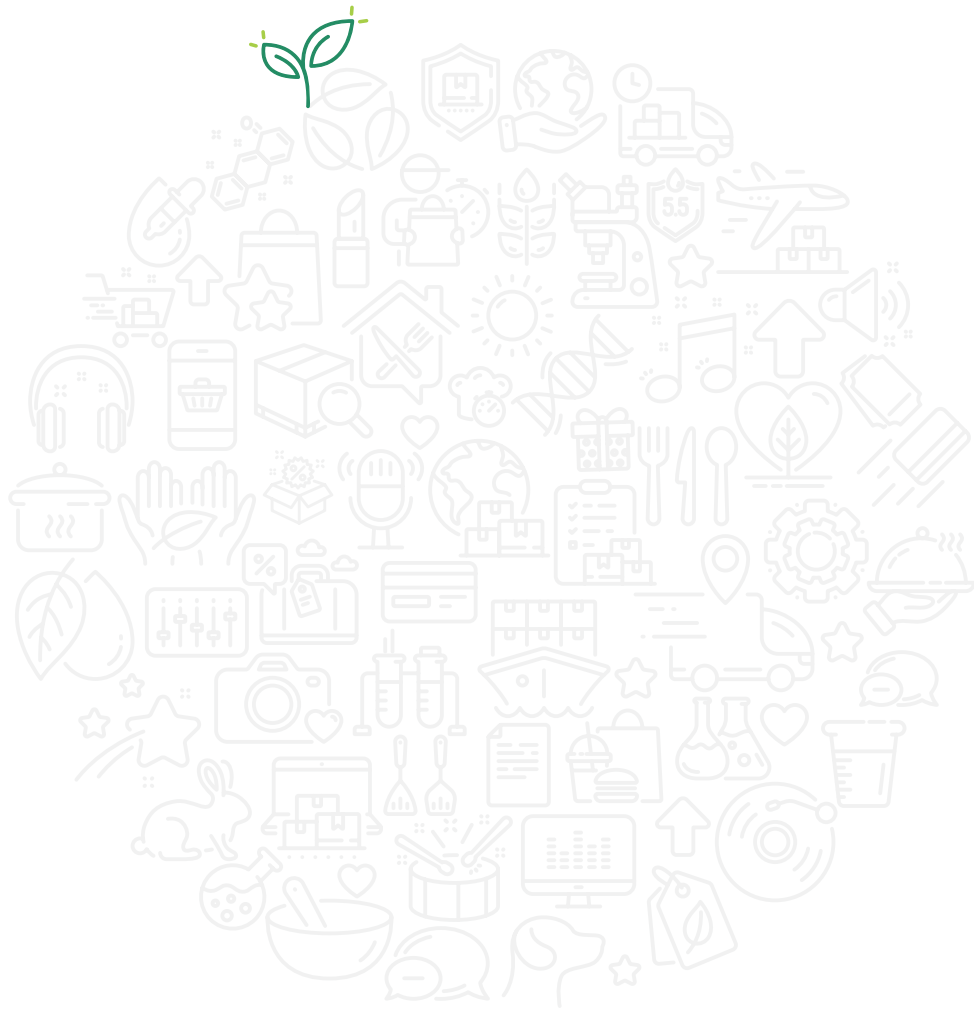




ABOUT THIS REPORT



COVER STORY

"LIVE NEW, LIVE SUSTAINABLE" demonstrates CJ's commitment to making our ordinary lives new and making our society and the Earth sustainable. The sprout icon illustrates that it is CJ Corporation's first ESG report, and the sphere form made up of various icons represents a new world that CJ has been creating and will create.

REPORT OVERVIEW	<p>CJ Corporation published its first ESG (Environment · Social · Governance) report, setting out ESG performances and plans.</p> <p>As we pursue and aim to deliver sustainable values, we plan to publish an ESG report every year to share our related achievements transparently with various stakeholders.</p>
REPORT STANDARDS	<ul style="list-style-type: none">• GRI (Global Reporting Initiative) Standards Core Option• SASB (Sustainability Accounting Standards Board)
REPORT PERIOD	<ul style="list-style-type: none">• January 1, 2021 ~ December 31, 2021 <p><small>* For some key performances, information from the first half of 2022 is included</small></p> <p><small>** In the case of quantitative performance, data for the last 3 years (2019 ~ 2021) is provided for annual trend reporting</small></p>
REPORT SCOPE	<ul style="list-style-type: none">• Financial reporting: Based on the Korean International Financial Reporting Standards (K-IFRS) consolidated financial statements• Non-financial reporting: Based on domestic business sites of CJ Corporation and 3 Subsidiaries, of which “3 Subsidiaries” hereby refers to CJ CheilJedang, CJ Logistics, and CJ ENM in this ESG report <p><small>* Subsidiaries that can comprehensively show the key performance and status of CJ's 4 major business groups (Food & Food Service, Biotechnology, Logistics & Retail, Entertainment & Media) and that CJ Corporation has substantial control according to Accounting Standard No. 1110 of CJ Corporation</small></p> <p><small>** Data that include different scope are supported with footnotes and additional descriptions</small></p> <ul style="list-style-type: none">• All references to “we” or “us” refer to CJ Corporation and, as the context may require, its subsidiaries, and all references to “domestic” contained in this report refer to the Republic of Korea.
ASSURANCE	<ul style="list-style-type: none">• Financial Data: Ernest & Young• Non-financial Data: KMR (p. 81, refer to the Third-party Assurance Statement)
INQUIRIES ON THE REPORT	<ul style="list-style-type: none">• Department in charge: ESG Team, CJ Corporation• Address: 12, Sowol-ro 2-gil, Jung-gu, Seoul• Email: esg.cjcorp@cj.net• Website: www.cj.net

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INTERACTIVE USER GUIDE

CJ Corporation ESG Report 2021 is published as an interactive PDF applying dynamic functions.
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OVERVIEW

CEO MESSAGE

CJ MANAGEMENT PHILOSOPHY

ABOUT CJ

CEO MESSAGE

CJ STRIVES TO BECOME AN EVEN MORE TRUSTED AND BELOVED COMPANY BY SECURING ESG COMPETITIVENESS AT A GLOBAL LEVEL AND SINCERELY COMMUNICATING RELATED EFFORTS WITH OUR STAKEHOLDERS.

CJ has challenged itself to answer the call of our time, venturing into future-oriented business areas and commercializing new markets. Drawing on our core values, namely, “ONLYONE” (first, best, different), “Talent”, and “Shared Growth”, we have expanded the global reach of our culture. In so doing, CJ has become an indisputable global lifestyle company.

Today, we are facing fundamental changes in everything around us, from climate change, digital transformation, to infectious diseases. The global supply chain is reshaping, and international economic dynamics are shifting. In this time of upheaval, CJ announced a medium-term vision in 2021 that details our goal of fostering Culture, Platform, Wellness, and Sustainability as an innovative growth driver for a sustainable future.

CJ’s medium-term vision boils down to ‘CJ’s future and talents’.

Business-wise, CJ envisions to expand the geographical territory of diverse lifestyle services and products such as food, content, and beauty (Culture), while expanding the points of contact with customers from offline to online (Platform). CJ will tap on health values not only in daily lives, but also in prevention, diagnosis and treatment (Wellness). CJ will also tirelessly strive to make our society and the Earth sustainable by cultivating new business models, including green products, new materials, and future foodstuffs (Sustainability).

For the talents that will lead these efforts to spread their wings, we are transforming the HR system and corporate culture to make CJ a company that top talents want to join, work for, and grow together with.

For a sustainable future, winning the heart and support from stakeholders is important. To this end, CJ has been internalizing ESG management in full swing since 2021.

ESG has undoubtedly become the new standard and is universally called for in the global market. CJ strives to become an ESG leader by securing the ESG

competitiveness at a global level in order to influence industrial ecosystem.

To this end, CJ Corporation established the ESG Committee at the group level and incorporated a system to supervise ESG values in the Board of Directors. We also have detailed out our aspirations, roadmap, and strategic initiatives.

We are improving the governance structure to boost management transparency while addressing climate change response by pursuing carbon neutrality and building a circular resource system. We are also building a sustainable supply chain and nurturing a corporate culture of diversity and inclusion founded on respect for human rights.

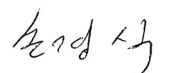
Starting with this first ESG report, CJ Corporation, as a holding company of CJ, will demonstrate our resolve and directionality for ESG management, sharing our journey towards improving the ESG management system to better manage and oversee business opportunities and risks, and updating our ESG plans and progresses every year.

CJ is committed to stepping closer to and engaging in sincere communication with the various stakeholders including customers, employees, shareholders, partners, and local communities. CJ will continuously contemplate on our roles and responsibilities and put them in action to become a trusted and beloved company.

We look forward to your continued interest and support.

Thank you.

