

BAEMIN STORY 2025



BAEMIN STORY 2025

WOOWABROS.

Woowa Brothers Sustainability Report

About This Report

Baemin Story 2025 is the fifth edition of our sustainability report, published to share our non-financial achievements and efforts to create social value. We understand the social responsibilities that come with our engagement with various stakeholders and are fully committed to sustainable management. This report transparently presents our wide-ranging efforts to promote co-prosperity with our stakeholders.

Reporting period and scope

Baemin Story 2025 details our sustainability activities and performance from January 1 to December 31, 2024, while also covering key issues, achievements, and milestones from the first half of 2025. The non-financial performance data in this report primarily reflect our domestic operations, with certain qualitative and quantitative outcomes also including data from our subsidiaries¹⁾. The financial performance data are consistent with our consolidated financial statements. This report is published annually.

1) Woowa Youths, B-ROBOTICS, DeliveryN

Reporting standards and independent assurance

Baemin Story 2025 was prepared with reference to the Global Reporting Initiative (GRI) Standards for sustainability reporting. It also incorporates indicators from the Sustainability Accounting Standards Board (SASB) to address industry-specific sustainability concerns. The financial data in this report has been audited by an independent auditor, and the non-financial data has been assured by Quantified ESG, an independent assurance provider, to ensure accuracy and reliability.

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Publication Date

September 12, 2025

Contents

<p>1 Our Story</p> <p>CEO Message 6</p> <p>Our Culture 8</p>	<p>2 Our Services Leaping Forward</p> <p>Services at a Glance 12</p> <p>1 Delivery & Pick-up 14</p> <p>2 Commerce 18</p> <p>3 Partner Restaurants & Riders 22</p>
<p>3 Cornerstone For Sustainable Happiness</p> <p>1 Fulfilling Baemin’s Commitment 30</p> <p>2 Sustainable Management Framework and Direction 34</p> <p>3 Stakeholder Communication 42</p> <p>4 Materiality Assessment 43</p>	<p>4 Shared Values</p> <p>1 Growing Together 48</p> <p>2 Ensuring Safety and Health from End to End 66</p> <p>3 Social and Food Safety Net 84</p> <p>4 Green Delivery Culture 96</p> <p>5 The Best Company to Work For 106</p> <p>6 Customer Satisfaction 118</p>
<p>5 Our Responsibility</p> <p>1 Ethical Management 128</p> <p>2 Privacy Protection 134</p> <p>3 Technological Development 138</p>	<p>6 Appendix</p> <p>1 Sustainability Data 150</p> <p>2 GRI Content Index 155</p> <p>3 SASB Index 160</p> <p>4 Our Accolades 162</p> <p>5 Independent Assurance Statement 163</p>

1 Our Story

Woowa Brothers is driven by a passion to make every moment of everyday life extraordinary. We deliver a fast and reliable experience so you never miss the perfect moment when food tastes best, while also offering more affordable delivery options to ensure everyone feels satisfied. Woowa Brothers delivers everything customers want. From fresh groceries to traditional market treats and daily essentials, we provide an instant delivery experience that brings new value to everyday life. Woowa Brothers pursues shared success across the delivery ecosystem. We are committed to becoming the most preferred delivery platform for restaurant owners and riders, making daily life more enjoyable for everyone involved including restaurant owners, riders, and customers.

[CEO Message](#)

[Our Culture](#)



CEO Message



Woowa Brothers CEO
Bum Seok Austin Kim

Greetings.

I am Bum Seok Austin Kim, CEO of Woowa Brothers, the operator of Baedal Minjok.

Over the past 15 years, Woowa Brothers has grown alongside its partners through the Baemin app—enabling restaurant owners to receive 6.5 billion delivery orders, bringing everyday convenience to customers, and creating new job opportunities for riders. Thanks to the unwavering interest and trust of our diverse stakeholders, we have been able to contribute to the expansion of the delivery industry and job creation. The total sales generated by our partner restaurants through the Baemin app have reached KRW 153 trillion*.

*Cumulative GMV

Our vision has always reached beyond simple food delivery. Woowa Brothers strives to build a sustainable delivery ecosystem through innovation as a local commerce platform. We have helped 300,000 restaurant owners start and grow their businesses through Baemin Academy, our free educational institution. We are redefining restaurant owners as partners of our business, strengthening communication based on mutual trust to cultivate a resilient restaurant industry ecosystem. Additionally, we provide safety training to over 20,000 riders through Baemin Rider School, continuing our efforts to create a safer and healthier environment. Building on these efforts, we declared Baemin's Commitment to Sustainability and are dedicated to fulfilling our pledges that advance mutual growth and expand social value for all.

Amid a changing industry landscape and heightened social expectations, Woowa Brothers is embarking on new challenges. Through our Baemin 2.0 rebranding, we are reaffirming our core values and philosophy, aspiring to become a platform business that earns deeper trust from all stakeholders. We believe that our new corporate goal—"Become an irreplaceable delivery platform that provides everything you could want in real time"—can only be achieved through shared growth with our customers, partner restaurants, and riders.

Woowa Brothers will build on its foundation of AI technology and data innovation to provide unparalleled services, guided by the principles of "Straightforward customer experience," "Leading solution," "Reliable service," and "Delivery ecosystem driving mutual growth." We will build services that are intuitive and convenient for everyone to use, proactively anticipate customer needs to deliver truly differentiated experiences, and forge strong connections between customers and local businesses to achieve sustainable growth alongside all members of society.

Moving forward, Woowa Brothers will look beyond short-term achievements and continue to take meaningful actions for a better tomorrow. We ask for your continued interest and support on our journey of relentless innovation and mutual growth.

Thank you.

Mission

세상 모든 것이
식지않도록.

Ensuring nothing in the world goes cold

Some things in life grow cold with time. The simple delight of a late-night bite you only feel on a Friday night, the inspiration to treat yourself to a decent meal, a sudden burst of motivation to study, and the thought you don't want to leave unsaid before the moment to celebrate slips away. Some moments in life are meant for today—and today only. Baemin delivers whatever you need today—from fried chicken to lobster, eggs to books, and even a bouquet of flowers. We use AI technology to dispatch the right rider for each order, so we can be there the moment our customers need us. To build a better tomorrow, we also develop robots, competing with the future. That's not all. We provide ingredients and supplies through Baemin Restaurant Supply to help restaurant owners run their businesses smoothly, and support their growth through Baemin Academy. Baemin always stays one step ahead, ensuring none of this ever goes cold.

Goal

Become **an irreplaceable delivery platform** that provides everything you could want in real time

Our Service Principles

Baemin is becoming an irreplaceable delivery platform that provides everything you could want in real time.



From ten-year-old kids to elderly users in their sixties, everyone can use our service with ease.

Straightforward customer experience



To understand customers' needs even better than they do, Baemin moves before they even say a word.

Leading solution



The name Baemin is one you can trust.

Reliable service



To ensure our partner restaurants stay inspired and motivated, Baemin fulfills its role as an essential player in the delivery ecosystem.

Delivery ecosystem driving mutual growth

Woowa Principles

1



Own it
I own what I do

2



Dive deep
Into the nitty-gritty

3



Deliver value fast
Speed wins

4



Bring good vibes
Keep it up! Well done!

5



Raise the bar
Good enough is never enough

6



Stay humble
Always keep an open mind

2 Our Services Leaping Forward

At Woowa Brothers, we strive to make ordering food and essentials effortless for everyone, while ensuring fast delivery to the customer's desired locations. Baemin pursues continuous evolution to bring greater joy and convenience to customers, offer restaurant owners opportunities to enhance operational efficiency and stability, and ensure riders a safe and healthy working environment. Moving forward, we will continue to create new value in our own unique way, working together to build a future of delivery that enriches and simplifies the daily lives of all.

Services at a Glance

1 Delivery & Pick-up

2 Commerce

3 Partner Restaurants & Riders



Services at a Glance

Imagine getting what you want delivered right away, without having to wait until tomorrow. With Baemin, the wait is over. The food you crave, the groceries you need immediately, even household items and electronics—they are all just a few taps away from instant delivery to your doorstep.

1 Delivery & Pick-up

음식배달 🍴	Faster, more affordable delivery	Choose the delivery option that suits your needs. Either way, Baemin has you covered
픽업 📍	Pick up without the wait	No more lines—simply pick up your order at your preferred time
로봇 🤖	Bringing robotic innovation one step closer	Revolutionizing delivery infrastructure to shape a better future for the restaurant industry

2 Commerce

장보기·쇼핑 🛒	Need it now? Get it delivered right away	Groceries, beauty products, home appliances, books, flowers—you name it and we deliver
B마트 🛒	Your 365-day supermarket with instant delivery	Groceries and everyday essentials delivered in under an hour
선물하기 📦	Delivering food with love	Send a heartfelt meal with a thoughtful card to your loved ones
전국특가 🚚	Local specialties at special prices	Enjoy regional specialties from across the nation, delivered right to your doorstep at even lower prices

Woowa Brothers has grown by delivering convenience to customers, creating new growth opportunities for restaurant owners, and providing stable jobs for riders. We will continue to foster a fun and playful culture that adds value to the lives of all stakeholders—customers, restaurant owners, and riders.

3 Partner Restaurants & Riders

배민외식업광장 🍽️	Essential guides for restaurant owners	Learn store management know-how, food industry trends, and solutions to business challenges
배민상회 🥬	One-stop shop for your restaurant business	Fresh ingredients, delivery containers, kitchen supplies and other restaurant essentials—all in one place
배민셀프서비스 🛒	The A to Z of restaurant management	Manage ad listings, menus, delivery fees, and customer reviews with ease
배민커넥트 🏍️	Working flexibly on your terms	Deliver and earn on your own schedule using your preferred mode of transportation

Baemin Delivery & Vendor Delivery

Baemin Delivery is a food delivery service where Woowa Brothers takes care of the entire process from order processing to delivery. Our own fleet of professional riders, who are trained on safe driving and covered by industrial accident insurance, deliver the food ordered by our customers so restaurant owners can focus solely on preparing great food. Customers can track the estimated delivery time and order status in real time via the Baemin app. For the most cost-effective option, they can select stacked delivery, or non-stacked delivery for unparalleled speed—both guaranteeing convenience and satisfaction. Additionally, Woowa Brothers offers Vendor Delivery, which allows restaurant owners to arrange deliveries themselves or through a third-party logistics provider, giving them the freedom to choose the delivery method that best suits their needs.

Baemin Delivery Consumer Survey

A service preference survey conducted in June 2025 among consumers who used Baemin Delivery showed an increase in positive responses across all items compared to 2023. Furthermore, evaluations of Baemin's non-stacked delivery and stacked delivery service experience also improved in the 2025 survey compared to 2023.

Baemin Club

Baemin Club is a subscription service that offers unlimited free delivery. Subscribers who order from restaurants with the Baemin Club badge can enjoy unlimited waivers or discounts on delivery fees for both Stacked Delivery and Non-Stacked Delivery. The service also offers a variety of complementary benefits, including exclusive discount vouchers for Baemin Grocery & Shopping, popular brands, as well as bundled subscriptions for OTT services. Restaurants that consistently meet customer satisfaction standards are automatically selected as Baemin Club Partners. They can also leverage Baemin Club as a powerful marketing tool by offering delivery fee discounts.

Baemin1 Plus

Baemin1 Plus is a delivery pricing plan designed to help restaurant owners efficiently leverage our Baemin Delivery service. Beginning in February 2025, Woowa Brothers introduced a new pricing plan¹⁾ which reduced commission rates for all restaurant owners, tiered according to their sales volume, to ease operational burdens and promote mutual growth. In particular, commissions on traditional market deliveries are fully waived, providing microbusinesses with tangible growth opportunities.

1) This plan was discussed and adopted by the Delivery Platform–Merchant Win-Win Cooperation Council comprising representatives from government agencies, public interest commissioners, and vendor associations. Under the plan, Baemin1 Plus vendors benefit from a three-year reduction in commission rates, applied on a tiered basis according to their sales volume on the Baemin platform.

Case
Baemin Meal for One

Baemin Meal for One allows customers to conveniently order a single dish they crave, without worrying about minimum order amounts. The service makes it easy to choose and order their meals, whether alone or with friends, with massive discounts and free delivery available to all customers, regardless of subscription status. Baemin Meal for One also presents exclusive set menu combinations and unique dishes available only through Baemin Meal for One.

Baemin Pick-up



Pick-up orders made easy

Baemin Pick-up, a rebranded version of our existing service, allows customers to order and pay for food more conveniently via the Baemin app. With just a few taps, customers can place and pay for their order remotely, skipping the line at the restaurant. Real-time updates on food preparation allow them to collect their meal without wasting a single minute on-site. Baemin restaurant owners can seamlessly manage pick-up orders within the same system used for delivery orders, and update key operational information, such as sold-out items or operating hours, on the Baemin app. They can also accommodate scheduled pick-ups and offer special discounts exclusively for pick-up orders. Baemin Pick-up helps restaurant owners reduce delivery costs and improve profitability, while allowing customers to enjoy the food from the restaurant at a lower cost through pick-up. We are fully committed to building Baemin Pick-up as a service that benefits both restaurant owners and customers, encouraging the use of the service through various benefits and events.





Delivery Robot
robot.baemin.com



Serving Robot
www.brobotics.kr

Dilly, the delivery robot

Dilly the Delivery Robot is a self-driving robot that delivers orders efficiently and at low cost. Dilly picks up food or goods from stores and delivers it safely and quickly to customers via optimized routes. It expertly navigates complex roads and alleyways of urban areas, deftly avoiding dynamic obstacles such as cars, motorcycles, bicycles, and pedestrians, as well as countless static obstacles, all while maintaining efficient travel. Whether indoors or outdoors, on uneven surfaces, in rain, snow, or other challenging weather conditions, Dilly operates reliably. In February 2025, Woowa Brothers launched a pilot program for Bmart robot delivery in Nonhyeon-dong and Yeoksam-dong, Gangnam-gu. The service was well-received by customers for its affordability and convenience, achieving a satisfaction rate of over 92%, with more than 95% of customers expressing their intent to use it again.

Dilly's Milestones (As of Dec 2024)

Annual orders processed	Order fulfillment rate	Average delivery time
Over 2,500 orders	Maintained above 98%	≤ 25 min
Response time for service disruptions (robot malfunctions, communication errors, etc.)	User satisfaction	
≤ 10 min	6 out of 7 (average)	



Case
Launch of robot delivery service for Bmart in the Gangnam area

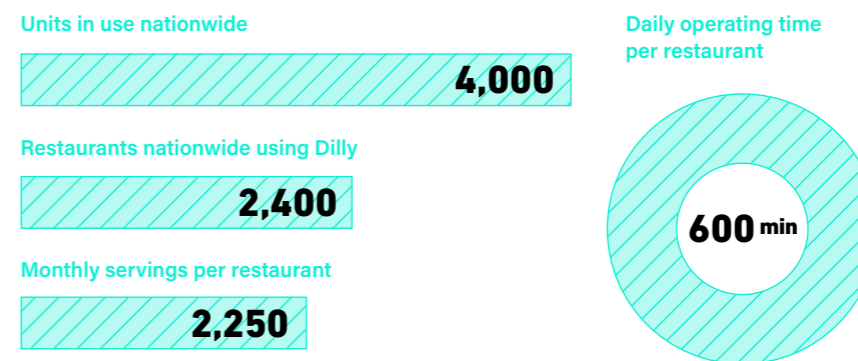
Woowa Brothers' delivery robot Dilly aims to deliver Baemin Grocery and Shopping items to building entrances within a 1.5 km radius in under 30 minutes. The pilot service for self-driving robot delivery began in the Gangnam, Nonhyeon, and Yeoksam areas, which have high foot traffic, shared sidewalks with pedestrians, and strong delivery demand, making them ideal testbeds for collecting operational data. Dilly has already been successfully performing self-driving deliveries in these complex urban environments. Starting with Bmart, robot delivery will gradually expand to food delivery. By adopting Dilly for affordable services like Baemin Meal for One, we aim to create differentiated value for customers. As part of our ongoing commitment to providing customers with fast and reliable service, Woowa Brothers has obtained the operational safety certification for outdoor mobile robots.



Dilly, the serving robot

Dilly the Serving Robot takes on repetitive serving tasks, reducing staff fatigue and freeing up restaurant owners to focus on business operations and cooking. By uploading promotional videos or images to Dilly, restaurants can easily promote not only their stores but also their Monthly Specials. As of 2024, Dilly operates in 2,400 restaurants nationwide with 4,000 units deployed, and has won the prestigious Grand Prize of the Brand Customer Loyalty Awards in the serving robot category for two consecutive years. In 2024, we made operations more user-friendly by redesigning the robot screen settings and providing monthly data reports. Together with Talabat, we also completed a Proof of Concept (PoC) that successfully demonstrated the delivery of food prepared in a shared kitchen to the delivery zone, further validating Dilly's effectiveness. Dilly's applications have expanded beyond its role as a serving robot, now also functioning as a logistics robot and contributing to the automation of transporting materials and raw ingredients between warehouses and production lines.

Dilly's Milestones (Cumulative Data as of Dec 2024)



B-ROBOTICS: Launch of the certified used robot rental service

Woowa Brothers, which pioneered food tech with serving robots, established its subsidiary B-ROBOTICS in February 2023 to pursue greater ambitions. As Korea's first certified used robot service, B-ROBOTICS offers serving robots at affordable rental rates after rigorous quality checks by professional robot engineers. Restaurant owners can use these robots with performance comparable to new models at over 30% lower cost, reducing financial burden and enabling more efficient operations. B-ROBOTICS aims to create an environment where even small restaurants can easily adopt robotic solutions.



Whatever you need, Baemin delivers

Woowa Brothers is now leveraging Baemin's proven technology for delivering food at its most delicious, to offer a vast range of everyday products quickly and conveniently. Baemin Grocery & Shopping provides an enhanced delivery experience that empowers customers to enjoy a more leisurely lifestyle. Launched in December 2021 with the food, flowers, and beauty categories, Baemin Grocery & Shopping has steadily expanded its product range to include pet supplies, books, home decor, and the latest laptops to meet the diverse needs of customers. As of May 2025, approximately 50 brands and 2,000 neighborhood stores have joined the platform, connecting customers with over 20,000 offline stores nationwide. From cutting-edge mobile/electronics products from Frisbee and Samsung Store, to the freshest foods from large supermarkets like Emart and Homeplus, and even convenience store items from CU, GS25, and Seven-Eleven, everything is now available for delivery through Baemin. The service area has also been expanded to include products typically found only in traditional markets, making it easier for customers to order these items and providing new sales channels for local small businesses.

<p>Case Local Commerce</p>	<p>We connect customers to neighborhood stores, convenience stores, markets, supermarkets, and other everyday shops via the app, enabling the easy and quick ordering of essential goods. Through Baemin Grocery & Shopping, we expand opportunities for local merchants to sell fresh foods and unique products online, opening new sales channels for microbusiness owners and offering customers the distinctive value unique to local commerce. By offering locally exclusive products alongside those of large supermarkets and franchises, we strengthen both the accessibility and unique competitiveness inherent in local commerce.</p>
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Anything you need now, delivered instantly with Baemin Bmart

Baemin Bmart, our instant delivery service, offers a wide range of products tailored to customers' lifestyles, from ingredients for tonight's dinner and snacks to daily necessities. We go beyond the convenience of instant grocery shopping by maintaining strict quality standards to ensure that fresh ingredients such as fish, meat, fruits, and vegetables reach customers in their freshest state, no matter when they order. Customers can place a single order for a diverse selection of products, including everyday essentials, popular cosmetics, electronics, and items carefully curated by Baemin. Orders placed through the Baemin app can be tracked in real-time, from the product preparation status to the delivery rider's location, keeping customers engaged while they wait. Through strategically located Picking & Packing Centers (PPCs) across urban areas and an optimized delivery distance search system, Baemin Bmart has established itself as a comprehensive online instant delivery commerce platform, achieving an average delivery time in the 30-minute range as of 2024. Furthermore, Baemin Bmart strives to provide a sustainable experience even after the packaging materials used to deliver products have served their purpose and are discarded. By using materials with reduced thickness and simplified packaging made from recycled resources, we balance customer convenience with environmental value. Going forward, we will continue our efforts to apply sustainable packaging.

<p>Case Baemin-ness: Baemin Brand Store</p>	<p>Since 2014, Baemin Brand Store has been sharing fun stories with the world. The "We all have <i>ttae</i>" hand towels (with a Korean pun meaning both "time" and "dead skin cells") offer a comforting touch, while pen sets that greet you with "I'm your biggest pen!" and "I'm one of your pens, too!" (playing on the same Korean pronunciation for "pen" and "fan") bring an instant smile to your face. To make our stories more sustainable, we have reduced the use of non-recyclable packaging materials by 63% compared to the previous year and produced our best-selling products—which account for 46% of total sales—using eco-friendly materials. Visit Baemin Brand Store on Baemin today, and discover a variety of products filled with captivating stories.</p>
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Baemin Gift
gift-pc.baemin.com



Baemin Gift:
Delivering a good meal, flowers, or even health supplements to show your love

Baemin Gift began with a sincere wish to share the joy of a meal with loved ones. This service allows you to send gift certificates along with message cards for any occasion—be it a birthday, a simple thank you, words of encouragement, or comfort—all redeemable on Baemin. Recipients can freely use these gift certificates across Baemin's services, including food delivery, pick-up, and commerce (grocery and shopping). Anyone with a Baemin account can easily send gifts, and we continue to expand sales channels to make it even easier to purchase Baemin gift certificates from anywhere. Looking ahead, we plan to offer additional mobile gift certificate options available for convenient use on Baemin. We are continuously expanding Baemin Gift to help more customers freely share meals and gifts, while making it easier to redeem the certificates for the products or services they want on Baemin.

2024 Snapshot of Baemin Gift (As of Dec 2024)

Received and redeemed gifts	Sent gifts	Gift certificates issued through other channels	Total amount of Baemin gift certificates issued
13.46M users	17.4M users	13.98M cases	487.6B won

Case
Baemin Gift Message Card Title Contest

Since 2022, Baemin Gift has been sharing warmth through participatory events, starting with the Draw on Your Own Message Card Event. In 2024, we launched the Baemin Gift Message Card Title Contest, inviting anyone to submit creative phrases that best match our cards. Over 25 days (October 10 – November 3, 2024), 23,583 participants submitted a total of 122,185 card titles, and 12 titles were selected as the final winners and displayed on the Baemin app. This contest allowed us to share the genuine emotions of giving and receiving gifts with even more people. Going forward, Baemin Gift will continue to develop and be the service that best helps you share care and appreciation.



Nothing is missing: Local & Special Deals

Baemin's Local & Special Deals is a delivery commerce service that truly lives up to its name, offering a wide selection of products sourced from every corner of the country. From fresh seasonal fruits, vegetables, meats, and seafood to daily essentials like bottled water and processed foods, customers can shop items from all regions nationwide. We offer the finest flavors from across Korea, from seasonal produce delivered straight from the farm to locally made foods prepared with regional ingredients, all at affordable prices. Baemin serves as a vital sales channel for local small business owners, allowing customers to discover vendors offering high-quality local specialties and conveniently enjoy the diverse flavors of Korea. Through Local & Special Deals, we continue actively sourcing high-quality products to help customers access a wider range and at more affordable prices.



3 Partner Restaurants & Riders

Baemin Restaurant Business Portal



Baemin Restaurant Business Portal
ceo.baemin.com



Information to support your business: Baemin Restaurant Business Portal

Baemin Restaurant Business Portal provides practical information, essential services, and invaluable tools that restaurant owners, who manage diverse aspects of their operations, can apply directly to their businesses. We promptly share essential restaurant business policies and the latest updates relevant to restaurant operations, while providing information on a wide range of government support programs for microbusiness and restaurant owners. To help restaurant owners stay informed about important government support programs while busy running their businesses, we provide guidance on application procedures and direct access to application pages. We also offer tools to search for relevant information by region. In addition, we provide information to help improve delivery sales, including tips for operating a delivery business and effective marketing strategies. Based on order data from Baemin customers, restaurant owners can identify popular menu items and set menu combinations, enabling them to run their business in line with their delivery customers' preferences.

Turning complex professional knowledge and expertise into easy-to-understand insights

Baemin Restaurant Business Portal provides practical information and tips to help restaurant owners run their businesses efficiently. We select five key themes for effective restaurant business management and publish "Special Feature of the Month", an in-depth content series designed to share practical operational know-how with restaurant owners. We have produced 24 in-depth episodes covering six topics, including alternative ingredient suggestions to mitigate rising ingredient costs, marketing strategies targeting foreign tourists amid the growing number of foreign visitors, and ways to leverage AI technology in restaurants. Additionally, restaurant owners can exchange essential information for running their business on Baemin Restaurant. They can also share legal knowledge related to tax and labor issues and directly ask questions about any concerns they may have.

A space for restaurant owners to share thoughts and opinions

Baemin Restaurant Business Portal features the Participation Square, a dedicated space where restaurant owners can share their concerns and exchange ideas. They can discuss everyday challenges encountered in their businesses, as well as to vote, leave comments, and express empathy and advice through emojis.

Key Figures for Baemin Restaurant Business Portal

No. of Baemin Restaurant Business Portal members	No. of restaurant owners who have visited the portal	No. of views of Restaurant Business Trends	No. of views of Expert Q&As
905,540	2,710,572	1,293,000	4,271,700
(May 2025)	(Jan 2024 - Dec 2024)	(Dec 2022 - May 2025)	(Oct 2022 - May 2025)



3 Partner Restaurants & Riders

Baemin Restaurant Supply



Baemin Restaurant Supply
mart.baemin.com

Baemin Restaurant Supply:

A comprehensive restaurant supplies platform exclusively for restaurant owners

Baemin Restaurant Supply is evolving into a trusted partner for restaurant owners, driven by its vision of “providing food ingredients and delivery supplies quickly and affordably, all in one place.” Beyond serving as an online restaurant supplies platform, Baemin Restaurant Supply is building a sustainable restaurant industry ecosystem by promoting price stability, fostering mutual growth with local communities, advancing eco-friendly practices, and supporting the growth of restaurant owners. Going forward, Baemin Restaurant Supply will strengthen the virtuous cycle of restaurant owner growth and corresponding growth of Baemin Restaurant Supply by stabilizing prices and expanding product offerings tailored to the needs of restaurant owners.

Baemin Restaurant Supply’s offerings and benefits for restaurant owners

Alleviate the burden of food ingredient costs	Expand customized supplies and PB products	Enhanced restaurant tier system & discount benefits
<ul style="list-style-type: none"> · Price Stabilization Expedition campaign: Key food ingredients and delivery supplies are offered at discounted prices, with the range of items continuously expanding. · Special Deals for Baemin Restaurant Owners: Products from brands preferred by restaurant owners are offered at special prices on an ongoing basis. 	<ul style="list-style-type: none"> · Trial kits & small-quantity product section: This section offers category-specific trial kits to expand opportunities for testing products and offers delivery supplies tailored to small-scale restaurants. · Affordable PB products: We offer affordable PB items such as plastic bags and aprons to offer product options across a wider price range. 	<ul style="list-style-type: none"> · New benefit structure: A new restaurant tier system has been introduced to provide cost-saving benefits based on purchase history. · Additional benefits: Exclusive vouchers are offered for Special Deals for Baemin Restaurant Owners and the Biz Point Mall, further increasing available discounts.

Key Results of Baemin Restaurant Supply

Growth rate of orders



Growth rate of per-user order amount



Case Baemin Restaurant Supply Super Week

Baemin Restaurant Supply Super Week is an annual event to show our sincere appreciation to restaurant owners who have been loyal users of Baemin and Baemin Restaurant Supply. The 2024 Super Week featured several engaging sections, including the time-limited Today's Super Deal, offering limited quantities at ultra-low prices, and 2024 Category Awards, showcasing the year's best-selling products with exclusive discounts. As a result, the number of orders during the Super Week increased by 109% compared to a similar event period of the previous month, and transaction volume grew by 98%. The number of participating sellers more than doubled to 267, and the number of products in the event also expanded by over 100%, providing sellers with a valuable opportunity to effectively promote and sell their products.

Baemin Self-Service

Baemin Self-Service: All about restaurant management

Baemin Self-Service is a comprehensive service that helps restaurant owners to efficiently manage their operations according to their needs, from registering advertisements to managing menu items, delivery fees, and customer reviews. It supports restaurant owners who are less familiar with IT devices and those who have just started their businesses, helping them run their operations more competitively and increase sales. In 2024, we launched the Benefit History and Benefit Performance pages, enabling restaurant owners to view all issued benefits at a glance and track the orders generated through those benefits. We also provide detailed statistics on new and repeat orders generated through benefits, enabling restaurant owners to leverage them for more effective marketing. Baemin Self-Service plans to enhance features to make the service easier and more convenient for restaurant owners to use in running their businesses, and to expand into a customized marketing service that supports continuous sales growth for restaurant owners.

Features of Baemin Self-Service

Restaurant Management	Register your restaurant's basic information, amenities, and related content, and update operating hours, break times, and holidays as needed. You can also set delivery fees based on order amount, location, or time.
Menu Management	Adjust dish prices, mark or hide sold-out items, add new items. You can also add new items and highlight dishes you want to promote by setting them as recommended items.
Review Management	Communicate with customers by replying to their reviews. Use the Frequently Used Phrases feature to respond easily and quickly.
Settlement & VAT Reporting	Check settlement details by period or service, along with itemized breakdowns. For VAT filing, conveniently view, download, or email settlement data during the reporting period.
Business Information Management	Update your business registration and license information and choose your preferred order acceptance channels (e.g., PC web and mobile app). Top up or request refunds for Biz Money used in subscription ads.
Ad & Service Management	View all information on active and terminated ads and services, and directly sign up for or terminate them. Adjust Ultracall ad placements and Openlist display areas to strategically manage your sales.
Performance Analysis	View customer data, including new and repeat customers, age and gender, popular dishes, and order regions. You can easily check detailed sales information and statistics for your restaurant and ads.
Discounts & Marketing	Choose from a variety of offers tailored to your restaurant, including new-customer, loyal-customer, and all-customer benefits. You can also directly offer discounts on dishes, delivery fees, or pick-up orders.
Benefit Usage Analysis	View the usage rates of benefits issued by your restaurant based on active coupons. See benefit usage rates by new vs. repeat customers to track the results generated from benefits.

3 Partner Restaurants & Riders

Baemin Connect



Baemin Connect
www.baeminriders.kr



Set your own flexible schedule with Baemin Connect

Baemin Connect is a delivery job platform that allows anyone to deliver as much as they want, whenever and wherever they want. Riders can choose their preferred mode of transportation, such as walking, bicycle, scooter, motorcycle, or car, and deliver with incredible efficiency. Whether you are a beginner with little delivery experience or a seasoned professional, our AI-powered dispatch recommendation system makes deliveries easy and efficient for everyone. To lower the barrier to insurance coverage for riders, we developed the industry's first time-based insurance plan, allowing riders to pay premiums only for the hours they work. We have continued to reduce insurance premiums and remain committed to providing some of the industry's most affordable premiums in 2024, while fostering a safer delivery environment.

Woowa Delivery Encyclopedia: A reliable guidebook for riders

Woowa Youths developed and distributed Woowa Delivery Encyclopedia to help new riders quickly adapt to the Baemin Connect platform and perform delivery tasks safely and efficiently. The encyclopedia is a comprehensive resource available on the official Baemin Connect blog, providing all the information needed to start delivering. It is the industry's first practical guide that also supports those interested in starting delivery as a side job. Woowa Youths will continue producing reliable materials and content that incorporate the voices of riders, helping to ensure they can deliver safely and successfully.

Contents of Woowa Delivery Encyclopedia

Delivery Preparation	Includes app registration, checklists by delivery method, frequently asked questions, insurance information, and other essential preparations.
Starting Delivery	Covers delivery terminology, situation-specific contact channels, and accident response procedures.
Delivery Know-How	Provides insights and practical tips from experienced riders to improve delivery efficiency.
Delivery Safety	Covers the proper use of safety equipment, seasonal safety guidelines, and procedures for handling unexpected situations.
Baemin Rider School	Summarizes key training content in an organized format for quick and easy reference.

Baemin Connect Support Center

Baemin Connect Support Center assists riders in performing deliveries efficiently and effectively. Riders' inquiries and requests are promptly addressed via phone or chat.

Channels of Baemin Connect Support Center

Channel	Details
Phone (1600-0220)	Provides prompt assistance for urgent inquiries, such as accidents and equipment breakdowns.
App	Facilitates rapid resolution of issues that occur during delivery.
KakaoTalk Channel	Handles inquiries that require accurate information, such as sign-up, insurance, and document submission.

