure materials	• Sharing of diverse cultural values through Play Centers, Family Game School, and eFestival for students with disabilities nationwide • Support for the growth of future talent through Game Academies, Tour Program, and Netmarble Adaptive Rowing Team
Government	• Creation of economic value • Compliance with the relevant laws and regulations • Engaging in the enactment of industry-related policies	• Company website • Disclosure materials	• Job creation by hiring more people • Creation of compliance support unit and review of compliance risks • Fulfilling country-specific tax obligations and improvement in tax transparency

Organization

Name	Membership status	Notes	Website
UNGC (UN Global Compact)	Member	As the world's largest voluntary corporate citizenship initiative, the UN Global Compact was launched as an international agreement in New York, US in 2000 to urge businesses to fulfill their social responsibility. Netmarble is the first gaming company in Korea to join UNGC, and it remains committed to upholding UNGC's 10 principles in 4 areas of human rights, labor, environment, and anti-corruption. We disclose our progress toward the UN SDGs (Sustainable Development Goals) every year.	https://unglobalcompact.org/ 
Korea Online Privacy Association (OPA)	Member	A private organization established to promote the self-regulation of businesses and user protection for responsible use of personal data and location data	https://www.opa.or.kr/ 
Game Culture Foundation	Fundraising company	As a foundation corporation established to create and spread a sound game culture, it focuses on improving the perception of games by holding the Game Culture Family Camp, running a Healing Center for Excessive Immersion in Games, and providing game literacy education.	http://www.gameculture.or.kr/ 
Korea Council of Chief Information Security Officers (CISO Korea)	Member	As a corporation established to improve the security posture and to build a partnership system, CISO Korea proposes policies aimed at creating a security-oriented corporate culture, raising security awareness of employees, and making collective measures and response against cyber-attacks through a partnership system among CISOs in Korea.	http://cisokorea.org/ 

K-CPO	Vice Chairperson	An autonomous consultative body established in pursuit of development and public interests in the field of data privacy consisting mainly of CPOs and CPOs who are members of the Korea Association of Personal Data Professionals (KAPP) to guarantee the expertise and independence of CPOs in all fields be they private or public realm and to improve human rights	https://k-cpo.org 
Korea CPO Forum	Member	A group of executives responsible for data privacy to facilitate discussions on data privacy issues among CPOs as well as interaction and information sharing for data privacy	https://www.cpoforum.or.kr/ 
Korea Association of Game Industry (K-GAMES)	Director	As a corporation established through cooperation between game companies to promote the gaming industry and fulfill its social responsibilities, it runs an international game exhibition (G-STAR), conducts research on game policies, and launches PR campaigns.	http://www.kgames.or.kr/ 
Game Self-governance Organization of Korea (GSOK)	Member	An autonomous organization established to enact self-regulatory policies on gaming industry issues such as loot box and game ads and to protect game users and promote the gaming culture	http://www.gsok.or.kr/ 
Korea Internet Corporations Association (K-Internet)	Member	As a support group of the industry companies, K-Internet engages in activities that improve regulations and systems for Internet-based companies (i.e., policy research, joint projects with the government).	http://www.kinternet.org/ 
Consortium of Computer Emergency Response Team (CONCERT)	Member	As a corporation established to explore joint response aimed at improving the data security of domestic private-sector businesses and institutions and sharing information on data security technology and trends, CONCERT engages in discussions and other activities on data security issues by sending emergency alerts in the event of security breaches and holding regular meetings.	https://www.concert.or.kr/ 

Certifications

Name	Date certified	Valid period	Details
Family-Friendly Company Certification	Dec. 1, 2023	Dec. 1, 2023 - Nov. 30, 2026	Certified by the Ministry of Gender Equality and Family (MOGEF) as a company with an exemplary family-friendly system Since we were first certified in 2018, we have expanded family-friendly programs and extended the certification in 2021, and subsequently got recertified in 2023
Certification for personal information & information security management system (ISMS-P)	Dec. 16, 2020	Dec. 16, 2023 - Dec. 15, 2026	Certified for a series of actions and activities aimed at protecting corporate data and personal data
International standard certification for information security management systems (ISO/IEC 27001:2013)	Jul. 29, 2018	Aug. 28, 2024 - Jul. 29, 2027	The most authoritative international certification in the field of data security
International standard certification for information security controls for cloud services (ISO/IEC 27017:2015)	Jul. 29, 2018	Aug. 28, 2024 - Jul. 29, 2027	International framework certification that must be reflected by cloud service providers and customers to their data security management systems additionally based on the ISO 27001 standard
International standard for the protection of personally identifiable information (PII) in public cloud (ISO/IEC 27018:2019)	Jul. 29, 2018	Aug. 28, 2024 - Jul. 29, 2027	International framework certification that must be reflected to the Information Security Management System additionally for the protection of personally identifiable information (PII) in cloud environments based on the ISO27001 international standard
International standard for privacy information management systems (ISO/IEC 27701)	Aug. 14, 2023	Aug. 28, 2024 - Jul. 29, 2027	International certification of personal information management systems as a framework for data privacy management
APEC CBPR	Apr. 10, 2023	Aug. 5, 2024 - Aug. 4, 2025	Global data privacy certification based on the Asia-Pacific Economic Cooperation (APEC) privacy protection principles by evaluating and certifying corporate privacy systems

GSOK certification for self-regulation	Jan. 18, 2023	Feb. 9, 2023 - Feb. 8, 2024	Certification confirming that an organization is committed to forming a healthy gaming culture through reasonable consumption
Occupational health and safety management system certification (ISO 45001)	Sept. 24, 2024	Sept. 24, 2024 - Sept. 23, 2027	International standard certification on OH & S management systems for online and mobile game software development and publishing services
Green building certification (G-SEED) on G-Tower	Oct. 19, 2020	Oct. 27, 2020 - Oct. 26, 2025	Certification for green buildings (grade: Excellent) in accordance with the Green Buildings Construction Support Act
Certification for building energy efficiency rating on G-Tower	Oct. 19, 2020	Oct. 19, 2020 - Oct. 10, 2030	Certification for buildings in the Grade 1+ energy efficiency rating according to the certification for building energy efficiency ratings and zero-energy building certification rules
Certification for organization with significant contribution to arts and culture (Netmarble Cultural Foundation)	Nov. 9, 2023	Nov. 9, 2023 - Nov. 8, 2026	Certification under Article 12.1 of the Act on Revitalization of Support for Culture and Arts and Article 9.5 of its Enforcement Decree (Ministry of Culture, Sports, and Tourism and Arts Council Korea)
Organization certified as an educational partner for career exploration (Netmarble Cultural Foundation)	Jul. 10, 2024	Jul. 10, 2024 - Jul. 9, 2027	Certification under Article 19 of the Career Education Act, Article 9 of its Enforcement Decree, and Article 4 of its Enforcement Rules (Ministry of Education)

Report Overview

Since publishing our first Sustainability Report in 2021, we have released the report annually. This year marks the publication of the fifth Sustainability Report. In it, we disclose our sustainability management activities and performance transparently, demonstrating our commitment to improving communication with various stakeholders and creating sustainable value, building on our unique approach to ESG management.