CEO Sohn, Kyung-Shik
CJ Corporation



CJ MANAGEMENT PHILOSOPHY

ONLYONE

CJ is taking the lead in promoting the culture to a wider world and to more people.

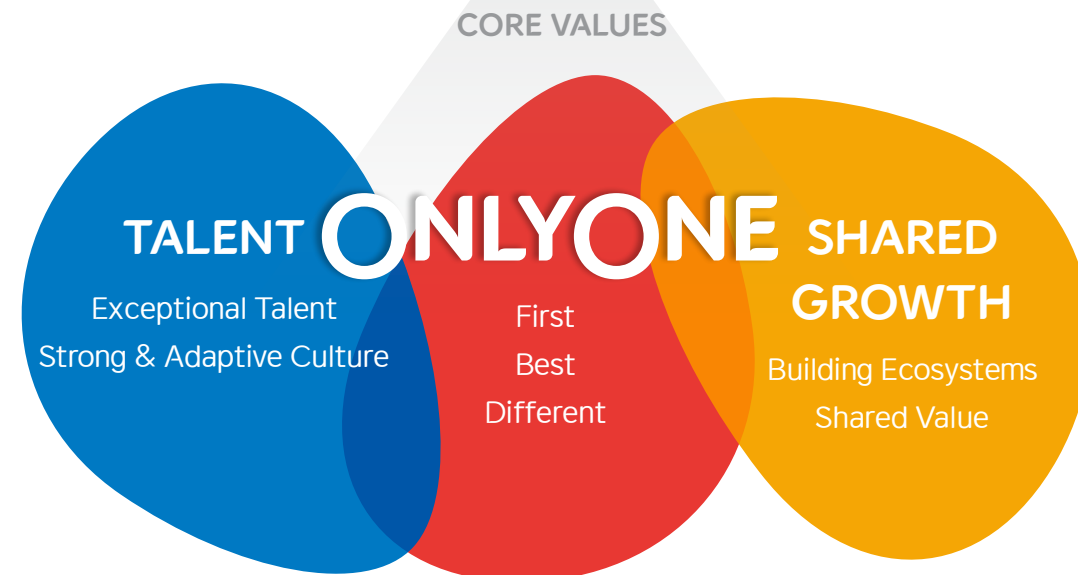
CJ dreams of a world where people all over the world can enjoy Korean food, dramas, movies, and music to their hearts' content in their daily lives, and enjoy happiness.

To this end, we have been leading the trend based on the principles of integrity, passion, creativity and respect and the core values of "ONLYONE" (first, best, different), "Talent", and "Shared Growth". At the same time, we also have been redesigning the lifestyle of people around the world, leveraging our outstanding competencies.

With ONLYONE products and services that create the best value, CJ will make everyday life healthy and enjoyable, make the lives of people all over the world interesting and beautiful, and make the earth sustainable.

MISSION
**CONTRIBUTING TO THE GLOBAL COMMUNITY BY
 PROVIDING THE BEST VALUE WITH OUR ONLYONE
 PRODUCTS AND SERVICES**

VISION
**GLOBAL LIFESTYLE COMPANY
 INSPIRING A NEW LIFE OF HEALTH,
 HAPPINESS AND CONVENIENCE**



PRINCIPLES
INTEGRITY · PASSION · CREATIVITY · RESPECT

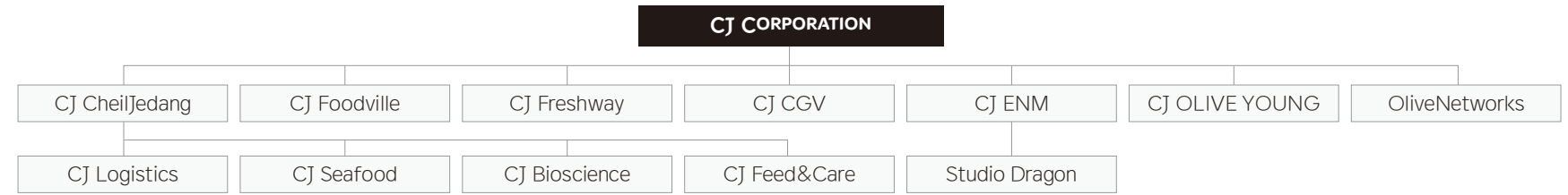
ABOUT CJ

CJ

CJ consists of 4 major business groups, namely food & food service, bio, logistics & retail, and entertainment & media, centering around CJ Corporation, the holding company.

MAJOR HISTORY	1953 — 1992	1993 — 2001	2002 — 2016	2017 — PRESENT
	Pioneer years to a total food company 1953 ESTABLISHED CHEILJEDANG CO., LTD. (CURRENT CJ CHEILJEDANG)	Expansion as a total lifestyle group 1993 DECLARATION OF CJ CHEILJEDANG AS SEPARATE LEGAL ENTITY	Cultivation of 4 core industries and global entry 2002 CONSTITUTION OF CJ GROUP 2007 TRANSITION TO THE HOLDING COMPANY SYSTEM	Pursuit of top global corporation 2021 DECLARATION OF THE MID-TERM VISION
MAJOR BUSINESSES	FOOD & FOOD SERVICE As a leader in Korean food culture, CJ's food & food service businesses continue to cultivate global food cultures beyond Korea. CJ CHEILJEDANG FOOD DIVISION CJ FOODVILLE CJ FRESHWAY CJ SEAFOOD	BIO CJ's bio businesses contribute to healthier lifestyles by leading the future of biotechnology with cutting-edge technologies and competitiveness. CJ CHEILJEDANG BIO DIVISION CJ FEED&CARE CJ BIOSCIENCE	LOGISTICS & RETAIL CJ's logistics & retail businesses innovate lifestyles worldwide and continue to make a mark in global logistics and retail. CJ LOGISTICS CJ OLIVENETWORKS CJ OLIVE YOUNG CJ ENM COMMERCE DIVISION	ENTERTAINMENT & MEDIA CJ's entertainment & media businesses set global pop culture standards by making K-Cultural contents take center stage. CJ ENM ENTERTAINMENT DIVISION CJ CGV STUDIO DRAGON

MAJOR SUBSIDIARIES As of the end of December 2021, CJ Corporation had 419 consolidated subsidiaries (9 listed¹⁾, 410 unlisted), and 80 major subsidiaries (9 listed¹⁾, 71 unlisted).



※ The above equity chart includes 9 listed companies based on the 2021 business report of CJ Corporation, subsidiary of CJ CheilJedang (CJ Feed & Care), and other unlisted companies (CJ Foodville, CJ OLIVE YOUNG, CJ OliveNetworks).
★ Domestic, based on 2021.12.31 ordinary share

CJ CORPORATION

CJ Corporation is a pure holding company that owns subsidiary shares, manages CJ's overall business portfolio, and plays a role in investment and financing. With the transition to a holding company system in 2007, CJ Corporation plays a role of ensuring soundness of corporate governance and setting the direction of business strategies of CJ.

We provide all-out support to CJ CheilJedang, CJ Logistics, CJ ENM and other subsidiaries for innovation-driven growth and technological competency enhancement. In addition, we are boosting corporate value and spearheading CJ's sustainable growth by managing a business portfolio in accordance with CJ's strategic direction, directing ESG management, and stimulating stakeholder communication.

MAIN ACTIVITIES

Managing business portfolio and risks

Setting best practices for ESG management

Supporting and monitoring subsidiaries' performances

Communicating with external stakeholders

COMPANY PROFILE

COMPANY NAME	CJ Corporation
DATE OF ESTABLISHMENT	2007.09.01 ²⁾
TYPE OF BUSINESS	Holding company
CEO	Sohn, Kyung-Shik Kim, Hong-Ki
TOTAL ASSETS ³⁾	KRW 41.956 trillion
SALES REVENUE ³⁾	KRW 34.484 trillion
OPERATING PROFIT ³⁾	KRW 1.881 trillion

1) CJ Corporation, CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, CJ Seafood, Studio Dragon, CJ Bioscience
2) Before transitioning to the holding company system, CJ CheilJedang played the role of a holding company
3) Consolidated basis, 2021

ABOUT CJ

EUROPE

NORTH AMERICA

SOUTH AMERICA

SOUTHEAST ASIA

GLOBAL NETWORK

Going beyond Korea to become a future lifestyle company loved by people around the world.

GLOBAL BUSINESS ENTRY

MAINSTREAM FOR GLOBALIZING K-CULTURE,
AMERICAS

The world's largest consumer market, Americas, is at the mainstream for globalizing K-Culture from food, entertainment & media businesses to logistics networks and bioproduction plants.

- CJ Foods - CJ CheilJedang Food Div.
- CJ Foodville
- CJ BIO - CJ CheilJedang Bio Div.
- CJ Logistics
- CJ ENM Entertainment Div.
- CJ Cinemas - CJ CGV
- Studio Dragon Productions

BASE FOR GLOBAL LOGISTICS,
SOUTHEAST ASIA & AUSTRALIA

After completion of its bio plant in Indonesia, CJ reached the top spot in Southeast Asia's logistics industry and is continuously expanding into feed, bakery, and media contents businesses.