Launch of the Delivery Service Mutual Aid Association

The Delivery Service Mutual Aid Association was established in 2023 with the aim of strengthening the safety net for riders by reducing the burden of transport insurance premiums. Delivery platform companies certified for parcel delivery services joined forces to form the association, with Woowa Youths contributing the largest amount of KRW 4.7 billion. In June 2024, Woowa Youths pioneered a time-based mutual insurance product tailored to riders' work environments, launching it at approximately 16% below market rates. In December, Woowa Youths became the first in the industry to offer monthly insurance products at discounted rates to riders who completed safety training at Baemin Rider School, through the Delivery Service Mutual Aid Association. Currently, Woowa Youths provides monthly and hourly insurance products tailored to the driving patterns of individual delivery riders at discounts of up to 45% compared with private insurers. Going forward, Woowa Youths will continue working with the Delivery Service Mutual Aid Association to foster a safe driving ecosystem for delivery riders.

Case Woowa Youths: Logistics partner you can always rely on

Woowa Youths is a logistics company dedicated to providing superior logistics services for Baemin. Leveraging a nationwide network of fulfillment centers, it manages products sold at Bmart and provides delivery services for orders from Baemin, Bmart, and selected services of Baemin Grocery & Shopping via its platform, Baemin Connect. With its comprehensive all-in-one logistics infrastructure that delivers products on time with reliable product quality, Woowa Youths is committed to ensuring that all products reach customers safely and seamlessly.

3 Cornerstone for Sustainable Happiness

In building a sustainable delivery ecosystem, we are driven by our commitment to the growth of all stakeholders. We practice transparent and systematic sustainable management to ensure that all stakeholders—partner restaurants, riders, and customers—can grow together. We consistently implement responsible and feasible sustainable management practices through a cohesive system involving our Sustainable Management Committee, Promotion Group, and Working-Level Council. Moving forward, we will continue to listen to diverse stakeholders, broaden common ground, and solidify the foundation for truly sustainable management.

- 1 Fulfilling Baemin's Commitment
- 2 Sustainable Management Framework and Direction
- 3 Stakeholder Communication
- 4 Materiality Assessment



Baemin's Commitment to Sustainability

2030 Goals



Growing together

Support the growth of partner restaurants and build a safety net



Ensuring safety and health from end to end

Build infrastructure to reduce rider accident risks and promote safety practices



Promoting a Green Delivery Culture

Reduce GHG emissions by 50%¹⁾ and lead a green delivery culture

1) Based on emissions in 2032 vs. 2022

Driven by our mission to lead the delivery industry and our responsibility to foster stakeholder growth, Woowa Brothers has consistently worked to create a better industry ecosystem. This led to our public declaration of Baemin's Commitment to Sustainability. One year on, Woowa Brothers continues to transparently share the progress of our efforts with our stakeholders, reflect on our achievements, identify areas for greater focus, and identify what further actions are needed to fulfill our responsibilities to the environment and society.

Growing Together

We will proactively support restaurant owners as their growth partners, helping them systematically grow their businesses and improve management.

KEY POINT

- 1** Help partner restaurants grow
- 2** Build a safety net
- 3** Provide emotional support for restaurant owners

Provide education and training to support restaurant owners' growth and operational efficiency

Baemin Academy's training outcomes (2014 - Apr 2025)

3,880 Sessions

Baemin Restaurant Tailored Consulting (Based on performance of participating Group A restaurants on Apr - Aug 2024)

Average sales **+131%**

No. of orders **+149%**

Offer tailored education and consulting based on regional and restaurant-specific needs along with support for government partnerships

Total Free Training (Online & Offline) Cumulative no. of participants (2014 - Apr 2025)

302,925

Enhance nationwide sales network and provide financial services

Provided KRW 200 bn in guaranteed loans (Dec 2023 - Jun 2025) for microbusinesses, a first among private companies (As of Jun 2025)

Approx. 4,000 cumulative recipients

Provide data-driven insights for partner restaurants

Baemin Restaurant Business Conference Cumulative offline attendance (Jan 2023 - Dec 2024)

Approx. 7,000+ participants

Cultural and healing programs for restaurant owners

Baemin Music Concert Cumulative attendance (Jan 2023 - Dec 2024)

6 cities & 2,470 participants

Support sales channels for microbusinesses

Collaboration with 26 government agencies and institutions through Growing Together (Jul 2024 - Jun 2025)

Cumulative sales KRW 340 bn

Ensuring Safety and Health from End to End

Recognizing rider safety as our top priority, we aim to build infrastructure for a safe delivery environment.

KEY POINT

- 1 Establish a safe delivery environment
- 2 Strengthen the social safety net
- 3 Prevent and respond to accidents

Foster a stable work environment



DeliveryN

Hiring full-time riders & providing parental leave

Offer safety items and benefits for riders

No. of items provided for extreme weather relief
(Jan 2024 - Jun 2025, based on completed distribution)

40,000 units

Foster a culture of safety driving by enhancing access to insurance for riders

First in the industry to link safety training with insurance

Launched discounted insurance through Delivery Service Mutual Aid Association for riders who completed safety training at Baemin Rider School

Support and care for riders via Woowa Rider Care Fund
(Jun 2019 - Dec 2024)

Cumulative KRW 2.1 bn

The only offline training institution for two-wheeled vehicle safety in the delivery service industry



Expanded and relocated Rider School

Baemin Rider School in Hanam

No. of participating riders in Baemin Rider School
(May 2021 - Jun 2025)

Cumulative 21,364 participants

Satisfaction rating of Baemin Rider School participants
(As of Dec 2024, 10-point scale)

9.7

Promote annual campaigns with government agencies for rider safety



With Ministry of Employment and Labor

365 Delivery Safety Campaign

With Korea Road Traffic Authority

Four Seasons Safe Delivery campaign

With Korea Transportation Safety Authority

Rider Road Safety Watch

Promoting a Green Delivery Culture

We aim to reduce GHG emissions by 50% from 2022 levels by 2032 and take the lead in promoting a green delivery culture.

KEY POINT

- 1 Use low-carbon energy
- 2 Create a green delivery culture
- 3 Strengthen stakeholder engagement

Transition to eco-friendly delivery methods



Cumulative delivery distance¹⁾ by eco-friendly means

¹⁾ Walking, bicycle, electric bicycle, scooter, electric two-wheeled vehicle (Jan 2022 - Dec 2024)

Approx. 86 M km

Reduce plastic use and expand sustainable packaging



No Disposable Spoons and Forks option
Cumulative reduction of single-use items
(Apr 2019 - Dec 2024)

8.4 bn items

No Disposable Spoons and Forks option
Cumulative reduction in GHG emissions
(Apr 2019 - Dec 2024)

100 K tons

Smart's efforts to transition to eco-friendly packaging

Reduced thickness of cold and ice packs

Adopted paper cushioning materials & minimized excessive packaging



Work with stakeholders



No. of regions offering reusable container services (As of Dec 2024)

Up by approx. 39%

No. of customers using reusable container services (As of Dec 2024)

Up by approx. 137%

Gwangmyeong City

Implemented a pilot project to build and expand EV infrastructure

Cheonan City

Plan to establish a smart reusable container cleaning center

Seoul Forest Jazz Festival

First festival to offer reusable container delivery service

2 Sustainable Management Framework and Direction

Sustainability Operations and Activities

Sustainable Management Committee

Woowa Brothers has established the Sustainable Management Committee to manage sustainability issues in an integrated manner. The Committee, Woowa Brothers' highest decision-making body consisting of the CEO and top management, is governed by the Articles of Incorporation, which specify its independence and diversity requirements. The Committee secures the momentum to drive our sustainability management by reviewing progress and operational plans following the establishment of Baemin's Commitment to Sustainability, and by regularly discussing various sustainability issues affecting the company.

Activities of the Sustainable Management Committee

Date	Main agenda
March 2024	Report on progress in implementing Baemin's Commitment to Sustainability, report on the Sustainability Management Promotion Group's operation plans, and approval of materiality assessment results.
July 2024	Report on highlights and plans of the Sustainability Management Promotion Group for the first half, and approval of the publication of Baemin Story
May 2025	Report on the Sustainability Management Promotion Group's operation status and the progress in implementing initiatives under Baemin's Commitment to Sustainability

Sustainable Management Framework



1) Disaster Relief Consultative Group is operated separately (non-permanent)

Sustainable Management Promotion Group and Working-Level Council

Sustainable Management Promotion Group

To systematically manage sustainability issues and drive strategies under mid- to long-term goals, we operate the Sustainable Management Promotion Group under the Sustainable Management Committee. The Group establishes the direction of our sustainable management and sets the strategic priorities based on the decisions made by the Sustainable Management Committee. Especially since declaring Baemin's Commitment to Sustainability, the Group has been actively managing the implementation status and performance results of our mid- to long-term goals.

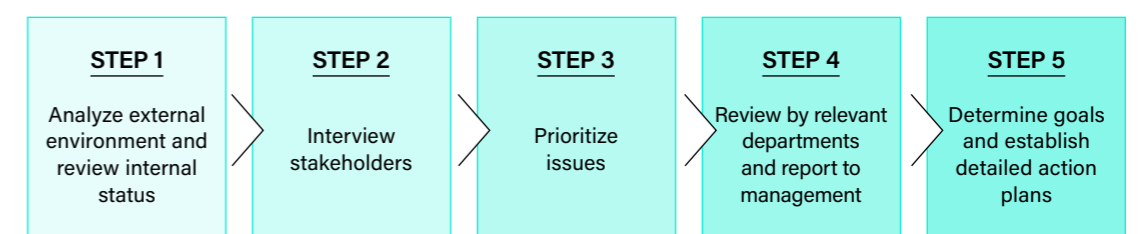
Sustainable Management Working-Level Council

To execute our sustainable management strategies by key initiatives, Woowa Brothers has organized them into distinct task areas, with the Sustainable Management Working-Level Council implementing initiatives for each area. The Council, operating under the Sustainable Management Promotion Group, selects key initiatives focusing on high-relevance environmental and social issues—such as mutual growth with stakeholders, sustainable packaging, and rider safety—and develops and executes detailed implementation plans. Furthermore, the Council works closely with employees in related departments who communicate with stakeholders to identify new initiatives and reports achievements to the Committee and the Group. The Council also oversees the Disaster Relief Consultative Group, thereby reinforcing Woowa Brothers' foundation for sustainable management and our commitment to corporate social responsibility.

Direction for promoting sustainable management

Woowa Brothers strives to create greater customer value through its services and advance towards more mature practices in sustainable management, guided by stakeholder expectations. Our sustainable management governance, built to support our efforts, ensures that we directly engage with both internal and external stakeholders to understand the circumstances and challenges the company faces. It also enables us to convey issues identified as material to relevant internal departments and the Council for incorporation into future mid- to long-term sustainability policies. We will continue to actively communicate with our stakeholders to develop actionable initiatives and build consensus on sustainable management.

Process of setting the direction for sustainable management



2 Sustainable Management Framework and Direction

Interview with Internal Stakeholders

We spoke with Woowa Brothers' top executives and leaders to hear their views.

We conducted interviews with 10 leaders, including top executives, to better understand Woowa Brothers' role as a mature and responsible company amid internal and external developments. Through the interviews, we identified the direction needed to become a more sustainable Baemin and redefined the concept of mutual growth.



Bum Seok Austin Kim
Chief Executive Officer (CEO)



Myungsoo Han
Chief Creative Officer (CCO)



Jieun Choi
Chief of Staff & Head of Food
Discovery Center

Q1 Baemin 2.0 rebranding

Q Why rebrand Baemin now?

A Baemin has entered a new phase—it has matured. Since we are now a trusted and mature enterprise in the industry, expectations regarding our social responsibility and role are greater than ever. While Baemin has grown rapidly and earned the love of many over for more than ten years, it is now crucial to operate more responsibly as a reliable platform, moving beyond simply being fast and convenient. In a delivery industry shaped by an ongoing economic downturn and intensifying competition, customers have grown familiar with the value we have provided as a service. At this stage, we are asking ourselves fundamental questions to redefine our core values and philosophy. We believe this transformation is not about discarding our past values to seek new ones, but about building on what we have done well and evolving it to meet emerging needs. By clearly defining our unique philosophy and identity, we are reinventing ourselves as a more compelling brand for customers and a trusted platform for all stakeholders.

Q What can we expect from Baemin 2.0?

A Our ultimate goal is to create a sustainable delivery ecosystem where Baemin and its diverse stakeholders can grow together. To achieve this, we are first building a coherent organizational culture based on shared understanding, which will drive internal unity and growth. We are also simplifying communication channels and reducing unnecessary procedures to listen to the voices of our various stakeholders—customers, restaurants, riders—more directly and clearly. Ultimately, we aspire to continuously grow by putting customer satisfaction at the heart of what we do, firmly establishing ourselves as the preferred delivery platform for partner restaurants. We aim to foster a truly win-win ecosystem where all participants exchange and create shared, mutually beneficial value.



Kiho Lee
Chief Marketing Officer (CMO)



Hyojin Lee
Head of Commerce



Yongseok Kim
Head of Corporate Relations Center &
CEO of Woowa Youths

Q2 One year into implementing Baemin's Commitment to Sustainability

Q How do you assess Baemin's Commitment to Sustainability and the progress made through related activities?

A We believe it is crucial to focus on efforts that go further than short-term social contributions and create enduring social impact and opportunities for change. Beyond simply doing good, we see our attempt to measure concrete results and share them transparently as a meaningful step forward. As our social investments are also vital for the platform's sustainable growth, our Sustainable Management Committee is strengthening its sense of responsibility and driving momentum. However, since many activities are still in the implementation phase, our priority is to diligently continue the process rather than focus solely on the evaluation of outcomes. What matters most is whether an activity has generated a genuine positive impact on society. And we believe its outcomes should be assessed by the sincerity with which it was planned and carried out.

Q What is needed to better uphold Baemin's Commitment to Sustainability?

A To fully uphold Baemin's Commitment to Sustainability, we must consistently provide new and tangible value to stakeholders each year and make sustained efforts to create meaningful change through continuous communication and honest feedback. We believe authenticity can only be conveyed when we go beyond mere declarative messages and communicate the commitment process and outcomes of fulfilling our commitments transparently and concretely, allowing stakeholders to clearly recognize and understand them. These efforts are essential for building trust in the platform and forming long-term relationships with stakeholders. Additionally, balancing the interests of all parties is a challenging yet crucial task to ensure no stakeholder benefits disproportionately. Continuous support and investment are required to ensure that the platform's growth translates into tangible value for everyone, including customers, restaurants, and riders. For macro-level tasks such as environmental and community issues, we must go beyond platform-level efforts and actively seek cooperation with government and industry stakeholders. Through these collective efforts, we will build a more sustainable and healthy delivery ecosystem.



Yongkyu Kwon
Head of Partner Growth Center



Juhyun Kim
Head of Policy Department



Joonghyun Kim
Head of CSR and CSV Department



Jikha Ryu
Head of Compliance Center

Q3 Baemin and mutual growth

Q What does mutual growth mean to Baemin? (Why is it important to Baemin?)

A At Baemin, we believe mutual growth is synonymous with growth itself. A delivery platform is an organic ecosystem built on the close cooperation among diverse stakeholders—customers, partners, and riders. If any one of these three pillars loses balance, the entire system could falter. That is why fostering mutual growth, where every participant grows together, is the key to achieving sustainable development, creating value, and ultimately ensuring coexistence. To address the unfounded concerns about platform businesses and build deep trust, we are committed to investing continuously in our partner restaurants and riders, while generating more orders and constantly improving our services so they can see direct benefits. Through these efforts, we aim to deliver tangible value in the form of increased sales and profits, thereby achieving a genuine state of mutual growth that benefits all stakeholders.

Q What should Baemin do to foster mutual growth?

A Baemin is committed to building a platform where partner restaurants and riders can directly see their hard work and dedication pay off. We aim to be the platform of choice for customers, generating more orders so that our partner restaurants can focus on preparing quality food and delivering excellent services, while riders can concentrate on making safe and efficient deliveries. We support partner restaurants by offering consulting and training on restaurant operations, helping them succeed and grow qualitatively by leveraging the wealth of information available through our platform. For riders, we believe our role is to provide them with safety training and improved working conditions, fostering an environment where they can see Baemin as a trusted partner. Going forward, we will continue to strengthen communication with all stakeholders including partner restaurants and riders, to fully deliver on Baemin's role in fostering mutual growth.

Stakeholder engagement

Stakeholder	Communication channels	Key issues/Areas of interest
Customers	<ul style="list-style-type: none"> · Baemin mobile app, Woowa Brothers website · Woowa Youths website (ongoing) · Baemin-ness Today (ongoing) · Sustainability report, Baemin Story (annual) · Social media including Baemin YouTube channel (ongoing) · CS Center, VoC, and consumer monitoring (ongoing) · Baemin Voice (ongoing) 	<ul style="list-style-type: none"> · Efficient use of the Baemin app · Interest and participation in eco-friendly delivery practices · Expanding service accessibility · Differentiated delivery experiences
Partner restaurants	<ul style="list-style-type: none"> · Baemin order processing app (ongoing) · Baemin Academy and Visiting Baemin Academy (ongoing) · Baemin Restaurant Business Portal (ongoing) · Baemin Trends (biannual) · Baemin Restaurant Business Conference (annual) · Baemin Restaurant Business Portal's YouTube channel and Social media (ongoing) · Associations of microbusiness owners and restaurant industry (ongoing) 	<ul style="list-style-type: none"> · Measures to improve efficiency in store operations · Capacity-building support through Baemin Academy · Expanding online-to-offline (O2O) business capabilities · Opportunities for expanding online-driven sales channels
Riders	<ul style="list-style-type: none"> · Baemin Connect app (ongoing) · Baemin Rider School (ongoing) · Baemin Connect YouTube channel and social media (ongoing) · Baemin Connect Smart Store for delivery supplies (ongoing) · Rider Care Support Center (ongoing) 	<ul style="list-style-type: none"> · Safe working environment · Discounts on delivery supplies and related expenses · Eco-friendly delivery methods
Employees	<ul style="list-style-type: none"> · Woowa Townhall Meeting · Welcome Aboard and Baemin Culture Camp (one-time onboarding program) · Company-wide events, Baemin anniversary events (annual) · Organizational diagnosis survey: Woowa Survey (regular) · Woowa Ethics Help Center (ongoing) · Labor-management council: Woowa Talk (quarterly) 	<ul style="list-style-type: none"> · Workplace autonomy · Work-life balance · Opportunities for communication among colleagues · Family-friendly policies · Capacity-building opportunities
Government/ National Assembly/ Investors	<ul style="list-style-type: none"> · Business and audit reports (annual) · National Assembly audits (upon request) · Sustainability report, Baemin Story (annual) 	<ul style="list-style-type: none"> · Strengthening board-driven transparent management · Management and response to internal and external risks · Integrating sustainability management practices into operations · Compliance with fair trade regulations · Compliance with safety and health regulations · Implementing eco-friendly management practices
Local communities	<ul style="list-style-type: none"> · Woowa Volunteers, Compassionate Youths (ongoing) · Woowa Tech Course, Woowa Tech Conference (annual) · Expert conferences, local councils (ongoing) · Tech Blog (ongoing) 	<ul style="list-style-type: none"> · CSR activities for marginalized groups · Talent recruitment and development · Improving service accessibility · Support for disaster relief and recovery · Sharing technological knowledge

Materiality Assessment

We regularly conduct double materiality assessments to identify key impact factors within our value chain and use the findings to drive sustainable business activities. This process evaluates the two-way impacts between our business operations and external factors such as the environment and society. For each individual issue, we conducted a qualitative analysis of its Impact-Risk-Opportunity (IRO) factors. We also quantify both the impact and financial materiality based on the significance of each issue. The top 10 topics, selected from the consolidated findings, are designated as our key material topics.

STEP 1
Creating an issue pool and reviewing business cases

A. Identifying a pool of 22 issues by analyzing key sustainability factors across the value chain

- Material and reporting topics from our parent company (Delivery Hero) and our own from the previous year
- Sustainability issues identified in peer industries¹⁾
- Global sustainability standards and external ESG assessments (GRI, ESRS, SASB, DJSI, MSCI)

B. Developing business cases through an analysis of our disclosures and media coverage

- Baemin Story 2024, published in the previous year
- Press releases by Woowa Brothers²⁾ and its subsidiaries & articles from external online media outlets³⁾

1) Reference: Sustainability reports from 10 domestic and overseas companies in peer industries (IT, delivery, distribution/retail), including sustainable management reports and annual reports.
2) Reference: Materials from the Woowa Brothers website (press releases and media coverage), press releases by its subsidiaries (Woowa Youths, DeliveryN, and B-ROBOTICS); media coverage of those subsidiaries; and resources from Google News search results (totaling 262 cases as of December 2024)
3) Reference: Articles containing the keywords Woowa Brothers and Woowa Youths published across 204 domestic news outlets (743 cases, as of December 2024)

STEP 2
IRO analysis

Narrative analysis based on Woowa Brothers' business value chain

- Analysis of environmental and social impact factors: An assessment of the positive and negative impacts that Woowa Brothers' business activities have on the external environment, such as the natural environment and society
- Analysis of financial impact factors: An assessment of the opportunities and risks that external factors pose to Woowa Brothers' business activities and financial performance

STEP 3
Materiality assessment

Quantifying evidence-based and stakeholder engagement-based assessments of each topic's environmental, social, and financial impacts

	Environmental and social impact materiality	Financial materiality
Evidence-based assessment	<ul style="list-style-type: none"> · Relevance assessment of material and reporting topics based on non-financial disclosures from the parent company (Delivery Hero) and Woowa Brothers · Stakeholder relevance assessment · Reporting topics from 10 domestic and overseas companies in peer industries · Topics highlighted in the media · Relevance to the indicators of the Global Reporting Initiative (GRI) standards 	<ul style="list-style-type: none"> · Relevance to the GRI standards and external ESG assessments (ESRS, SASB, DJSI, MSCI)
Participation-based assessment	<ul style="list-style-type: none"> · Internal survey of Woowa Brothers employees, including key management (May 13-23, 2025, 30.8% participation rate among 117 employees) · Interview 10 management members including the CEO and division heads (May 6 - July 25, 2025) · Priority assessment by the sustainable management department 	

STEP 4
Selecting the key materiality topics

- 10 major topics are selected as materiality topics from the combined results of the quantified environmental and social impact materiality and financial materiality assessments.
- The comprehensive list of materiality topics is reported annually to the Sustainable Management Committee and Sustainable Management Promotion Group, serving as an important reference for establishing the company's sustainability management direction and strategy.
- We disclose our approach strategy to and detailed results of activities related to materiality topics throughout this report.

Materiality Assessment Matrix

● Environmental ■ Social ▲ Financial & Governance

Financial Impact	Very high	<ul style="list-style-type: none"> ▲ Fair trade and ethical management ■ Strengthening privacy protection 	<ul style="list-style-type: none"> ■ Improving profitability and supporting business activities of partner restaurants ■ Strengthening rider safety and health management ▲ Enhancing brand trust 	
	High	<ul style="list-style-type: none"> ■ Innovating working environment and supporting work-family balance ■ Employee health and safety management 	<ul style="list-style-type: none"> ● Expanding green delivery methods ■ Securing and cultivating talent ■ Communication culture reflecting Baemin-ness ■ Employee diversity and inclusion (Human rights-based management) ● GHG emissions reduction 	
	Moderate	<ul style="list-style-type: none"> ● Environmental compliance ■ Fostering a healthy review culture ■ Sharing knowledge and culture and providing diverse educational opportunities 	<ul style="list-style-type: none"> ● Food waste reduction and management ■ Enhancing food hygiene management and information provision 	
		Moderate	High	Very high
		Environmental and social impact		

List of materiality topics

● Very high ○ High

Ranking	Issue	Environmental and social impact	Financial	Related stakeholders	Relevant section
1	Improving profitability and supporting business activities of partner restaurants	●	●	Partner restaurants	CH4-1 Growing Together
2	Strengthening rider safety and health management	●	●	Riders	CH4-2 Ensuring Safety and Health from End to End
3	Enhancing brand trust	●	●	Customers Partner restaurants Riders	CH3 Cornerstone for Sustainable Happiness
4	Sustainable packaging and plastic reduction	●	○	Customers Local communities Government Partner restaurants	CH4-4 Green Delivery Culture
5	Fair trade and ethical management	○	●	Employees Local communities Government Partner restaurants	CH5-1 Ethical Management
6	Strengthening privacy protection	○	●	Customers Partner restaurants	CH5-2 Privacy Protection
7	Mutual growth with local communities	●	○	Local communities	CH4-3 Social and Food Safety Net
8	Improving customer satisfaction and ensuring protection of their rights	●	○	Customers	CH4-6 Customer Satisfaction
9	Investing in innovative technologies and securing competitiveness	●	○	Investors Employees Local communities	CH5-3 Technological Development
10	Building advanced delivery partnerships	●	○	Riders	CH4-2 Ensuring Safety and Health from End to End

4 Shared Values

We strive to realize social value together with all our stakeholders and to build a sustainable future for the delivery and restaurant industries. We are continuing our wide-ranging efforts to help restaurant owners run their businesses with stability and confidence, enable riders to work more efficiently and safely, and provide customers with trusted, reliable services. In addition, we are sparing no effort to foster an environment where our employees work with pride, to deepen our engagement with local communities, and to build a sustainable delivery culture rooted in responsible awareness of environmental issues. Moving forward, we will continue to strengthen trust with all our stakeholders and bring our vision of shared social value to life.

- 1 Growing Together
- 2 Ensuring Safety and Health from End to End
- 3 Social and Food Safety Net
- 4 Green Delivery Culture
- 5 The Best Company to Work For
- 6 Customer Satisfaction



1 Growing Together

Restaurant Owners

We are committed to providing practical support so that restaurant owners nationwide can focus on their business and achieve long-term growth. We offer practical, instantly applicable training through Baemin Academy and support restaurant owners with tailored growth strategies via customized on-site consulting. As part of our commitment to mutual growth, we help traditional market merchants and microbusiness owners expand their sales channels. We also share the latest industry trends and insights at the Baemin Restaurant Business Conference. In addition, cultural and emotional support programs, including the Baemin Music Concert, provide restaurant owners with respite and vitality from their busy lives. Building upon these efforts, Woowa Brothers aims to advance the restaurant industry and serve as a reliable growth partner for all restaurant owners.

Key Achievements

- 1** Cumulative participants in free training at Baemin Academy: Approx. 300,000 (2014 - Apr 2025)
- 2** Cumulative offline participants in the Baemin Restaurant Conference: Approx. 7,000 (Jan 2023 - Dec 2024)
- 3** Cumulative funding through the Woowa Restaurant Owner Care Fund and Scholarship for Children of Woowa Restaurant Owners: Approx. KRW 3.65 bn (Jan 2022 - Dec 2024)





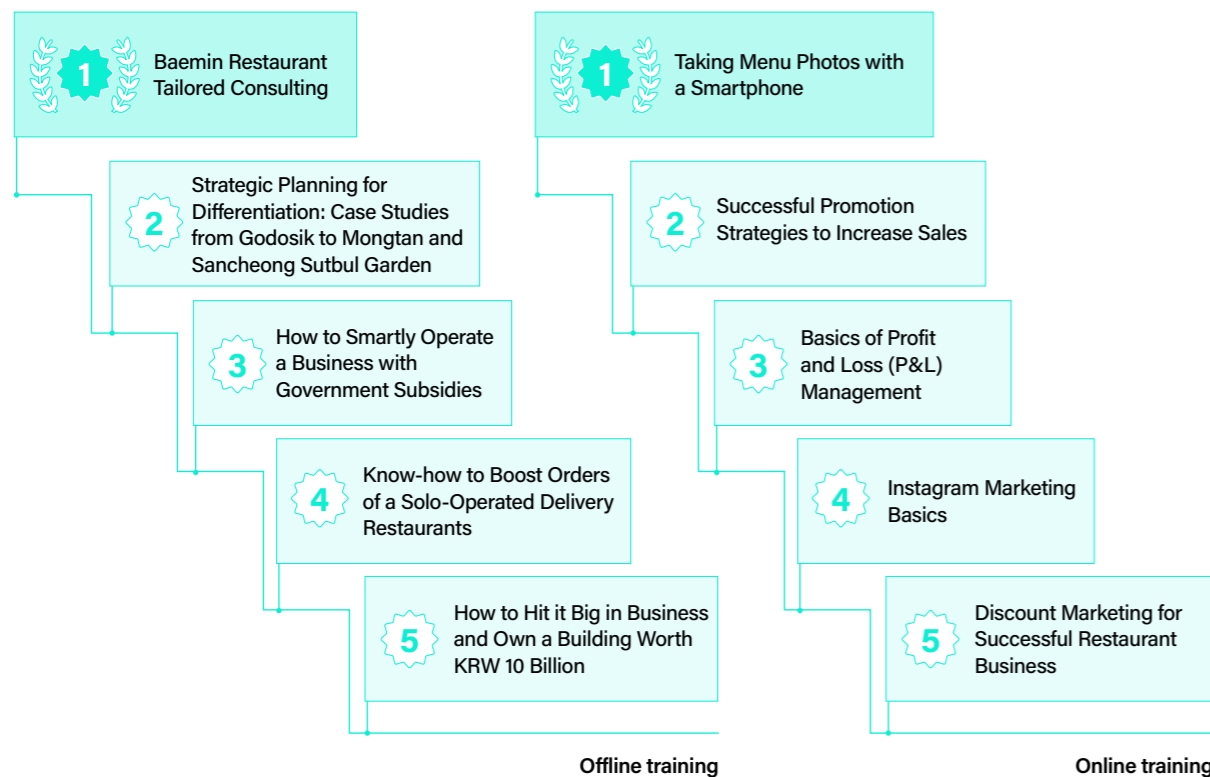
**Baemin Academy:
Eleven years of supporting education for restaurant owners since 2014**

Woowa Brothers has continued to provide free education through Baemin Academy since its inception in 2014, aiming to serve as a solid foundation for partners' growth. Baemin Academy offers a wide range of programs, from basic business training to the theoretical knowledge and practical knowledge necessary for restaurant management, and even one-on-one customized counseling and consulting. We listen deeply to our partner restaurants' concerns and help them achieve meaningful and tangible growth. To ensure learning opportunities for all, we offer in-person training at Baemin Academy's Seoul and Gyeonggi Centers, as well as live and recorded online courses that provide anytime access for partners in remote areas. As of April 2025, Baemin Academy has proudly surpassed 300,000 cumulative trainees, solidifying its position as the undisputed top restaurant business education institution in Korea.

Training achievements

Training format	Achievements in 2024		Cumulative achievements (2014 - Apr 2025)	
	Offline	Online/Real-time	Offline	Online/Real-time
Sessions	393	463	1,918	1,962
Trainees	8,237	47,444	45,364	257,561

Top 5 courses



Hands-on training and education initiatives in collaboration with local communities

Baemin Academy operates AI-powered hands-on training programs, equipping restaurants with immediately applicable marketing strategies and operational know-how. We provide practical education that enhances restaurants' operational efficiency and convenience—from creating social media content and promotional images/videos to planning brand jingles, automating customer service, and managing sales data. Additionally, we have collaborated with various government agencies to strengthen practical video training in essential areas for partners, including safety, hygiene, and business management. By working closely with public institutions to provide timely information on government policies and planning and producing practical content tailored to the on-site needs of restaurant business, we are building an educational foundation that offers tangible support for restaurants' business operation

Baemin restaurant owners' community "Baemin Friends" and study groups

Launched in 2020 as a study group of Baemin restaurant owners to grow and share knowledge together, Baemin Friends has now reached its 8th cohort, engaging 111 partners as of 2024. Baemin Friends fosters a healthy restaurant industry culture by offering diverse content, including Business Speeches, which shares industry know-how and programs aligned with its three themes: Together, Growth, and Sharing. We also support restaurant owners who have completed the Baemin Academy curriculum to become leaders, facilitating programs where they share their business expertise with fellow restaurant owners. Restaurant owners organize study groups and undertake challenge programs¹⁾ on diverse topics, including restaurant promotion, efficient operation methods, and strategies for boosting restaurant performance. By executing practical tasks and missions that can be immediately applied to their businesses, they gain opportunities for further growth.

¹⁾ These include: Instagram Challenge, Blogging Challenge, Menu Photo Challenge, AI Study Group, Workforce Management Study, Cleaning Calendar Challenge, Review Challenge, Baemin App Consultation Service, etc.

Baemin Friends themed programs

Together	Let's Get Closer (informal bonding program), Exploring Peer Restaurants, and Networking with Baemin Friends Alumni
Growth	Insightful Lectures on Doing Business Better, and Delivery Secret (delivery study group)
Sharing	Volunteer activities providing food assistance to underprivileged groups, and Business Speeches to share business know-how

Optimizing Restaurant Management: Launch of the Restaurant Business Advisory Group

In April 2024, we launched the Restaurant Business Advisory Group to offer tangible assistance to restaurant owners in improving their operational efficiency. Comprising 12 experts—including professors, researchers, and chefs—the Advisory Group presented actionable solutions over the course of one year centered on five key themes: enhancing menu competitiveness, conducting efficient marketing, reducing ingredient costs, optimizing labor expenses, and implementing systematic profit and loss management. The insights derived from regular monthly in-person and written consultations led to 12 practical content series and 417 Baemin Academy training sessions. The culmination of this effort is the publication of our *One-a-Day Restaurant Management Guidebook*, designed to help restaurant owners independently review and implement their own business strategies. This book organizes the common on-site challenges partners frequently face into four core themes—increasing sales, reducing costs, breaking down profit and loss, and multiplying growth. It is designed to guide practical management improvements based on a total of 21 questions and actionable tasks. We aim to be a reliable partner, sharing the management concerns and supporting sustainable growth through various programs linked to activities of the Advisory Group, including the guidebook, restaurant management seminars, and the Baemin Restaurant Business Conference.