Reporting Standards

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 and the disclosure recommendations for the Software & IT Services industry within the Technology & Communications area of the Sustainability Accounting Standards Board (SASB). It also includes 10 UNGC principles and the implementation status of the UN Sustainable Development Goals (SDGs) and reflects the Task Force on Climate-Related Financial Disclosures (TCFD) guidelines in disclosing our climate-related business activities.

Reporting Scope

This report primarily covers the sustainable management activities and performance of Netmarble Corporation, as well as some management activities of key affiliates. The reporting scope of some quantitative data may vary. For detailed report scopes, please see the footnotes.

Reporting Period

This report includes quantitative data such as financial results for the period January 1, 2024 to December 31, 2024. Some data such as business performance may cover the period running through the first half of 2025.

Credibility of the Report

To ensure the credibility of the report, this report was verified by BSI Group Korea, and the verification process was conducted in accordance with AA1000AS (Type 2, Moderate Level) standards. A separate validation was carried out on the greenhouse gas (GHG) data included in the report.

Additional Information

For more information or inquiries about this report, please contact us using the contact details provided on the right.

Email : esg@netmarble.com

Phone : +82-2-2271-7114

Address : ESG Management Division, Netmarble, G-Tower, 38, Digitalro 26-gil, Guro-gu, Seoul, Republic of Korea

To: The Stakeholders of Netmarble

Overview

The British Standards Institution (hereinafter referred to as the "Assurer") was requested to verify the Sustainability Report 2025 (hereinafter referred to as the "Report"). The Assurer is independent to Netmarble and has no major operational financial interest other than the assurance of the Report. This assurance opinion statement is intended to provide information related to the assurance of the Netmarble's report relating to the environment, social and governance (ESG) to the relevant stakeholders and may not be used for any other purpose. This assurance opinion statement is prepared based on the information presented by the Netmarble. The verification does not extend beyond such information and is solely based on it. In performing such verification, the Assurer has assumed that all such information is complete and accurate.

Netmarble is responsible for managing the relevant information contained within the scope of assurance, operating the relevant internal control procedures, and for all information and claims contained in the Report. Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to Netmarble only.

The Assurer is responsible for providing Netmarble's management team with an independent assurance opinion containing professional opinions derived by applying the assurance methodology to the scope specified, and to provide the information to all stakeholders of Netmarble. The Assurer will not, in providing this Independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person or party by whom the Independent assurance opinion statement may be read.

Scope

The scope of engagement agreed upon with Netmarble includes the following:

- Report contents during the period from January 1st to December 31st 2024 included in the Report, some data of 2025 are included.
- Major assertion included in the Report, such as sustainability management policies and strategies, goals, projects, and performance, and the Report contents related to material issues determined as a result of materiality assessment.
- Appropriateness and consistency of processes and systems for data collection, analysis and review.
- Confirmation of the Report's compliance with the AA1000 AccountAbility Four Principles and, where applicable, the reliability of the sustainability performance information contained within the Report, based on the type of sustainability assurance performed in accordance with AA1000 AS v3.

The following contents were not included in the scope of assurance.

- Financial information in Appendix.
- Index items related to other international standards and initiatives other than the GRI.
- Other related additional information such as the website, business annual report.

Assurance Level and Type

The assurance level and type are as follows:

- Moderate level based on AA1000 AS and Type 2 (confirmation to the four principles as described in the AA1000 Accountability Principle 2018 and quality and reliability of specific performance information published in the report.)

Description and sources of disclosures covered

Based on the scope and methodology of assurance applied, the Assurer reviewed the following disclosures based on the sampling of information and data provided by Netmarble.

[Universal Standards]

2-1 to 2-5 (The organization and its reporting practices), 2-6 to 2-8 (Activities and workers), 2-9 to 2-21 (Governance), 2-22 to 2-28 (Strategy, policies and practices), 2-29 to 2-30 (Stakeholder engagement), 3-1 to 3-3 (Material Topics Disclosures)

[Topic Standards]

201-1~3, 202-1, 203-1&2, 205-3, 206-1, 207-2, 302-1, 302-3, 302-4, 303-3, 304-3, 305-1&2, 305-4, 306-3&4, 401-2&3, 403-1~7, 403-9, 404-1~3, 405-1&2, 406-1, 413-1&2, 416-1&2, 417-1~3, 418-1

Methodology

As a part of its independent assurance, the Assurer has used the methodology developed for relevant evidence collection in order to comply with the verification criteria and to reduce errors in reporting. The Assurer has performed the following activities;

- Validation of the materiality assessment and internal analytical process for determining assurance priorities, and a top-level review of issues that may be raised by external stakeholders in the context of sustainability.
- Discussion with managers and representatives on stakeholder engagement.
- Review of the supporting evidence related to the material issues through interviews with senior managers in the responsible departments.
- Review of the system for sustainability management strategy process and implementation.
- Review of the materiality issue analysis process and prioritization and verifying the results.
- Verification of data generation, collection and reporting for each performance index and document review of relevant systems, policies, and procedures.
- An assessment of Netmarble's reporting and management processes against the principles of Inclusivity, Materiality, Responsiveness and Impact as described in the AA1000 AccountAbility Principles Standard (2018).
- Visit of the Mainsite of Netmarble to confirm the data collection processes, record management practices.

Limitations and approach used to mitigate limitations

The Assurer performed limited verification for a limited period based on the data provided by Netmarble. It implies that the Assurer is therefore subject to limitations relating to inherent risks that may exist without the identification of material errors. The Assurer does not provide assurance on possible future impacts that cannot be predicted or verified during the verification process and any additional aspects related thereto.

Competency and Independence

British Standards Institution (BSI) is a leading global standards and assessment body founded in 1901. BSI is an independent professional institution that specializes in quality, health, safety, social and environmental management with over 120 years history in providing independent assurance services globally. No member of the assurance team has a business relationship with Netmarble. The Assurer has conducted this verification independently, and there has been no conflict of interest. All assurers who participated in the assurance have qualifications as an AA1000AS assurer, have a lot of assurance experience, and have in-depth understanding of the BSI Group's assurance standard methodology.

Opinion Statement

The assurance was conducted by a team of sustainability report assurers in accordance with the AA1000 Assurance Standard v3. The Assurer planned and performed the verification and collected sufficient evidence to explain Netmarble's approach to the AA1000 Assurance Standard and to provide confidence in its self-declaration of compliance with the GRI Standards.

On the basis of our methodology and the activities described above, it is our opinion that the information and data included in the Report are accurate and reliable and the Assurer cannot point out any substantial aspects of material with mistake or misstatement. We believe that the economic, social and environment performance indicators are accurate and are supported by robust internal control processes.

Conclusions

The Report is prepared in accordance with the GRI Standards. (Reporting in accordance with the GRI standards). A detailed review against the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact and the GRI Standards is set out as below.