- CJ Foods - CJ CheilJedang Food Div.
- CJ Foodville
- CJ Freshway
- CJ BIO - CJ CheilJedang Bio Div.
- CJ Feed&Care
- CJ Logistics
- CJ OliveNetworks
- CJ ENM Entertainment Div.
- CJ Cinemas - CJ CGV

CENTER OF GLOBAL LIFESTYLES,
CHINA

CJ is advancing as a No.1 global lifestyle company in China through the global networks of food, bio, and retail businesses.

- CJ Foods - CJ CheilJedang Food Div.
- CJ BIO - CJ CheilJedang Bio Div.
- CJ Feed&Care
- CJ Logistics
- CJ OLIVE YOUNG
- CJ OliveNetworks
- CJ Cinemas - CJ CGV

K-CONTENTS HUB,
JAPAN

Along with the food industry, CJ is also expanding into the media & music industry with its Korean Contents businesses that include CJ ENM Japan and LAPONE Entertainment.

- CJ Foods - CJ CheilJedang Food Div.
- CJ BIO - CJ CheilJedang Bio Div.
- CJ Logistics
- CJ ENM Entertainment Div.

GLOBAL MARKET EXPANSION,
EUROPE & THE MIDDLE EAST

Through successful partnerships with world's biggest food companies in Europe, CJ is expanding businesses into bio and food businesses in the Middle East and Africa.

- CJ Foods - CJ CheilJedang Food Div.
- CJ BIO - CJ CheilJedang Bio Div.
- CJ Logistics
- CJ ENM Entertainment Div.
- CJ Cinemas - CJ CGV

- FOOD & FOOD SERVICE
- BIO
- LOGISTICS & RETAIL
- ENTERTAINMENT & MEDIA

SUSTAINABLE GROWTH

FUTURE GROWTH ENGINES

- C.P.W.S.
- CULTURE
- PLATFORM
- WELLNESS
- SUSTAINABILITY

SUSTAINABILITY MANAGEMENT

- ESG COMMITMENTS
- 8 ESG TOP PRIORITIES
- ESG REPORTING SCOPE & INDICATORS
- RISK MANAGEMENT
- STAKEHOLDER ENGAGEMENT



FUTURE GROWTH ENGINES

C.P.W.S.

CULTURE

PLATFORM

WELLNESS

SUSTAINABILITY

C.P.W.S.

2023 MID-TERM VISION

CJ has continued to derive the history of growth through global expansion by leveraging a portfolio designed for future growth and proposing a new lifestyle.

In November 2021, for another leap forward and innovation-led future growth, CJ announced the mid-term vision that centers on the following 2 objectives:

- (1) Concentrate on investment in C.P.W.S. (Culture, Platform, Wellness, Sustainability) by leveraging our outstanding competencies, and
- (2) Innovate the corporate culture to create a work environment which our talented employees want to work for

LIVE NEW

ASPIRATIONS

MAKE OUR
EVERYDAY LIFE
ALWAYS

HEALTHY
AND
ENJOYABLE

MAKE THE LIVES
OF PEOPLE ALL
OVER THE WORLD

INTERESTING
AND
BEAUTIFUL

MAKE THE
EARTH

SUSTAINABLE

AREAS FOR INNOVATION- LED FUTURE GROWTH



CULTURE



PLATFORM



WELLNESS



SUSTAINABILITY

BUSINESS INITIATIVES

CORPORATE
CULTURE &
HR SYSTEM
INNOVATION

- Creating a motivating work environment through diverse opportunities and fair competition
- Providing opportunities for self-directed growth through open contests, fast-track promotion, and in-house venture programs
- Fostering an autonomous work environment through expanding base offices and supporting employees working-from-home

MANAGEMENT
INNOVATION

- Investing KRW 4.3 trillion in securing intangible assets such as innovative technology, brands · IPs, and digital transformation driven by AI · big data
- Expanding investment in open innovation · startups and open collaboration
- Internalizing ESG management

2023 MID-TERM VISION

C.P.W.S. is the engine and future competitiveness of CJ that will change the world and redesign people's lifestyle by realizing CJ's goals of health, joy, and convenience.

CJ is promoting innovation-led future growth via pursuing C.P.W.S. With Culture and Platform, CJ is accelerating the businesses' global and digital expansion, and with Wellness and Sustainability, CJ is cultivating new business models that align with the globally trending ESG principles.

CJ is assiduously carrying out business activities aimed at formulating business strategies on C.P.W.S. and investing more than KRW 10 trillion accordingly by 2023. On the back of the resulting products and services, we will strive to grow into a lifestyle leader that helps to build a new future.

Investing KRW 10 TRILLION by 2023

1) Global Strategic Product : A product strategically selected by CJ CheilJedang for the global market

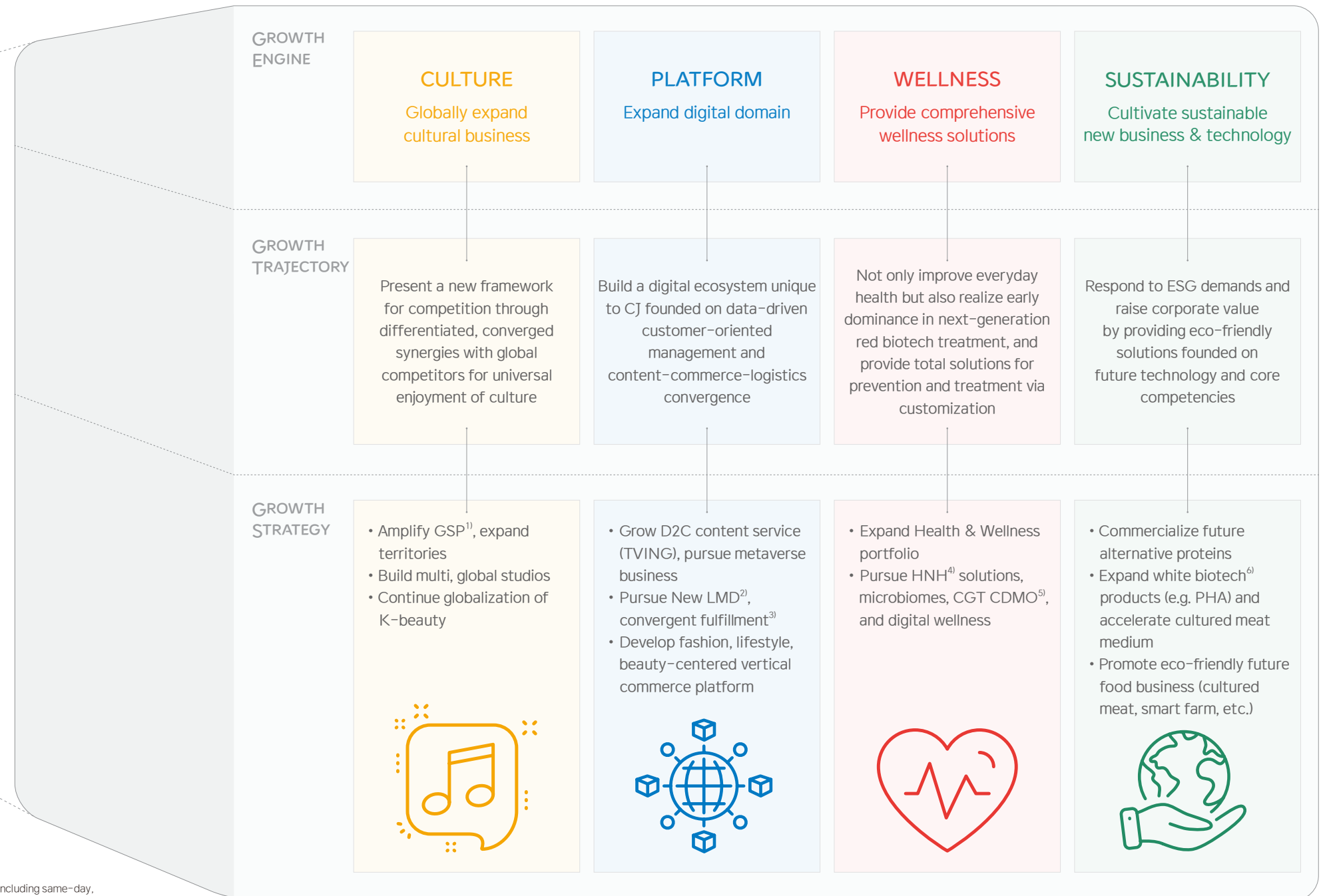
2) Last Mile Delivery : Final stage of a delivery process wherein a product is delivered to the customer

3) E-commerce service, which couples warehouse management with various last mile delivery solutions including same-day, next-day, and early-morning

4) Human Nutrition & Health

5) Cell and Gene Therapy Contract Development and Manufacturing Organization

6) Technology used to develop bio-based industrial materials and fuels



2023 MID-TERM VISION

CJ is maximizing the brand-, market-, customer-, and social value through a business reorganization around future growth engines. We are also leveraging outstanding competencies to expand our portfolio by amplifying existing businesses and developing new businesses.