Publication of *The Restaurant Business: Real Questions, Real Answers*

“Where and how should I start my business?” and “How did other owners solve their operational challenges?” Our book *The Restaurant Business: Real Questions, Real Answers* provides practical answers to the realistic questions restaurant owners face while running their business. This hands-on guidebook for the restaurant industry was published by Baemin Academy, our free education institution, to mark its 10th anniversary. The book addresses the 15 most common questions restaurant owners ask—covering everything from starting a business to operations, marketing, and growth—such as “Why am I not making a profit even though I sell a lot?”, “Is it possible to have family-like employees?” and “Is a diverse menu better, or a simple one?” The 15 current restaurant owners who studied and grew together at Baemin Academy, alongside five field experts, provide sincere answers based on their experience and insights. The *Restaurant Business: Real Questions, Real Answers* serves as a valuable guide not only for those currently in the restaurant industry but also for aspiring entrepreneurs preparing to start a business and anyone seeking to understand the realities of self-employment. Furthermore, all proceeds from the book’s sales are donated to support children facing food insecurity in Korea, realizing the value of a warm, virtuous cycle.

**Strengthening menu competitiveness:
(1) Money-Making Cost-Effective Dish Campaign**

In 2024, the core trends for the restaurant industry were “single-serving menu items” and “cost-effective dishes.” In response, Baemin Academy operated its annual Baemin Restaurant Menu & Recipe Consulting Program to help restaurant owners adapt to such changing consumer trends. The Program targeted 50 restaurant owners and developed 100 cost-effective single-serving menu items (two per person), providing on-site customized consulting and menu photography to ensure tangible sales results. Additionally, reflecting the demand for side dishes, we collaborated with CJ to conduct a seven-week intensive consulting program for 12 restaurant owners. This process resulted in the development of 24 side dish recipes (two per person) utilizing CJ products. The restaurant owners who completed the program gave positive feedback, noting they learned practical, applicable concepts for their restaurants and experienced tangible benefits like enhanced competitiveness and increased sales—turning insight into impact.

Campaign activities

<p>Monthly Feature with Read-Through Quiz Event</p>	<p>We published five posts introducing types of cost-effective menu items such as “filling dishes” and “single-serving dishes,” their success stories, and know-how. Specifically, we provided self-diagnosis tools for restaurants by analyzing suitable menu items based on standard recipes, costs, and sales volume for each dish. This was followed by a quiz event to reinforce understanding of cost-effective menu items.</p>
<p>Baemin Cost-effective Menu and Recipe Consulting</p>	<p>We conducted seven weeks of consulting for restaurant owners seeking to boost supplementary sales or attract new customers in office and single-person household districts. We selected 15 restaurants and assisted them through the entire process, from menu analysis and diagnosis to menu item development, Baemin app registration, and sales.</p>
<p>Cost-effective Menu Strategist</p>	<p>Restaurant owners who participated in the development of cost-effective menu items share their menu composition and sales experiences through videos.</p>

**Strengthening menu competitiveness:
(2) Menu board enhancement & Baemin Photo Studio**

Baemin Photo Studio is a photography support program launched to strengthen menu competitiveness for partner restaurants, involving a total of 50 restaurants. Dedicated in-house photographers and food stylists collaborated to capture high-quality images of each restaurant’s signature dishes, producing a total of 100 menu photos. These photos were then applied to update the restaurant pages within the Baemin app, enhancing the visual appeal of the menu and positively influencing customer purchase decisions. Restaurant owners’ satisfaction was exceptionally high. In particular, as menu photos are a key driver in consumer choice on delivery platforms, the project delivered tangible results: numerous on-site reports confirmed increased sales following the photo update.

Price Stability Expedition

We run the monthly Price Stability Expedition campaign to help restaurant owners purchase necessary supplies and food items affordably and use them efficiently. Specifically, we provide delivery-related products at affordable prices and offer additional vouchers to help reduce costs incurred in the delivery business. The Price Stability Expedition is a collaborative campaign involving Baemin Restaurant Supply, Baemin Academy, and Baemin Restaurant Business Portal. It organically integrates commerce, education, and content for restaurant owners, delivering tangible benefits and supporting long-term growth. Baemin Restaurant Supply offers essential ingredients and delivery supplies at low prices to mitigate financial burdens, while Baemin Academy provides free recipe training to help restaurant owners develop menu items using purchased ingredients. Additionally, Baemin Restaurant Business Portal provides easy-to-understand content—including price trends for supplies and food items, and usage tips—to strengthen the foundational business capabilities of restaurant owners. A video introducing delivery supplies, created to guide restaurant owners on selecting the right supplies, garnered high view counts on YouTube, drawing significant interest from many restaurant owners.

Partnership on content creation for microbusinesses (MOU with the Korea Foodservice Industry Association)

In 2024, Baemin Academy collaborated with the Small Enterprise and Market Service (SEMAS) to jointly produce educational video content designed to support the growth of restaurant owners. The content is available on both the Baemin Academy website and SEMAS Knowledge & Learning Center website, allowing more restaurant owners to benefit from the training. This collaboration is an extension of the joint production initiative executed in 2023, with the educational scope further expanded in 2024 to include content on “How to Use Baemin Services.” Notably, prominent industry figures and the Restaurant Business Advisory Group directly participated in content creation, delivering practical business insights to self-employed restaurant owners. Furthermore, customized video content was planned and produced focusing on the Five Core Pillars of Efficient Restaurant Management: menu, marketing, customer management, operations, and delivery/packing. This provided concrete assistance in strengthening restaurant owners’ business competencies and boosting sales. This public-private collaboration stands as a benchmark for supporting the sustainable growth of small restaurant businesses, resulting in high educational satisfaction and participation rates.

Baemin Restaurant Tailored Consulting

One major challenge for restaurant owners is finding efficient ways to utilize the delivery app to overcome the physical limitations of their establishment and reach more customers. To address this challenge, we operated the Baemin Restaurant Tailored Consulting program in collaboration with restaurant business experts across various fields. Based on a comprehensive diagnosis—covering menus, advertising operations, and P&L performance, experts provided tailored solutions, laying the groundwork for participating restaurants’ growth. The results from the five-month consulting period (April to August 2024) demonstrate significant performance gains: Group A achieved a 131% increase in average sales and a 149% increase in order volume, while Group B realized a 36% increase in average sales and an 84% increase in new customers.

The Answer for Your Cafe & Baemin Wine Tasting

Baemin Academy provides restaurant owners with opportunities to connect with importers and distributors to strengthen their menu competitiveness in areas like alcoholic beverages and coffee, thereby helping them increase their average customer and total sales. To address practical concerns from restaurant owners, such as “What wine suits my restaurant?” or “Where should I source my coffee beans?”, Baemin Academy runs practical programs that allow them to meet, sample products, and consult with various importers and roasteries in one location. In 2024, a total of six sessions of the Answer for Your Cafe & Baemin Wine Tasting were held, with cumulative participation reaching 1,016 people. Participating restaurant owners reported high satisfaction as the event gave them the chance to directly communicate with various suppliers, compare product characteristics, and explore potential suppliers.

What they said about The Answer for Your Cafe & Baemin Wine Tasting



“The wine class was truly beneficial. They didn’t just introduce various importers, they also provided sourcing channels for wine-related supplies.”



“In my seventh year of running my own business, this was the first time I closed my restaurant for three hours to attend training. I trust Baemin, because they grow alongside small business owners.”



“It was great to meet verified roasteries all in one place.”



“I used to focus exclusively on roasteries in Seoul, but now I am considering expanding my sourcing to other regions.”

3 Expansion of Sales Channels for Microbusinesses

2024 K-Shopping Festa

Since 2021, we have participated in the K-Shopping Festa annually, enhancing customer benefits through various promotions and helping traditional markets and small businesses grow their online sales channels. During the Early ON K-Shopping Festa in March, we ran coupon promotions for 12 popular small/medium chicken brands, which achieved total sales of KRW 880 million, contributing to stimulating domestic consumption in the early spring season. The K-Shopping Festa in May featured discount events for small business owners across various Baemin services—including Vendor Delivery, Baemin Local Delicacies, Bmart, and Local & Special Deals (formerly Bulk Discount Service). We actively participated in the Festa's opening ceremony in Haeundae, Busan, providing on-site event support for the Companion Beverage booth operated by the Cafe Owner Cooperative Organization, thereby helping boost domestic consumption. Furthermore, as the year drew to an end, we ran an exclusive promotion for My Neighborhood Philanthropic Stores (within the Going Together Section), which feature restaurant owners making a positive impact on their communities. This initiative led to a 20% increase in sales for those restaurants. At the opening ceremony held near Hongik University in Seoul, we operated the Baemin Growing Together booth to promote these socially valuable restaurants to a wider audience. We plan to continuously launch diverse special events and promotions to boost sales for small and medium-sized businesses and create valuable impacts within local communities.

2024 K-Shopping Festa Participation Details

Early ON K-Shopping Festa in March	- Launched a voucher promotion supporting small and medium-sized chicken brands, achieving total sales of KRW 880 million
K-Shopping Festa in May	- Participated in the opening ceremony held in Busan, supporting the Cafe Owner Cooperative Organization's Companion Drink promotion - Provided delivery discount vouchers nationwide to stimulate consumption from restaurants - Hosted a shopping event offering up to 50% discounts on traditional market products on Baemin Grocery & Shopping - Ran a special discount promotion across all Local & Special Deals products to boost regional specialty sales
K-Shopping Festa in December	- Operated an event booth at the opening ceremony at Hongik University, promoting Baemin Growing Together and engage visitors with on-site programs - Offered exclusive discount vouchers for My Neighborhood Philanthropic Stores within the Baemin Growing Together section, increasing their sales by approximately 20% - Provided special discount benefits at 20 food brands, including chicken and pizza - Ran a 30% discount event for traditional market products on the Local & Special Deals service

Scale of the 2024 K-Shopping Festa series



No. of participating restaurants

44,017

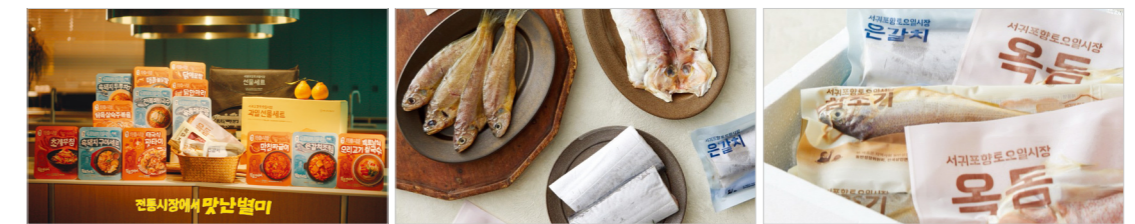
2024 Korea Sale Festa

We actively participated in the 2024 Korea Sale Festa, sponsored by the Ministry of Trade, Industry and Energy, joining forces with leading food brands to achieve total sales of KRW 25 billion. This initiative contributed to boosting consumption and revitalizing the domestic economy. To ensure all citizens could enjoy delicious food at affordable prices, we collaborated with Korean consumers' favorite chicken brands such as BBQ and BHC, as well as other brands like Domino's Pizza, Baskin-Robbins, and Paris Baguette. Moving forward, we will continue to participate in events that boost the local economy, striving to provide customers with affordable dining options while supporting participating restaurants in expanding sales and achieving sustainable growth.

Supporting sales channels for microbusinesses:

(1) Developing specialized traditional market products

We support traditional markets by enabling nationwide delivery of their products through our commerce services. Based on a mutual growth MOU signed with the Korea Merchant Association and the Korea Commission for Corporate Partnership, we collaborated for six months from February 2025 with Daegu Waryong Market, Seogwipo Traditional Five-Day Market, and Yongmun Market Cooperative. Together, we launched 'Local Delicacies from Traditional Markets' meal kits and gift sets, providing end-to-end support from product development to production and sales. Notably, the Seogwipo Traditional Five-Day Market Gift Set generated KRW 20 million in revenue through special deals and promotions during the 2025 Seol holiday. We plan to continue supporting initiatives that enhance the profitability and self-sustainability of traditional markets through various collaborations.



Supporting sales channels for microbusinesses:

(2) Launching online grocery shopping service for traditional markets

Since launching the online grocery shopping service for traditional markets, we have expanded sales channels for 10 traditional markets nationwide, including Yangsan Nambu Market in Gyeongsangnam-do, Bucheon Jungdong Sarang Market, and Daejeon Hanmin Market. Customers can order and receive deliveries from multiple stores in a single transaction, while traditional market merchants can generate new revenue streams.

4 On-site, Tailored Consulting and Operational Support

Mutual growth MOU to boost local agricultural product sales

In April 2024, Woowa Brothers signed an MOU with Chungcheongnam-do to expand agricultural product sales channels to revitalize local agricultural distribution. By showcasing rigorously inspected, premium-quality produce—sourced through contract farming with local Nonghyup cooperatives in Chungcheongnam-do—directly on the Baemin app, we have contributed to establishing stable sales channels and sustainable distribution foundation. Through regular promotions and joint marketing efforts, annual sales of Chungcheongnam-do produce reached KRW 10 billion as of February 2025. This sales increase was also driven by the launch of ultra-small portion products, such as three Cheongyang peppers or 30g of peeled garlic, which resonated with the latest consumer preferences, further boosting sales. Moving forward, we plan to continue developing new products and collaborating with Chungcheongnam-do to support the branding and boosting sales of the region's produce.

Commendation from the Korea Commission for Corporate Partnership

At the 2024 Win-Win Distribution Awards held by the Korea Federation of Small and Medium Business (KBIZ), Woowa Brothers received a Commendation from the Korea Commission for Corporate Partnership in recognition of its activities for mutual growth, including supporting the onboarding of traditional market merchants and expanding sales channels. Jointly hosted by the KBIZ along with the Korea On-Line Shopping Association, Korea Department Store Association, and Korea Chainstores Association, the Awards present government awards to enterprises that demonstrate exceptional mutual growth practices. To support the digital transition of traditional market merchants—who have long been reliant on offline sales—we supported their entry into online grocery services, developed specialized products leveraging traditional market goods, and expanded nationwide sales channels. Additionally, in partnership with various local governments and the Ministry of SMEs and Startups, we supported the expansion of online sales channels for agricultural, livestock, fishery, and specialty food businesses nationwide. Furthermore, we implemented mutual growth activities such as a KRW 100 billion financial program to strengthen the resilience of micro businesses.



Woowa Labor Consulting

Since 2023, we have operated the Woowa Labor Consulting program to support small and medium-sized businesses struggling with complex labor issues. The program assisted 1,230 businesses by offering labor consulting and training support from July 2023 to December 2024. To help busy business owners, we provided one-on-one, on-site consulting where certified labor experts visit the restaurants, group training sessions on the Labor Act, and a labor consulting case study guidebook. We also added real-time phone consultations to allow them to receive feedback and respond during business operations. To ensure more microbusiness and SME owners benefited, we extended the program's reach by collaborating with organizations representing microbusiness interests, such as the Korea Federation of Micro Enterprise, the Korea Bakery Association, and the Cafe Owner Cooperative Organization, as well as SME-related public institutions like the Korea Commission for Corporate Partnership and the Korea SMEs & Startups Distribution & Marketing Agency.



Early settlement of payments

We operate a three-day settlement cycle for restaurants on Baemin (excluding some Baemin Grocery & Shopping sellers), supporting their stable cash flow. Particularly during major national holidays such as Seol and Chuseok, we advance settlement payments to support our partner restaurants' cash flow. In 2024, we advanced the settlement dates by five days for Seol and six days for Chuseok, making early payments of KRW 59.6 billion for Seol and KRW 47.8 billion for Chuseok, to partner restaurants.

My First Store Loan

The My First Store Loan is a financial support program that helps partner restaurants overcome lease uncertainties and focus on their business operations. Under the program, Woowa Brothers contributed KRW 5 billion and KB Kookmin Bank established a loan fund of KRW 50 billion. This fund supports restaurants who have operated leased stores for over 10 years with up to KRW 1.5 billion, enabling them to purchase their own establishments. Woowa Brothers also provides collateral of up to KRW 600 million. Since 2021, three annual rounds of the program have supported three restaurant owners in acquiring their stores. In the third-year program, which concluded on October 14, 2025, 23 restaurant owners received loan recommendation letters.

5 Sanitation and Food Safety



Promoting the hygiene rating system

Since signing an MOU on Food Safety Information with the Ministry of Food and Drug Safety in 2017, Woowa Brothers has consistently broadened the scope of the MOU with every renewal. This ongoing effort reflects our steadfast commitment to raising restaurant sanitation and food safety standards to safeguard customer health and food safety. We are expanding the application of the hygiene rating system¹⁾ for delivery-only restaurants and offering more proactive guidance on hygiene management practices for restaurants listed on our delivery app. By integrating with public data provided by the Ministry of Food and Drug Safety, we openly and transparently disclose restaurant hygiene ratings and administrative penalty history (such as violations of the Food Sanitation Act) on the Baemin app. This ensures customer safety and informed decision-making, while enabling our partner restaurants to build lasting trust by effectively communicating their hygiene status.

¹⁾ The restaurant hygiene rating system of the Ministry of Food and Drug Safety evaluates the hygiene status of each restaurant every three years and assigns a rating (Excellent, Very Good, or Good) to establishments that meet the standards.

MOU on an integrated solution for restaurant automation and hygiene management

Driven by intensifying labor shortages and a heightened emphasis on hygiene, the restaurant industry is seeing a rapid increase in demand for automated store operation and integrated hygiene solutions. To address these needs, Woowa Brothers' subsidiary B-ROBOTICS partnered with CARE1, a hygiene management specialist, to develop an integrated store solution. This solution combines an advanced hygiene management system with automation solutions centered on serving and cleaning robots. This collaboration is designed to reduce operational pressure and strengthen hygiene standards, by establishing a restaurant environment where the entire serving and cleaning process is seamlessly automated. Through this, we aspire to enhance customer satisfaction and strengthen restaurant credibility, while providing restaurant owners with meaningful improvements in operational efficiency.

6 Emotional Support for Restaurant Owners and Trend Exchange



Baemin Restaurant Conference
ceo.baemin.com/event/conference-2024



Baemin Restaurant Conference (formerly Baemin Restaurant Owners Festival)

Over the past four years, the Baemin Restaurant Conference has drawn 330,000 restaurant owners and industry professionals, both online and offline. The 2024 event was held on December 17 at the COEX Grand Ballroom to help restaurant owners develop tailored management strategies. This year, the Conference expanded beyond the emotional care and motivation-focused programs featured at the previous Baemin Restaurant Owners Festival. Instead, it provided more specialized strategies for the sustainable success of restaurants, based on insights of the restaurant business advisory group we have operated for a year. The Conference featured lectures filled with insights that could be immediately applied to restaurant operations, covering from mastering Baemin app use to driving sales growth, reducing costs, and staying informed about restaurant industry trends. In 2024, approximately 2,000 restaurant owners attended the in-person event, responding with great enthusiasm.

Sessions and programs

Restaurant Industry Insights: Guide to next year's restaurant industry trends and success strategies	<ul style="list-style-type: none"> - Revealed 2025 restaurant business success strategies: Uniqueness and efficiency - Began with a keynote speech by Professor Kyuwan Choi, Chair of the Restaurant Advisory Group. Success strategies were also shared by various experts including Chef Taehoon Lim (Cheolgabang), YouTuber Kwon Pro (Jangsa), and Chef Chanil Park.
Baemin Insights: Tips for running a better delivery business with the Baemin app	<ul style="list-style-type: none"> - First-ever public disclosure of exclusive Baemin data - 2025 Baemin Trends and the latest popular/new menu items - Revealed strategies for boosting sales on the Baemin app based on case studies
Restaurant Operation Insights: Revealing veterans' secrets for boosting sales and reducing costs	<ul style="list-style-type: none"> - Best-in-class sessions centered on practical workshops covering topics such as AI, short-form marketing, and recipe development - Owner-led classes where active restaurateurs personally share their proven know-how on increasing sales and cutting costs
Partner Restaurant Benefits: From Baemin services to partnership perks	<ul style="list-style-type: none"> - Offline opportunities to experience and sample popular foods and supplies from Baemin Restaurant Supply - Hands-on trials of restaurant operation solutions like Baemin Order and Baemin Robot - Partnership benefits in areas such as finance, tax, staffing, and operations - One-on-one consultation booths within the Baemin app designed to help resolve operational questions



Baemin Trends & Restaurant Business Trends
 ceo.baemin.com/trend

Baemin Trends & Restaurant Business Trends

The restaurant business environment, industry trends, and customer needs are changing rapidly, and it's not always easy for restaurant owners focused on day-to-day operations to capture these shifts and adapt in time. To meet this challenge, Woowa Brothers annually plans and publishes its Baemin Trends and Restaurant Business Trends reports. These reports, based on real data, ensure that partner restaurants and restaurant industry professionals are equipped with timely insights and actionable information for restaurant operations. Baemin Trends, based on Baemin data and customer surveys, provides perspectives on today's delivery customers—their preferences, the type and characteristics of popular menu items, and peak ordering times and seasons on the Baemin app. Baemin Trends is published twice a year, as Spring/Summer and Fall/Winter editions. The Baemin Trends 2025 Spring/Summer edition highlighted the increase in single-serving dish orders and emphasized the rising importance of catering to customers pursuing healthy eating habits. The Restaurant Business Trends report, on the other hand, analyzes keywords and data from various media and channels, selecting the key industry trends and publishing them four times a year, on a quarterly basis. For Q1 2025, the report selected the following trend keywords: Seasonless Ice—representing the popularity of iced menu items enjoyed year-round; New Wave Gukbap—capturing the innovation and variety in rice soup offerings; and Slow Aging—a health-focused movement resonating across all age groups and customer demographics. To ensure these insights could be put into practice, we also provided specific application methods and actionable alternatives, based on consultation with restaurant experts.

Baemin Music Concert: Take a break today to recharge for tomorrow

The Baemin Music Concert, a unique music event hosted by Woowa Brothers, offers a day of healing and respite for busy restaurant owners from their tireless work. Going beyond a simple performance, Woowa Brothers sought to create a moment where restaurant owners' lives and stories could be genuinely heard, thereby sharing culture, empathy, and heartfelt comfort together. Beginning in Seoul, Gyeonggi, and Busan in 2023, the Concerts expanded in 2024 to a total of six cities, journeying through the romance of the seasons: Daegu in spring, Gwangju in summer, and Daejeon in autumn. A total of 2,470 restaurant owners participated in the six concerts, recording an exceptional average satisfaction rating of 4.8 out of 5 across all events.

What makes the Baemin Music Concert special?

Customized concert for restaurant owners	<ul style="list-style-type: none"> - A traveling concert to reach restaurant owners nationwide - A concert scheduled for weekday daytime hours to relieve the emotional strain on restaurant owners
Concert centered on restaurant owners' stories	<ul style="list-style-type: none"> - A time for sharing, empathizing with, and encouraging restaurant owners' business stories - Each concert is offered under different themes related to running a business
Concert for creating special memories with loved ones	<ul style="list-style-type: none"> - Companions (fellow business owners, staff, family, friends, etc.) are welcome to join the fun. - Various events and side activities are available to create special memories with fellow attendees

What they said about Baemin Music Concert



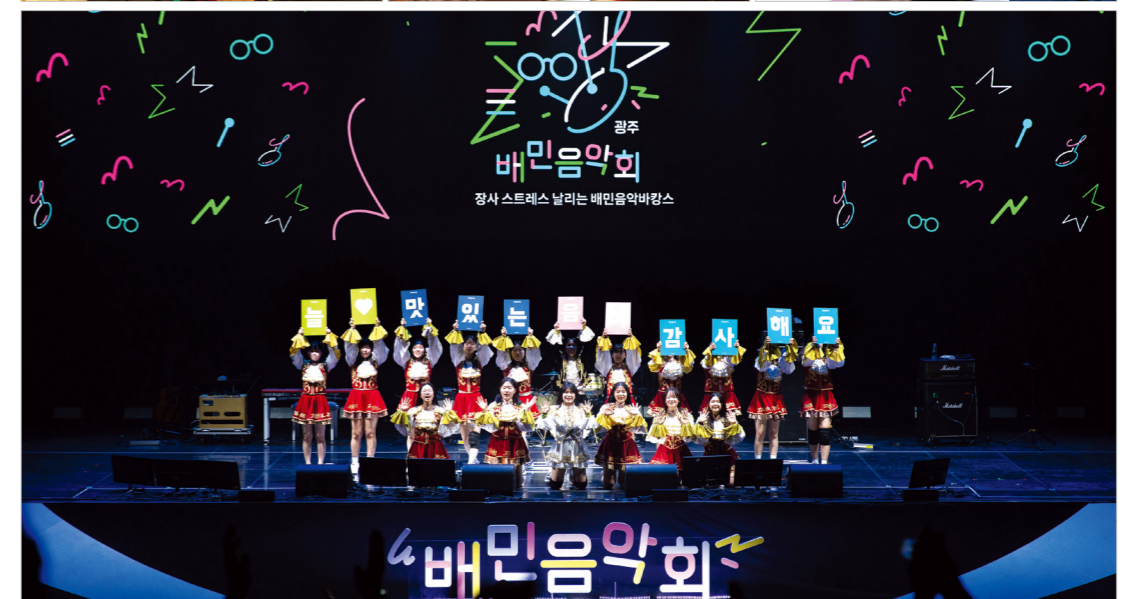
"It was truly wonderful to hear peer restaurant owners' stories, empathize together, and share tears and laughter. Unlike other concerts, the most defining feature was being able to connect under the shared title of 'restaurant owner', and it was really touching. When my name and the name of my establishment appeared on the screen at the very end, tears just poured out. The title 'owner' beside my name reignited a profound sense of responsibility and motivated me anew. It was deeply moving." — **Cheongwon Park, Owner of *This Is Bokkeumbab* Jungnam-gu Branch (Baemin Music Concert in Daegu)**



"We self-employed owners live fiercely day by day, yet we rarely have time to care for ourselves. Baemin Music Concert gave me a day to truly refresh myself, and I gained the strength to keep going after attending the event. Go Baemin!" — **Jinhyeok Yoo, Owner of *Injung Fried Gaegeum* Branch (Baemin Music Concert in Gwangju)**



"After bustling around in my restaurant all summer, it felt truly refreshing, as if I had returned from a long journey. That energy gave me the strength to leap forward again. Thank you." — **Pilnyeo Kim, Owner of *Jokboitneun Gukbap* Siheung Sincheon Branch (Baemin Music Concert in Daejeon)**





Woowa Restaurant Owner Care Fund
woowasajangnim.or.kr



Woowa Scholarship for Children of Restaurant Owners
woowa.janghak.org

Emergency assistance for restaurant owners' medical and living expenses

The Woowa Restaurant Owner Care Fund provides financial assistance to restaurant owners facing hardships from sudden illness or accidents to help them cover their medical bills and support their recovery. It was established with a KRW 10 billion donation from our founder, Bongjin Kim, and his wife, Bomi Sul, along with annual contributions from Woowa Brothers. Operated in collaboration with Bong & Sul Initiative and Hope Bridge Korea Disaster Relief Association, the Fund aims to support restaurant owners' recovery and their return to daily life in the short term and to strengthen the stability of the restaurant industry ecosystem in the medium to long term. Any restaurant owner with annual sales of KRW 300 million or less, or earning up to 140% of the median income is eligible, regardless of their onboarding status on the Baemin platform. The Fund covers up to KRW 17 million in out-of-pocket medical expenses incurred during treatment and rehabilitation. From 2022 to 2024, approximately KRW 3.65 billion was distributed to 1,034 restaurant owners. In 2024 alone, medical and living expenses totaling about KRW 760 million were provided to 180 restaurant owners.

What they said about Woowa Restaurant Owner Care Fund



"Without this financial support, I would have been brought down by illness and unable to continue my franchise business. But now I am ready to take on challenges again. I am truly grateful for the help from the Fund and hope that many more microbusiness owners will learn about this initiative." — **Restaurant owner 1**



"Now that I have regained my health, I want to help others facing similar hardship. I will never forget the support I received, and I am determined to become someone who delivers a message of hope." — **Restaurant owner 2**

Scholarship program for children of restaurant owners

Woowa Brothers, together with Bong & Sul Initiative, operates a scholarship program that fosters educational opportunities for the children of restaurant owners. Funding was secured through KRW 10 billion donated to the Community Chest of Korea by our founder, Bongjin Kim, and his wife, Bomi Sul, following their commitment to the global wealth-giving campaign, the Giving Pledge, along with additional contributions from Woowa Brothers. The Fund is operated by JUMP, a non-profit social venture company. In the initial stage of the program in 2022, it was operated for high school and college students whose parents had operated a restaurant for more than a year. The program was expanded in 2025 to include children of all active restaurant owners, regardless of whether they are onboarded on Baemin. In 2024, the program also offered high school scholarship recipients career mentoring and college admissions consulting services, contributing to narrowing the information gap for students living in non-metropolitan areas. Meanwhile, university scholarship recipients were given the opportunity to explore career paths and seek guidance on their career concerns through mentoring by Woowa Brothers employees.

Impact of the Woowa Scholarship for Children of Restaurant Owners

Academic impact	Among university students and overseas students who received the scholarship, the proportion of A grades rose by an average of 2%, while the share of high school recipients performing in the mid-to-high academic range increased by 10.9%.
Student retention	Among recipients, 41.7% of university respondents reported having considered a leave of absence before their scholarship selection. After selection, the leave-of-absence or graduation deferral rate in the first semester of 2025 decreased to 15.6%. For students who received the scholarship more than once, the rate fell further to 6.3%, indicating that scholarship support strengthens academic continuity.
Balancing work and studies	Scholarship support had a significant impact on recipients' part-time work, allowing more time for their studies. After selection, university recipients' part-time work decreased by 28.1%. Among those who stopped working part-time, their proportion of A grades was approximately 9.1% higher than that of those who continued to work.
Change in family relationships	96.6% of scholarship recipients reported a deeper understanding of the challenges their parents face in the restaurant industry, while 91.6% noted positive changes in their family relationships. Notably, 100% of recipients selected more than once for the scholarship reported positive changes within their families.

What they said about Woowa Scholarship for Children of Restaurant Owners



"Thanks to the Woowa Scholarship for Children of Restaurant Owners, I was able to reduce the burden of part-time work and focus entirely on preparing for certifications and job hunting. In my first semester of senior year, I took 19 major credits and achieved my highest GPA ever, and ultimately landed my dream job. Thank you for helping me pursue the future I have always envisioned."

Woowa Mentoring Concert for children of restaurant owners

Launched in 2023, the Woowa Mentoring Concert is an inspiring event where recipients of the Woowa Scholarship for Children of Restaurant Owners reflect on the past year and gain motivation to dream even bigger for the future. This event provides a rich spectrum of growth opportunities, including networking sessions where participants bond over their shared identity as children of restaurant owners, and talk concerts led by mentors who served as their role models. In 2024, 73 scholarship recipients gathered at the Woowa Brothers headquarters, where special mentor Chef Hyunseok Choi delivered a talk titled "Finding Your Own Aspirational Style." Woowa Brothers will continue to provide such opportunities for growth, empowering the children of restaurant owners to dream bigger and move forward with confidence.

2 Ensuring Safety and Health from End to End

Riders

Woowa Brothers and Woowa Youths are making diverse efforts to create an environment where riders' safety and health are ensured throughout every step of the delivery process. At Baemin Rider School, we provide safety training customized for field operation practices, establish robust rider safety and health management policies, and operate the Rider Safety Management Committee that reinforces the foundation for systematic rider safety. Through comprehensive risk assessments, we analyze key hazards and enhance our prevention-focused safety management system with effective follow-up measures. In addition, we have established the Woowa Rider Care Fund to support riders facing financial hardship due to accidents, and our Rider Support Fund for Shared Growth supports the sustainable operations of Baemin Connect riders. To provide a delivery service that customers can trust, Woowa Brothers will continue to place the health and safety of riders above all else, advancing a sustainable delivery environment built on systematic management.