Inclusivity: Stakeholder Engagement and Opinion

Netmarble selected internal ESG consultative bodies and financial management departments as key stakeholder groups, and operated communication channels for each stakeholder group for engagement. Netmarble reflected key issues derived from stakeholder channels to sustainability management decisions and disclosed the process in the Report.

Materiality: Identification and reporting of material sustainability topics

Netmarble established a strategy related to sustainable management and established a process to derive reporting issues. 4 major issues were derived by conducting a social and environmental impact analysis based on the company's activities and a financial impact analysis based on the risks and opportunities related to each issue. The four top issues are disclosed in detail throughout the report.

Responsiveness: Responding to material sustainability topics and related impacts

Netmarble has established a management process for critical issues determined by the materiality evaluation. To respond appropriately in the direction of reflecting the expectations of stakeholders, disclose the background, response, and management plan for critical issues through the report.

Impact: Impact of an organization's activities and material sustainability topics on the organization and stakeholders

Netmarble has established a process to identify and evaluate the impact on organizations and stakeholders related to critical issues. It discloses governance strategies and policies, risk management, and indicators on critical issues.

Findings and conclusions concerning the reliability and quality of specified performance information

Among the GRI Topic Standards, an assurance Type 2 were conducted against the following disclosers based on the information and data provided by Netmarble. In order to verify the reliability and accuracy of the data and information, internal control procedures related to data processing, and management were verified through interviews with the responsible department, and accuracy was verified through sampling. Errors and intentional distortions in sustainability performance information included in the Report were not found through assurance processes. The Netmarble manages the sustainability performance information through reliable internal control procedures and can track the process of deriving the source of the performance. Errors and unclear expressions found during the assurance process were corrected and the Assurer confirmed the final version of the Report prior to its final publication.

- GRI Topic standards: 203-1&2, 302-1, 302-3, 303-3, 305-1&2, 305-4, 306-3&4, 401-2&3, 403-1~7, 403-9, 404-1, 405-2

Recommendations and Opportunity for improvement

The Assurer provides the following observations to the extent that they do not affect the assurance opinion;

- It is recommended that the scope of stakeholders considered when evaluating materiality to external stakeholders. This can help to identify and manage the various sustainability issues at Netmarble more effectively.

- The risk assessment results for accident prevention may be described in detail in the sustainability report. This can help to communicate Netmarble's systematic accident prevention and management efforts to stakeholders and increase reliability.

GRI-reporting

Netmarble has self-declared compliance with GRI Standards. Based on the data and information provided by Netmarble, the Assurer confirmed that the Report is prepared in accordance with the GRI Standards, and confirmed there are no errors in the disclosures related to the Universal Standards and Topic Standards Indicators. No sector standard is applied.

Issue Date: 19/06/2025
For and on behalf of British Standards Institution (BSI):
BSI representative



Doowon Kim, Lead Assurer



Seonghwan Lim, Managing Director of BSI Korea

BSI Group Korea Limited: 29, Insa-dong 5-gil, Jongno-gu, Seoul, South Korea
Hold Statement Number: SRA 809661





Verification Opinion

Netmarble Corporation

Verification Scope

Greenhouse gas direct emissions (Scope 1), indirect emissions (Scope 2) and energy consumption of the domestic headquarters in 2024

Verification level

Limited Level of Assurance

Data Verified:

The annual direct greenhouse gas emissions (Scope 1), indirect emissions (Scope 2) and energy consumption of the domestic headquarters in 2024 are as follows:

Business sites	Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total emissions	Total energy consumption
Netmarble Headquarters	613.246	3,927.986	4,541.232	96.323 TJ

Verification Criteria and Protocol

The verification was performed at the request of Netmarble Corporation using the following verification standards.

- Guideline for Reporting and Certification of Amounts of Emissions in the Greenhouse Gas Emission Trading Scheme (Notification No. 2024-155 of the Ministry of Environment of Korea)
- ISO 14064-1:2018
- ISO14064-3:2019
- BSI GHGEV Manual

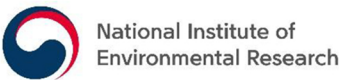
Verification Opinion:

As a result of the verification in accordance with the standards listed above, it is the opinion of BSI that:

- In conducting this verification, there is an inevitable risk that important errors may not be discovered and may exist due to limitations in the data provided and sampling.
- The data quality was considered corresponding to the international key principles for GHG emissions verification.
- No material misstatements in the GHG emission calculations were detected, related records were maintained appropriately.

For and on behalf of BSI:
Issue: 13/06/2025

Managing Director Korea, SeongHwan Lim



GHG Emissions

Index	Unit	2022		2023		2024	
		Netmarbl e	Subsidiari es	Netmarbl e	Subsidiari es	Netmarbl e	Subsidiari es
Scope 1 emissions	tCO ₂ eq	481	700	573	844	613	920
Scope 2 emissions	tCO ₂ eq	3,655	1,878	3,707	1,978	3,928	2,062
Total GHG emissions	tCO ₂ eq	4,136	2,578	4,280	2,822	4,541	2,982
Intensity of GHG emissions	tCO ₂ eq/KRW 100 million	0.43	-	0.537	-	0.420	-

Energy Use

Index		Unit	2022		2023		2024	
			Netmarbl e	Subsidiari es	Netmarbl e	Subsidiari es	Netmarbl e	Subsidiari es
Direct energy used	Diesel	TJ	0.005	0.001	0.016	0.004	0.004	0.001
	LNG	TJ	9.033	13.681	10.876	16.524	11.352	17.943
	Total	TJ	9.038	13.682	10.892	16.528	11.356	17.944
Indirect energy used	Electricity	TJ	76.385	39.251	77.457	41.342	82.081	43.082
Renewable energy used	Geothermal	TJ	1.923	0.514	1.785	0.485	2.252	0.599
	Solar	TJ	0.437	0.117	0.411	0.112	0.41	0.11
	Hydrogen fuel cell	TJ	0.017	0.005	0.046	0.013	0.224	0.06
Total energy used		TJ	87.802	53.569	90.591	58.480	96.323	61.795
Energy consumption intensity		TJ/KRW 100 billion	9.121	-	11.363	-	8.899	-
Electricity consumption rate		%	87	73.3	85.5	70.7	85.2	69.7
Renewable energy consumption rate		%	2.7	1.2	2.5	1	3	1.2

Water Resources Management

Index	Unit	2022		2023		2024	
		Netmarbl e	Subsidiari es	Netmarbl e	Subsidiari es	Netmarbl e	Subsidiari es
Water withdrawal	tons	23,322	16,548	48,753	21,107	31,892	20,321
Recycled water	tons	719	195	1,242	337	3,305	899

Waste Management

Index		Unit	2022		2023		2024	
			Netmarbl e	Subsidiari es	Netmarbl e	Subsidiari es	Netmarbl e	Subsidiari es
General waste	Total waste generated	tons	166	45	203	55	214	57
	Total waste recycled	tons	166	45	199	54	208	56

Environmental Investment¹⁾

Index	Unit	2022	2023	2024
Investment in environmental operation management	KRW 1 million	14.5	23.4	36