CJ Corporation is spurring CJ's growth by investing in and carrying out M&As for innovative and growable subsidiary business models selected based on C.P.W.S. standards. We also continue to seek industry-leading business models in IT and BT (biotech) in accordance with the trends and technologies of the future.

- Global Strategic Product (GSP)¹⁾
- Multi studio
- Global platform for OLIVE YOUNG, a health & beauty store
- Global production & distribution network

CULTURE



- Global platform for Bibigo, a global No.1 Korean cuisine brand
- Convergent fulfillment⁵⁾
- Fashion & beauty-centered vertical commerce platform
- TVING (OTT platform)
- Music fandom platform
- Metaverse platform



PLATFORM

WELLNESS



- Health functional foods
- Red BIO (Microbiome, CGT CDMO²⁾)
- Nutrition CDMO³⁾
- Natural food ingredients



SUSTAINABILITY

- Cultured meat & alternative meat
- White BIO (PHA, etc.)



FOOD & FOOD SERVICE

Global brands,
R&D & manufacturing
technologies,
highly profitable business
structure

BIO

R&D competitiveness,
product portfolio
(green & health),
customized solutions

LOGISTICS

TES⁴⁾ technology competitiveness,
parcel delivery service
competency,
leadership in E-commerce
logistics market

RETAIL

Offline-store networks,
omni-channel competitiveness,
product & merchandising competitiveness,
profit growth potential,
ability to find new growth drivers

ENTERTAINMENT & MEDIA

Global content competitiveness,
K-pop market dominance,
platform competencies



1) A product strategically selected by CJ CheilJedang for the global market

2) Cell and Gene Therapy Contract Development and Manufacturing Organization

3) Contract Development and Manufacturing Organization

4) Technology, Engineering, System & Solutions

5) E-commerce service, which couples warehouse management with various last mile delivery solutions including same-day, next-day, and early-morning delivery

CULTURE

CASE 01

EXPERIENCING K-CULTURE IN EVERYDAY LIFE

WELL-MADE CONTENT CJ ENM

CJ ENM is expanding the production and supply of various new content so that people around the world can experience K-culture and enjoy K-content in their daily lives, building on the achievements of *Parasite*, the first Korean film to win 4 awards at Academy Awards, and *Sweet Home*, the first Korean series to enter the U.S. Netflix's Top 10.

In January 2022, we acquired Endeavor Content, a global production studio with a worldwide creator pool and distribution network, thus completing a tripartite multi-studio system (Studio Dragon-CJ ENM STUDIOS-Endeavor Content). Through the multi-studio system, Studio Dragon builds up its series production in and outside of Korea. CJ ENM STUDIOS focuses on planning · development and production of multi-genre content targeting domestic and overseas OTT platforms. Endeavor Content produces and distributes CJ ENM content in the U.S. These 3 studios, each with its focused specialization, boost the competitiveness of K-content through quantitative and qualitative growth.



Parasite, Winner of 4 Academy Awards

CASE 02

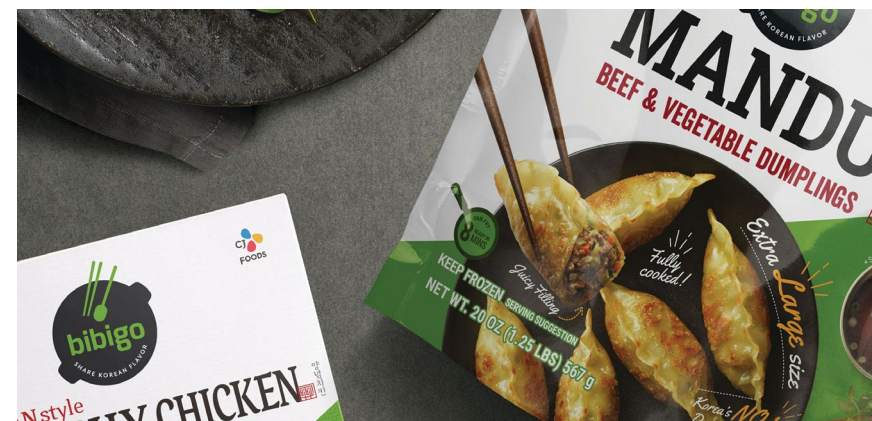
PIONEERING A HEALTHY & CONVENIENT DIET THROUGH K-FOOD

GSP AMPLIFICATION CJ CHEILJEDANG

CJ CheilJedang selected the following 7 products as GSPs (Global Strategic Products) that will spearhead the company's global expansion: fried chicken, kimchi, K-sauce, processed rice (Hetbahn, fried rice), seaweed, dumplings, and rolls. Focusing on GSPs, we are expanding product lineups and investments such as obtaining vegan certifications, using eco-friendly raw ingredients, and carrying out product localization. These efforts are creating an identity unique to K-food and making K-food part of the global food culture.

In addition to strengthening R&D and production technology, we are spreading the healthy and enjoyable food culture of Korean food to the world through global sports content such as The CJ Cup on the PGA Tour. We also signed a global marketing partnership deal with the LA Lakers, an internationally beloved US basketball team.

Through these efforts, the 2021 annual sales of the GSP products grew in the U.S. (+29%) and Asia · Europe (+19%), elevating the stature of K-food in the global food market.



Bibigo Mandu, GSP

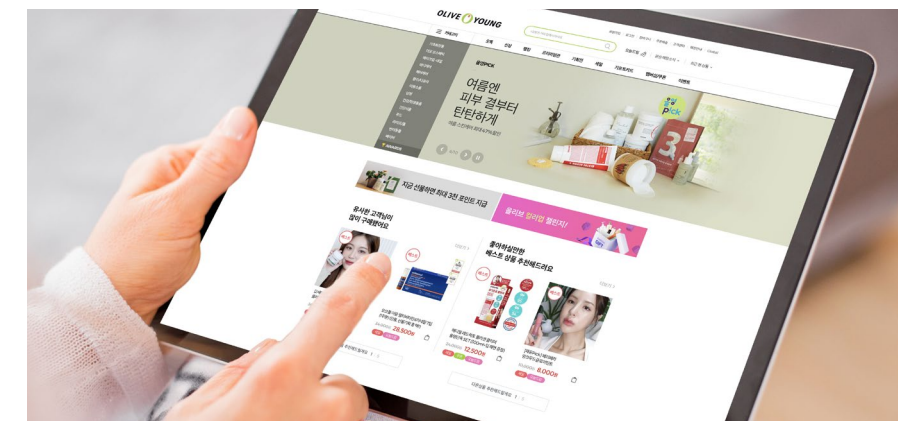
CASE 03

PROMOTING K-BEAUTY'S HEALTHY GLAMOR THROUGH OMNI-CHANNEL

GLOBALIZATION OF K-BEAUTY CJ OLIVE YOUNG

The global spotlight on Korean cultural content is also stoking interest in K-beauty.

Based on 1,260 offline stores nationwide and online platform, CJ OLIVE YOUNG established its own omni-channel service to provide healthy beauty and everyday newness anytime, anywhere. We also run a global online mall that offers Korean beauty products to customers in some 150 countries and work to innovate the customer experience through diverse promotions and advanced merchandizing. CJ OLIVE YOUNG is leading the healthy beauty of K-beauty by making a leap through an omni-channel global lifestyle platform.



OLIVE YOUNG Online Mall

PLATFORM

CASE 01

CREATING A NEW LIFESTYLE & CONTENT EXPERIENCE FREE OF TIME AND SPATIAL CONSTRAINTS

DIGITAL PLATFORMS & CONTENT CJ ENM

As interactions with customers expand from offline to online and competition with giant platform companies intensifies, CJ ENM is accelerating its data-based customer-centric management to expand digital domain, and is developing a unique platform to raise the level of lifestyle and content experience of customers.

Drawing on 25 years of live commerce experience, CJ ENM Commerce Division is working to expand beyond home shopping and evolve into a vertical lifestyle platform specializing in fashion, beauty, lifestyle, and health functional foods. The Commerce Division is enhancing platform competitiveness by shifting the focus of the business operations to personalization-friendly mobile channels and by signing on premium brands. In 2021, CJ ONSTYLE became the first in the home shopping industry to hit KRW 1 trillion in fashion transaction volume.

To keep abreast of the digital transformation trend, CJ ENM Entertainment Division is diversifying the content format of TV, music, movies, festivals and musicals. Especially, an OTT Service, TVING, has so far presented a library of diversified original and exclusive pieces of content, including entertainment, documentary, animation, drama, and sports broadcasting, which shows its high growth potential and competitiveness. TVING is signing partnership contracts with partners such as Naver and JTBC to boost competitiveness and collaborating with a variety of global majors, including Paramount+.