Key Achievements

- 1 Cumulative training participants of Baemin Rider School: 21,364 (Jan 2021 - Jun 2025)
- 2 Extreme weather relief supplies provided: 40,000 items (Jan 2024 - Jun 2025)
- 3 Cumulative beneficiaries of Bae-nedit (benefits for Baemin Connect Riders): 50,000 (as of Dec 2024)
- 4 Cumulative support of Woowa Rider Care Fund: KRW 2.1 billion provided to 375 riders (Jun 2019 - Dec 2024)





Baemin Rider School
baemin-rider-school.oopy.io/



Baemin Rider School: The foundation for a safe delivery culture

Baemin Rider School is the industry's only dedicated safety and delivery training institution for two-wheeled vehicles, created to ensure the safety of delivery workers and fulfill our social responsibility. Following the first-generation model, which operated through outsourced training in partnership with an external institution, the second-generation model established its own safety training center, laying the foundation for in-house education. It has since advanced into its third-generation model, with a field-based training center replicating real road conditions and supported by a systematic curriculum that substantially enhances rider capabilities. Through this evolution, Baemin Rider School has established itself as a distinctive institution offering tailored, field-based education. In 2024, 4,422 riders completed training, bringing the cumulative number of graduates to 21,364 as of June 2025. Training satisfaction remains high, averaging 9.7 out of 10, with particularly strong satisfaction scores reported for motorcycle safety and maintenance, CPR, and mental health care training. Looking ahead, Woowa Youths is preparing the fourth-generation model. We plan to establish a new training center in Hanam to provide riders with a safe and professional training environment.

Case Launching online education

Baemin Rider School launched online training for riders who face time or location challenges in attending in-person programs. Woowa Brothers established a dedicated task force on November 29, 2024, with the goal of expanding access to training, closing gaps, strengthening rider competencies, and building a sustainable education system. Following three months of operational and technical preparation and content development, the first lecture was held on February 24, 2025. As of May 2025, a total of six courses have been delivered, including a three-part series on traffic accident handling and reducing insurance costs, as well as courses on comprehensive income tax filing, family-focused education (Family Month Special), and motorcycle riding and maintenance. As a result, the number of course completers surpassed 1,000 in just three months from the launch of the first lecture (February 2025 - May 2025). Moving forward, we plan to integrate online and offline education programs at Baemin Rider School in Hanam, while also expanding the course content and scope of trainees.



What riders said about Baemin Rider School's online education



"The instructor kindly explained everything in detail, answering my questions about accidents when making right turns from the second lane or going straight from the third lane."



"The content was brief but packed with necessary information, and I learned accident-handling procedures in detail."



"They used real-life cases in the explanations, which made it easy to understand, and reminded me of how essential safe driving is."



"The explanation of fault ratios was more trustworthy than the insurance company's, and the tips on saving on insurance costs were really helpful."



Expansion and relocation of Baemin Rider School to Hanam

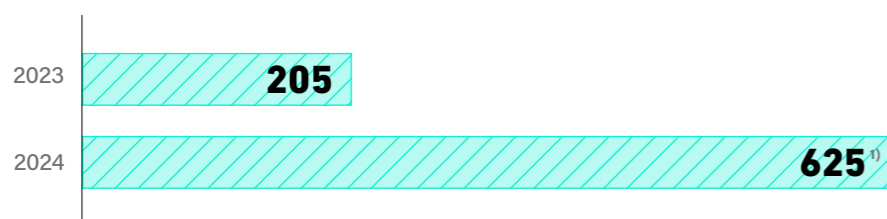
To create a safer working environment for riders, we are expanding Baemin Rider School to a facility of approximately 8,000 m² in Hanam. The new Baemin Rider School will feature an indoor delivery training hall simulating real road conditions, and a VR-based safety experience zone. All practical training will be conducted using eco-friendly electric two-wheelers, aiming to contribute to the transition to decarbonization of the delivery industry. Once completed, Hanam Baemin Rider School is expected to train up to 10,000 riders annually. The facility will host a variety of training sessions and campaigns, including onboarding for new riders, job retraining and safety campaigns.



Visiting Baemin Rider School for local riders

Visiting Baemin Rider School was launched to provide Baemin Rider School's safety training directly to riders in regions beyond the Seoul Metropolitan Area who cannot access the Baemin Rider School programs. In 2024, training sessions were held in five cities—Daejeon, Daegu, Busan, Gwangju, and Incheon. Furthermore, we are working closely with local governments to establish a nationwide rider training system. A total of 625 riders participated in the training, including 148 in Daejeon, 203 in Daegu, 123 in Busan, 38 in Gwangju, and 113 in Incheon. The curriculum covered a wide range of essential delivery and safety topics, such as preventing delivery errors and avoiding safety accidents. Notably, the Visiting Delivery Vehicle Care program was piloted in Busan in April 2024, and we are currently preparing to expand the program to Jeonju.

Visiting Baemin Rider School's safety training completers (Unit: persons)



1) Completers by region: Daejeon (148), Daegu (203), Busan (123), Gwangju (38), Incheon (113)

Baeramo: Rider Community for safe delivery

Baeramo, a name derived from the Korean words for "delivery," "rider," and "community," was launched to strengthen the partnerships and systematically gather on-site feedback. In 2024, its activities focused primarily on discussing the direction of delivery policy and training, and sharing rider experiences. As a result, 10 riders formally completed the community program, and the training content was enhanced based on their feedback. Beyond this, efforts are underway to ensure that voices from the field are reflected in our policy-making processes. Moving forward, we plan to carry out Baeramo activities on a monthly basis to revitalize the community and build a system for receiving feedback on an ongoing basis. We also plan to institutionalize community-engagement programs, such as volunteer initiatives and safety campaigns, while further enhancing execution systems to actively incorporate collected rider feedback into our policies.



Customized first aid training for riders

Reflecting the field request to "systematically learn CPR as part of safety training to better respond to or assist in emergencies," we developed a specialized emergency first aid training course customized for riders. The program includes theoretical instruction on the necessity and importance of CPR, practical hands-on training for real-world application, and guidance on the proper use of automated external defibrillators (AEDs). To cultivate safety awareness and strengthen rider knowledge, three training sessions are scheduled for the first half of 2025, with plans to expand the regional coverage of the training areas through Visiting Baemin Rider School.





Reflective Sticker Attachment Campaign for two-wheeled vehicles

The Reflective Sticker Attachment Campaign was launched following comprehensive consideration of ways to ensure safe riding during nighttime deliveries, when visibility is severely limited. The campaign provided riders visiting Bmart Gangnam/Yangjae Branch with customized reflective stickers (co-developed with 3M) for their delivery two-wheelers, as well as cold-weather relief supplies (such as neck warmers) sponsored by 3M. Live demonstrations on correct application were also included. As a result, over 200 riders received the reflective stickers and applied them directly to their delivery boxes in line with 3M's official guidelines. Moving forward, we plan to expand this initiative into a nationwide, regularly operated program. Additionally, we plan to develop a series of seasonally customized campaigns linked to the Extreme Weather Relief Supplies Project (cumulatively, 40,000 items valued at KRW 1.6 billion provided from 2021 to December 2024). All these efforts aim to foster a culture of active rider participation and safety practice, moving beyond one-way support.

Baemin Rider School Growth Program

We operated the Baemin Rider School Growth Program to provide specialized, rider-tailored training that strengthens not only practical job competency but also broader, indirect aspects of riders' personal growth, such as mental well-being, physical health, and financial and regulatory knowledge. The Program included: stress management training to address the mental demands of delivery work; musculoskeletal stretching routines to prevent fatigue and promote long-term health; a Christmas Wreath Making Workshop for riders who had difficulty spending time with family during the holiday season; and Smart Financial Education, a financial literacy program co-developed with the Credit Counseling & Recovery Service and Financial Supervisory Service. A total of 189 riders completed the Program through both online and offline formats. Participant surveys showed improvements in both job satisfaction and willingness to continue delivery work. Moving forward, Woowa Youths plans to expand training programs based on social value, including financial education and mental health care.

Rider safety and health management guidelines

Woowa Youths is committed to creating a safer delivery environment through diverse efforts. By conducting Korea's first rider risk assessments in collaboration with the Delivery Platform Union, we analyzed the specific causes of rider accidents and established practical measures for prevention. Furthermore, we provide on-site safety training, customized for riders using diverse means of mobility, including two-wheeled vehicles, bicycles, electric scooters, and walking. To ensure rider safety, Woowa Youths mandates that all riders complete occupational safety and health training before their first delivery, in line with the Occupational Safety and Health Act. This training is designed to reflect the distinct nature of the delivery business, incorporating diverse accident cases and prevention guidelines tailored to real-world delivery work environments. By communicating the main causes of accidents and effective countermeasures, we support our riders to carry out their duties more safely.

Rider Safety Management Committee

To systematize and enhance our accident reduction efforts, Woowa Youths launched the industry's first Rider Safety Management Committee. Based on its independence and expertise, the Committee provides ongoing consultation on Woowa Youths' overall industrial safety policies and supports the effective operation of the rider safety and health management system. Committee members, including the Chairperson of the Exclusive Bargaining Representative Union for Riders, participate to provide field-oriented opinions. They analyze and mitigate hazards based on actual rider feedback. Guided by the Committee's advice, we have also introduced a range of initiatives such as anti-slip measures, nighttime safety campaigns, and motorcycle maintenance support. Future plans include promoting prevention training against heat-related illnesses and safety accidents. Furthermore, the Committee plans to conduct data-driven analysis to objectively identify the causes of accidents and use the results to establish and implement systemic solutions for fundamental accident reduction.



Motorcycle Safety Guidebook

With the rapid growth of the delivery industry, we recognized the need for a specialized, systematic guide for riders exposed to traffic accident risks. In response, Woowa Youths has developed and distributed the Motorcycle Safety Guidebook, incorporating riders' needs and on-site feedback. The Guidebook aims to provide essential knowledge for motorcycle safety, from basic to advanced techniques, and serve as an operation manual for accident prevention and improved efficiency. The Guidebook, which underwent a review to enhance its expertise with input from the Baemin Rider School Advisory Group (including the Ministry of Land, Infrastructure and Transport and the Korea Transportation Safety Authority), features sections such as Correct and Safe Driving, Pre-Delivery Checklists, Useful Tips, and Essential Training. This initiative marked the delivery industry's first standardized safe operation guidelines, securing both the professionalism and practicality of rider training. In November 2024, the Yeongdo-gu Office of Busan granted approval for the use of Baemin Rider School's Motorcycle Safety Education content for public training. Moving forward, we plan to scale hands-on, field-based safety training programs incorporating the Guidebook content and will pursue broader licensing of the content by government agencies and local authorities aligned with its public purpose.

Rider Risk Assessment

Despite the lack of current legal standards for assessing risks faced by platform workers under the Industrial Safety and Health Act, Woowa Youths voluntarily conducted the Rider Risk Assessment to promote riders' safe operation. Conducted jointly with the Delivery Platform Labor Union, the Assessment analyzed the entire delivery process, from item pickup to drop-off. We identified 34 hazardous risk factors through accident record analysis, regular inspection on delivery sites, and feedback from active riders. A subsequent assessment involving 105 Labor Union riders further narrowed these down, resulting in three high-priority hazards requiring improvement¹⁾. Woowa Youths implemented corrective actions for the high-priority hazards and all other identified risks and plans to continue this Assessment and implement follow-up measures on an ongoing basis. Additionally, we plan to further refine the Rider Risk Assessment system through consultation with the Rider Safety Management Committee.

1) Slipping due to deteriorated road conditions (rain or snow), signal violations and speeding by other drivers, and poor road conditions (e.g., sand or surface damage).

Rider safety campaigns: Follow-up measures following the Rider Risk Assessment

Campaign	Details
Safety Campaign for Motorcycle Accident Prevention	This Campaign was launched to prevent accidents caused by signal violations and speeding by other drivers, which the Assessment had identified as a key area for improvement. In collaboration with the Ministry of Land, Infrastructure and Transport and the Delivery Platform Labor Union, we actively promoted safety awareness by distributing promotional materials and installing banners in high-risk areas to highlight the risk of motorcycle accidents caused by drunk driving.
Safety Check Campaign	This initiative was designed as a follow-up to address the most critical risks identified: hazards resulting from deteriorating weather and road conditions and inadequate motorcycle maintenance. The Campaign consisted of two major programs. The first program offered a free motorcycle tire replacement service. To prevent slipping accidents in severe cold, Woowa Youths offered vehicle inspections and replaced worn-out tires, and provided snow chains to enhance traction on icy and snowy roads, all at designated repair shops. The second program was a motorcycle inspection campaign conducted in collaboration with the Korea Transportation Safety Authority (TS). To encourage a stronger culture of motorcycle inspection, we have provided riders who underwent inspection at the TS Gangnam Inspection Office with complimentary winter gear and safety guidebooks.
Snow Removal Campaign	This Campaign was established to prevent slipping accidents caused by deteriorated road conditions (rain or snow), which was assessed as the highest-priority risk factor requiring improvement. To ensure rider safety during heavy snowfall, safety measures including snow removal, spreading de-icing agents (calcium chloride), and installing anti-slip pads were implemented around Bmart locations. Woowa Youths has consistently run seasonal safety campaigns to prevent rider accidents during periods of extreme heat and severe cold. We plan to further strengthen these seasonal safety activities, focusing on enhanced practicality and effectiveness.
Nighttime Safe Riding Campaign	Even though low visibility during nighttime riding was assessed as a relatively lower accident risk, Woowa Youths recognized the importance of preemptive action and, in partnership with the Delivery Platform Labor Union, carried out follow-up activities. Woowa Youths distributed over 300 nighttime safety kits containing LED keychains and anti-drowsiness gum, to riders visiting Bmart stores, along with nighttime safety guidelines ²⁾ . 2) ① Wear nighttime safety gear, ② Turn on headlights before sunset, ③ Check left and right when passing through blind spots, ④ Slow down and maintain a safe distance with a 2-3 second buffer

3 Delivery Safety Enhancement

Delivery Safety Proficiency Test

The Delivery Safety Proficiency Test was held to raise awareness of summer delivery safety and elevate riders' safety consciousness. Presented in a quiz format, the test encouraged natural participation and learning of safety rules among riders. Approximately 20,000 riders participated to check their own safety knowledge. With about 20% achieving perfect scores, the participants demonstrated a high level of proficiency and engagement. In addition, an average correct answer rate of over 80% across all 12 questions confirmed the strong commitment of our riders to daily safety practices.

Delivery Riders' 100-Day Compliance Campaign

The Delivery Riders' 100-Day Compliance Campaign is a rider-led initiative to foster a safe delivery culture through public-private collaboration among Woowa Youths, the Korea Transportation Safety Authority's North Gyeonggi Headquarters, and the Delivery Platform Labor Union. A reporting team, consisting of 15 riders, identified and reported approximately 300 instances of riders complying with traffic laws throughout the two 100-day campaign periods. This demonstrates the voluntary efforts of riders across various locations to establish a safe delivery culture.



Rider Road Safety Watch

The Rider Road Safety Watch is an initiative where riders, who know road conditions better than anyone, report road hazards to help create a safer operating environment. Launched in 2022 with 27 Seoul-based riders, the Watch achieved remarkable results in just one month, receiving 88 reports and successfully completing action on 79 of them. Building on this success, the program scaled up in 2024 to approximately 360 members and significantly expanded its operating area nationwide in partnership with the Korea Transportation Safety Authority. Over the five-month period (April - August 2024), the Watch reported 2,691 road hazards, all of which were subsequently addressed, with the most active member contributing an impressive 227 reports. To honor these achievements, Woowa Youths and the Korea Transportation Safety Authority held an awards ceremony, where 20 top performers were awarded a commendation from the President of the Korea Transportation Safety Authority.



365 Delivery Safety Campaign

The 365 Delivery Safety Campaign, conducted in collaboration with the Ministry of Employment and Labor since 2024, is a year-round collaborative effort aimed at preventing two-wheeled vehicle accidents and enhancing rider safety awareness. The Campaign focuses on fostering a safe delivery culture by developing and distributing operational information that reflects seasonal risk factors. Through the Campaign, we provided safety information such as nighttime operation rules and spring weather tips in various formats like card news. We also hosted the Autumn Mailbox event, where riders could submit and share heartwarming stories from delivery experiences.

Seasonal Delivery Safety Campaign

The Campaign, launched in July 2023 with the goal of fostering a healthy and safe delivery culture, first began by designating the 15th of every month as Baemin Connect Safety Day and enhanced its expertise through collaboration with specialized agencies like the Korea Road Traffic Authority and the Korea Transportation Safety Authority. Building on strong rider interest, the Campaign was expanded in 2024 into the Seasonal Delivery Safety Campaign, a quarterly joint initiative with the Korea Road Traffic Authority. This Campaign distributed essential, up-to-date safety information content to riders, including seasonal safety rules and revised road traffic laws, on a quarterly basis. As a result, the Campaign garnered significant response, recording a cumulative exposure count of approximately 63 million views.

Coffee trucks for extreme weather

The Baemin Connect Coffee Truck a regularly hosted offline event since 2023, was designed to promote rider safety and health. By providing riders with a space to take a break and enjoy coffee and light refreshments during summer and winter, the event reminds riders of the importance of rest during long delivery shifts and encourages safe operation. The coffee truck toured four districts in Seoul, including Songpa-gu, Yeongdeungpo-gu, Seongbuk-gu, and Gangnam-gu, operating four times a year. The event garnered an enthusiastic response from riders, welcoming over 1,500 participants in total.

Extreme Weather Relief Supply Program

The Extreme Weather Relief Supply Program is designed to support rider safety and health management by providing customized gear tailored to seasonal needs. Recognizing the program's effectiveness and excellence, the Ministry of Employment and Labor extended its Workplace Improvement Support Program for Platform Workers through 2024, continuing the support initiated in 2023. We leveraged this extension and expanded the provision of free extreme weather supplies by approximately 19% year-over-year to support more riders. With this expansion, we offered essential safety gear and frequently replaceable items, thereby contributing to alleviating riders' financial burdens and fostering a safer delivery environment. Woowa Youths plans to continue offering free cold weather and heat relief supplies twice annually in 2025. In 2025, we plan to provide highly practical and functional items, focusing on the rider-exclusive Baemin Rider Wear, which was developed by actively incorporating field feedback and actual rider needs, thereby offering tangible support for the delivery environment.

Extreme Weather Relief Supply Program

Type of assistance	Amount in 2024
Heat relief support	<ul style="list-style-type: none"> - Total: 3,900 sets - Summer handlebar mitts and cooling seat covers: 1,566 sets - Cooling arm sleeves and balaclava face masks: 506 sets - Summer half-gloves: 349 sets - Rain gear: 1,479 sets
Cold weather support	<ul style="list-style-type: none"> - Total: 4,699 sets - Winter handlebar mitts: 1,256 sets - Winter boots, balaclavas, and gloves: 1,052 sets - Padded winter pants and insulated tops: 2,243 sets - Winter knee protectors: 148 sets

Case Bottled Water Sharing Campaign

Woowa Youths participated as the sole official sponsor from the delivery industry in the 2024 Bottled Water Sharing Campaign for Mobile Workers during the Heatwave¹⁾. Through this effort, we donated 106,000 bottles of water and essential heatwave supplies, such as water-repellent coating sprays and anti-fogging agents. Looking ahead to 2025, we plan to remain committed alongside the Joint Task Force to further improving delivery conditions for riders during severe summer heat.

1) Organized by the Joint Task Force for Bottled Water Sharing for Mobile Workers, which includes the Seoul Metropolitan Government, Seoul Employment and Labor Office, and other partners.

Case Collective agreement with the Delivery Platform Labor Union

Woowa Youths finalized its collective agreement in 2023 with the Delivery Platform Labor Union under the Korean Federation of Service Workers' Union. Since signing the first-ever collective bargaining agreement between a platform company and its workers in 2020, Woowa Youths has established the third agreement, serving as an exemplary win-win model. This latest agreement is valid until June 30, 2025. The agreement reflects a consensus between both labor and management, focusing on the Win-Win Support Scheme for Platform Riders designed to enhance the sustainability of platform riders. Riders who complete approximately 22 to 30 deliveries per day for 220 days or more annually through Baemin Connect are eligible for this scheme. This scheme has been strengthened by including provisions for hospitalization days resulting from delivery-related accidents.

Leading efforts to lower two-wheeled vehicle insurance premiums

Since pioneering the launch of hourly insurance in 2019, Woowa Youths has led the industry in reducing two-wheeled vehicle insurance premiums. Our commitment goes beyond negotiations with insurers. We also serve as the largest contributing member of the Mutual-Aid Association for Delivery Service, contributing to industry-wide premium reductions. As of June 2024, the Association provides insurance at the industry's lowest rate, with hourly premiums lowered to the KRW 800 range, continually striving to lower premiums for all riders. Going further, we introduced discounted monthly insurance products for riders who completed two-wheeled vehicle safety training at Baemin Rider School. This marked the first time in the insurance industry history that the Association provided insurance discounts based on safety education completion. Relevant research has confirmed the tangible impact of these efforts. Riders' premiums have fallen by up to 14% since the launch of the Association's hourly insurance products¹⁾.

1) Seong-yong Yoo et al. (2024). Analysis of Insurance Premium Reduction Effects by the Mutual Aid Association for Small Package Delivery Agents, Korea Logistics Research Association.

Supporting riders affected by verbal and physical abuse: Psychological care and legal support

Woowa Youths, through its dedicated organization, the Rider Care Team, swiftly responds to and provides tailored support for various harms and incidents riders encounter during the delivery process. Upon confirmation of an incident, immediate actions are taken to prevent further damage, and the company covers the cost of the damaged food order. Subsequently, to help riders recover from the incident, we provide comprehensive support programs, including professional psychological counseling and legal consultation. We also analyze major incident cases and devise improvement measures to prevent recurrence.

Rider rest area support: (1) Nationwide Rest Area Guide

Recognizing the lack of adequate rest areas and difficulty in checking rest area locations during deliveries, we provide location guidance for riders, utilizing status and location information for 61 nationwide mobile worker rest areas, shared with us by the Ministry of Employment and Labor. This national-level rest area location guide, a first-of-its-kind initiative in the delivery platform industry, can be easily viewed on various channels, including the Baemin Connect app, Instagram, and KakaoTalk channels.

Rider rest area support: (2) Convenience Store Companion Shelter

The Convenience Store Companion Shelter is a collaborative project to improve the delivery environment for riders, jointly promoted by Woowa Youths, the Seoul Metropolitan Government, and EMART24. Instead of relying on existing Mobile Worker Rest Areas operated by the central and local governments, this project transforms 900 EMART24 convenience stores in Seoul into accessible rest areas. These locations were carefully selected based on riders' delivery environment and patterns. The initiative also contributed to fostering a culture of safe delivery by providing convenience store coupons to riders who complete safety training.

5 Rider Care and Recovery Support

Woowa Rider Care Fund

The Woowa Rider Care Fund is Korea's first support program for delivery riders that is designed to help those involved in accidents during delivery quickly return to their daily lives. Woowa Brothers founder Bongjin Kim and his wife, Bomi Sul, personally contributed KRW 2 billion, and Woowa Brothers added KRW 100 million, bringing the total Fund size to KRW 2.1 billion. The program is jointly operated by Woowa Brothers, the Bong & Sul Initiative, the Community Chest of Korea, and Joyful Union. In the course of the five-year program (from 2019 to the end of 2024), the Fund provided KRW 2.1 billion in support to 375 riders, offering a proactive solution before social safety nets, such as the rider workers' compensation insurance or the Delivery Service Mutual Aid Association, were fully established¹⁾.

1) Following the conclusion of the medical and basic living expense support program in December 2024, emergency living support through social finance was launched in 2025.

Support provided through Woowa Rider Care Fund

	Unit	Year 1 (Jun 2019 - Dec 2020)	Year 2 (Jan 2021 - Feb 2022)	Year 3 (Mar 2022 - Dec 2022)	Year 4 (Jan 2023 - Mar 2024)	Year 5 (Apr 2024 - Dec 2024)	Total
Riders	Persons	30	80	83	129	53	375
Amount	KRW 100 mn	3.3	5.1	4.3	6.1	2.1	21

Baemin Rider Mutual Growth Support Fund

The Baemin Rider Mutual Growth Support Fund was the first scheme in the delivery industry to be introduced with the goal of fostering a sustainable delivery environment for Baemin Connect riders. Through the initiative, we provide KRW 215,000 per month to riders who complete 22 to 30 deliveries or more per day for a minimum of 220 days annually. Acknowledging riders' real-world difficulties, days of hospitalization due to accidents are also counted as their operation days. This program, established through a collective agreement with the Delivery Platform Labor Union, supports eligible riders who complete safety training and comply with regulations.

Delivery industry's first: Full-time rider hiring and parental leave

DeliveryN, launched in 2022, is the delivery industry's first company to offer direct, full-time employment to riders, ensuring enhanced stability and job security in their work. In addition, DeliveryN implements a wide range of family-friendly policies, including paternity and parental leave, reduced working hours during pregnancy, and taxi fare support for commuting. Recognized for these efforts, DeliveryN was selected as a participating company in the Work-Life Balance Campaign by the Ministry of Employment and Labor. Furthermore, in 2023, the company was named one of the top 10 Family-Friendly Certified Companies selected by the Ministry of Gender Equality and Family.

6 Benefits for Riders

Baemin Rider Wear

Baemin Rider Wear is a functional clothing brand developed to ensure riders can work in safety and comfort across the diverse environments they encounter each day. Designed with direct input from riders, it provides practical support for the ever-changing delivery conditions throughout the seasons. Its design pursues a modern, sporty style that blends Baemin's brand identity with everyday comfort, allowing riders to wear the gear with confidence and dignity. The Baemin Vest, in particular, was so popular that it sold out within a week of its launch. We plan to further expand the product line by releasing essential rider supplies, such as delivery bags and raincoats in 2025.

Refresh Day

We hosted the Refresh Day event to safeguard riders' health and safety during the summer. Held across 12 partner maintenance shops in Seoul and the surrounding metropolitan area, the event offered cooling refreshments, safety gear, two-wheeled vehicle maintenance benefits, and rest areas for riders during the season's toughest days. Over the two days, the event attracted approximately 1,440 riders and received highly positive feedback. Going beyond simply offering a venue for rest, we also hosted a special maintenance benefit event providing maintenance service valued at up to KRW 1 million to all participating riders, thereby offering practical support for their delivery operations.

Winter Care Week

We operated Winter Care Week to help riders stay safe on icy, slippery winter roads. During this period, we collaborated with 62 repair shops nationwide to provide practical maintenance benefits. The benefits, designed to reflect high rider needs, included tire purchase discounts, support for standard labor costs, free vehicle inspections, and engine oil change discounts, resulting in very high satisfaction and participation rates. To further ease riders' financial burden, we also offered free shipping for delivery supply purchases and held a prize drawing event. We plan to continuously enhance seasonal safety and provide customized support that reflects the actual needs of our riders.

Baemin Connect Autumn Mailbox: Sharing rider stories

We hosted the Autumn Mailbox event to collect stories from riders in collaboration with the Ministry of Employment and Labor, creating a platform where riders could share their uplifting moments during deliveries and insights on safe riding, thereby encouraging and supporting each other. The event received an enthusiastic response, with approximately 2,500 riders participating. Among the stories submitted to the event, the first prize was awarded to a heartwarming tale of feeling like Santa Claus during Christmas deliveries, while the second prize went to a story about practicing safety rules and receiving warm encouragement from customers. Many other touching stories, such as the heartfelt support from a young customer encountered in an elevator, filled the mailbox, deeply resonating with participants.

Woowa Rider Community

Woowa Rider Community served as an in-person forum for open dialogue between the company and our riders. This two-way communication channel offered riders an opportunity to share their vivid field experiences, voice opinions, and engage in meaningful discussions, while also providing information on various support programs and events offered by the platform. Riders who attended the event praised “honest and open discussions, shared understanding,” and “the staff’s commitment to listening and solving problems,” indicating that our efforts towards active communication were well received. Inspired by this positive feedback, we will continue such regular, in-person gatherings in 2025 under the new name, Rider Community for Safe Delivery (Baeramo), ensuring continuous communication with our riders.

OOO Festival

In August 2024, we hosted the Even Bigger OOO Festival, a customized online campaign designed to support riders during the peak of summer heat. This campaign aims to help riders purchase safety gear at reasonable prices for the summer season and receive more benefits. The participatory format requires riders to complete missions on the Baemin Connect app to collect Delivery Orbs, which then allow them to enter a lucky draw to win rewards such as discounts on safety gear, gift cards, maintenance vouchers, and beverage or fuel coupons. With more prize winners and diverse benefits, the Festival garnered wide interest and participation from riders. It effectively delivered the message that we place rider safety as our top priority and will continue our effort to improve the delivery environment.

Bae-nefit: Exclusive benefits for Baemin Connect riders

Through Bae-nefit, Woowa Youths provides Baemin Connect riders with a diverse suite of practical partnership benefits that extend from their work to daily life. Covering a wide range of areas such as delivery vehicles, maintenance, fuel, finance, taxes, healthcare, living, and travel, a cumulative total of approximately 50,000 riders have already enjoyed these benefits. We remain committed to continually offering tangible partnership benefits that riders can utilize in both their work and personal lives.

Delivery Equipment Group Buying Fair for riders

The Delivery Equipment Group Buying Fair was an event created to enable riders to purchase essential delivery supplies at the lowest possible prices. Across four rounds, approximately 70,000 delivery items were sold, collectively saving riders around KRW 350 million. Moving forward, we plan to expand these welfare benefits to include health checkups, maintenance services, and more, reducing the burden of equipment costs while increasing riders’ sense of security and satisfaction.

Baemin Connect 5th anniversary event: Happy Connect Day

To celebrate Baemin Connect’s 5th anniversary and express our gratitude and encouragement to the riders, we held the second Happy Connect Day following last year’s inaugural event. We showed our appreciation by surprising riders who came to pick up delivery orders at a cafe with complimentary coffee and gifts, offering heartfelt recognition for their work. The event was extended not only to Baemin Connect riders but to all riders in the delivery industry, ensuring our gratitude reached the entire community beyond just our platform. Videos capturing these moments were shared online, allowing many more riders who were unable to attend in person to feel connected and build rapport.

3 Social and Food Safety Net

Society

We are committed to enriching the daily lives of the local communities we serve through diverse initiatives. We care for the well-being of children and seniors through programs like Baemin School Break Lunch and Care for the Elderly through Milk Delivery, and share the joy that food brings through events like My First Taste of Baemin. To ensure our delivery services are accessible to all, we distribute the Quick-and-Easy App Navigation Guide and provide digital education. Additionally, we stand alongside local SMEs and microbusinesses, cheering on restaurant owners as they build a brighter tomorrow. Woowa Brothers and Woowa Youths will continue to carry out activities that spread warmth and hope to every corner of our communities.

Key Achievements

- 1 Donated a cumulative 150,000 Baemin School Break Lunch meals (Dec 2020 - Feb 2025) and hit 8.87 million views with My First Taste of Baemin campaign video (as of Aug 2025)
- 2 Donated a cumulative 1.89 million cartons of milk to the elderly (Jan 2012 - Dec 2024)
- 3 Provided over KRW 200 billion in support for microbusinesses with guaranteed loans (Jan 2023 - Dec 2024)
- 4 Provided approximately KRW 340 billion in support through Baemin Growing Together initiative (Jul 2024 - Jun 2025)
- 5 Distributed the Quick-and-Easy App Navigation Guide to over 870 institutions for free and recorded approximately 57,000 website visitors





Baemin School Break Lunch
baemin.dosirak.or.kr



Care for the Elderly through Milk Delivery
milk1009.org



Baemin School Break Lunch

Since 2020, we have run the Baemin School Break Lunch program, providing lunch boxes and meal vouchers to children at risk of going without meals, ensuring that they have warm, nourishing meals even during school breaks. School teachers personally deliver the lunch boxes while checking in on students. The children also receive Baemin meal vouchers, which gives them the freedom to order the meals they want. In 2024, KB Securities embraced the program's mission and joined as a sponsor, funding 48,000 meals for 2,000 children over the year, while also providing KB Economics Education. Woowa Brothers, with contributions from 13,541 individual supporters, has supported 6,183 children in 430 schools. The cumulative donations from Woowa Brothers amounts to KRW 1.6 billion.

Snapshot of Baemin School Break Lunch

(Dec 2020 - Feb 2025)

No. of children supported	No. of meals provided	No. of supporters	Donations by supporters	Donations by Woowa Brothers
6,183	149,554	13,541	KRW 540 mn	KRW 1.6 bn



My First Taste of Baemin by Baemin School Break Lunch Campaign

In May 2025, the campaign My First Taste of Baemin by Baemin School Break Lunch gifted children in remote mountainous areas a memorable Children's Day through the Baemin service. Partnering with five beloved food brands, we enabled the restaurants and menus to be displayed on the Baemin app in the remote, mountain area (Gagok-myeon, Samcheok-si, Gangwon-do) where the app previously displayed no available restaurants. This campaign gifted the children the experience of personally ordering the food they wanted and receiving their favorite meal delivered right to their door. This campaign was held as a spin-off of Baemin School Break Lunch, which marked its 10th round in summer 2025. The video capturing the entire campaign journey was released on Baemin's official YouTube channel, reaching 8.87 million views as of August 2025.