1) Calculated using the investment made by Netmarble, the parent company, as it accounts for majority of the total investment across the Netmarble group of companies

Environmental Certifications and Awards

Index	Unit	2022	2023	2024
Energy efficiency rating	Rating	1+	1+	1+
Green building certification	Rating	Excellent (Green Grade 1)	Excellent (Green Grade 1)	Excellent (Green Grade 1)

Violation of Environmental Laws and Regulations

Index	Unit	2022	2023	2024
Number of violations	times	0	0	0
Non-monetary restrictions	cases	0	0	0
Total fines	KRW 1 million	0	0	0

Environmental Training

Index	Unit	2022	2023	2024
Employee training hours	hours	-	38.5	27

Netmarble subsidiaries refer to seven companies:
Netmarble Monster, Netmarble Neo, Netmarble Nexus, Netmarble N2, Netmarble F&C, MNB, MARBLEX

User Satisfaction

Index		Unit	2022	2023	2024
VoCs and customer inquiries submitted and addressed	VoCs submitted	cases	454,935	298,984	366,478
	VoCs addressed ¹⁾	cases	477,994	310,829	379,635
PC user satisfaction ²⁾		points	3.3	2.8	3.0
Mobile user satisfaction ³⁾		points	3.5	3.6	3.4

1) The number of cases handled exceeded the number of cases received with additional answers provided.

2), 3) PC and mobile user satisfaction: Out of 5

Communications Security

Index		Unit	2022	2023	2024
Search warrant ⁴⁾	Requests	cases	429	501	663
	Cases handled	cases	109	68	198
Communications fact check data	Requests	cases	1,131	683	644
	Cases handled	cases	627	346	247

4) Personal data is provided to investigation agencies upon request when a search warrant is issued.

Investing in Data Security

Index	Unit	2022	2023	2024
Data security investments ⁵⁾	KRW 1 million	6,597	5,237	5,685

5) Under the data security disclosure system, Netmarble has managed and disclosed the investment status since 2021.

Data Privacy

Index			Unit	2022	2023	2024
Secondary use of personal data	Total users		persons	0	0	0
	Total users by country	Active accounts	persons	0	0	0
		Inactive accounts	persons	0	0	0
	Number of users who provided data to third parties	Inactive accounts	persons	0	0	0
Litigation costs spent on personal data ⁶⁾		Total	KRW 1 million	0	0	0
		Domestic	KRW 1 million	0	0	0
		Overseas	KRW 1 million	0	0	0
Number of privacy breaches		Total	cases	0	0	0
		Domestic	cases	0	0	0
		Overseas	cases	0	0	0
Percentage of personally identifiable information (PII) infringement		Total	%	0	0	0
		Domestic	%	0	0	0
		Overseas	%	0	0	0
Number of users affected by privacy breach		Total	persons	0	0	0
		Domestic	persons	0	0	0
		Overseas	persons	0	0	0
Financial loss incurred due to data privacy litigation procedures		Total	KRW 1 million	0	0	0
		Domestic	KRW 1 million	0	0	0
		Overseas	KRW 1 million	0	0	0
Number of privacy breach complaints received externally			cases	0	0	0
Number of privacy breach complaints received from the regulatory authority			cases	0	0	0

6) Financial loss incurred due to violation of data privacy laws

Data Security Training

Index		Unit	2022	2023	2024
Basic common security training	Number of participants	persons	888	848	801
	Participation rate	%	100	100	100
	Total training hours	hours	888	848	801
Job-specific privacy training ⁷⁾	Number of participants	persons	-	450	136
	Participation rate	%	-	100	100
	Total training hours	hours	-	450	136

7) Aggregating data for the participation rate in job-specific data privacy training began in 2023.

Service Interruption Risk Management

Index		Unit	2022	2023	2024
Number of functional failures		cases	0	0	0
Total number of service interruptions		cases	0	0	0
Total customer downtime		hours	0	0	0

Violation of Marketing and Labeling Laws

Index		Unit	2022	2023	2024
Domestic	Violations	cases	0	0	0
	Total fines, surcharges, penalties	KRW 1 million	0	0	0
Overseas	Violations	cases	0	0	0
	Total fines, surcharges, penalties	KRW 1 million	0	0	0

Employees

Index		Unit	2022	2023	2024
Total employees ⁸⁾		persons	839	831	752
Form of employment ⁹⁾	Permanent employees	persons	805	801	725
	Percentage of permanent employees	%	95.9	96.4	96.4
	Contract employees	persons	34	30	27
	Percentage of contract employees	%	4.1	3.6	3.6
Gender	Male	persons	542	527	480
	Percentage of male employees	%	64.6	63.4	63.8
	Female	persons	297	304	272
	Percentage of female employees	%	35.4	36.6	36.2
Age	30 or younger	persons	189	187	139
	Percentage of employees aged 30 or younger	%	22.5	22.5	18.5
	30-50	persons	644	638	600
	Percentage of employees aged 30-50	%	76.8	76.8	79.8
	50 or older	persons	6	6	13
	Percentage of employees aged 50 or older	%	0.7	0.7	1.7

Nationality	Koreans	persons	834	828	748
	Percentage of Korean nationals	%	99.4	99.6	99.5
	Foreigners	persons	5	3	4
	• China	persons	3	2	2
	• Canada	persons	2	1	1
	• USA	persons	0	0	1
	Percentage of foreign employees	%	0.6	0.4	0.5
Executive/ Non-executive	Non-executive employees	persons	818	808	730
	Percentage of non-executive employees	%	97.5	97.2	97.1
	Executive employees	persons	21	23	22
	Percentage of executive employees	%	2.5	2.8	2.9
Female	Number of female executives	persons	3	3	3
	Percentage of female executives ¹⁰⁾	%	14.3	13	13.6
	Percentage of female working-level managers ¹¹⁾	%	20.8	24.4	19
	Percentage of female team members	%	38.8	39.7	39.7
	Female ratio in IT ¹²⁾	%	24.5	25.5	25.5

Disabilities	Number of employees with disabilities	persons	11	11	10
	Percentage of employees with disabilities	%	1.3	1.3	1.3
	Percentage of executives with disabilities	%	0	0	0
Percentage of employees who participated in the engagement survey		%	82.4	78.2	75
Staff engagement ¹³⁾		%	19.8	18.5	14.7
Total number of workers who are not employees but managed by the company ¹⁴⁾		persons	12	13	20

8) Includes permanent, contract employees, and unregistered executives

(excludes the BoD members including inside directors, independent directors, other non-executive directors, and auditors)

9) Permanent employees: permanent employees, executives, advisers, contract employees; direct contract workers (i.e., office workers)

10) Number of female executives ÷ total number of executives

11) Number of female C-level positions who are team leaders and higher ÷ total number of C-level positions

12) Number of women in IT ÷ total number of IT employees

13) Number of employees with high engagement rate (recording a score of 80 or higher in the engagement section of the corporate culture diagnosis questions) ÷ Number of employees who took part in the survey