TVING, OTT Service



ONSTYLE, Commerce Platform

CASE 02

MAXIMIZING CONVENIENCE WITH CUSTOMIZED LOGISTICS SERVICES

NEW LAST MILE DELIVERY (LMD) & CONVERGENT FULFILLMENT CJ LOGISTICS

Logistics plays a key role in building CJ's platform business. Drawing on the digital logistics competency, CJ Logistics is upgrading the customer experience by conveniently delivering goods at a time and place specified by the customer.

By designing a new model of 'Last Mile Delivery,' which represents the final stage in which goods are delivered to consumers, we provide customized delivery services tailored to customer lifestyle needs. In addition to regular parcel delivery, which takes about 1~3 days, we operate more segmented delivery services such as same-day and early morning delivery and are gradually expanding our service area.

Furthermore, CJ Logistics has rolled out a 'convergent fulfillment' service that links the LMD, guaranteeing fast delivery, to the 'fulfillment' solution, whereby the e-commerce company's products are brought to the distribution center that collects customer orders and selects, packs, and delivers customer products.

These services allow e-commerce companies to cut the time and cost spent on logistics so that they can focus on product R&D and marketing while effectively responding to demand surges during peak season and sales promotions. Also, the simplification of the logistics process maximizes customer convenience by extending the ship-out deadline to midnight, allowing customers to get the next-day delivery of an order placed the night before.

CJ Logistics is expanding its convergent fulfillment service range to a variety of product groups such as fresh food and apparel, playing a leading role in enhancing convenience in the consumer lifestyle.



Customized LMD Service



T.E.S.-driven Convergent Fulfillment

WELLNESS



CASE 01

EXPANDING THE LINE-UP OF HEALTH-ORIENTED PRODUCTS

SOLUTIONS FOR A HEALTHY LIFE CJ CHEILJEDANG

Consumers' needs for health care foods are expanding across all age segments due to the growing interest in wellness and population aging.

To proactively respond to such market changes, in January 2022, CJ CheilJedang Food Division carved out its Health Business to establish "CJ Wellcare". CJ Wellcare plans to grow the probiotics brand 'BYO' and diversify the lineup of specialty products that incorporate new functional materials into existing brands.

Leveraging CJ CheilJedang's health business know-how and R&D technology, which have led the health functional foods market with differentiated products for the past 20 years, we plan to continue launching innovative products and evolve into a healthcare company that offers "wellness solutions" for consumers' healthy lives.



'BYO', Probiotics Product

CASE 02

SATISFYING NATURAL, HEALTH-FRIENDLY VALUES & TASTE

FORWARD-LOOKING SEASONING INGREDIENT CJ CHEILJEDANG

CJ CheilJedang BIO Division provides a healthy and delicious taste by leveraging eco-friendly technology to find and develop cutting-edge base materials for food seasonings.

We have expanded the brand's clean label¹⁾ value using "TasteNrich" (taste enhancer) and "FlavorNrich" (aroma enhancer) as the next-generation product, and have obtained vegan certification at home and abroad, leading trends in the global seasoning market that used to be predominated by MSG and nucleic acids. Since early 2021, CJ CheilJedang has been leading the commercialization of innovative food materials in the market by establishing a dedicated production line at the Jombang factory in Indonesia and implementing a "technology marketing" strategy based on the global supply chain. Such efforts have demonstrated the growth possibility of Wellness, leading to business contracts with more than 100 global companies and a 7-fold increase in sales of fermented flavor enhancers compared to 2020.

1) Clean Label: A food or food material that is additive-free, non-GMO, allergen-free, natural, and minimally processed. Rising as a very important consideration by global food consumers.



'TasteNrich', Flavor Enhancer of the Future

CASE 03

TREATING DISEASES WITH BT & IT

MICROBIOME-BASED TREATMENT CJ BIOSCIENCE

CJ CheilJedang established CJ Bioscience in January 2022 by integrating its existing Red BIO resources with "ChunLab", a microbiome²⁾ company acquired in October 2021.

CJ Bioscience aims to provide healthcare solutions, which satisfies unmet medical needs by investigating the relationship between human microbiomes and various diseases.

CJ Bioscience owns a platform driven by world-class bioinformatic technology for the discovery of therapeutic candidates for microbiome-based drugs. By further improving our discovery platform, we aim to accelerate the development of new drugs for treating intractable diseases and grow into the No.1 global microbiome company.

2) Microbiome : Blended word of microbiota, meaning microbial ecosystem, and genome, meaning all genetic materials of an organism. It refers to microorganisms and their genes that are present in the body. Their use is increasing in various fields such as medicines and dietary supplements.



Launch Ceremony of CJ Bioscience

SUSTAINABILITY

CASE 01

LEADING THE GREEN TRANSITION OF THE INDUSTRIAL MATERIALS MARKET

BIODEGRADABLE PLASTIC (PHA) CJ CHEILJEDANG

CJ CheilJedang BIO Division is hammering away at the white biotech business, which uses strain development and mass fermentation technology to produce bioplastics and biochemicals. Drawing on our peerless fermentation technology and collaboration with overseas innovative companies, we intend to produce PHA (Polyhydroxylalkanoate), a type of biodegradable plastic, to create sustainable value and practice corporate social responsibility.

PHA is very important in the production of eco-friendly plastics such as packaging materials, PET bottles, and textiles, as it is over 90% biodegradable in any environments. CJ CheilJedang is one of the small handful of companies in the world that can manufacture PHA. CJ PHA, produced by CJ CheilJedang, has acquired 4 biodegradation certifications (industry, home, soil, marine) from TÜV Nord, which enjoys high public confidence in Europe and North America.

CJ CheilJedang is replacing the existing petrochemical packaging materials with PHA and polylactic acid (PLA) materials. It established a bio-compounding joint venture and completed the construction of a 5,000-ton PHA production facility in Indonesia to respond to the demand for eco-friendly materials.

In May 2022, we launched ‘PHACT’, a brand specializing in biodegradable materials. Starting with PHA materials, we will build a diverse portfolio of eco-friendly materials in the future and work to make the global industrial materials market more eco-friendly.



PHA, Biodegradable Plastic



Exterior of Indonesia's PHA Production Facility

CASE 02

CONTRIBUTING TO SUSTAINABLE ENVIRONMENT AS A LEADER IN FUTURE FOODS

ALTERNATIVE PROTEINS CJ CHEILJEDANG

Due to the carbon footprint, animal welfare issues, and health concerns (e.g. lifestyle diseases) associated with meat consumption, there is great global interest in alternative proteins.

To proactively address the ESG values and changing consumer perception toward environment and health and also to seek new growth opportunities, CJ CheilJedang plans to nurture a business model for alternative protein, which is a high tech, high value-added product.

To this end, in 2022, we signed a business agreement with KCell Biosciences for animal cell culture medium and medium material business. KCell is a biotech company at the forefront of efforts to domestically produce cell culture media. When the construction of plant is completed in Busan in the second half of 2022, we will secure the largest cell culture medium production capacity in Korea and the second largest in the Asia-Pacific region. In addition, we are focusing on securing differentiated competitiveness based on not only our own research and innovations but also investing in overseas startups with promising technologies such as Alef Farm (Israel) and Siokmit (Singapore). Researches on various alternative protein sources, including cultured meat, plant-based alternative protein using beans and peas, as well as fermented proteins using mushrooms and other mycelia, are in progress. In 2021, we launched ‘Plantable’, a brand specializing in plant-based food, and confirmed commercialization of plant-based alternative milk brand ALTIVE, through Inno100, an in-house venture.