Care for the Elderly through Milk Delivery

Since becoming the first regular sponsor, we have been a reliable partner in the Care for the Elderly through Milk Delivery initiative¹⁾, checking in on seniors living alone. As of 2024, we have donated 1.89 million cartons of milk, with employees adding personal donations when they purchase beverages at the in-house cafe.

1) An initiative dedicated to preventing lonely deaths, operated by the non-profit organization, HELLOMILK Association

Snapshot of Care for the Elderly through Milk Delivery

(Jan 2012 - Dec 2024)

No. of milk cartons sponsored	Sponsored amount	No. of employee donations
1.89 mn	KRW 1.2 bn	5,681

Woowa Donation

Woowa Donation is Woowa Brothers' internal donation program where our employees voluntarily contribute to support our neighbors in need. Employees can easily make donations while purchasing beverages at the in-house cafe by selecting their choice of beneficiary and clicking the "Donate" button on the kiosk. Furthermore, Woowa Brothers is cultivating a vibrant culture of giving, by hosting various events to encourage employee participation. In 2024, a total of 9,867 contributions were made through Woowa Donation and delivered to the non-profit organization, Milk Delivery for the Elderly, and the social welfare corporation, World Vision, to support seniors living alone, single-parent families, and youth preparing for independence.

Support for wildfire recovery

Woowa Brothers operates the Disaster Relief Consultative Group under the Sustainability Management Working-Level Council, providing assistance to communities affected by disasters. In March 2025, we donated KRW 300 million through Hope Bridge to aid the wildfire recovery in areas including Uiseong, Gyeongsangbuk-do, and Sancheong, Gyeongsangnam-do. We also supported Hope Bridge's fundraising efforts by running a banner on the Baemin app that linked to their disaster relief campaign page. As seen, Woowa Brothers has actively stepped forward whenever national disasters occur to contribute resources and give a helping hand.

Support for microbusinesses with guaranteed loans

Since December 2023, Woowa Brothers has implemented a guarantee-backed loan program¹⁾ totaling over KRW 200 billion for microbusiness owners and traditional market merchants who struggle to secure loans due to low credit ratings or lack of collateral. The first loan program with KB Kookmin Bank supported approximately 2,600 microbusiness owners, and the second program with Kakao Bank has been underway since January 2025, lifting the total to 4,000 supported owners as of June 2025. We are supporting restaurant owners who find it difficult to leave their restaurants during operating hours by actively collaborating with online banks that facilitate non-face-to-face applications. Additionally, we are expanding eligibility to include those with mid- to low-credit scores and refunding 50% of the guarantee fees, easing the financial burdens on microbusiness owners.

1) A program in which Woowa Brothers and a partner bank each contribute KRW 3.5 billion, pooling a total of KRW 7 billion as guarantee funds, enabling Credit Guarantee Foundations to issue guarantees for microbusiness owners and provide loans with preferential benefits. The total scale of support is calculated cumulatively from December 2023 to June 2025.

What they said about the guarantee-backed loan support



“Securing a loan from primary financial institutions was difficult, so I had to take out a high-interest loan exceeding 10%. Repaying the principal and interest was a struggle, but Baemin's guaranteed loan significantly reduced the burden of running my business.” - **Geunju Maeng, owner of a chicken restaurant operating for 10 years in Sejong**



Baemin Growing Together initiative and Support for Good Price Stores

Woowa Brothers launched the Baemin Growing Together initiative in July 2024 to expand online sales channels for SMEs and microbusinesses. Within one year, 60,000 businesses nationwide benefitted from the program, surpassing KRW 340 billion in cumulative sales as of June 2025. In particular, we enhanced promotions for businesses that add value to local communities—such as traditional market vendors, reusable container users, donation-practicing businesses, and Good Price Stores—by spotlighting them, providing them with discount vouchers, and holding special deals. We also helped 1,500 Good Price Stores boost sales by running voucher promotions in partnership with the Ministry of the Interior and Safety and 17 local governments nationwide. In addition, we strengthened the sustainable growth of various local businesses by working together with 26 agencies, including the Ministry of SMEs and Startups, Ministry of Oceans and Fisheries, and Jeollanam-do. Baemin Growing Together goes beyond commercial support to promote consumption standards centered on social values such as eco-friendliness, philanthropy, and community spirit, thereby creating a heartwarming network where customers and local businesses thrive hand in hand.

Snapshot of Baemin Growing Together

(Cumulative performance from July 2024 to June 2025)

Cumulative sales

No. of supported restaurants

KRW 340 bn

400% up

Case of Good Price Store's Sales Growth (as of November 2024)

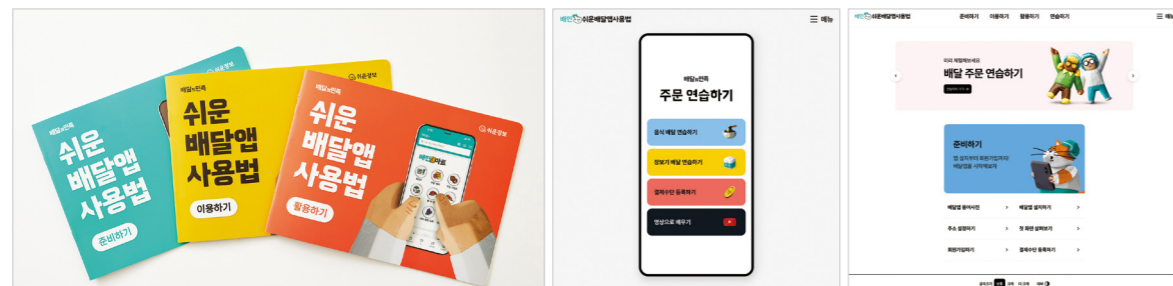
Sandwich shop B in Gwangjin-gu, Seoul



Sales growth year-on-year



Quick-and-Easy App Navigation Guide
easybaemin.com



Quick-and-Easy App Navigation Guide

The Quick-and-Easy App Navigation Guide is a user manual for the Baemin app, composed of simple language and illustrations, and available as a booklet, PDF, and website. It is designed for first-time delivery app users as well as seniors, people with developmental disabilities, and the visually impaired, namely those unfamiliar with digital devices or who face barriers to accessing information. The Guide explains delivery-related terminology in plain words and presents step-by-step, scenario-based instructions so that anyone can follow along. In 2025, we further enhanced user convenience by newly adding a Practice Mode feature to the Guide's website, allowing users to familiarize themselves with the Baemin app before actual use. Between June 2021 and June 2024, 1,850 copies of the Guide were distributed to approximately 870 welfare institutions nationwide, while the website recorded around 57,000 visitors during the same period.

What they said about the Quick-and-Easy App Navigation Guide



"Adolescents with developmental disabilities often lack experience doing things entirely on their own. Even seemingly simple tasks, like paying at a convenience store or riding a bus, can be challenging for them to manage alone. Thanks to the Quick-and-Easy App Navigation Guide, these youth now have the opportunity to independently order and eat the food they want, whether at home or at the welfare center." - **Social worker A, disability welfare center**

"Even when I want to order delivery food because cooking is inconvenient, I often resort to instant noodles instead as I don't know how to use the app. Since my child only visits briefly once or twice a month, it's hard for them to teach me every detail of the delivery process. The Quick-and-Easy App Navigation Guide is truly essential for me." - **An elderly person living alone**



"Many of our patients are seniors. While some of them order delivery food, it can be difficult to assist with their orders every time. Having this clear and accessible guide makes it easier to explain to my patients and help them understand." - **Therapist B, therapy department of a hospital**

Digital Competency Development Program for Seniors

We operate the Digital Competency Development Program for digitally vulnerable individuals, using the Quick-and-Easy App Navigation Guide as a key resource. In 2024 alone, approximately 200 training sessions were held across disability welfare centers and support centers, senior welfare facilities, schools, and other locations nationwide, engaging about 1,500 participants. To ensure broader access to training opportunities, we conduct sessions both online and offline. Additionally, some sessions provide meal vouchers to participants, enabling them to experience the Baemin app in real time, thereby making learning more engaging and effective. Woowa Brothers plans to continually expand digital education to bridge the digital gap, ensuring that everyone can use the Baemin app freely and easily.

Mint Track for All

Woowa Brothers partnered with Walk Together (a social welfare organization for people with disabilities) and K-RAMP (a ramp manufacturer) to install ramps at 20 restaurants in Songpa-gu. This initiative ensures that customers using wheelchairs, strollers, or walkers can easily access restaurants. The ramps designed by Woowa Brothers are adorned with illustrations of flowers, doves, smileys, four-leaf clovers, and hearts, aiming to convey a welcoming spirit and provide customers with a positive experience regarding accessibility.

What they said about Mint Track for All



"I'm so happy that removing the threshold allows people with mobility challenges, strollers, and children to use the space freely without inconvenience," "It feels rewarding to have created an opportunity to connect with more customers." - **Restaurant owner of Eupcheonri 382 Songpa Station branch (the first store to install Mint Track)**

Improving app accessibility for the visually impaired

Woowa Brothers continues to enhance the Baemin app to improve accessibility and usability for users with visual impairments. By participating in Google Play's app accessibility improvement project, we have made the app's features and content easier to understand and use for those who face difficulties recognizing visual information. Responding to the feedback from visually impaired users, we improved step-by-step voice guidance, resolved focus-shifting issues, and changed the font size and contrast for better readability among low-vision users.

Vulnerable Youth Support Campaign with the Ministry of Health and Welfare

Woowa Brothers has joined hands with the Ministry of Health and Welfare to carry out campaigns that provide meaningful support to vulnerable youth while raising public awareness of isolated/ reclusive youth and young family caregivers. In November 2024, we ran the Find Out My Relationship Type Through Food campaign to shed light on the challenges faced by isolated and reclusive youth. Approximately 70,000 people took the test to assess their level of isolation, and around 9,000 people visited the Ministry’s website to learn more. To further raise awareness of young family caregivers, we launched the My Grocery Basket campaign in April 2025, which drew the participation of approximately 50,000 people via the Baemin app. This campaign highlighted the realities faced by young caregivers while introducing the Ministry’s support policies. Baemin meal vouchers, totaling KRW 10 million, were delivered to 200 young family caregivers, offering both practical help and heartfelt encouragement.



Campaign with the Ministry of Gender Equality and Family to identify isolated and reclusive adolescents

In celebration of Youth Month in May 2024, we partnered with the Ministry of Gender Equality and Family to promote the 1388 youth helpline within the Baemin app and launched the Find the Hidden Numbers in Baedari’s Home campaign to raise awareness of adolescent isolation and seclusion. Over the course of two weeks, approximately 60,000 people participated. As a result, the number of isolated and reclusive adolescents identified exceeded the Ministry’s original target by 10%. Woowa Brothers further extended support by providing Baemin Pick-up gift certificates to the 280 identified adolescents to encourage them to increase their outings.



Gift Delivery Donation Campaign for Children’s Day

On Children’s Day 2024, we partnered with Korea Food for the Hungry International (KFHI) to host the Gift Delivery Donation Campaign for Children’s Day to support children in care facilities. Approximately 1,800 people participated via the Baemin Gift page on the app, raising approximately KRW 21 million in donations by selecting the gifts they wished to donate, such as party sets, stationery, and learning tools. Woowa Brothers amplified these efforts by donating 5,000 Baemin-branded stationery sets, ultimately delivering Children’s Day gifts to about 1,400 children at 43 care facilities nationwide.



Contribution to the Social Services Fund

In September 2023, Woowa Brothers made a designated donation of KRW 1.5 billion to Korea Social Investment Foundation, a public interest corporation specialized in impact investing, for commitment to the Gaia Social Service Investment Association. Established with KRW 14.5 billion in combined public and private capital, this fund invests in pioneering startups that offer innovative businesses in various social service sectors, such as welfare, education, employment, housing, and culture, serving as a catalyst for their growth. Furthermore, Woowa Brothers support the growth of these invested companies through business collaborations. In November 2024, Woowa Brothers partnered with NanumVitamin, a social venture supported by the fund, to host the Baemin Visits Nabiyam event, supporting the growth of the Nabiyam service. Nabiyam is an app that connects children who need meal support with restaurants donating meals, aiming to overcome the limitations of existing offline child meal cards. It transparently links restaurant owners providing food or gift cards with individuals who wish to donate for the children in need.

Supporting philanthropic restaurants

Since July 2024, we have been operating the Baemin Growing Together section to support the growth of microbusiness owners and restaurant owners. My Neighborhood Philanthropic Stores is a service that highlights restaurants on the Baemin app whose owners regularly donate a portion of their monthly sales to NGOs, contributing to their neighbors and local communities. A total of seven NGOs have signed an MOU with My Neighborhood Philanthropic Stores: Good Neighbors, Korea Food for the Hungry International (KFHI), Walk Together, Community Chest of Korea, Save the Children Korea, World Vision, and ChildFund Korea. To encourage the philanthropic efforts of these participating restaurants and further amplify their positive impact, Woowa Brothers helps these donor-restaurants boost their sales by running customer promotions on the app and highlighting the stores located in the customers’ neighborhood. In December 2024, discount vouchers issued for these restaurants resulted in 2,499 orders, which in turn generated KRW 56,095,000 in sales. This successfully created a virtuous cycle where regular donations drive store revenue.



Woowa Volunteers

Woowa Volunteers is a voluntary employee initiative where our employees engage with social issues relevant to Baedal Minjok's business and promote our social values in local communities. Our employees receive education on social issues and participate in direct, hands-on volunteer work. This dedication helps build the foundation of our corporate culture to ensure sustainable management and make positive change in the community.

Activities of Woowa Volunteers in 2024

<p>Making Happy New Semester Kits for vulnerable children in Songpa-gu</p>	<p>This volunteer activity involved creating Happy New Semester Kits for 60 children from vulnerable families. A total of 28 employees participated, handcrafting upcycled pouches for the children. The kits were assembled with items directly chosen by the children via a pre-survey, Baemin meal vouchers, and handwritten cards of encouragement.</p>
<p>Big Smile Day with Korea Food for the Hungry International (KFHI)</p>	<p>This volunteer activity was held at Angels' Haven for Children as part of the Gift Delivery Donation Campaign for Children's Day launched on the Baemin app. Employees prepared the event, operated a booth, and donated Baemin Brand Store products, bringing joy and happy memories to the children.</p>
<p>Job mentoring for children of restaurant owners</p>	<p>Mentoring was offered to recipients of the Woowa Scholarship for Children of Restaurant Owners. 29 employees served as mentors to 92 university student mentees, sharing career insights as well as hobbies, and interests.</p>



Compassionate Youths

Operated through voluntary employee participation, Compassionate Youths is Woowa Youths' social contribution initiative that delivers warmth and support to our neighbors and communities in need. Woowa Youths address social issues together with employees and strive to create sustainable social value in solidarity with our core partners—the riders.

Activities of Compassionate Youths in 2024

<p>Compassionate Logistics Experience: Grocery delivery for single-parent families</p>	<p>In June 2024, we partnered with Songpa Social Welfare Center to deliver groceries to single-parent families. Employees participated in the entire process, from purchasing groceries to sorting, packing, and delivery. Beyond food, we also provided the latest cooling appliances and Dream Scholarships to families facing economic difficulties.</p>
<p>Compassionate Logistics Experience: Delivering winter supplies for low-income families</p>	<p>In November 2024, we once again joined hands with Songpa Social Welfare Center to deliver winter supplies to low-income families. Employees prepared groceries and winter essentials, delivering them to low-income households along with handwritten letters for the children. This activity saw the voluntary participation of not only our employees but also riders and Baemin Rider School trainees, spreading warmth far and wide.</p>

Baemin Friends' volunteer activity

Baemin Friends marked its 8th volunteer session in 2024. Guided by the motto "Share and grow together through food," our partner restaurant owners, who are culinary experts, personally prepare nourishing meals for vulnerable neighbors, offering not just food but heartfelt warmth. The heartfelt soups, side dishes, and savory pancakes devotedly prepared by our partner restaurant owners were delivered as warm meals to seniors living alone, individuals with disabilities, and infants with disabilities. Each session leveraged partner restaurant owners' expertise, from thoughtful menu planning to large-scale meal preparation, packing, and delivery. Partnering with welfare centers, infant care centers for children with disabilities, and the volunteer group Love Food Truck, they ensure that every meal matches the specific needs of the recipient. This eight-session volunteer journey transcended simple sharing, continually proving the miracle of food in connecting people and nourishing the heart.



4 Green Delivery Culture

Environment

Woowa Brothers is driving tangible change to spread a culture of eco-friendly delivery. Customers can reduce unnecessary disposable items by opting out of single-use cutlery and unwanted side dishes, while partner restaurants can practice sustainable packaging through reusable containers. Riders can reduce greenhouse gas emissions by adopting eco-friendly delivery methods, such as electric two-wheelers. Together, this collective effort by all stakeholders is reducing the delivery industry's negative impact on the environment. Woowa Brothers will establish and systematically implement a mid- to long-term environmental strategy, ensuring that the eco-friendly delivery culture becomes the norm in everyday life.

Key Achievements

- 1** GHG emissions reductions: 19,699 tCO₂eq from No Disposable Spoons and Forks & 1,960 tCO₂eq from No Complimentary Side Dishes
- 2** Plastic reductions: Approx. 29 tCO₂eq annually from reducing ice pack thickness
- 3** Minimizing the environmental impact across the supply chain by adopting lightweight and eco-friendly packaging solutions
- 4** Approx. 190,000 deliveries via DeliveryN electric two-wheelers & expanded support for eco-friendly electric two-wheeler infrastructure



1 Promoting a Green Delivery Culture

No Disposable Spoons and Forks

In April 2019, Woowa Brothers became the first in Korea's delivery industry to introduce the No Disposable Spoons and Forks option on the Baemin app. This option was then set as the default starting in June 2021, enabling more customers to naturally take part in building an eco-friendly delivery culture. This eco-friendly delivery culture, pioneered by Woowa Brothers, has since spread widely, with the opt-out of disposable items becoming the standard practice across the delivery industry. To objectively demonstrate the environmental impact of the No Disposable Spoons and Forks feature, Woowa Brothers developed its own Methodology for the Disposable Items Reduction Program. As a result of these efforts, the Korea Chamber of Commerce and Industry (KCCI)'s Carbon Reduction Certification Center certified that Woowa Brothers reduced 19,699 tons of GHGs in 2024.

Impact of the No Disposable Spoons and Forks feature

	Unit	2024
GHG emissions reduced by No Disposable Spoons and Forks	tCO ₂ eq	19,699
Cumulative GHG emissions reduced by No Disposable Spoons and Forks ¹⁾	tCO ₂ eq	68,909
Cumulative number of disposables saved by No Disposable Spoons and Forks ²⁾	100 mn units	84

1) Cumulative basis from January 2022 to December 2024

2) Cumulative basis from April 2019 to December 2024

No Complimentary Side Dishes

What began as a pilot campaign with partner restaurants participating in Green Class in 2021, the No Complimentary Side Dishes option is now a permanent feature on the Baemin app. The feature enables customers to choose whether to opt out of receiving complimentary side dishes provided by restaurants. Except for menu items where side dishes are essential, customers can opt out of complimentary side dishes across diverse food categories including Chinese, Chicken, Bunsik, Steamed Dishes/Stews, Asian, and Rice/Porridge/Noodles. This eco-friendly practice not only reduces food waste and plastic container usage but also lowers ingredient and packaging costs, easing the operational burden on partner restaurants.

Impact of the No Complimentary Side Dishes feature

	Unit	2024
GHG emissions reduced by No Complimentary Side Dishes ¹⁾	tCO ₂ eq	1,960

1) Calculated using an internally established methodology and subject to change in the process of external verification and assurance



Reusable container delivery service

Woowa Brothers launched the Reusable Container Delivery Service by signing an MOU with the Seoul Metropolitan Government in 2022, and expanded cooperation with other local governments in 2023, including the Gyeonggi Provincial Government and Incheon Metropolitan Government. Furthermore, the service area within Seoul was also expanded from 10 to 15 districts in 2024, and is set to reach 20 districts by 2025. In this service, customers can choose the reusable container option on the Baemin app when placing an order, and partner restaurants prepare the order accordingly. After the meal, customers can simply scan a QR code to request collection. The reusable container service operator then collects the containers left at the door, cleans them, and returns them to the partner restaurants. Woowa Brothers has actively promoted this service across the Baemin app and various online channels to help customers become familiar with the service, striving to ensure that customers and partner restaurants naturally use the service in their daily life.

Smart Reusable Container Cleaning Center

Woowa Brothers is collaborating with local governments to expand the use of reusable containers by establishing eco-friendly solutions. In November 2024, Woowa Brothers signed an MOU with Cheonan City for the Implementation of a Hub-Type Smart City Project. Under this agreement, the company plans to officially commence the construction of a smart reusable container cleaning center equipped with an AI inspection system. In addition, by collaborating with reusable container delivery service operators, Woowa Brothers plans to establish an integrated management system that optimizes delivery and collection routes.

2 Efforts for a Circular Economy

Disposable Cup Deposit Program

The Disposable Cup Deposit Program is a scheme where customers pay a recycling deposit when using disposable cups at cafes. The deposit is refunded once the cup is returned after use. This system is currently implemented in select regions, such as Jeju-do and Sejong. Woowa Brothers supports partner restaurants and cafes in those regions by providing an in-app feature to charge the deposit for disposable cups—helping them flexibly adapt to evolving policies and systems.

Bring your own cup for pick-up orders

In line with the growing popularity of using personal cups and tumblers at cafes, Baemin now offers customers the option of using their own cups when ordering drinks. Customers can select the personal cup option when placing a pick-up order in the Cafe category, and hand their personal cup to the staff to be filled. This expands sustainable choices for eco-conscious customers while reducing disposable cup waste.

Bmart's eco-friendly packaging

Woowa Youths is committed to minimizing the environmental impact of packaging materials and reducing GHG emissions by considering sustainability of packaging throughout the logistics and distribution process. By modifying the material and thickness of ice packs, we have succeeded in reducing plastic film usage and improving recyclability. We have also adopted 70g dry ice and minimized the use of informational stickers. Additionally, we switched the outer bag material from biodegradable to PCR material, and minimized the use of bubble wrap by adopting paper cushioning. Taken together, these measures demonstrate our multifaceted efforts for eco-friendly packaging.

Actions	Effects
Reduced thickness of cold packs (4 mm → 3 mm)	Reduced film usage and CO ₂ emissions
Reduced thickness of ice packs (110 um → 65 um)	Reduced plastic usage by over 40% (approx. 29 tons annually)
Adoption of 70g dry ice	Lowered the usage of solid CO ₂ (dry ice), reducing CO ₂ emissions
Minimized use of "Beware of Dry Ice" stickers	Reduced packaging usage
Switched to pull-out paper cushioning	Prevented overuse, reducing paper cushioning material consumption
Changed the outer bag material (biodegradable → PCR)	Established a circular resource structure

3 Building a Climate Change Management Framework

Climate Change Response System

Woowa Brothers has made climate change response a key priority, seeking practical solutions to reduce the environmental impact generated across all business operations. Through the Sustainable Management Committee, we identify and systematically manage GHG emissions while engaging in discussions to establish mid-to-long-term GHG reduction strategies.

Direction of environmental strategy

Woowa Brothers and Delivery Hero Group are committed to supporting the goal of the Paris Agreement to limit the global average temperature rise to 1.5°C. To achieve this, we have established mid-to-long-term GHG reduction strategies and are implementing them on a phased basis. We consistently monitor and closely manage direct and indirect emissions generated from our operations as well as the impact of the emissions across our entire value chain. We are continuously promoting the adoption of eco-friendly delivery methods to reduce carbon emissions during the delivery process. Beyond reducing single-use items, we are broadening the application of sustainable packaging. To inspire voluntary participation from diverse stakeholders connected through the everyday delivery process, we conduct campaigns and educational initiatives to spread the eco-friendly delivery culture. Woowa Brothers will continue to advance eco-friendly practices, steadily reducing GHG emissions and leading the way toward a sustainable delivery ecosystem.

GHG emissions measurement

Woowa Brothers has taken a pioneering role in climate action, becoming the first in the delivery industry to measure and transparently disclose its GHG emissions to stakeholders. GHG emissions calculated based on the Delivery Hero's GHG Protocol encompass both Scope 1 (Direct) and Scope 2 (Indirect) emissions. Moving forward, we plan to gradually establish a system to identify and continuously manage the direct and indirect environmental impacts of our various business activities. To ensure sustainable growth for customers, restaurants, and riders, we will raise awareness of the importance of climate action and lay the foundation for social consensus, thereby spreading an eco-friendly delivery culture that contributes to GHG reduction.

GHG emissions

	Unit	2022	2023	2024
Direct GHG emissions (Scope 1)	tCO ₂ eq	206	3,758	3,895
Indirect GHG emissions (Scope 2)	tCO ₂ eq	16,143	12,221	13,528
Total	tCO ₂ eq	16,349	15,979	17,424

Analyzing climate change risks and opportunities

Woowa Brothers is dedicated to understanding how climate change will shape the delivery industry, proactively identifying future risks and opportunities. Specifically, our analysis explores the potential and lasting impacts of climate change across the delivery industry and comprehensively analyzes the risks posed by climate change and the corresponding response strategies.

Risk and opportunity factors of climate change and our strategy

- Transition risk and opportunity factors

Transition risk and opportunity factors refer to the social and economic changes that arise in the course of responding to climate change, such as shifts in policy and regulation, changes in eco-friendly and energy technology, and trends in consumer behavior and preferences.

Factors	Period	Impact	Our strategy to turn risks into opportunities
Change in consumer behavior	Mid-to long-term	As public interest in eco-friendly consumption grows, customers may avoid using delivery if they perceive the exhaust fumes and plastic waste from delivery as environmentally harmful.	<ul style="list-style-type: none"> Encourage customers' voluntary engagement in eco-friendly practices through Baemin Green initiatives, such as No Disposable Spoons and Forks and No Complimentary Side Dishes. Practice sustainable packaging, such as reusable containers and eco-friendly materials. Encourage eco-friendly delivery methods such as walking, electric scooters, and electric two-wheelers on Baemin Connect. Promote Baemin Pick-up to expand opportunities for customers to collect their own orders.
Rise in ingredient expenses	Mid-to long-term	A climate change-driven food crisis may destabilize the reliable supply of key food ingredients, potentially causing a sharp increase in food costs. Higher restaurant operating expenses could result in higher menu prices, ultimately increasing the financial burden on customers.	<ul style="list-style-type: none"> Reduce food resource waste by expanding the scope of the No Complimentary Side Dishes option. Diversify ingredient sourcing channels to help partner restaurants procure essential ingredients reliably and at reasonable prices. Support partner restaurants in using ingredients more efficiently by providing educational programs, such as Baemin Academy, and consulting services.
Rise in fuel prices	Short-to long-term	As climate-related natural disasters are surging worldwide, uncertainty in global energy supply chains is deepening, leading to greater volatility in energy prices. This leads to higher fuel costs, including oil prices, amplifying cost risks across all industries. The resulting rise in fuel prices directly and indirectly affects our partner restaurants' operating costs, and riders' delivery vehicle operating expenses, which may ultimately lead to higher food and delivery prices for customers.	<ul style="list-style-type: none"> Promote the use of Baemin's stacked delivery service to optimize delivery routes, contributing to lower fuel costs and easing the burden of delivery costs for customers. Introduce delivery robots to partially offload demand for rider deliveries and serving robots to reduce the burden of repetitive tasks, helping partners run their restaurants more efficiently. Expand the use of eco-friendly delivery methods, such as bicycles and electric two-wheelers.
Vehicle restrictions in urban areas	Short-term	As major cities such as Seoul adopt more stringent regulation on large vehicles to mitigate environmental impacts, two-wheelers used for delivery, which still rely heavily on fossil fuels, may face operational constraints.	<ul style="list-style-type: none"> Expand the adoption of electric two-wheelers to accelerate the transition to eco-friendly delivery methods and establish a sustainable delivery environment. Expand the battery stations to address the inconvenience of replacing batteries on electric two-wheelers and support riders in using their vehicles more easily and conveniently for delivery.

Factors	Period	Impact	Our strategy to turn risks into opportunities
Regulations on disposable items	Mid-term	As regulations on disposable items tighten, alternatives are required for food delivery and pick-up services. In addition, as more customers seek to avoid using disposable items, it is necessary to develop alternative solutions.	<ul style="list-style-type: none"> Encourage customers to reduce the use of disposable items in their daily life through eco-friendly campaigns that engage them directly. Implement sustainable packaging by replacing existing packaging materials with lighter, more eco-friendly alternatives. Participate in domestic and global environmental initiatives, including the PACT Declaration, and join the global movement to reduce plastic use.
Mandatory sustainability disclosure	Mid-term	With the Corporate Sustainability Reporting Directive (CSRD) taking effect in Europe, Delivery Hero Group may be subject to broader mandatory sustainability disclosure requirements. This makes it essential to establish an internal management system that ensures the accuracy and transparency of underlying data.	<ul style="list-style-type: none"> Systematically collect and manage three years of GHG emissions and sustainability-related data—the first initiative of its kind in Korea's delivery industry. Disclose sustainability information transparently through our sustainability report, Baemin Story, and continue to engage with stakeholders based on trust.

- Physical risk and opportunity factors

Physical risk and opportunity factors refer to physical changes caused by climate change, including natural disasters such as extreme temperatures, rising sea levels, heavy rainfall and storms, and wildfires.

Factors	Period	Impact	Our strategy to turn risks into opportunities
Natural disasters (e.g., floods, wildfires)	Short-to mid-term	Natural disasters not only threaten the livelihoods of local communities but also disrupt business operations during recovery periods.	<ul style="list-style-type: none"> Provide disaster relief programs to partner restaurants in affected regions, helping them recover quickly from damage and focus on restoring their health and resuming their business operations.
Extreme weather (e.g., cold waves and heatwaves)	Short-to long-term	More frequent extreme heat and cold driven by climate change are worsening the environment for riders who work outdoors.	<ul style="list-style-type: none"> Provide support during periods of extreme heat and cold to create a safer, more comfortable working environment for riders. Enhance rider protection by introducing time-based insurance products, lowering insurance premiums, and expanding assistance through the Delivery Service Mutual Aid Association.

Approval of methodology for suppressing the use of disposable items

In December 2022, Woowa Brothers received approval for its methodology for suppressing the use of disposable items. This methodology is designed to reduce GHG emissions generated during the production and disposal of disposable items—by encouraging customers to opt out of unnecessary disposable item usage. Following the approval, we obtained official certification for the reduction amounts from the Carbon Reduction Certification Center of the Korea Chamber of Commerce and Industry (KCCI). The certified reductions amounted to 25,645 tCO₂eq in 2022, 23,565 tCO₂eq in 2023, and 19,699 tCO₂eq in 2024, reaching a cumulative total of 68,909 tCO₂eq.

4 Raising Stakeholder Awareness

Participatory eco-friendly events for customers

Woowa Brothers organized customer engagement events to raise environmental awareness and encourage eco-friendly practices. In April 2024, to commemorate Earth Day, we held a participatory event titled “Say No to Disposable Cutlery.” Customers who clicked “Make a Pledge” on the event page and opted out of receiving disposable spoons and forks during the event period were entered into a draw, from which a total of 4,000 participants were selected to receive two 2,000-won vouchers each. In June, to celebrate World Environment Day, we held the Reusable Containers Promotion. Participants solved a fill-in-the-blank quiz to complete the phrase “reusable containers” and entered it in the Baemin app search bar to unlock a hidden page. In September, to commemorate Resource Circulation Day, we launched a campaign to spotlight restaurants that offer delivery using reusable containers. We collaborated with social media influencers to produce content featuring real reviews of Baemin’s reusable container service. We also partnered with a well-known illustrator (the creator of Hoho and Kunani) to create a map highlighting popular restaurants participating in our service. During the campaign period, searches for “reusable containers” within the Baemin app surged, increasing by 200 times year on year. In October, Baemin was the only food delivery platform to participate in the “Plastic Free & Zero Waste Campaign” held as part of the Seoul Forest Jazz Festival. To give attendees a chance to experience our reusable container service, we distributed exclusive vouchers that could be used to place orders with reusable containers. About 74% of all users who redeemed these vouchers were first-time users of the reusable container service.

Participation in environmental initiatives

Woowa Brothers participates in global environmental initiatives to explore collective solutions for reducing plastic use and actively engages in international cooperation. As a signatory of the Plastic ACTION (PACT) Declaration—a commitment involving 14 companies across six industries as of 2024—we are making collective efforts to reduce plastic consumption. As more companies join the PACT declaration, the total amount of plastic reduction continues to increase. As noted in the PACT Performance Report 2024 by the WWF-Korea, participating companies collectively achieved a total reduction of 18,509 tons of plastic in 2023—the equivalent of approximately 2.8 billion pieces of plastic. Additionally, as a member of the Ha:bit Eco Alliance, a public-private coalition, Woowa Brothers collaborates with government bodies such as the Ministry of Environment, the Ministry of Foreign Affairs, and the Seoul Metropolitan Government, as well as with companies across various sectors, to address the overuse of disposable plastics.