14) Dispatched workers and interns as of Dec. 31

Employee Turnover

Index			Unit	2022	2023	2024
Voluntary turnover	Total voluntary turnover		persons	153	113	113
	Total voluntary turnover rate		%	19.3	14	14.1
	Gender	Male	persons	100	70	74
		Male rate	%	65.4	61.9	65.5
		Female	persons	53	43	39
		Female rate	%	34.6	38.1	34.5
Transfer to subsidiaries			persons	32	3	6

New Hires

Index		Unit	2022	2023	2024
Total new hires (permanent + contract)		persons	224	129	46
Form of employment	Permanent employees	persons	201	109	32
	Percentage of permanent employees	%	89.7	84.5	69.6
	Contract employees	persons	23	20	14
	Percentage of contract employees	%	10.3	15.5	30.4
Gender	Male	persons	137	68	31
	Male rate	%	61.2	52.7	67.4
	Female	persons	87	61	15
	Female rate	%	38.8	47.3	32.6
Nationality	Koreans	persons	223	129	45
	Percentage of Koreans	%	99.6	100	97.8
	Foreigners	persons	1	0	1
	Percentage of foreign employees	%	0.4	0	2.2
Executive/ Non-executive	Non-executive employees	persons	220	128	45
	Percentage of non-executive employees	%	98.2	99.2	97.8
	Executive employees	persons	4	1	1
	Percentage of executive employees	%	1.8	0.8	2.2

Socially vulnerable groups	People with disabilities	persons	2	1	0
	Percentage of employees with disabilities	%	0.9	0.8	0
Transfer to subsidiaries		persons	4	0	12

Career Development Support

Index			Unit	2022	2023	2024
Training hours	Total		hours	8,876	8,459	7,639
	Gender	Male	hours	5,591	5,581	4,881
		Female	hours	3,285	2,878	2,758
	Form of employment	Permanent employees	hours	8,652	8,056	4,739
		Contract employees	hours	224	403	2,900
Training hours per person			hours	10.6	10.2	10.2
Percentage of training hours to work hours			%	0.6	0.6	0.6
Training/Education costs per person			KRW	218,123	156,340	160,614

Labor Costs

Index	Unit	2022	2023	2024
Overall average labor costs ¹⁵⁾	KRW 1 million	74	75	77
Average wage ¹⁶⁾	KRW 1 million	73	74	76

15) Based on earning statement (for permanent and direct contract employees, excluding registered executives, dispatched workers and part-time workers, and interns)

16) Excluding incentives from the total average labor costs

Performance Appraisal and Compensation

Index			Unit	2022	2023	2024
Percentage of employees who received performance appraisal			%	100	100	100
Compensation	Wage ratio of female-to-male new hires		%	100	100	100
	Female-to-male wage ratio		%	78	78	76
	Ratio of new hires' wage to the legal minimum wage	developers	%	187	178	174
		Non-developers	%	168	160	157
Retirement pension plan ¹⁷⁾	Defined contribution (DC)	Total assets of pension funds	KRW 1 million	2,751	3,126	3,818
		Number of subscribers	persons	146	161	182
	Defined benefit (DB)	Total assets of pension funds	KRW 1 million	29,270	31,574	33,217
		Number of subscribers	persons	551	620	525

17) The pension fund is split based on the given allocation ratio for hybrid (DB+DC) plans, and the number of subscribers for this plan overlaps.

Parental Leave

Index		Unit	2022	2023	2024
Staff on parental leave	Total	persons	10	15	22
	Male	persons	2	3	3
	Female	persons	8	12	19
Staff who returned from parental leave	Total	persons	14	14	16
	Male	persons	4	2	4
	Female	persons	10	12	12

Staff who stayed for over 12 months after returning	Total	persons	17	7	11
	Male	persons	4	1	1
	Female	persons	13	6	10
Return-to-work rate after parental leave	Male	%	60	100	100
	Female	%	91	100	100
Return-to-work retention rate after parental leave	Male	%	100	25	50
	Female	%	76	60	83.3

Open Council

Index		Unit	2022	2023	2024
Staff who are members of the Open Council		persons	10	10	9
Number of meetings		times	8	9	11
Number of management-Open Council meetings		times	4	4	4
Staff grievance handling	Grievance cases received	cases	6	6	1
	Grievance handling	cases	5	6	1
	Percentage of grievance cases handled	%	83	100	100
Staff suggestion handling	Suggestions received	cases	12	25	20
	Suggestions handled	cases	10	19	18
	Percentage of suggestions handled	%	83	76	90

Occupational Health & Safety

Index		Unit	2022	2023	2024
Number of occupational accidents	Netmarble	cases	1 ¹⁸⁾	0	0
Death toll	Netmarble	persons	0	0	0
	Partners	persons	0	0	0
Number of serious occupational accidents		cases	0	0	0
Percentage of serious occupational accidents		%	0	0	0
Domestic converted accident rate		%	0.12	0	0
Domestic fatality rate per 10,000 people		%	0	0	0
Staff lost time injury frequency rate (LTIFR) ¹⁹⁾		persons/1 million work hours	0.57	0	0

18) A finger cut accident occurred while organizing the office in 2022.

19) $(\text{Number of occupational accidents} \times 1 \text{ million work hours}) \div (\text{Total annual work hours per person} \times \text{total number of employees})$

Healthcare Service²⁰⁾

Index		Unit	2022	2023 ²¹⁾	2024
Staff using the service	Total	persons	10,825	15,922	11,230
	Visit to the healthcare facilities	persons	8,475	12,047	8,802
	Using the recovery room	persons	2,350	3,825	2,401
	Joining the smoking prevention program	persons	N/A ²²⁾	50	27

20) Includes subsidiaries located at G-Tower

21) 2023 data reincluded to revise the calculation error

22) Program suspended in 2022 due to COVID-19 and resumed in Apr 2023

Social Contribution Performance

Index		Unit	2022	2023	2024
Total participants ²³⁾		persons	20,436	20,625	37,709
Total social contribution expenses ²⁴⁾		KRW 1 million	2,650	3,447	4,464
Donations to Netmarble Sharing Funds	Staff donations	KIRW 1 million	35.5	42.7	40.2
	Matching grant donations	KRW 1 million	35.5	42.7	40.2

23), 24) 2022, 2023 data reincluded due to revised calculation standards

Volunteer Activities

Index		Unit	2022	2023	2024
Total participants		persons	N/A	36	30
Total volunteer hours		hours	N/A	119	60
Volunteer hours per person		hours	N/A	3.3	2

Financial Performance

Index		Unit	2022	2023	2024	
Condensed consolidated financial statement		Total assets	KRW 100 million	89,356	79,159	81,771
		Total liabilities	KRW 100 million	33,138	28,368	27,032
		Total equity	KRW 100 million	56,218	50,791	54,739
		Debt-to-equity ratio	%	58.94	55.85	49.38
Condensed income statement	Sales	Total	KRW 100 million	26,734	25,021	26,638
		Domestic	KRW 100 million	4,251	4,234	5,507
		Overseas	KRW 100 million	22,483	20,787	21,131
	Operating expenses		KRW 100 million	27,821	25,706	24,482
	Operating profit		KRW 100 million	-1,087	-685	2,156
Operating ratio		%	104.07	102.74	91.91	
Pre-tax income		KRW 100 million	-9,415	-1,586	763	
Income tax expenses		KRW 100 million	-551	1,453	731	
Net income		KRW 100 million	-8,864	-3,039	32	
Net income attributable to controlling interests		KRW 100 million	-8,192	-2,557	256	