‘Plantable’, Plant-based Food Brand



R&D on New Technologies



SUSTAINABILITY MANAGEMENT

ESG COMMITMENTS

8 ESG TOP PRIORITIES

ESG REPORTING SCOPE & INDICATORS

RISK MANAGEMENT

STAKEHOLDER ENGAGEMENT

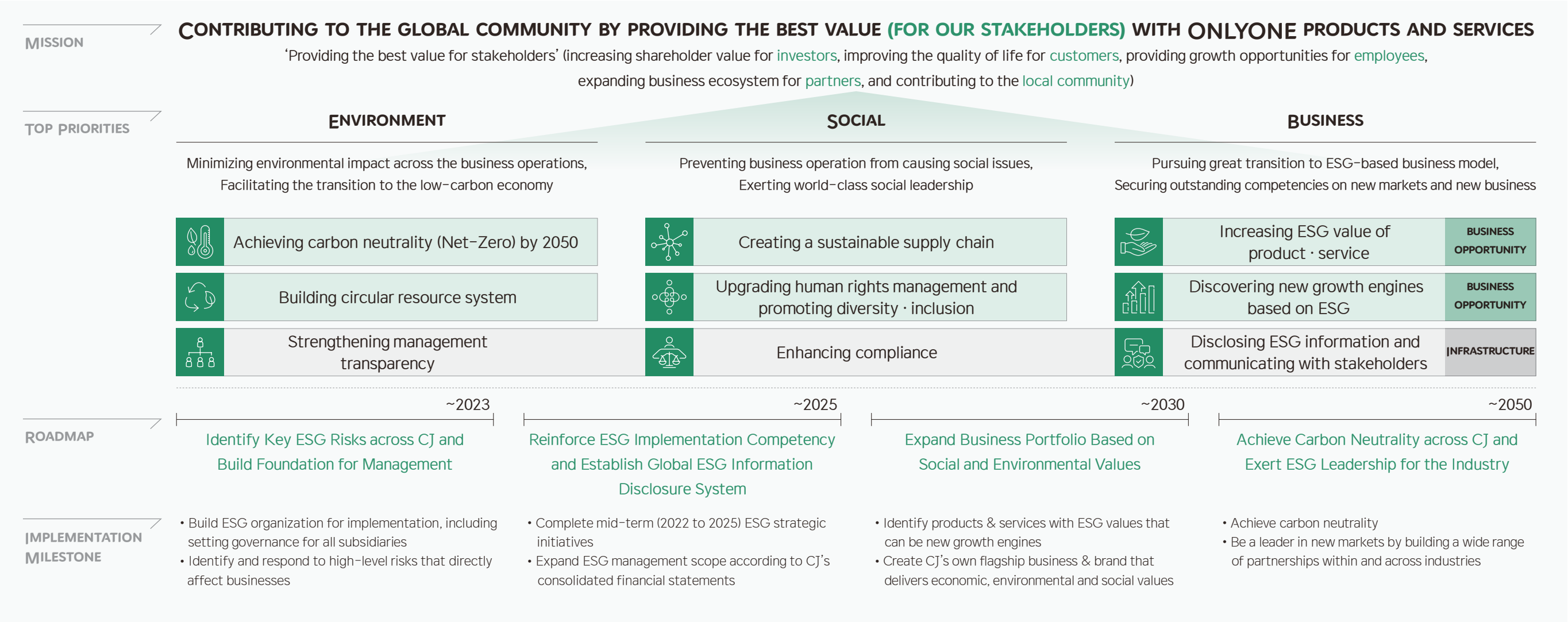


ESG COMMITMENTS

STRATEGY

CJ's mission is to create and contribute the best value to all stakeholders, including investors, customers, employees, partners, and local communities, with ONLYONE (first, best, different) products and services. In order to achieve the mission, CJ has selected top ESG priority tasks. We will put these tasks into systematic actions to create unrival outcome and actively communicate the achievements with stakeholders. CJ is fully committed to implement the roadmap with the goal to ‘achieve carbon neutrality and demonstrate ESG leadership pioneering the industry’ by 2050, to ultimately provide the “best value” and become a role-model in our society.

ESG MANAGEMENT FRAMEWORK

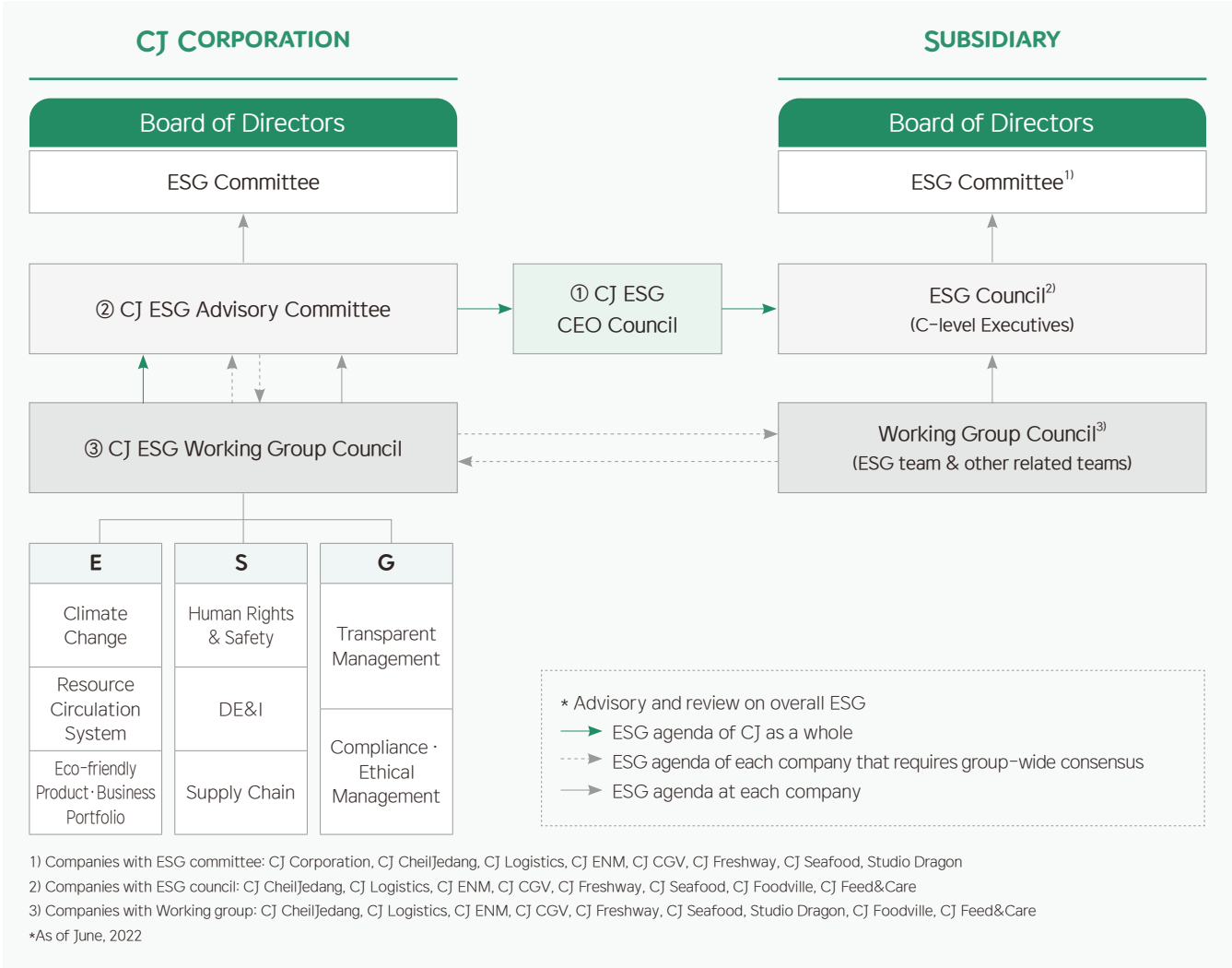


IMPLEMENTATION SYSTEM

GOVERNANCE

In 2021, CJ launched an ESG decision-making system led by the Board of Directors and management to deliberate and resolve ESG strategies as well as to manage performance. The CJ ESG Advisory Committee reviews ESG policies and agendas while the CJ ESG CEO Council deliberates on effective ways for cooperation regarding ESG among CJ subsidiaries. In addition, by establishing an ESG committee within the Board of Directors of certain listed companies, including CJ Corporation, we developed company-wide ESG risk management and reinforced the ESG management implementation capabilities of each company through an ESG-dedicated team and internal consultative bodies. We will further promote the sustainable growth of CJ via active operation of the ESG governance system.

ESG DECISION-MAKING ORGANIZATION



In order to practice our founder’s core vision, ‘Business Patriotism (事業報國),’ CJ is devoted to the growth of the national economy as well as its social responsibilities. To this end, CJ forged ESG governance not only to manage related risks proactively via the Board of Directors, but also to identify new business opportunities. Additionally, our decision-making on ESG is embedded in our mid-to-long term business models and strategies. Going forward, CJ will forge its own ESG management system, implement it in earnest, and become a company that is even more trusted and beloved by all stakeholders, including customers, employees, shareholders, partners, and local communities.