5 Expanding Green Delivery Methods

DeliveryN—Fostering a culture of sustainable delivery powered by eco-friendly mobility

DeliveryN, a subsidiary of Woowa Youths, was established to promote eco-friendly delivery through the use of electric two-wheelers and to enhance job stability for riders. In 2024, DeliveryN riders completed a total of 185,082 deliveries using electric two-wheelers, resulting in an estimated 5.44-ton reduction in carbon emissions compared to using internal combustion engine (ICE) motorcycles.

Efforts to build infrastructure for eco-friendly electric two-wheelers

Since 2024, Woowa Brothers has been collaborating with the Ministry of Land, Infrastructure and Transport and local governments through the Smart City Project, working closely with stakeholders to promote eco-friendly delivery practices. Specifically, as part of the project focusing on Gwangmyeong, Woowa Brothers is working to build an eco-friendly delivery value chain centered on developing electric two-wheeler infrastructure and encouraging rider adoption of electric two-wheelers. By establishing and operating Battery Swap Stations (BSS) across major restaurant districts in Gwangmyeong, we aim to establish the infrastructure needed for electric two-wheeler delivery. These efforts are expected to advance eco-friendly mobility centered on electric two-wheelers while mitigating exhaust emissions and noise issues associated with ICE motorcycles. Moreover, to actively promote the adoption of electric two-wheelers, a free rental program will be offered for riders who do not own electric two-wheelers, while riders who use their own electric two-wheelers without renting through the program will receive gift certificates redeemable as local currency in Gwangmyeong.

Support for electric two-wheeler rental fees to promote eco-friendly delivery vehicles

Woowa Youths has been partnering with various organizations to accelerate the adoption and wider use of eco-friendly electric two-wheelers. In addition to our partnership with A Rental & Service in the Seoul metropolitan area, we signed an agreement with NANU, a nationwide e-mobility operator, to offer discounted purchase and rental programs for electric two-wheelers, as well as with Daedong Mobility for discounted purchases. These partnerships have laid the groundwork for riders across the country to gain easier access to electric two-wheelers. In 2024, we provided riders who purchased electric two-wheelers with benefits of up to KRW 1.3 million per person, in addition to government subsidies. We also offered both standard rental and rent-to-own programs, expanding the range of options available to riders. Notably, monthly rental plans with no deposit or purchase fee accounted for 83% of all rentals, indicating that providing this option has helped lower barriers to adopting eco-friendly two-wheelers. Approximately 900 riders participated in electric two-wheeler rental and purchase programs in 2024. Woowa Youths will continue to pioneer practical measures to promote the adoption of electric two-wheelers and contribute to reducing GHG emissions.

5 The Best Company to Work For

Employees

We are dedicated to fostering a culture where our employees feel empowered, connected, and able to grow together. We provide a work environment that enables employees to fully immerse themselves in their tasks, while ensuring that they have ample time to recharge and maintain a healthy work-life balance. Together, our employees shape a healthy organizational culture through diverse opportunities for communication and learning. We offer onboarding and communication programs that help all employees—from new hires to leaders—naturally embrace Baemin-ness and grow as dependable colleagues who support one another.

Key Achievements

- 1 545 long-term employees took Refreshment Leave, and 1,766 employees took Work Anniversary Leave.
- 2 47 employees benefited from the Woowa Sick Leave program.
- 3 120 employees received support through the Woowa Expectant Moms and Dads program, and 63 employees took Woowa Special Parental Leave.
- 4 1,662 employees used Woowa Learning, completing an average of 4.5 courses per person.
- 5 Fostered a communication culture that embodies Baemin-ness through various channels, including All Hands Meetings, Woowa Townhall Meeting, and Woowa Talk.



1 Happiness and Growth of Our Employees

Highly engaging work environment

Woowa Brothers offers diverse work arrangements that enable employees to fully engage in their roles and achieve better performance. Under our flexible working arrangements, employees can efficiently adjust their working hours on a monthly basis, aligning with their work styles and personal rhythms. We also operate core working hours to balance collaboration and focused work. Our hybrid work policy enables employees to work in the office when collaboration is needed and in their preferred environment on days when individual focus is required. Starting in July 2025, we will introduce core working days—requiring employees to work from the office at least twice a week—to strengthen collaboration and cultivate a culture where everyone grows together.

Refreshment Leave and Work Anniversary Leave

Woowa Brothers offers Refreshment Leave based on years of service, allowing long-serving employees to pause and recharge for their next leap forward. All employees are granted one special day off on their work anniversary, which can be used within a month to unwind and rejuvenate. Both Refreshment Leave and Work Anniversary Leave are available to all employees who have completed the required tenure, based on their group joining date.

No. of employees who have taken Refreshment Leave

545

No. of employees who have taken Work Anniversary Leave

1,766



Employee & leader growth programs

Woowa Brothers provides diverse learning opportunities to support individual employee growth, fostering a culture of self-directed learning and knowledge sharing across the organization. In 2024, we significantly expanded customized sessions that allow leaders to choose topics of their own interest, ensuring that leadership development programs are tailored flexibly to their needs. We also offer practical guidance and training programs to help newly appointed team and part leads smoothly transition and stably settle into their leadership roles within the organization. Furthermore, we cultivate an environment where learning and growth come naturally in employees' daily work by encouraging study centered around our online learning platform and offering job-specific training for all employees.

Snapshot of Woowa Learning

(As of December 2024)

Participation in Woowa Learning

Training hours per employee¹⁾

1,662 employees completed

4.5 training courses (on avg.)

11 hours

1) Calculated as: Total Training Hours × No. of Participants / Total Employees (as of Dec 2024)

Performance management and evaluation of employees

At Woowa Brothers, employees set individual objectives at the beginning of the year in line with expectations for their job level, and regularly check in with their managers to align on goals and track progress. Throughout the year, one-on-one meetings are held to provide feedback on employees' progress toward their objectives and overall performance. Performance evaluations are based on annual performance management activities carried out throughout the year. For permanent employees, performance evaluations are finalized after thorough discussions in department-level calibration sessions, and the results are reflected in final compensation decisions.

Employee safety and health management

As Woowa Brothers continues to grow, so does the social responsibility expected of us. To ensure the safety and health of all employees and stakeholders, our CEO has declared the Safety and Health Management Policy and its objectives. The Safety and Health Management Team works proactively to put these measures into practice by gathering feedback and taking necessary actions. Woowa Brothers' Safety and Health Management Policy applies not only to its employees but also to all stakeholders, including contractors.

Case	1. The safety and health of our employees are the most important values.
Safety and Health Management Policy	2. We openly discuss safety issues and work together to address them. 3. We continue our efforts to prevent accidents based on the safety and health management system. 4. We comply with all safety and health-related rules and regulations.

Key activities of the Safety and Health Management Team¹⁾

Safety accident prevention	Conduct biannual safety inspections across all premises to identify and address risk factors; perform risk assessments; operate the Occupational Safety and Health Committee; and supervise safety management of construction sites (Pangyo office, Baemin Rider School, etc.).
Physical health promotion	Carry out initiatives such as Woowa Walking Challenge, Healthy Diet Challenge, and Woowa Stretching Time; create wellness areas; provide influenza vaccinations for infectious disease prevention; offer periodic health checkups; and provide follow-up health consultations and intensive health management programs for those with health issues identified during checkups.
Mental health promotion	Operate the Woowa Mental Healthcare program (professional counseling service) and Woowa Healing Care program.
Employee safety and health training	Provide statutory regular training, CPR training, employee safety experience sessions, and emergency response training.

1) Woowa Brothers establishes the Master Plan on Occupational Safety and Health every March in accordance with the Occupational Safety and Health Act and reports it to the Board of Directors for approval.

Case	ISO 45001, the international standard for occupational health and safety management, is awarded to companies that have a systematic management system in place to efficiently prevent industrial accidents and build a safe working environment. Woowa Youths obtained the ISO 45001 certification by establishing a systematic safety and health management framework to prevent industrial accidents, thereby strengthening the foundation for its safety management and enhancing trust both within and beyond the organization. The certification covers all Woowa Youths' premises and headquarters, as well as the Incheon Distribution Center, Bmart locations, and Baemin Rider School.
Woowa Youths acquired ISO 45001	

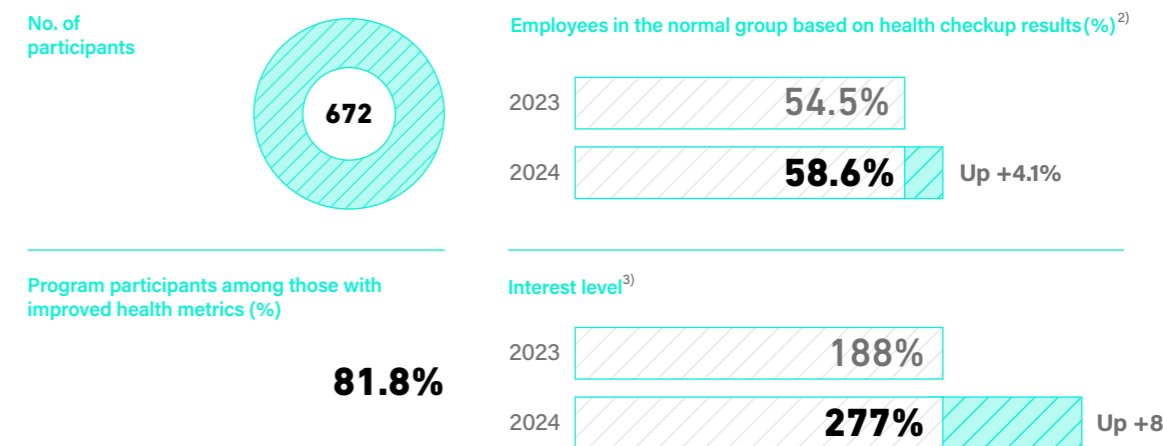
Woowa Mental Healthcare

Woowa Brothers operates Woowa Mental Healthcare, a program that provides employees in need of psychological support with up to 20 counseling sessions with professional counselors. Starting in 2024, we expanded the program to include 24/7 online counseling, instant counseling within five minutes, and professional psychological assessments—making it easier for employees to access mental health support in ways that are more convenient and suited to their daily lives. For employees requiring medical assistance, we also provide up to KRW 500,000 per year for psychiatric treatment expenses.

Employee Health Promotion Campaigns

Our health promotion programs seek to cultivate a healthy workplace culture by enhancing employees' physical and mental health, thereby improving both job satisfaction and work productivity. We run company-wide health challenges twice a year and Woowa Stretching Time once every quarter. Based on health checkup results, we offer an 8-week intensive health management program annually for employees with identified conditions or health concerns, along with a quarterly job stress care program. In 2025, reflecting employees' needs, we will rebrand Woowa Stretching Time as Woowa Refresh Time and introduce a more diverse range of health and wellness programs. Furthermore, we plan to introduce new personalized programs in collaboration with a healthcare company to help improve the health of employees with specific conditions or concerns.

Snapshot of Health Promotion Program (as of Dec 2024)



2) The percentage of employees in the normal group refers to the proportion of employees who underwent medical checkups, excluding those with preexisting conditions or abnormal findings

3) Percentage of eligible employees who applied to participate in the health promotion program

3 Work-Family Balance

Woowa Care: Employee protection program for customer service employees

Woowa Brothers introduced Woowa Care to safeguard customer service workers from inappropriate complaints, including verbal abuse, offensive language, and sexual harassment—ensuring they can perform their roles safely. Woowa Care, established in alignment with the Industrial Safety and Health Act, is available to all customer service employees at our customer service center. This protection extends to cases involving maliciously prolonged calls or interactions that cause undue stress or hardship to employees. In cases of inappropriate complaints, the voice of the customer (VOC) is escalated to a specialized organization for prompt handling, and affected employees are provided with psychological support. In addition, we continue to enhance the work environment of our customer service center through various initiatives such as offering emotional care training, rewarding top-performing customer service agents, and providing office amenities at the centers.

Woowa Sick Leave & Group Accident Insurance

Woowa Brothers operates the Woowa Sick Leave program, which is available to all employees who need to take leave due to health issues, regardless of their employment status. The program allows up to 90 days of sick leave per year, with 50% salary support during the leave period. For sick leaves due to mental health conditions, we have broadened the coverage and eased the documentation requirements, recognizing the difficulty in receiving treatment at secondary or higher-level medical institutions. Additionally, we offer group accident insurance to all employees, which provides comprehensive coverage for actual medical expenses, diagnostic fees, and dental treatment costs—for both employees and their family (spouse, children, and both sets of parents).

No. of employees who used Woowa Sick Leave	No. of employees covered by group accident insurance	Employees covered by group accident insurance (%) ¹⁾
47	2,094	95%

1) Note: This applies only to Woowa Brothers employees; subsidiaries manage insurance separately.

Woowa Expectant Moms and Dads & childbirth support activities

Woowa Brothers operates the Woowa Expectant Moms and Dads support program to help employees and their spouses who are expecting a child or undergoing fertility treatment to joyfully welcome their new baby and enjoy a happy family life.

Support type	Details	No. of beneficiaries in 2024
Woowa Expectant Moms and Dads	Reduced work hours during pregnancy: Pregnant employees are eligible for a 2-hour reduction in daily working hours.	120 employees
	Parental checkup leave: Expectant mothers are entitled to one day leave for each regular medical checkup, while expectant fathers are entitled to four hours of leave for each checkup. (Leave is provided once every 4 weeks until the 28th week of pregnancy, once every 2 weeks until the 36th week, and once a week from the 37th week onward.)	
Postpartum care benefit	We offer a fruit basket and KRW 3 million upon childbirth to help cover postnatal care facility expenses.	125 employees
Fertility treatment support	Employees undergoing fertility treatment are eligible for up to 5 days of paid leave per year, along with financial support of up to KRW 1 million per year.	61 employees

Woowa Special Parental Leave

Woowa Brothers offers Woowa Special Parental Leave, a paid special leave that allows employees to spend meaningful time with their children. Employees with at least two years of service and a child who is eight years old or younger, or in second grade of elementary school or below, are eligible for one month of Woowa Special Parental Leave, in addition to statutory parental leave.

Snapshot of parental leave²⁾

Category	2022	2023	2024
No. of employees eligible for statutory parental leave	351	493	571
No. of employees who used statutory parental leave	46	71	108
No. of employees who returned to work from statutory parental leave	35	32	55
No. of employees who worked for 12 months after returning from statutory parental leave	6	17	98
No. of employees who used Woowa Special Parental Leave	28	43	63

2) The figures include employees of both Woowa Brothers and Woowa Youths.

Woowa Daycare Centers

Woowa Brothers systematically operates two interconnected daycare centers: Woowa Daycare Center 1, focusing on infant care, and Woowa Daycare Center 2, focusing on preschool education. This system alleviates the childcare burdens for our parent employees, while addressing the educational needs for their children. Beyond simply providing reliable childcare in a safe environment, we offer diverse programs in addition to standard childcare programs to foster holistic development in a space where infants and toddlers can naturally experience the values of togetherness and sharing. Since March 2025, Woowa Daycare Center 2 has incorporated the intellectual property (IP) and both native and Korean English teachers from CREVERSE, a specialized English education provider, to meet our employees' needs for English education for their children. Additionally, both Woowa Daycare Center 1 and Woowa Daycare Center 2 offer diverse experiential learning programs, which help families reduce their educational burden by saving time and money otherwise spent on external institutions. From late April 2025, both daycare centers also offer dinner, further alleviating the childcare burdens of working parents. We are committed to continuously expanding our diverse programs to meet the childcare needs of our employee parents and enhance the well-being and happiness of their children.

Special Leave for Woowa Parents & Woowa Children's Day Leave

We provide Special Leave for Woowa Parents to allow employees to be present at important family events, such as their children's entrance ceremonies, graduation ceremonies, and school performances. We also offer Woowa Children's Day Leave to employees with children who are elementary school-aged or younger, enabling them to spend quality time and create precious memories with their children.

No. of employees who used Special Leave for Woowa Parents

153 (224 occasions)

No. of employees who took Woowa Children's Day Leave

486



Onboarding for new hires

Woowa Brothers provides a systematic onboarding program to help new hires quickly adapt to the organization and excel in their roles. On their first day, we extend our warm welcome through Welcome Aboard, helping them start their journey at the company. Additionally, we offer Baemin Culture Camp to help them better understand Woowa Brothers' culture and services; operate the Onboarding Buddy program where selected employees serve as 1:1 supporters for the successful onboarding of new hires in their first month; and hold Onboarding Coffee Chat to foster regular communication with team leaders—all of which help new hires to feel secure and to easily adapt to the organization. Woowa Brothers' onboarding program ensures that every new hire is prepared to work better at the company, and employee satisfaction with the onboarding experience continues to rise.

Collaboration with Seoul 50 Plus Foundation on Recruitment support

Woowa Youths, in collaboration with the Seoul 50 Plus Foundation, is running a program that hires middle-aged and older adults as Baemin Bmart crew members, offering stable employment for this demographic. We actively engage in offline recruitment initiatives targeting middle-aged and older job seekers, including job briefings, hands-on experiential training, and job fairs. As a result, many participants attended job briefings and one-day Bmart experience programs, leading to actual employment demonstrating high retention and job satisfaction. Woowa Youths will continue expanding its local recruitment support programs and providing tailored assistance for middle-aged and older job seekers to ensure sustainable growth in employment for this group.



Winning 2024 Korea Human Resource Development Award (Platform Category)

Woowa Brothers received the Grand Prize in the Platform Category of the 2024 Korea Human Resource Development Awards. Hosted by the Human Resource Development Association, the award honors companies and institutions that have advanced both organizational and employee growth through creative and performance-driven human resource development initiatives. Woowa Brothers was highly recognized for cultivating a culture of voluntary learning, offering customized leadership programs, and developing job-linked educational content. Our sustained efforts to build an environment where employees take ownership of learning—acting as instructors themselves or forming study groups with colleagues—were acknowledged as an exemplary case.

Creating a better meeting culture

The Better Meeting Culture Campaign was launched to establish and communicate the rules and etiquette of meetings, enabling more efficient collaboration among Woowa Brothers employees. In 2024, we optimized our meeting systems to support the hybrid work environments that require both online and offline collaboration. Based on employees’ feedback, we enhanced video conferencing systems in meeting rooms, improved calendar scheduling functions, and developed the Slackbot Meeting Butler Deokbae to assist with schedule management.

Woowa Family Day: A special tour for the family

The Woowa Family Day special tour invites employees’ families to our office, where they can experience Woowa Brothers’ spaces and culture firsthand. Family members explore the company’s cultural programs as Woowa employees for a day, while employees take pride in sharing their workplace experiences with their loved ones. In 2024, under the theme “Sharing Time with Family,” we created programs to strengthen employees’ sense of pride, including one in which employees would receive heartfelt messages written by their family members using the Woowa Brothers’ proprietary Geullim font. Throughout 2024, a total of 456 employees and their families participated across four sessions, spending meaningful time together. We plan to continue offering the family special tour, and will further develop it into a program that allows families to experience our organizational culture while also fostering communication and connection.

Company-wide events

We host company-wide events to build teamwork that drives better performance and nurture a healthier corporate culture. In 2024, we celebrated the 14th anniversary of our service launch with an event titled Baemin Together. At this event, we distributed the LOL Kit, which included team personality tests and portrait decoration kits for illustrating peers’ faces, to provide employees with time to form bonds. We also hosted a role-playing escape room themed around the positive impact of our services. At the end of the year, we held the year-end party Woowa Records, featuring the Heart Delivery Record Shop, where employees exchanged messages of gratitude, and the Off the Record session, where teams reflected on the year’s ups and downs—creating a warm atmosphere of appreciation and introspection.

Woowa Townhall Meeting and Visiting B-Log

In the first half of 2025, we held the Woowa Townhall Meeting, where our CEO and employees engaged in candid conversations about the company to build empathy and mutual understanding. In the latter half of the year, we launched Visiting B-Log, a program where the CEO visits different departments to discuss diverse topics such as business, leadership, and work culture. These sessions go beyond simple Q&A, emphasizing two-way communication and the free exchange of thoughts and perspectives based on questions prepared in advance by employees.

Communication Culture that Embodies Baemin-ness

<p>Woowa All Hands</p>	<p>Starting from 2025, company-wide presentations have been held twice monthly under the name, Woowa All Hands. The occasion serves as a forum for sharing the company’s long-term goals, business direction, and ways of working. Voices from partner restaurants, riders, and customers are transparently shared alongside key insights from each organization to discuss the current state and direction of our services. In addition, Division All Hands and Department All Hands meetings are held to align company-wide and division-specific goals and strategies.</p>
<p>Woowa Talk</p>	<p>Woowa Talk, a labor-management communication channel operated on a quarterly basis, provides a forum for employees to voice their opinions about upcoming significant decisions or to understand the background of such decisions. This initiative enhances employee engagement, with meeting minutes shared with all employees.</p>
<p>Organizational diagnosis: Woowa Survey</p>	<p>Woowa Brothers conducts the annual Woowa Survey as an organizational diagnosis and communication channel to listen to employees’ perspectives on the company, their organizations, and leaders. The survey is guided by the fundamental question: “What is essential for our employees and organization to work effectively and stay fully engaged?” Based on the feedback gathered through the survey, we review and support improvement activities tailored to each organization.</p>

6 Customer Satisfaction

Customers

At Woowa Brothers, we put customer trust first. We have enhanced our review monitoring system to effectively address fake reviews, ensuring that customers can use our services with confidence based on reliable information. We actively incorporate customer feedback to improve the overall experience, swiftly resolving any inconvenience or harm encountered during service use through systematic Voice of Customer (VOC) analysis and prompt relief procedures. Moving forward, Woowa Brothers will continue to build innovative, trustworthy services based on the unique culture of Baemin.

Key Achievements

- 1 Received the "Very Good" rating in the User Protection Operations Evaluation for two consecutive years
- 2 Advanced the AI-based review monitoring system and built a healthy review ecosystem
- 3 Enhanced the response system, with initial customer damage relief time reduced by approximately three hours
- 4 Blocked 73,273 fake reviews through real-time monitoring and AI-based manipulation detection models
- 5 Provided transparent price information by applying a No Mark-up Badge to restaurants offering the same prices online and offline



1 Customer Protection Framework

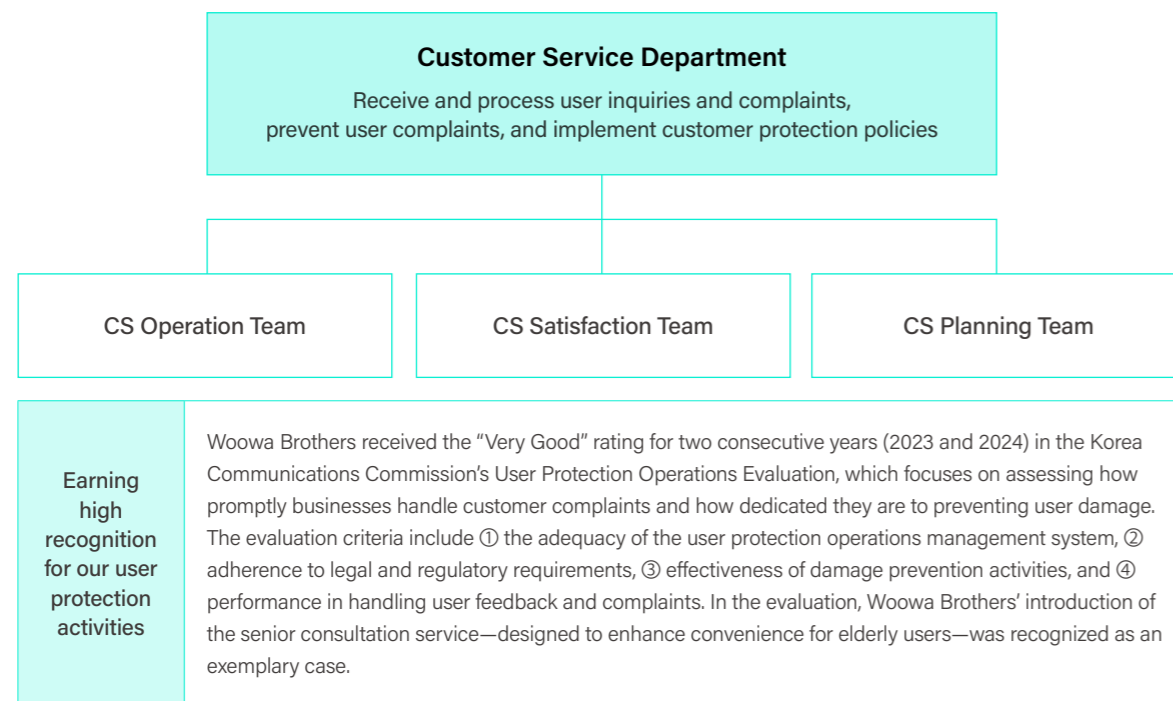
Customer protection policy

Woowa Brothers strives to establish fair and balanced policies that protect all customers—consumers, restaurant owners, and riders alike. We have strengthened our customer protection management framework to ensure that standardized processes are in place. We have also established penalty policies to prevent harm, along with compensation and refund policies to provide appropriate redress. Going forward, we will continue to reflect changes in relevant laws and government policies in our internal policies, proactively preventing customer harm, protecting customers, and upholding our commitment to customer-centric management.

Organization in charge of customer protection: Customer Service Department

Under the mission of “providing the best customer service,” our Customer Service Department undertakes a wide range of activities to protect customers and enhance satisfaction. We establish customer-focused service policies to swiftly and accurately resolve user inconveniences, regularly share sensitive issues directly related to customer protection within the company to drive prompt response measures. Furthermore, we continuously pursue fundamental improvements to customer experience through technological innovation.

Organizational chart



2 Customer Protection and Satisfaction Enhancement Activities

Responsible marketing

Woowa Brothers places great importance on providing customers with the best product purchasing experience and the highest level of reliability. Accordingly, all product labeling and advertising for directly sold items strictly comply with relevant laws and regulations, and only information validated through professional verification procedures is shared with customers. We avoid any unfair advertising claims that may be misleading, carefully verifying the factual accuracy and verifiability of all content to ensure reliable information delivery. Additionally, we operate regular monitoring and inspection systems to ensure product safety, creating an environment where customers can make confident choices. We also conduct regular monthly training on product labeling and advertising for all employees.

Improving customer experience

To ensure better customer experience, we regularly conduct cross-functional meetings to discuss solutions for resolving customer inconveniences and enhancing service convenience. As part of this effort, we enhanced the Baemin app by introducing the Order Cancellation feature in Bmart and the Return/Exchange Request feature in Baemin Store. For food delivery, when customers need to modify requests for restaurants or riders, these updates can now be communicated directly to them without requiring a customer service agent. Previously, cancellations, exchanges/returns, and modification requests could only be processed via chat or phone, but now customers can handle these directly through the app.

No Mark-up Badge

Woowa Brothers has a No Mark-up Badge to foster an environment where customers can order with confidence. This badge indicates that the prices listed on the Baemin app match those in the dine-in restaurant. It ensures customers’ right to transparent pricing and fosters trust in their ordering experience, while also enabling our partner restaurants to communicate their fair pricing policies.

Customer satisfaction surveys

Woowa Brothers seeks to deeply understand customer needs and resolve inconveniences to deliver ever-improving experiences. We regularly conduct Product CX Index (PCI) surveys to continuously measure the user experience and closely monitor how service enhancements influence the overall customer experience, swiftly identifying and resolving user pain points. In addition to regular surveys, we operate Baemin Voice Day, where employees directly meet with customers to listen to firsthand feedback. Starting in 2025, weekly online interactions were added alongside existing offline meetings to expand customer engagement. The program now encompasses both general users and partner restaurant owners, broadening the scope of customer feedback. Currently, we maintain a dedicated research panel of 78,337 members, enabling ongoing interaction. Over the past year, we analyzed the valuable feedback collected from 42,102 direct customer interactions, and the resulting meaningful insights are actively being applied to improve the service experience.

3 Fostering a Healthy Review Culture

Review policy

Reviews are essential for helping customers make informed choices and serve as a key channel for partner restaurants to promote their businesses. Recognizing their importance, Woowa Brothers established a comprehensive review management policy encompassing the entire from posting a review to its exposure management, and dispute resolution. Specifically, we have implemented robust platform-level measures to swiftly identify and address inappropriate reviews that may harm customer trust or negatively affect partner restaurants. We go beyond simply setting rules, focusing on both technological and policy-driven responses to strengthen the credibility and fairness of reviews. We will continue to build a healthy review ecosystem that balances consumers' freedom of expression with our partners' ability to operate their businesses smoothly.

Building a healthy review culture

We are committed to continuously enhancing our review monitoring systems and improving the review environment to nurture a trusted service culture based on sound reviews. We highlight reviews from repeat customers to help users make informed choices based on reliable information, and leverage review data to recommend restaurants and provide more personalized experiences to customers. Furthermore, we are exploring ways to make the review-writing process itself an engaging experience—encouraging customers to share high-quality reviews. We aim to make reviews not only a tool for information sharing but also a valuable means of communication for all.

Enhancing the review monitoring system	We continuously advance our review monitoring system to swiftly detect reviews that violate our review policies and enable administrators to take prompt and appropriate action. Recently, we are leveraging AI technology to further improve the system, allowing for faster detection of inappropriate reviews.
Repeat customers' reviews	We display reviews from repeat customers at the top of the list, providing customers with high-quality information and offering partner restaurants organic promotional opportunities (Currently in pilot operation in selected regions).
Review data-based restaurant recommendations	We enhance the restaurant discovery experience by analyzing review data to recommend restaurants most likely to appeal to customers based on their preferences.

Countering fake reviews

We have implemented a real-time monitoring system and AI-based review manipulation detection model to eliminate fake reviews. Since 2018, we have blocked fraudulent activities by issuing warnings or pursuing legal action against malicious review manipulators. Notably, in 2023, our AI model for detecting review manipulators was upgraded, achieving an accuracy rate of 95%. In 2024, a total of 73,273 fake reviews were successfully blocked. As a result of these sustained efforts, reports of suspected fake reviews decreased by 90%, while reports of review manipulators declined by 88%.

4 Customer Feedback and Complaint Handling

Customer communication channels

Woowa Brothers operates various communication channels, such as telephone, live chat, and email, to ensure smooth communication with customers. We have also introduced an IVR (Interactive Voice Response) automated service and are continuously expanding it to enhance customer accessibility and convenience. To ensure that senior customers aged 65 and older can communicate without difficulty, we provide a telephone channel, while striving to deliver faster and more convenient support through AI chatbots and data-driven customer service system.

Customer Complaint Channels

Phone	Customer Service Center: 1600-0987 (toll) or 080-849-0987 (toll-free)
Chat	Live Chat feature on the Baemin app
Email	help@woowahan.com
Fax	050-6050-0400

VOC management system

We have a VOC (Voice of the Customer) management system in place to promptly address customer needs and complaints and to enhance service quality. We leverage speech recognition and text analysis technologies to automatically analyze issues, prioritize tasks for improvement, and carry out corresponding actions. Additionally, we take proactive measures through an alert feature that detects potential risks for users in advance. Customer feedback collected from multiple channels is actively incorporated in service improvements, contributing to greater customer value.

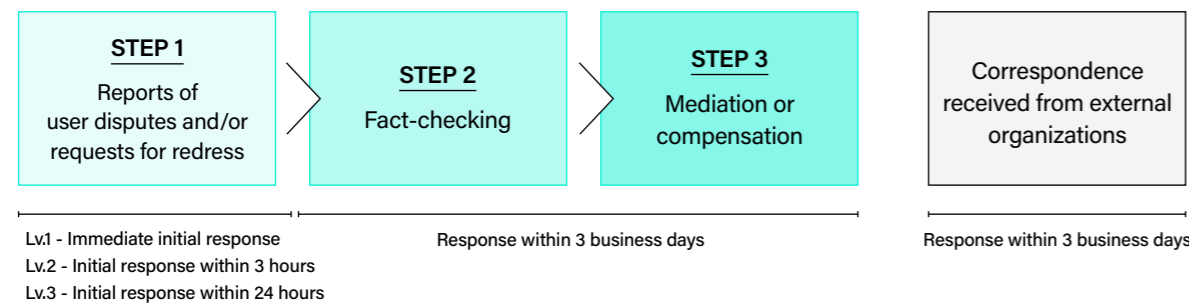
Improving customer service quality

We conduct customer satisfaction surveys to stay closely attuned to the voices of our customers and enhance customer experience based on their feedback. Focusing particularly on the Customer Satisfaction Score (CSAT), we systematically collect and analyze data on the level of satisfaction as perceived by customers to establish clear directions for improving the quality of our customer service. In the short term, we promptly identify the reasons behind customer dissatisfaction and strengthen the competencies of our customer service agents through a feedback loop. In the medium to long term, we integrate survey results into our Quality Performance Index (QPI) and training programs, using the insights to enhance agent training and feedback. Furthermore, we conduct pain point analyses to structurally address inconveniences experienced by customers and restaurant owners, prevent issues arising in customer service operations, and efficiently improve our customer service policies.