Distribution of Economic Value

Index		Unit	2022	2023	2024
Employees	Wages	KRW 1 million	618,116	597,757	576,973
	Retirement payment	KRW 1 million	41,300	35,390	37,729
	Employee benefit expenses	KRW 1 million	109,685	106,017	101,512
Partners	Transaction expenses	KRW 1 million	1,720,670	1,586,094	1,521,986
Local communities	Donations	KRW 1 million	2,844	6,820	6,541
Investors	Dividends	KRW 1 million	-	-	34,167
	Interest expenses	KRW 1 million	112,780	146,706	107,428

Overview of Issued Shares and Shareholders

Index		Unit	2022	2023	2024
Shareholder composition	Major shareholders and related parties	%	24.2	24.2	24.2
	Foreigners	%	22.6	23.7	25.7
	Domestic institutions	%	36.9	36.5	35.7
	Treasury stock	%	4.7	4.7	4.7
	Minority shareholders	%	11.6	10.9	9.7
Shares issued	Issued share capital	Shares	85,953,502	85,953,502	85,953,502
	Outstanding shares	Shares	81,934,571	81,934,571	81,934,571

Non-voting shares	Number of shares	Shares	4,018,931	4,018,931	4,018,931
	Proportion	%	4.68	4.68	4.68
Voting shares	Number of shares	Shares	81,934,571	81,934,571	81,934,571
	Proportion	%	95.32	95.32	95.32

Board of Directors

Index		Unit	2022	2023	2024
BoD composition	Total members	persons	5	9	9
	Independent directors	persons	3	5	5
	Percentage of independent directors	%	60	56	56
Number of meetings held		times	6	8	6
Agenda	Number of resolutions	cases	20	15	17
	Number of reported agenda items	cases	7	7	7
Attendance	Total	%	97	98	100
	Independent directors	%	94	97	100
Number of Outside Director Recommendation Committee meetings		times	1	1	0
Outside Director Recommendation Committee agenda		cases	1	1	0
Number of Audit Committee meetings held		times	5	6	6
Audit Committee agenda		cases	24	32	26

Number of Internal Transaction Committee meetings held	times	3	1	2
Internal Transaction Committee agenda	cases	4	1	2
Number of Compensation Committee meetings held	times	4	3	2
Compensation Committee agenda	cases	6	4	3
Number of ESG Committee meetings held ¹⁾	times	8	2	2
ESG Committee agenda ²⁾	cases	13	5	5

1), 2) Newly formed at the end of 2021, reorganized to be directly under the BoD in Mar. 2023

BoD Remuneration

Index		Unit	2022	2023	2024
Registered directors (excluding independent directors)	Number of inside directors	persons	2	4	4
	Number of executive officers	persons	2	0	0
	Total remuneration	KRW 1 million	3,013	2,354	2,404
	Average remuneration per person	KRW 1 million	753	589	601
Independent directors ³⁾	Number of directors	persons	3	5	5
	Total remuneration ⁴⁾	KRW 1 million	93	190	216
	Average remuneration per person	KRW 1 million	31	38	43

3) All independent directors are members of the Audit Committee.

4) Including remuneration provided to retired directors as registered executives

Independence, Diversity, and Expertise of the BoD

Index			Unit	2022	2023	2024
Independence	Average tenure		years	3.8	2.9	3.8
	Average rate of independent directors with conflicting interests		%	0	0	0
Diversity	Number of female directors		persons	1	1	1
	Percentage of female directors		%	20	11	11
	Percentage by age group	30 or younger	%	0	0	0
		30-50	%	40	33	33
		50 or older	%	60	67	67
	Number of foreign directors		persons	1	1	1
Expertise	Percentage of directors with the relevant industry experience		%	60	44	44
	Training	Hours	hours	-	28	9
		Number of participants	persons	-	9	9

External Audits

Index		Unit	2022	2023	2024
External audit contracts	Auditor	-	Deloitte Korea	Deloitte Korea	Deloitte Korea
	Summary of the audit	-	Review of quarterly and semiannual consolidated financial statements, audit on separate and consolidated financial statements, and internal accounting management system		
	Total remuneration	KRW 1 million	990	1,150	1,120
	Total time spent	hours	9,268	10,662	10,006
External auditor's opinions	Audit opinions	-	Good	Good	Good
	Notable opinion	-	N/A	N/A	N/A

Transactions with Partners

Index		Unit	2022	2023	2024
Total number of partners		-	221	254	271
Number of newly registered partners		-	9	33	17
Number of partners subject to regular assessment		-	0	0	0

R&D Performance

Index		Unit	2022	2023	2024
Registered patents	New	cases	18	24	11
	Cumulative	cases	251	263	261
Other new intellectual property rights (trademarks, design, copyrights)	New	cases	114	69	38
	Cumulative	cases	1,019	1,113	1,104

Ethics Complaints and Actions Taken

Index		Unit	2022	2023	2024
Total ethics complaints		cases	3	5	6
Percentage of actions taken on complaints		%	100	100	100
Types of ethics complaints	Human rights	cases	2	3	4
	Actions taken on human rights complaints	cases	2	3	4
	Percentage of actions taken on human rights complaints	%	100	100	100
	Other ethics complainants ⁵⁾	cases	1	2	2
	Actions taken on other ethics complainants	cases	1	2	2
	Percentage of actions taken on other ethics complainants	%	100	100	100
Total discrimination incidents ⁶⁾		cases	0	0	0

5) Complainants on data leaks, tarnished corporate reputation, etc.

6) Discrimination based on race, skin color, gender, religion, political views, nationality, etc.