- ① CJ ESG CEO COUNCIL

 - Members: CEOs of CJ Corporation and subsidiaries
 - Operating cycle: More than once a year
 - Roles and responsibilities:
 - Discuss on ESG cooperation plan
 - Make decisions on ESG tasks and monitor performance improvement
- ② CJ ESG ADVISORY COMMITTEE

 - Members: An external ESG expert and key executives from finance, compliance, and HR, etc. of CJ Corporation
 - Operational cycle: Upon submission of ESG committee agenda
 - Roles and responsibilities:
 - Review and advise on ESG policies
 - Preliminarily deliberate on the agenda proposed by the ESG Committee
 - Advise on ESG strategies and policies for subsidiaries
- ③ CJ ESG WORKING GROUP COUNCIL

 - Members : Working-level managers from finance, legal, strategic planning, and public relations, etc. of CJ Corporation
 - Operation cycle: Ad-hoc basis
 - Roles and responsibilities:
 - Share information and improve understandings on ESG
 - Discuss response strategies for key ESG issues and develop strategic tasks

ESG COMMITTEE

As the importance of ESG management is increasing, the role and responsibility of the Board of Directors are emphasized to enhance the momentum of ESG strategy implementation. Accordingly, as of December 2021, 7 listed subsidiaries within CJ (CJ Corporation, CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, CJ Seafood) established the ESG Committees, the highest decision-making body within the Board of Directors that deliberates and decides on ESG strategies and policies. The ESG Committee of each company identifies and discovers various topics and issues related to ESG areas, reviews the sustainability management strategy, and continuously monitors and approves the relevant performance. The detailed activities of ESG committees of each subsidiary are disclosed in its business reports.

ESG COMMITTEE OF CJ

Company Name	CJ CORPORATION	CJ CHEILJEDANG	CJ LOGISTICS	CJ ENM	CJ CGV ¹⁾	CJ FRESHWAY ²⁾	CJ SEAFOOD
Committee Name	ESG Committee	Corporate Sustainability Committee	ESG Committee	ESG Committee	ESG Committee	ESG Committee	Sustainability Management Committee
Members	2 outside directors (including the chairman), 1 inside director	4 outside directors (including the chairman), 1 inside director	4 outside directors (including the chairman), 2 inside directors	3 outside directors (including the chairman), 2 inside directors	4 outside directors (including the chairman), 3 inside directors	3 outside directors (including the chairman), 1 inside director	1 outside director (including the chairman), 2 inside directors
Proposed Agendas	2021.08 <ul style="list-style-type: none">Election of ESG Committee chairmanReport on CJ’s plan on ESG implementation system establishment	2021.05 <ul style="list-style-type: none">Election of the chairman of the Corporate Sustainability CommitteeReport on sustainability management strategy reportApproval on promotion plan of human rights management	2021.05 <ul style="list-style-type: none">Election of ESG Committee chairman	2021.05 <ul style="list-style-type: none">Election of ESG Committee chairman	2021.11 <ul style="list-style-type: none">Election of ESG Committee chairman	2021.12 <ul style="list-style-type: none">Election of ESG Committee chairmanReport on ESG management plan	2021.11 <ul style="list-style-type: none">Election of Sustainability Management Committee chairmanEstablishment of Rules of the Sustainability Management Committee
		2021.07 <ul style="list-style-type: none">Report on the revisions to the human rights management declarationReport on the publication of the 2020 sustainability report	2021.08 <ul style="list-style-type: none">Approval on ESG management strategy	2021.08 <ul style="list-style-type: none">Report on ESG implementation system strategyReport on UNGC (UN Global Compact) membershipReport on ESG report publication	2021.12 <ul style="list-style-type: none">Report on CJ CGV’s strategic direction		
		2021.12 <ul style="list-style-type: none">Report on the implementation of compliance enhancementApproval on sustainable environmental management strategy system		2021.11 <ul style="list-style-type: none">Deliberation on 2021 ESG report			

※ Studio Dragon established ESG Committee in May 2022 (1 outside director including the chairman and 2 inside directors), and CJ Bioscience is reviewing the establishment of the ESG committee as of June 2022

1) New directors were appointed at the general shareholders’ meeting in March 2022

2) ESG Committee chairman changed from an inside director to an outside director in June 2022

3) As of December 2021

8 ESG TOP PRIORITIES

MATERIALITY ASSESSMENT

CJ Corporation conducted materiality assessment according to the guideline by the GRI Standards¹⁾ and selected key issues. Thereafter, the ESG Committee within the Board of Directors reviewed the validity of those issues and finally confirmed the 8 top priorities. For materiality assessment, CJ identified issues regarding our corporate governance as well as economic, environmental, and social aspects. Also, we analyzed various stakeholders’ interest in those issues and evaluated the business impact. When it comes to evaluation of business impact, we categorized issues’ strategic, financial, and non-financial impact, and then, evaluated each issue’s actual impact on our ESG management.

As a result, we could identify the 8 top priorities which CJ Corporation, as CJ’s holding company, should focus on for management and strategy development. In this ESG report, the table of contents and reporting index are aligned with the 8 top priorities, and our ESG activities and achievements are disclosed accordingly. CJ Corporation plans to take these priorities as CJ’s mid-to-long term sustainability management themes and reevaluate the importance of the issues based on the materiality evaluation results every year.

PRINCIPLE

1	SELECT AND EVALUATE ISSUES IN CONSIDERATION OF ALL CJ BUSINESS AREAS
2	ANALYZE THE IMPACT OF ISSUES FROM A LONG-TERM PERSPECTIVE TO REINFORCE THE ABILITY TO RESPOND TO MID- TO LONG-TERM ESG REGULATIONS AND CAPITAL MARKET DEMANDS
3	EVALUATE THE IMPACT OF THE ISSUES ON ACHIEVING CJ'S MID- TO LONG-TERM VISION AND STRATEGY
4	ASSESS THE IMPACT OF ESG ISSUES ON FINANCIAL GAINS AND LOSSES
5	CONDUCT MATERIALITY ASSESSMENT CONSIDERING THE PERSPECTIVES OF VARIOUS STAKEHOLDERS, SUCH AS CUSTOMERS, INVESTORS, EMPLOYEES, AND EXTERNAL ESG EXPERTS

PROCESS

STEP 1	IDENTIFICATION OF ESG ISSUE POOL	Agendas were reviewed from various angles such as ESG industry in general, CJ's key industries, and CJ Corporation's internal management direction. The issue pool is then constructed with 19 agendas, optimized for CJ Corporation
1. ESG INDUSTRY COMMON AGENDAS	<div><div><div>- GRI Standards</div><div>- Legal requirements · Regulation · Social · Economic issues</div><div>- Recent ESG Trends</div></div></div>	
2. AGENDAS COVERED IN CJ'S KEY INDUSTRIES	<div><div><div>- Major agendas covered in the ESG reports by top-tier industry peers of CJ and its major subsidiaries</div><div>- Industry-specific key requirements of SASB²⁾ and MSCI ESG Rating³⁾</div></div><div><div><div>* Industry as per SASB standards</div><div><div><div>- Processed Foods</div><div>- Internet Media & Services</div><div>- Air Freight & Logistics</div><div>- Media & Entertainment</div><div>- E-commerce</div></div></div><div><div><div>* Industry as per MSCI ESG Rating standards</div><div><div><div>- Industrial Conglomerates</div><div>- Road & Rail Transport</div><div>- Food Products</div><div>- Media & Entertainment</div></div></div></div></div></div></div></div>	
3. CJ CORPORATION'S INTERNAL AGENDAS	<div><div><div>- CJ Corporation's management direction and strategic tasks</div></div></div>	






































1) An international standard for the publication of sustainability reports developed by the Global Reporting Initiative, an international non-profit organization
2) Guidelines for disclosure of industry-specific ESG information to investors by the Sustainability Accounting Standards Board
3) ESG performance assessment conducted by Morgan Stanley Capital International for global listed companies

STEP
2

MATERIALITY ANALYSIS BY ISSUE

The materiality of each issue in CJ Corporation's 19-issue pool was evaluated in terms of (1) stakeholder interest and (2) business impact