Redress procedure

Our Customer Service Department operates a systematic redress procedure to protect customers from potential harm that may arise while using our services. This procedure is designed to minimize disputes between customers, the company, and stakeholders, while enhancing overall service satisfaction. In addition, we have established a reasonable compensation policy to proactively resolve issues before any requests for redress are filed, thereby preventing potential negative customer experiences. Nonetheless, if a redress request is filed, we have an advanced response system in place that categorizes the initial response into three levels—immediate, within three hours, and within 24 hours—based on the urgency and importance of each case. As a result, we have achieved faster and more consistent responses, reducing the average initial response time by approximately three hours. Following the initial response, we verify facts and, within three business days of receiving a redress request, provide appropriate remedies such as mediation or compensation to prevent disputes from escalating and to facilitate appropriate relief for affected customers. In addition, we apply the same three-business day processing standard to official correspondence from external institutions, such as the Korea Consumer Agency or local governments. We also share the details with relevant teams to prevent recurrence and continuously improve policies and processes. In the short term, our Customer Service Department focuses on maintaining and managing the current system, while in the medium to long term, it aims to proactively reduce redress requests by further enhancing our compensation policies.

User protection procedure



Knowledge Management System (KMS)

The KMS is designed to enable our customer service (CS) agents to respond to various customer inquiries accurately and swiftly based on standardized business knowledge. When a new service is introduced or when service policies and products are updated, a dedicated team continually reviews and updates business knowledge to keep it up-to-date, ensuring customers are provided with consistent and accurate information. We are also making improvements across the system to make it easier and faster for CS agents to find the information they need. This includes upgrading the search feature, optimizing the content structure, and revamping the UI/UX for greater intuitiveness. Through these efforts, we aim to strengthen our CS agents' capabilities to support customers and establish a solid foundation for proactively meeting customer expectations.



Baemin Grocery Run

Baemin Grocery Run is the world's first "shopping marathon," combining grocery shopping with running in a treasure-hunt-style event. This one-of-a-kind event, held at Olympic Park in June 2024 to promote Baemin's grocery shopping service, allowed participants to fill their shopping bags with any items they wanted and keep everything upon completing the 5-kilometer course. Tickets for Baemin Grocery Run were released in three rounds, all selling out within one minute each time. The 2,000 participants gave an average satisfaction rating of 4.5 out of 5, demonstrating strong public enthusiasm for Baemin Grocery Run. We will continue to offer distinctive brand experiences that embody Baemin's unique identity to consumers.

Free fonts for all

The Baemin Font Project began as a way to clearly express Woowa Brothers' identity through original typographic design. Since launching its first font, *Hanna*, in 2012, Woowa Brothers has created a total of 13 fonts—including *Geullim* in 2022 and *Kkubulim* in 2024—releasing them every year around Hangeul Day for free public use. Baemin Fonts have been used not only in corporate branding and marketing but also in various everyday contexts, showcasing the beauty of *Hangeul*, the Korean alphabet, while bringing the Baemin brand closer to people. In August 2024, we published *The Fonts That Feed You*, a book compiling the decade-long journey of the Baemin Font Project. Moving forward, we will continue to bring to life what Baemin-ness means—striving to be a brand that benefits everyone in its own original way, adding a touch of humor to everyday life, and delivering more convenient experiences.

5 Our Responsibility

We pursue sustainable growth by fulfilling our responsibilities. We build customer trust through rigorous personal data protection, provide a transparent and reliable business environment for our partner restaurants, and ensure that our riders work in conditions where safety and human rights are respected. Furthermore, we ensure that our employees practice and internalize ethical management through our Woowa Code of Ethics and pursue innovative solutions using cutting-edge technologies such as AI and robotics. We will continue to uphold the principles of our responsibilities, creating shared value that enables everyone to grow together.

1 Ethical Management

2 Privacy Protection

3 Technological Development



1 Ethical Management

We foster ethical decision-making among employees through our Woowa Code of Ethics and implement the corporate principle of upholding the human rights of stakeholders. We operate a systematic compliance management system and compliance program to achieve sustainable management, and promote ethical practices within our organization through continuous education and counseling.

1 Ethical Management

Woowa Code of Ethics

The Woowa Code of Ethics is a set of guidelines established to help all our employees make ethical decisions. It serves as a guide, helping employees exercise sound judgment without wavering even when faced with ethical dilemmas. All employees have signed the Woowa Ethics Pledge and put its ethical principles into daily practice. We also encourage our subsidiaries, dispatched staff, and partner company employees to adhere to the same code of ethics, and conduct the Say No to Gifts campaign to promote healthy business relationships. If any ethical violations are identified, disciplinary action may be taken against the employee involved, and in the case of a partner company, the business contract may be terminated.

Three core ethical principles of Woowa Brothers	1. Does this decision comply with applicable laws and regulations, our code of ethics, and company policies?
	2. Can I proudly and transparently disclose my decision-making process and outcome?
	3. Would my colleagues make the same decision under similar circumstances?

Dedicated team for ethical management

Our Internal Audit Team is a dedicated unit that operates independently and directly reports to the CEO, overseeing ethical management across the organization. Through diagnostic reviews, it ensures that employees comply with applicable laws, regulations, and company policies, identifies weaknesses, and develops improvement plans. These efforts not only minimize potential ethical risks but also enhance the efficiency of business operations. The Internal Audit Team also provides ethics training and operates the Woowa Ethics Help Center, actively supporting employees in making the right decisions when faced with ethical dilemmas. If any unethical conduct by an employee is identified, the Internal Audit Team establishes the facts, determines accountability, and takes appropriate action in accordance with company policies. In particular, we enforce a zero-tolerance policy for serious violations such as accepting gifts and entertainment, embezzlement, and sexual harassment.

2 Ethical Management Practices



Woowa Ethics
Help Center
www.woowahan.com/
information-center/consult

Woowa Code of Ethics training

We conduct the Woowa Code of Ethics Training to ensure that our employees can make sound decisions even in challenging ethical situations. The training clearly explains and guides employees through the Woowa Code of Ethics, utilizing diverse materials such as Ethics Webtoon and Ethics Videos. Our new hires undergo this training as part of Baemin Culture Camp, while current employees receive annual refresher training to renew their knowledge of our ethical values and principles.

Woowa Ethics Help Center

The Woowa Ethics Help Center serves as a channel for reporting unethical behavior of our employees. Both internal and external stakeholders can report any violation of the Woowa Code of Ethics via mail, email, or our company's website, including grievances related to human rights violations. Woowa Brothers also has a Whistleblower Protection Policy in place, which strictly prohibits any retaliation or discrimination for making a report. To further safeguard whistleblowers, the company prohibits actions such as interrogation and requests disciplinary action by the Personnel Committee against anyone responsible for disclosing the identity of a whistleblower.

Woowa Ethics Help Center reporting channels

Website	Consult/Report section on the Woowa Ethics Help Center webpage
Mail	Woowa Ethics Help Center, Jangeun Building, 2, Wiryeseong-daero, Songpa-gu, Seoul, Korea
Email	ethics@woowahan.com

Donation and sponsorship policy

Woowa Brothers strictly prohibits donations or sponsorships made for unlawful purposes using company assets, budgets, or other resources in accordance with applicable laws in Korea, such as the Political Funds Act and the Improper Solicitation and Graft Act. All donation and sponsorship activities are conducted ethically, transparently, and responsibly in accordance with relevant laws and regulations and our Policy on the Management and Operation of Donations and Sponsorships.

3 Compliance Management

Introduction of the Compliance Management System

Woowa Brothers is the first delivery platform to receive certification for ISO 37301, the international standard for compliance management systems, establishing robust governance and further enhancing our compliance management framework that already meets global standards. The Board of Directors has delegated all compliance-related authority to the Chief Compliance Officer, who oversees compliance across the entire company, investigates the compliance status and assumes overall responsibility. Demonstrating our unwavering commitment to compliance, we have updated our Statement of Voluntary Compliance to version 2.0 and communicated it to all employees. We are committed to meeting the expectations of internal and external stakeholders while practicing sustainable management.

Internal control system	Woowa Brothers is considered a mail order broker and mail order distributor under the Act on Consumer Protection in Electronic Commerce and is classified as a large retail business entity under the Act on Fair Transactions in Large Retail Business. We are continuously strengthening our internal control system to ensure consumer protection and maintain fair trade practices as required by law. We also prevent potential violations related to marketing communication or fair trade and manage risks.
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Organization dedicated to the Compliance Program (CP)

Responsibility for the Compliance Program (CP) lies with the Compliance Officer and the Compliance Office. The Compliance Officer, delegated full authority by the CEO to oversee the overall operation of the Compliance Program, is responsible for managing and controlling risks to prevent any potential breach of fair trade laws by the company. The Compliance Office, which reports directly to the CEO, executes the practical functions for the systematic operation of the Compliance Program. The Compliance Office also performs monitoring, risk identification, assessment, control, and improvement to prevent the violation of fair trade laws, reporting the results to management accordingly.

Introduction of the Compliance Program and AA rating

Woowa Brothers, as the first delivery platform to introduce the Compliance Program (CP), actively supports all employees in voluntarily complying with fair trade laws and regulations through various initiatives. Reflecting the effectiveness of its comprehensive and systematic CP operations, the company has achieved an AA rating for 3 consecutive years (2022-2024) in the Fair Trade Compliance Program Evaluation, hosted by the Korea Fair Trade Commission (KFTC).

4 Human Rights Management Initiatives



Woowa Code of Ethics
www.woowahan.com/
sustainability/responsibility

Woowa Compliance Month to promote compliance awareness

Woowa Brothers designated June as Woowa Compliance Month to foster a company culture of voluntary compliance with fair business practices. During this period, the Compliance Office organizes various compliance activities and encourages employee participation. These activities include providing training on fair trade laws and regulations, gathering compliance pledge signatures, recognizing those who exemplify excellence in CP activities, and conducting compliance campaigns to promote a fair trade culture.

Compliance training

Woowa Brothers regularly provides compliance training on fair trade laws, the Act on Fair Labeling and Advertising, and anti-money laundering laws to raise compliance awareness and foster a compliance mindset among our employees. We also conduct periodic training for key executives, including the CEO, as part of our consistent efforts to internalize compliance management at a company-wide level.

Unfair Trade Report Center

Internal and external stakeholders can report any unethical conduct or violations of fair trade laws and regulations to the Unfair Trade Report Center. The Compliance Office rigorously reviews reports submitted through the Center to prevent and manage the company's violations of fair trade laws. Confidentiality is strictly maintained regarding the identity of the whistleblower and the content of the report, and the principle of protecting whistleblowers from any disadvantage or discrimination is strictly observed. Reports are investigated independently and objectively, with issues resolved fairly and promptly in accordance with internal procedures.

Winning the High Taxpayer Tower Award

In 2024, Woowa Brothers became the first domestic delivery platform to receive the High Taxpayer Tower Award, recognized for contributing to national finances through diligent tax payments exceeding KRW 100 billion annually. Additionally, since its founding as a startup in 2010 and subsequent growth into a unicorn company in 2018, Woowa Brothers has driven the growth of Korea's food delivery industry and contributed to national economic development by creating new markets and continuously expanding employment. We will continue fulfilling our responsibilities to the nation and society, including through transparent and diligent tax payment.

Principles of human rights management and diversity

At Woowa Brothers, we uphold the principle that all employees should cooperate with and treat one another with respect and care. We believe that genuine customer value and mutual growth with various stakeholders can only be achieved when we respect and embrace the diverse backgrounds and values of our employees. We are committed to fostering an organizational culture that prioritizes teamwork, cooperation, and respect for diversity.

Human rights principles in our Woowa Code of Ethics

<input checked="" type="checkbox"/>	We promote an organizational culture grounded in respect and consideration for one another. We respect and view each other as partners and are vigilant against any form of discrimination that undermines human dignity and human rights.
<input checked="" type="checkbox"/>	We honor the diversity of individuals and are committed to protecting the right to non-discrimination. We do not discriminate against anyone based on gender, nationality, race, religion, age, physical disability, military service completion status, marital status, gender identity, or social status.
<input checked="" type="checkbox"/>	We strictly adhere to sexual ethics standards. We prohibit any sexual remark or behavior that disregards the feelings and emotions of others and strive to prevent such conduct, recognizing that it is a serious problem that can undermine a healthy organizational culture.
<input checked="" type="checkbox"/>	We expect conscientious conduct in the workplace. Employees should practice self-discipline and self-restraint, striving to perform their best during work hours. Employees must avoid getting in the habit of choosing whatever feels convenient in the moment, compromising their integrity for personal gain, or engaging in shameful behavior at the expense of their morals.

Workplace harassment reporting channels

Woowa Brothers handles workplace harassment in a strict and impartial manner to foster a healthy organizational culture based on mutual respect and consideration. We have designated the CEO, Head of the People and Culture Division, HR Department, People Department, and Internal Audit Team as official channels for reporting workplace harassment, and these channels are communicated to all employees. Upon receiving a report, we promptly and objectively investigate the matter, followed by appropriate remedial measures and follow-up monitoring based on the investigation results.

Basics Training for a healthy and safe organizational culture

Woowa Brothers prioritizes the basics that must be upheld to build a healthy organizational culture. To ensure that mandatory annual training goes beyond formality, we provide our Basics Training to reinforce the essential workplace principles that everyone is expected to follow. The training covers topics including sexual harassment and workplace harassment prevention, privacy protection, disability awareness, anti-money laundering, compliance, and ethical management. The training content is developed with the direct involvement of Woowa employees, and all employees are required to participate.

2 Privacy Protection

Woowa Brothers has established privacy protection policies to safeguard customer data, and we continue to strengthen our prevention and response systems against potential security breaches. We became the first delivery platform to obtain key information security certifications such as ISMS-P, and we remain committed to continuously monitoring our security posture and advancing our management systems to adapt flexibly to changing environments. Furthermore, to minimize customer harm in the event of a personal information leak, we have established comprehensive safeguards encompassing every stage of privacy protection—from prevention to response.

1 Privacy Protection Management System



Privacy policy
www.woowahan.com/policy

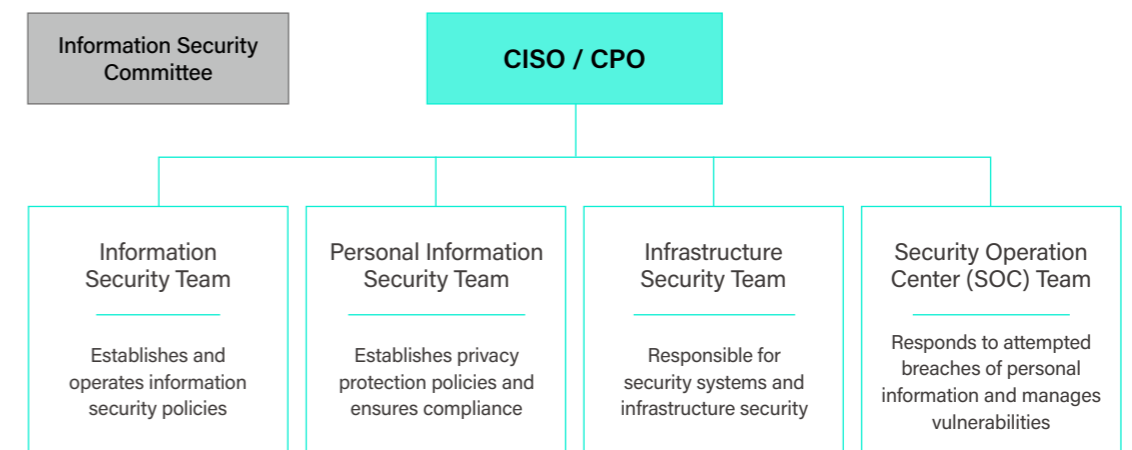
Information security & privacy protection policies

Woowa Brothers places the highest value on protecting the privacy of our users. To this end, we have adopted and operate a range of privacy protection and information security policies. Based on Privacy by Design principles, we perform proactive security reviews and vulnerability checks, which are inspected and managed on a periodic basis. These policies and guidelines apply to all of our employees as well as the employees of our contracting partner companies. All employees can access these policies and guidelines, including the Privacy Protection Guidelines and Information Security Policy, through Woowa Groupware, our intranet, at all times. Woowa Brothers also promptly responds to evolving laws, regulations, and compliance requirements by continuously updating related policies, while always prioritizing the privacy protection of users throughout this process.

Information security organization

Woowa Brothers has appointed a Chief Information Security Officer (CISO), who meets the relevant legal qualifications and also serves as the Chief Privacy Officer (CPO). The Information Security Committee, composed of the heads of information security-related teams, discusses major security policies and security measures for specific issues. The committee meets at least once a year and may convene more frequently as needed. To strengthen our privacy protection activities, we separated the privacy protection tasks previously handled by the Information Security Team and established a dedicated Personal Information Security Team. This team spearheads company-wide compliance with the Personal Information Protection Act (PIPA). It also analyzes the privacy impact and the flow of personal data for new or expanded services, and drives service improvements based on these analyses.

Information security organization chart



2 Privacy Protection Activities

Guarantee of the right to control one's own personal information

Woowa Brothers fulfills our privacy protection responsibilities by appointing a Chief Privacy Officer (CPO) and operating a dedicated team. To guarantee our users' right to have control over their personal information, we notify our users of the details of how their personal information is used and allow them to withdraw their consent for such collection or use as necessary. We also provide prior notice of any changes to our privacy policy. We process inquiries and requests concerning personal information and relief for damages within 10 business days of receipt.

Personal information processing procedures

1. Collection	We clearly define the purpose, retention period, and usage period of collected information and ensure that only the minimum necessary personal information is collected with the explicit consent of the data subject.
2. Use	We use personal information only for the consented purpose and ensure that it is not used for any other purposes.
3. Provision	Before sharing personal information with a third party, we obtain the data subject's consent and ensure that it is shared securely. In addition, we enter into a contract or agreement with the recipient to ensure that the provided information is used only for the intended purpose and processed securely in accordance with technical and administrative safeguards.
4. Storage	We take protective measures such as access control and encryption to ensure that personal information is stored and processed securely.
5. Destruction	Once the retention or use period expires, we destroy personal information that has served its intended purpose in an irreversible manner.

Cloud-based service operation and access control

Woowa Brothers' services operate on independent Amazon Web Services (AWS) accounts for service reliability and adhere to the standard network configurations defined internally. Our data centers are configured with full physical redundancy, allowing rapid recovery in the event of unforeseen disasters or system failures. In particular, our systems related to electronic financial services are designed to be accessible only in a restricted, internet-blocked environment to minimize the risk of external intrusion.

Information security certification and cooperation with external partners

In 2023, Woowa Brothers became the first delivery platform to obtain three key certifications for information security and privacy protection: ISMS-P, ISO/IEC 27001, and ISO/IEC 27701. Since 2016, we have maintained Information Security Management System (ISMS) certification. We have also maintained ISO/IEC 27001, the international standard for information security management systems, since 2018.

Information security training

Woowa Brothers conducts training to enhance our employees' understanding and awareness of information security and privacy. Every year, all employees sign our Information Security Pledge, while new hires are required to complete our information security training within their first month to minimize the risk of security incidents in their work. Additionally, we provide themed, in-depth security training for personnel such as partner company managers and employees handling personal location data.

3 Personal Information Security Monitoring

Information security incident prevention and response

To proactively prevent information security incidents, Woowa Brothers performs regular and ongoing inspections and external vulnerability assessments. To address undiscovered security threats, we utilize an Attack Surface Management (ASM) solution. Identified vulnerabilities are prioritized based on their risk level, and remedial actions are taken step by step. We also enhance our intrusion response processes in preparation for potential incidents, such as brand impersonation and information leakage, and maintain a preemptive security management system that minimizes adverse impacts.

Information security and personal data protection inspections

Woowa Brothers continuously manages risk levels through various information security inspection activities, including application compliance inspections, risk assessments based on personal data flows, and internal IT audits. We analyze personal data flows across all our services annually to identify vulnerabilities and improve our information security framework. When outsourcing the processing of personal information, data processors are required to sign an Information Security and Personal Data Processing and Protection Agreement, and we conduct annual on-site personal data protection inspections on such processors.

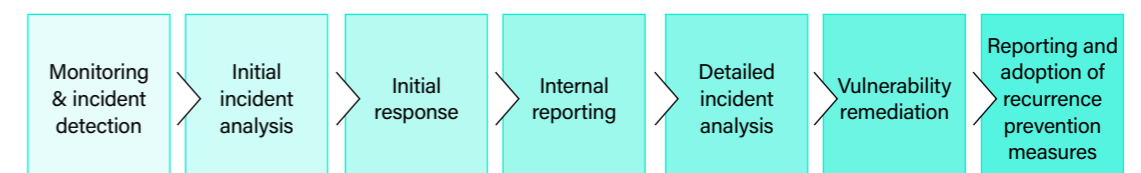
Data breach response

We prevent personal data leaks through vulnerability assessments, penetration testing, and the operation of information security systems. When a data leak is suspected, relevant teams are immediately alerted to assess the scope of damage and implement emergency containment measures. Focusing on minimizing damage, responding to the incident, and preventing recurrence, we promptly notify affected data subjects and report the incident to relevant national authorities to minimize harm.

Cases of personal data breaches

	Unit	2023	2024
Complaints submitted to regulatory bodies regarding personal data breaches	Cases	2	0
Personal data breaches	Cases	0	0
Users affected by personal data breaches	Persons	0	0
PII (Personally Identifiable Information)-related incident rate	%	0	0
Monetary loss due to legal proceedings related to personal data protection	KRW mn	0	0

Personal data leak response procedure



3 Technological Development

Woowa Brothers is dedicated to various R&D activities to enhance customer experiences through advanced technologies such as AI and robotics. We pursue practical problem-solving through diverse R&D initiatives and technology partnerships and bring creative ideas to our services via in-house hackathons and tech conferences. We are committed to delivering tangible improvements for customers through next-generation technologies and pioneering innovations that will shape the future of delivery.

1 R&D Structure

Our R&D endeavors

Woowa Brothers is committed to developing AI and algorithm technologies to accurately understand the needs of each and every customer and implement fairer product recommendation systems. Our research includes solutions to improve service quality through automatic detection of fraudulent orders. We have also introduced chatbot features to respond to customers and resolve inconveniences more quickly. As technology continues to evolve, we will ceaselessly explore new ways to enhance the quality of our delivery service, and introduce greater convenience and functionality to our services that connect people.

How our R&D organization works

Our R&D organization continuously experiments and strives to build a better society through technology, addressing challenges found in everyday life. Based on organic collaboration and active communication across teams, we swiftly integrate feedback to validate research outcomes faster and enhance their completeness. As research outcomes are closely linked to actual services, we consider the real-world applicability of the results from the research stage. We also pursue positive change and continuous innovation by thoroughly examining the societal impact and potential risks of technology and services.



Research initiatives for better services

AI innovation for customers

Our AI-based review monitoring system analyzes valuable customer feedback in real time to enhance service quality. AI technology extracts attributes from product images to provide customers with more accurate and detailed product information. AI technology that classifies dish types based on their names improves search convenience, enabling customers to find the dishes they want quickly and accurately. Dish image resolution enhancement and image generation technologies create clearer and more appealing food visuals, helping customers explore their options with ease and joy when selecting dishes.

AI business support for restaurant owners

Our AI chatbots respond to inquiries from restaurant owners in real time, 24/7, guiding them swiftly to the information they need and assisting in problem resolution. AI technology that extracts menu information from menu board images dramatically simplifies the complex and time-consuming menu registration process, allowing restaurant owners to focus more on their business growth.

Enhanced work efficiency through AI for employees

AI-powered query generation and data extraction capabilities help locate needed information quickly and efficiently within vast datasets. This reduces the time and effort required for complex data analysis, allowing our employees to focus on more valuable tasks. AI-driven document search and summarization functions enable rapid identification of key information across numerous internal records, supporting faster and more accurate decision-making.

Obtaining safety certification for outdoor mobile robots

Dilly, the autonomous delivery robot developed by Woowa Brothers, successfully obtained the Safety Certification for Outdoor Mobile Robot¹⁾ issued by the Korea Institute for Robot Industry Advancement in July 2024. Through certification, Dilly was officially recognized for its autonomous driving capabilities in diverse pedestrian environments such as sidewalks, alleyways, and crosswalks. In Gangnam-gu, where delivery demand is concentrated, residential and commercial facilities coexist—from officetels along main roads to villas nestled in alleyways. Dilly’s sophisticated navigation technology, designed for these intricate pedestrian settings, plays a crucial role in stable service operation. Building on this certification, we are continuously expanding the coverage area and operational scale of our Bmart robot delivery service. We plan to steadily advance our robot technology to further enhance Dilly’s delivery efficiency and customer convenience, while also renewing the safety certification in a timely manner in accordance with updated robot specifications and applicable regulations. We will continue to strengthen our leadership in Korea’s autonomous delivery robot market, backed by our pioneering technological capabilities and service competitiveness.

1) Certification required under the Intelligent Robots Development and Distribution Promotion Act for delivery robots to legally operate in designated areas, including sidewalks as defined in the Road Traffic Act.



Woowathon: In-house hackathon program

Woowathon, an in-house hackathon where employees freely propose ideas, marked its fifth iteration in 2024. The latest Woowathon was held under the theme, “Finding New Customer Experiences,” focusing on proposing innovative customer experiences across Baemin services, including delivery, discovery, recommendations, and discounts. Conducted over two sleepless days at Woowa Brothers’ headquarters, Woowathon brought together 61 participants across 13 teams. Participating teams developed prototypes based on pre-submitted ideas on the first day and presented their results on the following day. The winning idea this year centered on using generative AI and review data to help customers quickly obtain desired information and more easily locate products. The winning team was awarded prize money and the chance to integrate their idea into a real business initiative, contingent upon its potential, feasibility, and completeness. We will continue to leverage the abundant creativity of our employees to create better services.

3 Expanding Technological Cooperation

Expanding into the food tech sector

Food technology will bring profound transformation to the food and beverage industry, restaurant industry, and delivery service industry through diverse IT technologies. Furthermore, it will leverage big data to inform policies for preventing nutrition-related diseases. Woowa Brothers is actively advancing food technology by actively leveraging diverse IT technologies to prepare for the future. The delivery and serving robots we have developed and are operating overcome spatial constraints, alleviate human workload, and enable more efficient, lower-cost services. Woowa Brothers is also working to advance food technology to drive tangible changes. For example, we have signed a comprehensive business agreement with food robot developer ShinStarr Presents for product development, and are collaborating with the Ministry of Land, Infrastructure and Transport and domestic construction companies to ensure smooth navigation of delivery robots within apartment complexes.

Hosting House Party Challenge with Google Gemini

Woowa Brothers and Google's generative AI Gemini co-hosted a House Party Challenge targeting Generation Z. The event was designed to inspire participation of our core customer base, Gen Z, enabling them to experience both brands simultaneously. Through this challenge, we aimed to strengthen Baemin's identity as a brand that connects everyday life with technology, moving beyond a simple delivery app, and to foster the perception that "Baemin is a tech-forward company" and "Baemin = House Parties." The event was designed so that customers could add house-party food to their cart on the Baemin app, directly experiencing Gemini's multimodal and image-generation features while naturally associating Baemin with the house-party occasion. Participants uploaded the generated images to social media, resulting in a total of 2,600 submissions during the two-week year-end holiday season. The reaction to the event was characterized by voluntary and enthusiastic participation, driven by the genuine interest and curiosity of the Gen Z audience. We will continue to integrate AI across diverse service areas to deliver smarter, more enjoyable delivery experiences for customers.



Signing a business agreement with Microsoft Korea for generative AI solutions

Woowa Brothers signed a business agreement with Microsoft Korea to develop and expand generative AI services, leveraging OpenAI-based models to enhance the Baemin user experience. We are enhancing our AI-driven menu recommendation features and developing new services that utilize models like GPT and DALL-E. Through these efforts, we continue to develop AI-based solutions like Menu TtukTtak AI. This tool uses GPT to analyze variables, including user preferences, time of day, and weather, to suggest contextually relevant dishes, thereby enriching customer experiences.

Baemin Robot Delivery Challenge

Woowa Brothers continues to refine robotic technologies that enable robots to autonomously detect and avoid obstacles in complex environments, allowing them to safely complete delivery missions to the exact location of our customers even in adverse weather conditions such as rain or snow. In 2024, we successfully hosted the Baemin Robot Delivery Challenge as part of the International Robot Contest & R-BIZ Challenge, Korea's largest robot competition co-organized by the Ministry of Trade, Industry and Energy and Korea Institute for Robot Industry Advancement (KIRIA). The competition featured two categories: the Delivery Mission Challenge (the robot autonomous driving challenge) and the Food Delivery Idea Challenge. The Delivery Mission Challenge required robots to skillfully navigate diverse obstacles, such as slopes, stairs, and narrow paths, in a simulated urban environment and swiftly complete a delivery mission. The accompanying Food Delivery Idea Challenge sought creative solutions for delivering food safely and in the most delicious condition. Participants demonstrated cutting-edge technologies and presented commercialization ideas with great enthusiasm. By exploring the fundamental question, "How can we deliver food to customers in the most delicious state?," we connected with promising talents poised to lead the future of the robot delivery industry. Looking ahead, we will continue to enhance object recognition and autonomous driving technologies, while integrating thoughtful, human-centric algorithms and AI technology to ensure people feel safe and food remains fresh throughout delivery experiences.



Woowa Tech Conference
2024.woowacon.com



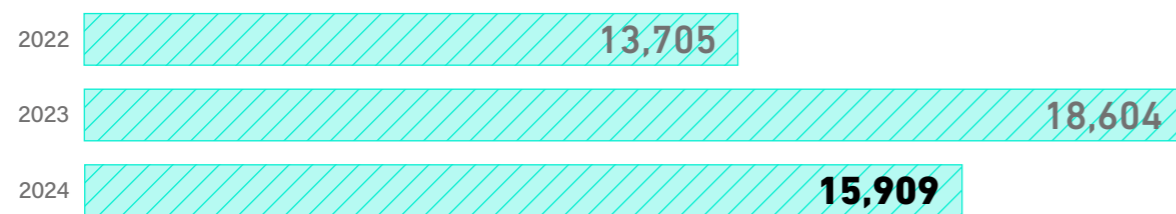
Tech Blog
techblog.woowahan.com

Woowa Tech Conference

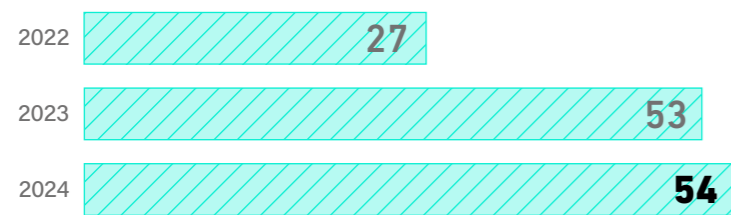
The Woowa Tech Conference (WOOWACON) is a forum where Woowa Brothers shares its vision and values and reflects on the journey that led to the creation of its current services. WOOWACON 2024, held offline, featured a diverse program consisting of seven tracks, 12 fields, and 54 sessions. A wide range of topics spanning technology, service, design, culture, and growth were covered by a total of 76 employee presenters. Out of 15,909 pre-registrants, 1,347 were randomly selected and invited. Session recommendation surveys showed an average of 98.05% positive responses, demonstrating participants' excitement and satisfaction. This year's WOOWACON introduced new interactive sessions—Mentoring and Ignite—to encourage deeper and more dynamic engagement among attendees. Moving forward, WOOWACON will continue sharing our technology and growth experiences with a broader audience, spreading our core values.

Participation in WOOWACON

No. of applicants (Unit: Persons)



No. of presentation sessions (Unit: Sessions)



Woowa Tech Seminar

The Woowa Tech Seminar is an online seminar series that offers insights into Woowa Brothers' technology and development. It began as an internal knowledge-sharing initiative but transitioned into an open seminar in 2019 so that we could share our ideas and challenges with external engineers. In 2024, a total of five sessions were held, attracting a cumulative 117,621 views. Going forward, we will continue to expand the Woowa Tech Seminar as an open communication platform where more people can freely share knowledge and experience.



Tech Blog & Today's Woowa AI Development

The Tech Blog is where Woowa Brothers shares the challenges and solutions behind building better Baedal Minjok services. New posts are uploaded on a weekly basis, and the blog consistently records an average of over 100,000 monthly views. The process of transforming our technologies and experiences into blog articles provides growth opportunities for our employees while the firsthand stories offer practical insights for readers. The blog covers a wide range of topics and reaches a diverse audience, with select articles also published in English for global readers. Following *Today's Woowa Development* (2023), we published *Today's Woowa AI Development* (2024), a compilation of AI, machine learning, data, and robotics stories originally featured on our blog. Going beyond simply introducing our technologies, the book vividly portrays the real-world challenges and lessons learned through practical, hands-on cases, such as generative AI experiments, MLOps implementation, recommendation system enhancement, and robot control model optimization. Since the second half of 2022, we have also been offering the Woowa Technical Writing program to help our engineers develop stronger technical writing skills.