In-house Ethical Management Training

Index		Unit	2022	2023	2024
Ethical management training ⁷⁾	Number of participants	persons	1,078	1,006	1,125
	Participation rate	%	100	99.9	99.6
	Total training hours	hours	505	488	391
	Training hours per person	hours	0.5	0.5	0.3
Ethical training on games ⁸⁾	Number of participants	persons	338	280	178
	Participation rate	%	100	100	100
	Total training hours	hours	350	650	178
	Training hours per person	hours	1	2.3	1

7) In-house training on all employees, new leaders, and new hires apart from statutory training

8) Training provided to IGS, subsidiary, Daegu office, and overseas subsidiaries (training for new hires provided only at the head office)

Compliance Management

Index		Unit	2022	2023	2024
Infraction	Number of infractions	cases	0	0	1
	Number of lawsuits filed	cases	0	0	0
	Amount imposed as monetary restriction	KRW 1 million	0	0	83.93
	Non-monetary restrictions	cases	0	0	0
	Percentage vs. sales	%	0	0	0.008

National/Government content management	Number of countries with government censorship, blocking, screening	-	3 (Korea, China, Vietnam)	3 (Korea, China, Vietnam)	3 (Korea, China, Vietnam)
	Number of gov't. requests to delete content	cases	0	0	0
	Percentage of compliance with gov't. request to delete content	%	-	-	-
Corruption incidents identified and response	Number of corruption incidents identified and their features	cases	0	0	0
	Total number of dismissals and disciplinary actions taken after corruption incidents are identified	cases	0	0	0
	Total number of business contracts terminated or which failed to be renewed due to corruption incidents	cases	0	0	0
	Public law issues raised due to corruption incidents involving Netmarble or Netmarble employees during the reporting period and the outcome	-	-	-	-
Legal actions taken on anti-competitive behavior and noncompliance with antitrust or monopoly laws	Number of ongoing and completed legal actions on anti-competitive behavior and noncompliance with antitrust or monopoly laws	cases	0	0	1
	Major outcomes of legal actions taken	-	-	-	ongoing
	Total financial loss incurred due to noncompliance with antitrust laws	KRW 1 million	0	0	ongoing

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GRI 2: General Disclosures			
2-1	Organizational details	About Netmarble-Company Profile About This Report-2025 Netmarble Sustainability Report	
2-2	Entities included in the organization's sustainability reporting	About This Report-2025 Netmarble Sustainability Report	
2-3	Reporting period, frequency and contact point	About This Report-2025 Netmarble Sustainability Report	
2-4	Restatements of information	Appendix-ESG Data-Environmental Appendix-ESG Data-Social Appendix-ESG Data-Governance	
2-5	External assurance	About This Report-Independent Assurance Opinion Statement About This Report-GHG Verification Statement	
2-6	Activities, value chain and other business relationships	User Satisfaction-Two-way Communication with Various Stakeholders Cooperation and Shared Prosperity-Ethical Purchasing Practices About Netmarble-Company Profile	Business report p.4
2-7	Employees	ESG Data-Social-Employees	
2-8	Workers who are not employees	ESG Data-Social-Employees	

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2-10	Nomination and selection of the highest governance body	Governance-Board of Directors Composition	
2-11	Chair of the highest governance body	Governance-Board of Directors Composition	
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Strategy-Sustainability Management System Governance-Board Committees	
2-13	Delegation of responsibility for managing impacts	Risk Management-Risk Identification and Response System Risk Management-Key Risk Management Area	
2-14	Role of the highest governance body in sustainability reporting	Governance-Board Committees	
2-15	Conflicts of interest	Governance-Board of Directors Composition ESG Data-Governance-Independence, Diversity, and Expertise of the BoD	
2-16	Communication of critical concerns	Building a Corporate Culture-Human Rights Protection Cooperation and Shared Prosperity-Mutual Growth Health and Safety Management-Governance	
2-17	Collective knowledge of the highest governance body	Governance-Board of Directors	
2-18	Evaluation of the performance of the highest governance body	-	N/A

2-19	Remuneration policies	-	Business report p.373-374
2-20	Process to determine remuneration	-	Business report p.372
2-21	Annual total compensation ratio	ESG Data-Social-Labor Costs ESG Data-Governance-BoD Remuneration	
2-22	Statement on sustainable development strategy	Sustainability Strategy-Message from the CEO	
2-23	Policy commitments	Environmental Management-Policy User Satisfaction-User Rights Protection Policy Building a Corporate Culture-Human Rights Protection Health and Safety Management-Policy Cooperation and Shared Prosperity-Ethical Purchasing Practices Information Security and Data Privacy-Policy Social Contribution-Policy The Right Technology for Everyone-Our Artificial Intelligence (AI) Ethics and Compliance-Ethical Management About Netmarble-Memberships & Certification Status	
2-24	Embedding policy commitments	Environmental Management-Policy Health and Safety Management-OH&S Activities Cooperation and Shared Prosperity-Ethical Purchasing Practices Information Security and Data Privacy-Policy Information Security and Data Privacy-Metrics and Targets Social Contribution-Policy Ethics and Compliance-Ethical Management	
2-25	Processes to remediate negative impacts	Building a Corporate Culture-Human Rights Protection Cooperation and Shared Prosperity-Mutual Growth Risk Management-Risk Management Activities ESG Data-Governance-Ethics Complaints and Actions Taken	

2-26	Mechanisms for seeking advice and raising concerns	Risk Management-Risk Management Activities	
2-27	Compliance with laws and regulations	ESG Data-Environmental-Violation of Environmental Laws and Regulations ESG Data-Governance-Compliance Management	
2-28	Membership associations	About Netmarble-Memberships & Certification Status	
2-29	Approach to stakeholder engagement	About Netmarble-Stakeholder Communication	
2-30	Collective bargaining agreements	-	N/A ¹⁾

1) Labor contract negotiations are currently underway

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3-2	List of material topics	Sustainability Strategy-Materiality Assessment	
3-3	Management of material topics	Sustainability Strategy-Materiality Assessment	
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416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	-	No restrictions imposed

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GRI 404: Training and Education			
404-1	Average hours of training per year per employee	ESG Data-Social-Career Development Support	
404-2	Programs for upgrading employee skills and transition assistance programs	Talent Management-Talent Development	
404-3	Percentage of employees receiving regular performance and career development reviews	Talent Management-Appraisal and Rewards ESG Data-Social-Performance Appraisal and Compensation	
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GRI 203: Indirect Economic Impacts			
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203-2	Significant indirect economic impacts	Social Contribution-Governance Social Contribution-Policy Social Contribution-Metrics and Targets Social Contribution-Social Contribution Activities	
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403-4	Worker participation, consultation, and communication on occupational health and safety	Health and Safety Management-Governance Health and Safety Management-OH&S Activities	
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403-6	Promotion of worker health	Building a Corporate Culture-Work-Life Balance ESG Data-Social-Healthcare Service	
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Sustainability disclosure topics and accounting metrics: Technology & Communication - Software & IT Services

Topic	Code	Accounting Metrics ¹⁾	Disclosure Status	Page
Environmental footprint of hardware infrastructure	TC-SI-130a.1	(1) Total energy consumed	(Netmarble) 96.323 TJ (Subsidiaries) 61.795 TJ	ESG Data-Environmental-Energy Use
		(2) Percentage of grid electricity	(Netmarble) 85.2% (Subsidiaries) 69.7%	ESG Data-Environmental-Energy Use
		(3) Percentage of renewable ²⁾	(Netmarble) 3% (Subsidiaries) 1.2%	ESG Data-Environmental-Energy Use
	TC-SI-130a.2	(1) Total water withdrawn	(Netmarble) 31,892 m ³ (Subsidiaries) 20,321 m ³	ESG Data-Environmental-Water Resources Management
		(2) Total water consumed, percentage of each in regions with high baseline water stress	N/A	-
	TC-SI-130a.3	Environmental considerations applied to the data center	N/A	-
Data privacy and freedom of expression	TC-SI-220a.1	Policies and practices related to targeted advertising and user privacy	We disclose our collection, processing, and destruction policies for personal data—including personally identifiable information—in the Privacy Policy.* We provide cookie consent in our global websites, have local personal information protection management systems in each country, and conduct service personal data impact assessments. We have internal checklists for data security management to identify and minimize the risk of data breach and take corrective actions.	Information Security and Data Privacy-Policy Information Security and Data Privacy-Risk Management Information Security and Data Privacy-Metrics and Targets