Woowa Tech Course
www.woowacourse.io

Woowa Tech Course

The Woowa Tech Course is a 10-month developer training program designed to foster growth through in-depth learning in web frontend, web backend, and Android mobile development. The strong interest in the Woowa Tech Course continued during the recruitment of its 6th cohort, drawing approximately 4,500 applicants. To ensure learning opportunities for all, Woowa Brothers provided a pre-course program to every applicant. We expect that trainees who experience the ideal development culture and processes at the Woowa Tech Course will help spread a healthy development culture and carry it forward in a positive direction.

Woowa Tech Course outcomes

	Unit	Cohorts 1-6
No. of graduates	Persons	595
No. of graduates employed after completing the course	Persons	449

Woowa Study

Woowa Study is a voluntary study group where employees in tech roles come together to explore topics of interest and share their experiences. Launched in 2021, Woowa Study runs as a self-directed group, with participants choosing both the study topics and how each session is conducted. We also have open study sessions that welcome participation from external developers. In 2024, we partnered with Seoul Women IT's—an IT learning community run by the Seoul Foundation of Women and Family—to expand study opportunities into a wider range of fields and facilitate communication with professionals across the industry.



Case Product Manager Relations

Woowa Brothers operates Product Manager Relations (PMR) activities to support the continuous growth of our product managers and to encourage them to share their experiences with one another. We currently bring together over 200 PMs through regular tea-time sessions and offer onboarding support, town halls, and role interviews to promote both individual growth and knowledge sharing within the organization. The essence of PMR lies in networking and capability building. It not only helps product managers naturally adapt to Woowa Brothers' work culture and product organization but also fosters a culture of open dialogue and shared learning. By running study programs and internal communities designed to strengthen the capabilities of our PMs, PMR fosters a voluntary learning culture and enables individual experiences to be shared beyond individual teams and across the organization. The role of PMR extends beyond operational support. It serves as a growth engine for the entire product organization. PMR aims to be a catalyst that helps individual experiences and knowledge naturally flow throughout the organization—ensuring that these small efforts to connect people lead to better products and better experiences.

Case Tech Salon

The Tech Salon is a space where developers connect, learn, and network with one another, created with the aim of expanding the developer community. It offers a venue where not only developers from Woowa Brothers but also developers from other companies and aspiring developers can come together to freely connect and exchange ideas.

6 Appendix



1 Sustainability Data

3 SASB Index

5 Independent Assurance Statement

2 GRI Content Index

4 Our Accolades

Company information

Category	Details	Category	Details
Company name	Woowa Brothers	Head office	2, Wiryeseong-daero, Songpa-gu, Seoul (Jangeun Building, Bangi-dong)
Type of ownership	Incorporated company		
Year of foundation	March 2011	Business operations	South Korea

Data in Growing Together & Ensuring Safety and Health from End to End

Category	Unit	2022	2023	2024
Baemin Academy: Training sessions (cumulative) ¹⁾	Times	1,899	3,085	3,880
Baemin Academy: Participants (cumulative) ¹⁾	Persons	188,589	248,171	302,925
Offline participants in Baemin Restaurant Conference (cumulative) ²⁾	Persons	-	4,984	7,011
Woowa Restaurant Owner Care Fund (cumulative) ³⁾	KRW 100 mn	20.0	28.9	36.5
Woowa Scholarship for Children of Restaurant Owners (cumulative) ³⁾	KRW 100 mn	20.0	36.0	56.0
Riders who completed Baemin Rider School training	Persons	5,412	5,611	4,422
Riders covered by workers' compensation insurance	%	100	100	100
Funding for improvement of riders' working conditions ⁴⁾	KRW 100 mn	3.5	3.5	4.0
Support amount for Woowa Rider Care Fund (cumulative) ³⁾	KRW 100 mn	11.5	18.8	21.0

1) Total of online, offline, and livestreaming training sessions. The period for 2023 data is 2014 to April 2024 and for 2024 data is 2014 to April 2025.

2) Total number of participants in the offline event (Jan 2023 – Dec 2024)

3) Woowa Restaurant Owner Care Fund and Woowa Rider Care Fund are operated with a private donation from the former Chairman Bongjin Kim and funds from Woowa Brothers.

4) This figure represents the total amount spent on supplies for extreme heat and cold. The 2023 data was recalculated by rounding, and a portion of the 2023-2024 cold weather relief supply costs was covered by subsidies from the Ministry of Employment and Labor.

Data on Social and Food Safety Net

Category	Unit	2022	2023	2024
Donation of Baemin School Break Lunch ¹⁾	KRW 1mn	374	436	411
Sponsorship for Care for the Elderly through Milk Delivery (cumulative)	KRW 1mn	974	1,104	1,224
Number of volunteer activities from Woowa Volunteers & Compassionate Youths (cumulative) ²⁾	Times	20	26	34
Number of participants from Woowa Volunteers & Compassionate Youths (cumulative) ²⁾	Persons	451	615	761
Volunteer hours from Woowa Volunteers & Compassionate Youths (cumulative) ²⁾	Hours	2,180	2,681	2,904

1) Cumulative results for Baemin School Break Lunch donations are calculated by combining donations from each year's summer and winter school breaks. Therefore, the data for each year includes results collected up to February of the following year (for 2024, the results include donations through February 2025).

2) Cumulative volunteer performance of Woowa Volunteers has been tracked since 2019, and that of Compassionate Youths volunteers since 2023.

Data on Promoting a Green Delivery Culture

Category	Unit	2022	2023	2024
Direct GHG emissions (Scope 1) ¹⁾	tCO ₂ eq	206	3,758	3,895
Indirect GHG emissions (Scope 2)	tCO ₂ eq	16,143	12,221	13,528
Total GHG emissions (Scope 1 & 2) ¹⁾	tCO ₂ eq	16,349	15,979	17,424
GHG emissions intensity ²⁾	tCO ₂ eq/ KRW 100 mn	0.55	0.47	0.40
Direct energy: LNG	TJ	0	0	0
Direct energy: Diesel fuel and gasoline ³⁾	L	17,841	33,483	15,076
Indirect energy: Electricity	MWh	34,434	26,169	31,465
Energy use intensity ²⁾	TJ/KRW 100 mn	0.004	0.003	0.003
Waste discharge ⁴⁾	Tons	9,559	1,602	1,369
GHG emissions reduced through the No Disposable Spoons and Forks feature ⁵⁾	tCO ₂ eq	25,645	23,565	19,699
GHG emissions reduced through No Complimentary Side Dishes option ⁶⁾	tCO ₂ eq	2,440	2,374	1,960

1) 2023 data has been recalculated following a reassessment of direct energy consumption (diesel fuel and gasoline).

2) Calculated based on operating revenue in the consolidated statement of comprehensive income from the consolidated audit report.

3) 2023 data was recalculated based on the driving distance of that year.

4) The method for estimating waste generation data was changed starting 2023.

5) Reduction amount certified by the Carbon Reduction Certification Center of the Korea Chamber of Commerce and Industry

6) Calculated in accordance with our internal methodology.

Data on the Best Company to Work For¹⁾

Category	Unit	2022	2023	2024
Total employees	Persons	3,353	3,750	3,706
By gender: Male	Persons	1,910	2,067	2,046
By gender: Female	Persons	1,443	1,683	1,660
By type of employment: Executives	Persons	48	44	36
By type of employment: Employees	Persons	3,305	3,706	3,670
By age group: Under 30	Persons	1,313	1,342	1,156
By age group: 30-49	Persons	1,994	2,359	2,497
By age group: 50 and older	Persons	46	49	53
Training hours per employee (Woowa Brothers) ²⁾	Hours	3	10	11
Training support per employee (Woowa Brothers)	KRW	425,000	309,700	287,126
Employees eligible for statutory parental leave	Persons	351	493	571
Employees who used statutory parental leave	Persons	46	71	108
Employees who returned to work from statutory parental leave	Persons	35	32	55
Employees who have worked for 12 consecutive months after returning from statutory parental leave	Persons	6	17	98
Employees who took Special Parental Leave	Persons	28	43	63
Woowa Talk (Woowa Brothers)	Occurrences	4	4	4

1) The data includes figures for both Woowa Brothers and Woowa Youths unless otherwise indicated.

2) As of 2023, the calculation method has been revised as follows: (Total training hours × Number of employees who actually participated) ÷ Total number of employees of that year.

Data on Customer Satisfaction

Category	Unit	2022	2023	2024
Number of customer protection training sessions	Sessions	26	26	21
Number of employees who participated in customer protection training	Persons	735	433	290
Customer satisfaction CCM certification results	-	Certified	Certified	Certified
Fake and misleading reviews detected and sanctioned ¹⁾	Cases	95,318	98,122	73,273

1) All cases of identified fake reviews are sanctioned without exception; sanctions may include hiding the review or blocking the reviewer from posting, depending on the severity.

Data on Our Responsibility

Category	Unit	2022	2023	2024
Woowa Code of Ethics training participants ¹⁾	Persons	2,014	2,216	2,179
Woowa Code of Ethics training completion rate	%	100	100	100
Woowa Ethics Pledge signing rate	%	100	100	100
Completion rate of information security training (employees)	%	100	100	100
Completion rate of information security training (external partners) ²⁾	%	100	100	100

1) Excluding employees on leave of absence or leave

2) The information security training was conducted for service providers entrusted with personal information processing activities.

Economic Value Creation and Distribution¹⁾

Category	Sub-category	Unit	2022	2023	2024
Revenue		KRW 1 mn	2,947,141	3,415,505	4,322,646
Operating income		KRW 1 mn	424,061	699,881	640,790
Operating expenses	Acquisition of tangible / intangible assets	KRW 1 mn	40,387	43,886	75,110
Personnel	Salary, bonuses	KRW 1 mn	369,712	452,663	447,200
Partners	Purchases	KRW 1 mn	1,549,339	1,696,935	2,691,248
Government	Income taxes	KRW 1 mn	127,605	218,181	183,427

1) Based on the consolidated statement of comprehensive income and consolidated statement of cash flows from the Consolidated Audit Report for fiscal years 2022-2024

Tax Indicators¹⁾

Category	Unit	2022	2023	2024
Profit before tax	KRW 1 mn	403,452	724,386	642,738
Nominal tax amount	KRW 1 mn	98,281	187,359	161,005
Nominal tax rate	%	24.4	25.9	25.0
Actual tax amount	KRW 1 mn	127,605	218,181	183,427
Effective tax rate	%	31.6	30.1	28.5

1) Based on Note 26, Income Tax Expenses in the consolidated financial statements for fiscal years 2022-2024

Statement of Use

Baemin Story 2025, Woowa Brothers' Sustainability Report, presents sustainability performance for the period from January 1 to December 31, 2024. It has been prepared with reference to the GRI Standards 2021. The key concepts and reporting principles of GRI 1: Foundation 2021 were applied, and no sector standard was applicable.

General Disclosures

Indicator	Disclosure	Page	Note	ESRS aligned
2-1	Organizational details	150		ESRS 2 BP-1
2-2	Entities included in the organization's sustainability reporting	2		ESRS 1, ESRS 2 BP-1
2-3	Reporting period, frequency and contact point	2		ESRS 1
2-4	Restatements of information	-	Changes from previous disclosures are noted in the footnotes.	ESRS 2 BP-2
2-5	External assurance	163-165		-
2-6	Activities, value chain and other business relationships	10-27		ESRS 2 SBM-1
2-7	Employees	152		ESRS 2 SBM-1, ESRS S1-6
2-9	Governance structure and composition	34		ESRS 2 GOV-1
2-10	Nomination and selection of the highest governance body	34		-
2-11	Chair of the highest governance body	34		-
2-12	Role of the highest governance body in overseeing the management of impacts	34-35		ESRS 2 GOV-1, GOV-2, SBM-2, ESRS G1
2-13	Delegation of responsibility for managing impacts	34-35		ESRS 2 GOV-1, GOV-2, ESRS G1-3
2-14	Role of the highest governance body in sustainability reporting	34-35		ESRS 2 GOV-5, IRO-1
2-15	Conflicts of interest	129-132		-
2-16	Communication of critical concerns	44		ESRS 2 GOV-2, G1-1
2-22	Statement from the highest governance body on sustainable development strategy	6-7		ESRS 2 SBM-1
2-23	Policy commitments	129		MDR-P, MDR-A, MDR-T, ESRS S1-1, S2-1, S4-1, G1-1
2-24	Embedding policy commitments	130-133		ESRS 2 GOV-2, MDR-P, ESRS S2-4, S3-4, S4-4, G1-1
2-25	Processes to remediate negative impacts	130-133		ESRS S1-1, S1-3, S2-1, S2-3, S2 4, S3-3, S3-4, S4-1, S4-3, S4-4
2-26	Mechanisms for seeking advice and raising concerns	130-133		ESRS S1-3, S2-3, S3-3, S4-3, G1-1, G1-3

Indicator	Disclosure	Page	Note	ESRS aligned
2-27	Compliance with laws and regulations	160		ESRS 2 SMB-3, S1-17, G1-4
2-28	Membership associations	104		ESRS G1
2-29	Stakeholder engagement policy	42		ESRS 2 SMB-2, ESRS S1-2, S2-1, S2-2, S3-2, S4-1, S4-2
2-30	Collective bargaining agreements	78		ESRS S1-8

Material Topics

Indicator	Disclosure	Page	Note	ESRS aligned
3-1	Process to determine material topics	43		ESRS 2 BP-1, IRO-1
3-2	List of material topics	44-45		ESRS 2 SBM-3
Material Topic 1. Improving profitability and supporting business activities of partner restaurants				
3-3	Management of material topics	48		ESRS S3, G1-2
203-1	Infrastructure investments and services supported	50-51		ESRS S3
203-2	Significant indirect economic impacts	31-33, 150		ESRS S2-4, S3-4
204-1	Proportion of spending on local suppliers	56-59		ESRS S3
Material Topic 2. Strengthening rider safety and health management				
3-3	Management of material topics	66		ESRS S3, ESRS S1-1, S1-2, S2-1, S2-2, S2-4, S2-5
203-1	Infrastructure investments and services supported	68-72		ESRS S3
203-2	Significant indirect economic impacts	31-33, 150		ESRS S2-4, S3-4
403-1	Occupational health and safety management system	73-75		ESRS S1-1
403-3	Occupational health services	78-79		ESRS S1
403-4	Worker participation, consultation, and communication on occupational health and safety	68-72		ESRS S1
403-5	Worker training on occupational health and safety	68-72		ESRS S1
403-6	Promotion of worker health	78		ESRS S1
403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	80-83		ESRS S2-4

Indicator	Disclosure	Page	Note	ESRS aligned
Material Topic 3. Enhancing brand trust				
3-3	Management of material topics	30-33		ESRS S5, E5-1, E5-2, E5-3
non-GRI	Baemin 2.0 rebranding and establishing its mission and vision	30-33		-
non-GRI	Results of fulfilling Baemin's Commitment	31-33		-
Material Topic 4. Sustainable packaging and plastic reduction				
3-3	Management of material topics	96		ESRS S5, E5-1, E5-2, E5-3
306-1	Waste generation and significant waste-related impacts	98-100		ESRS 2 SBM-3
306-2	Management of significant waste-related impacts	98-100		ESRS E5-2, E5-5
306-3	Waste generated	151		ESRS E5-5
Material Topic 5. Fair trade and ethical management				
3-3	Management of material topics	128		ESRS G1-1, G1-3, G1-5
205-2	Communication and training on anti-corruption policies and procedures	130-132		ESRS G1-3
415-1	Political contributions	130		ESRS G1-5
Material Topic 6. Strengthening Privacy Protection				
3-3	Management of material topics	134		ESRS S4, S4-1, S4-2, S4-4
418-1	Substantiated complaints concerning breaches of customer privacy or loss of customer data	137		ESRS S4-3, S4-4
non-GRI	Privacy breach incidents	137		ESRS S4, MDR-M
Material Topic 7. Mutual growth with local communities				
3-3	Management of material topics	84		ESRS S3, S3-1, S3-2, S3-4
203-1	Infrastructure investments and services supported	86-93		ESRS S3
203-2	Significant indirect economic impacts	31-33, 151		ESRS S2-4, S3-4
413-1	Operations with local community engagement, impact assessments, and development programs	94-95		ESRS S3-2, S3-3, S3-4
413-2	Operations with significant actual and potential negative impacts on local communities	-	No negative impacts have been identified; however, potential impacts on communities are being monitored.	ESRS 2 SBM-3, S3

Indicator	Disclosure	Page	Note	ESRS aligned
Material Topic 8. Improving customer satisfaction and ensuring protection of their rights				
3-3	Management of material topics	118		ESRS S4, S4-1, S4-2, S4-4
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	-	No violations confirmed.	ESRS S4-4
417-1	Requirements for product and service information and labeling	121		ESRS S4
417-2	Incidents of non-compliance concerning product and service information and labeling	-	No violations confirmed under the Fair Labeling and Advertising Act.	ESRS S4-4
non-GRI	Establishing a review policy and fostering a healthy review culture	122		ESRS S4, MDR-M
Material Topic 9. Investing in innovative technologies and securing competitiveness				
3-3	Management of material topics	138		ESRS S3, S3-1, S3-2, S3-4
non-GRI	Delivery robot demonstration and acquisition of operational safety certification	140		-
non-GRI	Collaborating on food-tech and fostering specialized personnel	142		-
Material Topic 10. Building advanced delivery partnerships				
3-3	Management of material topics	66, 78		ESRS S3, S3-1, S3-2, S3-4
407-1	Operations and suppliers at risk of undermining the right to freedom of association	-	No operations or suppliers have been identified as posing a high risk to freedom of association.	ESRS S1, S2
413-1	Operations with local community engagement, impact assessments, and development programs	73-75		ESRS S3-2, S3-3, S3-4

Other Topic Standards

Indicator	Disclosure	Page	Note	ESRS aligned
201-1	Direct economic value generated and distributed	154		-
201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change	102-103		ESRS 2 SBM-3, E1-3, E1-9
207-4	Country-by-country reporting	154		-
302-1	Energy consumption within the organization	151		ESRS E1-5
302-3	Energy intensity	151		ESRS E1-5
305-1	Direct (Scope 1) GHG emissions	101, 151		ESRS E1-4, E1-6
305-2	Indirect (Scope 2) GHG emissions	101, 151		ESRS E1-4, E1-6
305-4	GHG emissions intensity	151		ESRS E1-6
305-5	Reduction of GHG emissions	98		ESRS E1-3, E1-4, E1-7
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	108-114		ESRS S1-11
401-3	Parental leave	113, 152		ESRS S1-15
404-1	Average hours of training per employee per year	152		ESRS S1-13
404-2	Employee job training and career transition support programs	152		ESRS S1-1
404-3	Percentage of employees receiving regular performance and career development reviews	109		ESRS S1-13
405-1	Diversity of governance bodies and employees	161		ESRS 2 GOV-1, S1-6
406-1	Incidents of discrimination and corrective actions taken	-	No incidents of discrimination have been reported.	ESRS S1-17
408-1	Operations and suppliers at significant risk for incidents of child labor	-	No operations or suppliers have been identified as posing a high risk of child labor or forced labor.	ESRS S1-1, S2-1
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-		ESRS S1-1, S2-1

Sustainability Disclosure Topics & Accounting Metrics
(Industry: Internet Media & Services)

Code	Metric	Unit	2023	2024
Environmental Footprint of Hardware Infrastructure				
TC-IM-130a.1	(1) Direct energy consumed	L	33,483	14,962
	(2) Indirect energy consumed	MWh	26,169	31,465
	(3) Percentage grid electricity	%	100	100
	(4) Percentage renewable energy	%	0	0
TC-IM-130a.2	(1) Total water withdrawn	Tons	-	-
	(2) Total water consumed; percentage of in regions with High or Extremely High Baseline Water Stress	Tons	-	-
TC-IM-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs ¹⁾	Discussion and Analysis	-	-
Data Privacy, Advertising Standards & Freedom of Expression				
TC-IM-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Discussion and Analysis	-	-
TC-IM-220a.2	Number of users whose information is used for secondary purposes	Cases	0	0
TC-IM-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	KRW	0	0
TC-IM-220a.4	(1) Number of law enforcement requests for user information	Cases	0	0
	(2) Number of users whose information was requested	Persons	0	0
	(3) Percentage of requests resulting in disclosure	%	0	0
TC-IM-220a.5	List of countries where core products or services are subject to government - required monitoring, blocking, content filtering, or censoring	Discussion and Analysis	-	-
TC-IM-220a.6	(1) Number of government requests to remove content	Cases	0	0
	(2) Percentage compliance with requests	%	0	0
Data Security				
TC-IM-230a.1	(1) Number of data breaches	Cases	0	0
	(2) Percentage involving personally identifiable information (PII)	%	0	0
	(3) Number of users affected	Persons	0	0
TC-IM-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	-	-

Code	Metric	Unit	2023	2024
Employee Recruitment, Inclusion & Performance				
TC-IM-330a.1	Percentage of employees who are foreign nationals	%	0.2	0.2
TC-IM-330a.2	Employee engagement as a percentage ²⁾	%	85	-
TC-IM-330a.3	(1) Women in management ³⁾	%	11.4	8.3
	(2) Women in executive management ⁴⁾	%	35.5	35.0
	(3) Women in technical roles	%	20.9	22.1
	(4) Women in all employees	%	44.9	44.8
Intellectual Property Protection & Competitive Behavior				
TC-IM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	KRW	0	-
Activity Metrics				
TC-IM-000.A	Entity-defined measure of user activity	10k Persons	1,800	1,900
TC-IM-000.B	(1) Data processing capacity, (2) Percentage outsourced	MSU, %	0	0
TC-IM-000.C	(1) Amount of data storage, (2) Percentage outsourced	PB, %	0	0

- 1) Data is stored and processed by external service providers, and the operation of data centers follows the providers' environmental policies.
- 2) Positive responses to the statement "I would recommend my company as a good place to work to my acquaintances" in the employee satisfaction survey.
- 3) Calculated based on the number of employees classified as executives.
- 4) Executive management includes the CEO and heads of divisions, centers, departments, and teams.

4 Our Accolades

Year	Accolades
2025	<ul style="list-style-type: none"> · Serving robot Dilly won the grand prize in the Serving Robot category at the Brand Customer Loyalty Awards for the second consecutive year, jointly organized by Brand Keys and the Korea Consumers Council.
2024	<ul style="list-style-type: none"> · Woowa Brothers received the Top Taxpayer Award from the government, becoming the first delivery platform to receive such honor. · Baemin's delivery robot Dilly won two international design awards (an iF DESIGN AWARD and a Red Dot Award in the Product category). · Serving robot Dilly won the grand prize at the Brand Customer Loyalty Awards, for the first time in the Serving Robot category. · Woowa Brothers received the Chairperson's Commendation from the Korea Commission for Corporate Partnership at the 2024 Retail Competition for Mutual Growth, hosted by the Korea Federation of SMEs. · Woowa Brothers won the Grand Prize in the Platform category at the 2024 Korea Human Resources Development Awards, hosted by the Korea HRD Association.
2023	<ul style="list-style-type: none"> · Woowa Youths received the Grand Prize in the Blog category at the Social i-Awards 2023, organized by the i-Awards Committee. · The Ministry of Employment and Labor and Seoul Regional Office of the Korea Occupational Safety and Health Agency selected Baemin Rider School as an outstanding safety case for the 2023 Seoul Occupational Safety and Health Month. · Baemin's Geullim font won the Bronze Award in the Typography category at the 2023 CLIO Awards. · Serving robot Dilly won the Grand Prize at the Korea Consumer Appraisal Brand Awards in both the Best Brand and Brand Most Loved by Consumers categories.
2022	<ul style="list-style-type: none"> · Baemin achieved a Triple Crown at the Effie Awards Korea, winning Silver for Baemin Green, Bronze for Baemin Bmart, and Brand of the Year for Baedal Minjok. · Woowa Brothers received a commendation from the Chairman of the Fair Trade Commission at the Retail Competition for Mutual Growth of SMEs, Department Stores, and Online Platforms organized by the Korea Federation of SMEs. · Woowa Brothers won the Grand Prize in the comprehensive ESG category at the K-ESG Management Awards, organized by the Dong-A Ilbo. · Woowa Brothers was selected by the Ministry of Employment and Labor as one of the Best Companies with Work-Life Balance in 2022. · Woowa Brothers was selected for the "Best Practice of the Month (Win-Win Ball) for September" by the Ministry of SMEs and Startups. · Woowa Brothers was certified for Consumer Centered Management (CCM) for the third time by the Fair Trade Commission and the Korea Consumer Agency.
2021	<ul style="list-style-type: none"> · Woowa Brothers received the Presidential Commendation in the Organization category at the 2021 Win-Win Growth Week Ceremony, organized by the Ministry of SMEs and Startups and the Korea Commission for Corporate Partnership. · Woowa Brothers' CEO received the Presidential Commendation at the Equal Employment Contribution Awards, organized by the Ministry of Employment and Labor. · Woowa Brothers received the Minister of Environment's commendation for contributions on Resource Circulation Day, organized by the Ministry of Environment. · Woowa Brothers received the top rating (AAA) under the Guidelines for Reducing Plastic Waste & Sustainable Ocean and Climate Action Acceleration (GRP) from the UN SDGs Association. · Woowa Brothers was selected as the Excellent Call Center in the Korea Service Quality Index (KSQI), organized by the Korea Management Association Consultants. · Woowa Brothers was recognized by the Ministry of Employment and Labor as one of the Best Companies for Job Creation in Korea. · Woowa Brothers won the Minister's Award at the 2021 Hacking Defense CONtest (HDCON), organized by the Ministry of Science and ICT. · Baemin's "I'm Sending You a Meal" campaign won Gold in the TV Commercial category at the 2021 Korea Advertising Awards.

5 Independent Assurance Statement

To the Valued Stakeholders of Woowa Brothers Corp.

QuantifiedESG, Inc. (hereinafter "QESG") has conducted an independent assurance on the Baemin Story 2025: Woowa Sustainability Report, issued by Woowa Brothers Corp. (hereinafter "Woowa" or "the Reporting Organization"). We hereby provide our assurance opinion as follows.

Responsibilities of the Reporting Organization's Management

Woowa bears full responsibility for the accuracy of the information and data disclosed in the report.

Assurance Scope, Boundary, and Limitations

Scope: Baemin Story 2025 (Woowa Sustainability Report, hereinafter "the Report")

Boundary: Information disclosed in the Report covering the period from January 1 to December 31, 2024, as of July 2025. (Some sustainability performance data also include the period from January to June 2025.)

Limitations: Financial information audited by external auditors and all forward-looking statements presented by Woowa are excluded from the assurance scope.

Independence and Internal Control

As an independent assurance provider, QESG was not involved in the development or preparation of the Report and is responsible for providing an objective assurance opinion based on independent assurance procedures. QESG maintains no relationships that could compromise its independence in performing this engagement.

Type of Assurance

QESG conducted assurance procedures designed to achieve a moderate level of assurance under the AA1000AS v3 Type 1 assurance approach. Compliance with the four principles of AA1000AP (2018)—Inclusivity, Materiality, Responsiveness, and Impact—was reviewed through document-based verification and on-site interviews with Woowa. Additionally, for selected indicators¹⁾, QESG applied the Type 2 assurance approach to further assess the reliability of data collection processes.

1) Type 2 applied: 2-7 Employees, 203 Indirect Economic Impacts 2016, 302 Energy 2016, 305 Emissions 2016, 306 Waste 2020, 401 Employment 2016, 403 Occupational Health and Safety 2018

Assurance Procedures

QESG reviewed relevant procedures, systems, controls, and available performance data to assess the appropriateness of the Report's content. Interviews were conducted with personnel responsible for preparing the Report to evaluate the validity of the materiality assessment process, the selection of issues considering stakeholder perspectives, data collection and management, and the overall drafting process. QESG confirmed that any errors, inappropriate information, or unclear expressions identified during this process were corrected appropriately prior to publication.

Detailed Assurance Activities

- Sample-based document review of Woowa's procedures for collecting, analyzing, and compiling sustainability information
- Review of material topics identified through stakeholder engagement processes, media analysis, and sustainability reports of peer companies
- Review of whether the Report was prepared with reference to the GRI Standards 2021
- Interviews with key personnel regarding the sustainability strategy and material performance indicators in relation to the Materiality Matrix
- Interviews with responsible staff to verify the data collection processes, reporting procedures for GRI indicators, and the reliability of internal controls
- Overall review of the quality of sustainability disclosures

GRI Assurance Scope

- (1) Universal Standards: Organization and Reporting Practices (2-1, 2-2, 2-3, 2-4, 2-5), Activities and Workers (2-6, 2-7), Governance (2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16), Strategy, Policies, and Practices (2-22, 2-23, 2-24, 2-25, 2-26, 2-27, 2-28), Stakeholder Engagement (2-29, 2-30), Material Topics (3-1, 3-2, 3-3)
- (2) Topic Standards: 201-1, 201-2, 203-1, 203-2, 204-1, 205-2, 207-4, 302-1, 302-3, 305-1, 305-2, 305-4, 305-5, 306-1, 306-2, 306-3, 401-2, 401-3, 403-1, 403-3, 403-4, 403-5, 403-6, 403-7, 404-1, 404-2, 404-3, 405-1, 406-1, 407-1, 408-1, 409-1, 413-1, 413-2, 415-1, 416-2, 417-1, 417-2, 418-1

Assurance Results and Opinion

Through the assurance procedures described above, QESG did not identify any material misstatements or errors in the Report's information or data. The Report is deemed to have been prepared with reference to the GRI Standards 2021. QESG's assurance opinions regarding the four principles of AA1000AP (2018)—Inclusivity, Materiality, Responsiveness, and Impact—are as follows.

Inclusivity: Stakeholder Engagement Woowa has defined six main stakeholder groups: customers, restaurant owners, riders, employees, government/parliament/investors, and local communities. It identifies the key issues and concerns of each group and has diversified its online and offline communication channels to actively gather stakeholder feedback. These efforts are transparently disclosed in the Report.

Materiality: Identification and Reporting of Material Topics Based on the double materiality approach, Woowa evaluated financial and environmental/social impacts by integrating international sustainability standards, external ESG rating criteria, industry best practices, media analysis, and internal stakeholder surveys and interviews. As a result, ten material topics were selected²⁾. The materiality assessment process and full list of material topics are disclosed in the Report and were reviewed and approved by the Sustainability Management Committee and Promotion Group.

2) 10 Material Topics: Improving Profitability and Supporting Business Activities of Partner Restaurants, Strengthening Rider Safety and Health Management, Enhancing Brand Trust, Sustainable Packaging and Plastic Reduction, Fair Trade and Ethical Management, Strengthening Privacy Protection, Mutual Growth with Local Communities, Improving Customer Satisfaction and Ensuring Protection of Their Rights, Investing in Innovative Technologies and Securing Competitiveness, Building Advanced Delivery Partnerships

Responsiveness: Organizational Response to Material Topics Woowa has analyzed the stakeholder impacts of each material topic and actively manages them within the sustainability context. It has adopted a mid-to-long-term social investment commitment, titled "Baemin's Commitment to Sustainability" to ensure high-level management of stakeholder impact.

Impact: Consideration of Organizational Impact Woowa monitors and manages its impacts related to material topics using quantitative metrics, gradually expanding the scope of management each year. Particularly, it discloses progress on its long-term commitments and has extended reporting scope for certain environmental indicators to include company-wide data, including subsidiaries.

Recommendations for Improvement

QESG recommends that Woowa strengthen its internal data management systems, including those of its subsidiaries, and develop a roadmap for external disclosure, thereby ensuring consistency in sustainability reporting boundaries. It is also recommended that transparency regarding governance and the highest decision-making bodies be enhanced to further improve communication with stakeholders.

July 31, 2025
Seoul, Korea

QuantifiedESG, Inc. CEO (ACSAP) **Ikhyun Bae**
QuantifiedESG, Inc. **Sanggun Lee**



장사 고민 해결

프렌즈

부족하고 경험을 나누는 커뮤니티

프렌즈를 통해 111명 사장님이
대한 경험과 고민을 나누며
함께 나아가고 있어요.
사람들을 비롯해 인사이트 특강,
이동 디해로운 프로그램을 함께해요.

매일 운영하는데 항상 불안한 지식과 경험,
그리고 친구들을 만났어요."

2023. 11. 15. 15:00



어떻게 하면
가게를 효율적으로
운영할 수 있을까?



외식업자문단

외식경영 효율화를 위한 전문가 다 모였다!

배달의민족과 12명의 외식업 전문가들이 모여
외식경영 효율화 5대 테마를 중심으로 외식경영 방안을 연구했어요.
연구를 통해 얻은 인사이트를 바탕으로
외식경영 세미나를 진행해 1,000명의 사장님들께
실용적인 전략 방안을 제시해 드렸어요.



우리 가게 메뉴 사진
더 맛있게 보이게
찍을 수는 있을까?

주요
사진

배달
995
그 줄
사장
멋진



직업컨퍼런스