			We have acquired ISMS-P, ISO/IEC 27001, 27017, 27018, 27701, and APEC CBPR certifications. * See Section 1 (Collection and use of personal data) and Section 4 (Installation, operation, and refusal of automated personal data collection tools) of the Privacy Policy.	
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	0	ESG Data-Social-Data Privacy
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	0	ESG Data-Social-Data Privacy
	TC-SI-220a.4	(1) Number of law enforcement requests for user information	• Number of search warrants requested: 663 • Number of communication fact checks requested: 644	ESG Data-Social-Communications Security
		(2) Number of users whose information was requested	Data collection system currently under development	-
		(3) Percentage resulting in disclosure	Data collection system currently under development	-
	TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	3 (Korea, China, Vietnam)	ESG Data-Governance-Compliance Management
Data security	TC-SI-230a.1	(1) Number of data breaches ³⁾	0	ESG Data-Social-Data Privacy
		(2) Percentage of personal data breaches	0%	ESG Data-Social-Data Privacy
		(3) Number of users affected	0	ESG Data-Social-Data Privacy

	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	We have acquired and maintained ISMS-P, ISO/IEC 27001, 27017, 27018, 27701, and APEC CBPR certifications, and we conduct regular risk assessments.	Information Security and Data Privacy-Governance Information Security and Data Privacy-Strategy Information Security and Data Privacy-Policy Information Security and Data Privacy-Risk Management Risk Management-Risk Identification and Response System Risk Management-Risk Management Strategy Risk Management-Key Risk Management Area Risk Management-Risk Management Activities
Recruiting and managing a global, diverse, and skilled workforce	TC-SI-330a.1	Percentage of employees that require a work visa	0.5%	ESG Data-Social-Employees
	TC-SI-330a.2	Staff engagement	14.7%	ESG Data-Social-Employees
	TC-SI-330a.3	(1) Percentage of gender and diversity group representation for executive management	Percentage of female executives 13.6%	ESG Data-Social-Employees
		(2) Percentage of gender and diversity group representation for non-executive management	Percentage of female non-executive managers 19%	ESG Data-Social-Employees
		(3) Percentage of gender and diversity group representation for executive management	Female ratio in IT 25.5%	ESG Data-Social-Employees
		(4) Percentage of gender and diversity group representation for all other employees	Female ratio 36.2%	ESG Data-Social-Employees
Intellectual property protection and competitive behavior	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	ongoing	ESG Data-Governance-Compliance Management

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Managing systemic risks from technology disruptions	TC-SI-550a.1	(1) Number of performance issues	0 (2022-24)	ESG Data-Social-Service Interruption Risk Management
		(2) Number of service disruptions	0 (2022-24)	ESG Data-Social-Service Interruption Risk Management
		(3) Number of total customer downtime ⁴⁾	0 day (2022-24)	ESG Data-Social-Service Interruption Risk Management
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	-	-

1) Some business-sensitive indicators are not disclosed

2) Calculated as the sum of solar, geothermal, and hydrogen fuel cell use compared to total energy consumption

3) Based on restrictions disclosed in business reports

4) Downtime caused by performance and service issues × Number of service licenses

Pillar	Recommended Disclosures	Disclosure Status	Page
Governance	a) Describe the Board's oversight of climate-related risks and opportunities.	Our ESH Team and ESG Management Division regularly identify climate risks based on legal trends, evaluation indicators, and disclosure standards and discuss the relevant matters in the Environmental Management Council. Major issues are submitted as agenda items for the ESG Committee under the Board of Directors—which meets semiannually—and tasks are carried out based on their decisions. We issued Environmental Management Guidelines after a review by the ESG Committee. The annual environmental management plans and performance are reported to the ESG Committee.	Environmental Management-Governance
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	Our Chief Officer of Environmental Management (CSO) oversees overall environmental management, including climate issue assessment and policy and plan development. The ESH Team under the CSO identifies climate change issues, promotes major corrective actions, and monitors progress. Issues requiring further discussion are presented as ESG Committee agenda for deliberation at annual progress reviews and BoD meetings.	
Strategy	a) Describe the climate-related risks and opportunities identified by the organization over the short, medium, and long terms.	Recognizing the financial impact of climate change on companies, we have selected climate action, waste reduction, and increasing communication on EOM as primary strategic tasks. Moving forward, we plan to analyze physical and transition risks and opportunities presented by climate change and carry out effective EOM activities based on our findings.	Environmental Management-Policy Environmental Management-Climate Action Environmental Management-Risk Management Activities
	b) Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning.	We acknowledge financial risks associated with potential rise in electricity prices and carry out price monitoring. As part of our response, we run the renewable energy power generation facility we have built and completed in 2022 at G-Tower, and we are launching various energy-saving campaigns.	
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios including a 2°C or lower scenario.	Recognizing the importance of achieving 2050 Net Zero in accordance with the global guidelines and Korea's NDCs, we plan to develop detailed plans to reduce GHG emissions.	

Risk management	a) Describe the organization's processes for identifying and assessing climate-related risks.	We identify and manage climate risks on a regular basis under the supervision of the Environment, Health, and Safety (EHS) Team and the ESG Management Division. Important issues are presented to the ESG Committee under the BoD.	Environmental Management-Climate Action
	b) Describe the organization's processes for managing climate-related risks.	An EOM team manages major climate risks and impacts through a process of risk identification, definition, management and response, and follow-up measures. We monitor our response and plans for the identified risks through regular Environmental Management Council meetings. Based on these discussions, we developed a risk response system and took mitigation measures such as environmental training to manage and mitigate risks constantly.	
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	We discuss major sustainability issues including climate change and performance through the ESG Committee under the BoD, which meets semiannually. Decisions made at the ESG Committee are reflected to future operation plans to ensure that we make improvements and monitor our performance continuously.	
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.	We disclose our data on three-year GHG emissions (Scope 1 and 2), energy and renewable energy use, and actions taken to mitigate climate change, including that of some subsidiaries. We plan to identify and disclose quantitative financial risks and opportunities presented by climate change in the future.	Environmental Management-Climate Action Environmental Management-Risk Management Activities ESG Data-Environmental-GHG emissions, energy use
	b) Disclose Scope 1, Scope 2, and—if appropriate—Scope 3 greenhouse gas (GHG) emissions as well as related risks.	We disclose our three-year GHG emissions (Scopes 1 and 2) data verified by a third party and calculate and disclose the intensity of GHG emissions for readers' convenience.	
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance vs. targets.	With growing demand from global stakeholders for improved environmental posture, we recognize the significance of our response to climate risks and opportunities and setting of climate targets. Accordingly, we are developing climate action plans.	

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