ANALYTICAL METHODOLOGY

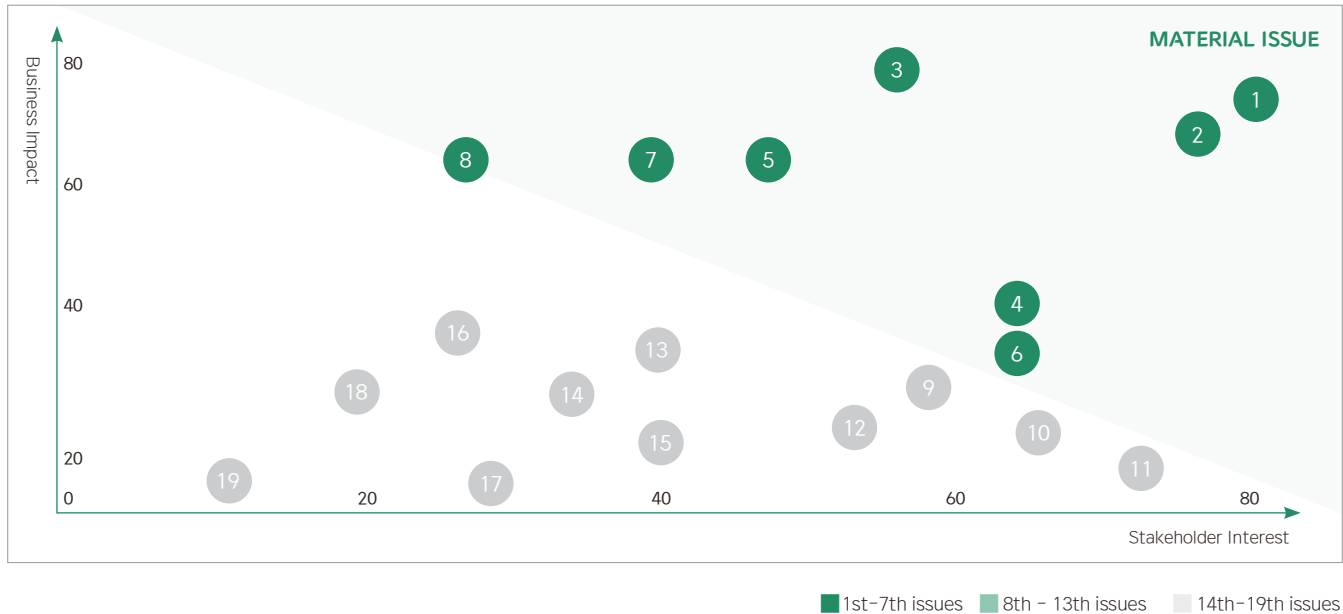
							OTHER SUBSIDIARIES
① STAKEHOLDER INTEREST EVALUATION	Customers, investors, external ESG experts, CJ Corporation employees	Conduct a survey of interest on each issue for customers*, investors, ESG experts, CJ Corporation employees** * A pool of 1,000 respondents were selected based on gender, age, and location to represent CJ brand users ** Survey period : (1) Customers – 2022.01.14~19, (2) Investors and ESG experts – 2022.01.12~21, (3) Employees – 2022.01.17~21					
	Press	Analyze the 2,103 articles exposed to the media between January 1 st and December 31 st , 2021					
	Industry top-tier peers	Review the issues covered in ESG reports of CJ Corporation and the subsidiaries' 8 industry top-tier peers					
	International ESG standards & initiatives	Reflect on the indicators covered by the 7 ESG-related global guidelines, initiatives, and standards* *GRI Standard, SASB, MSCI ESG Rating, TCFD, ISO 26000, UNGC, UN SDGs					
② BUSINESS IMPACT EVALUATION	Financial · non-financial · strategic impact	Evaluate, with internal and external ESG experts, the financial (profit, cost) and non-financial (legal requirements, regulation, reputation) impact of each issue and its relevance to CJ's mid-to-long-term strategies					
	Investor demands	Reflect demands from investors of certain CJ listed companies					 Listed Companies
	Management meeting key agendas	Reflect key agendas of the 2021 CJ Corporation management meetings					
	ESG Committee · Council key agendas	Reflect the key agendas of ESG Committees and Councils of CJ subsidiaries in 2021					 Companies with ESG Committees

STEP
3

SELECTION OF 8 TOP PRIORITIES

- Confirmed the final feasibility by ESG Committee after 8 out of 19 issues were selected as top priorities via weight setting
- Aligned the table of contents of this ESG report with the 8 top priorities, and disclosed our ESG activities and achievements accordingly

RESULT MATRIX



RANKING	TOP PRIORITIES	STAKEHOLDER INTEREST				BUSINESS IMPACT			
		SURVEY	PRESS	PEERS	INT'L STANDARDS	EXPERTS	INVESTOR	MANAGEMENT	ESG COMMITTEE
1	Eco-friendly Product · Content · Service	■	■	■	■	■	■	■	■
2	Future Growth Engines and Portfolio Diversification (C.P.W.S.)	■	■	■	■	■	■	■	■
3	Climate Change Response	■	■	■	■	■	■	■	■
4	Human Rights Respect & Protection	■	■	■	■	■	■	■	■
5	DE&I in Corporate Culture	■	■	■	■	■	■	■	■
6	Circular Economy	■	■	■	■	■	■	■	■
7	Transparent Management and Compliance & Ethical Management	■	■	■	■	■	■	■	■
8	Sustainable Supply Chain	■	■	■	■	■	■	■	■

RESULT ANALYSIS

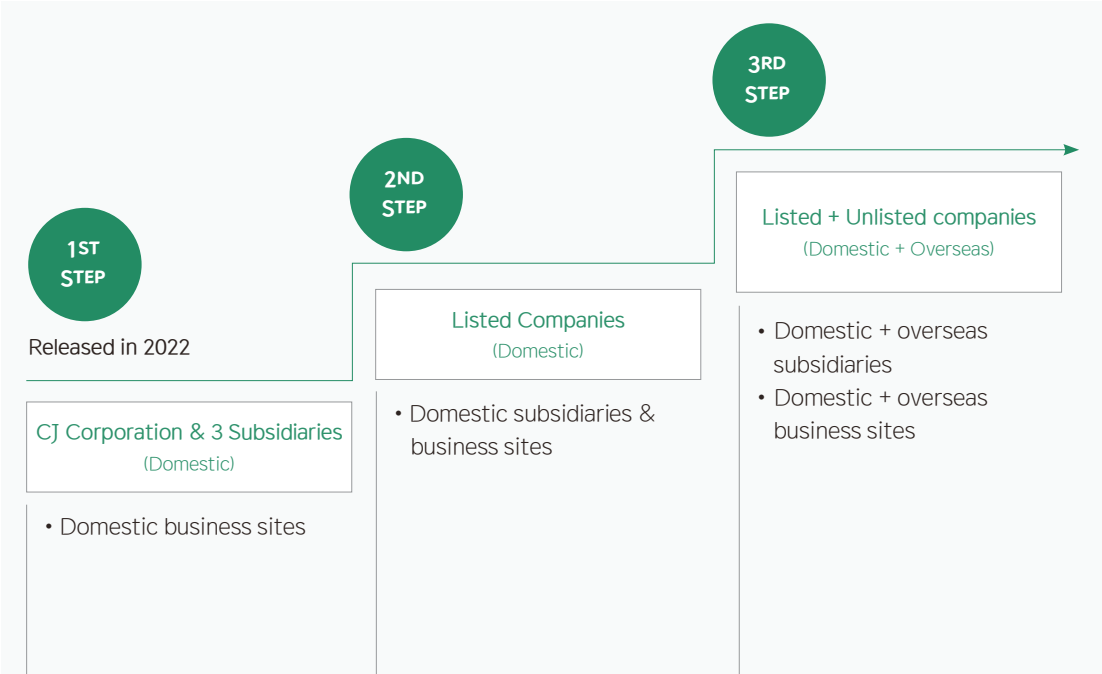
RANKING	TOP PRIORITIES	RANKING		REASONS FOR SELECTION	GRI STANDARDS TOPIC
		INTEREST	IMPACT		
1	Eco-friendly Product · Content · Service	1	5	This was selected as a top issue in employee, investor, and expert surveys, and it has a high business impact as it is frequently discussed in the CJ ESG CEO Council and each company's ESG committee.	GRI 301
2	Future Growth Engines and Portfolio Diversification (C.P.W.S.)	2	6	Media exposure related to new business entry was very high, and it was selected as an important issue in employee and investor surveys.	Non-GRI
3	Climate Change Response	9	1	Many investors inquired about carbon-related policies, goals, and performance, and it was the most discussed item in the CJ ESG CEO Council and each company's ESG committee.	GRI 302 GRI 305
4	Human Rights Respect & Protection	7	7	Activities to establish a human rights management system have been actively carried out, and it is of high importance for top-tier industry peers and global standards & initiatives.	GRI 406 GRI 412
5	DE&I in Corporate Culture	10	3	This was a top issue amongst industry leading peers, global standards and initiatives, was selected as the top issue in the business impact assessment by internal and external experts and was one of the most discussed agendas in CJ's major management meetings.	GRI 401 GRI 405
6	Circular Economy	6	8	This was selected as a top issue in the customer and employee survey and was an important issue in the investor questionnaire.	GRI 303 GRI 306
7	Transparent Management and Compliance & Ethical Management	13	2	Many investors inquired about the operation of the Board of Directors and protection of shareholder rights, and this was a major agenda in expert surveys and CJ Corporation's management meetings.	Non-GRI
8	Sustainable Supply Chain	16	4	This was selected as one of CJ's strategic tasks, and related activities are actively being carried out in each subsidiary. It is also mentioned as an important issue in investor inquiries.	GRI 308 GRI 414

ESG REPORTING SCOPE & INDICATORS

REPORTING SCOPE

In disclosing the sustainability information in the 2021 ESG report of CJ Corporation, we defined the reporting scope as the domestic sites of CJ Corporation and 3 Subsidiaries. It is because CJ CheilJedang, CJ Logistics, and CJ ENM are under the real control of CJ Corporation (pursuant to Accounting Standard No. 1110) and they can represent CJ's 4 major business areas (Food & Food Service, Bio, Logistics & Retail, Entertainment & Media).
CJ Corporation plans to gradually expand the scope of future reporting to other subsidiaries and overseas operations.

REPORTING SCOPE EXPANSION ROADMAP

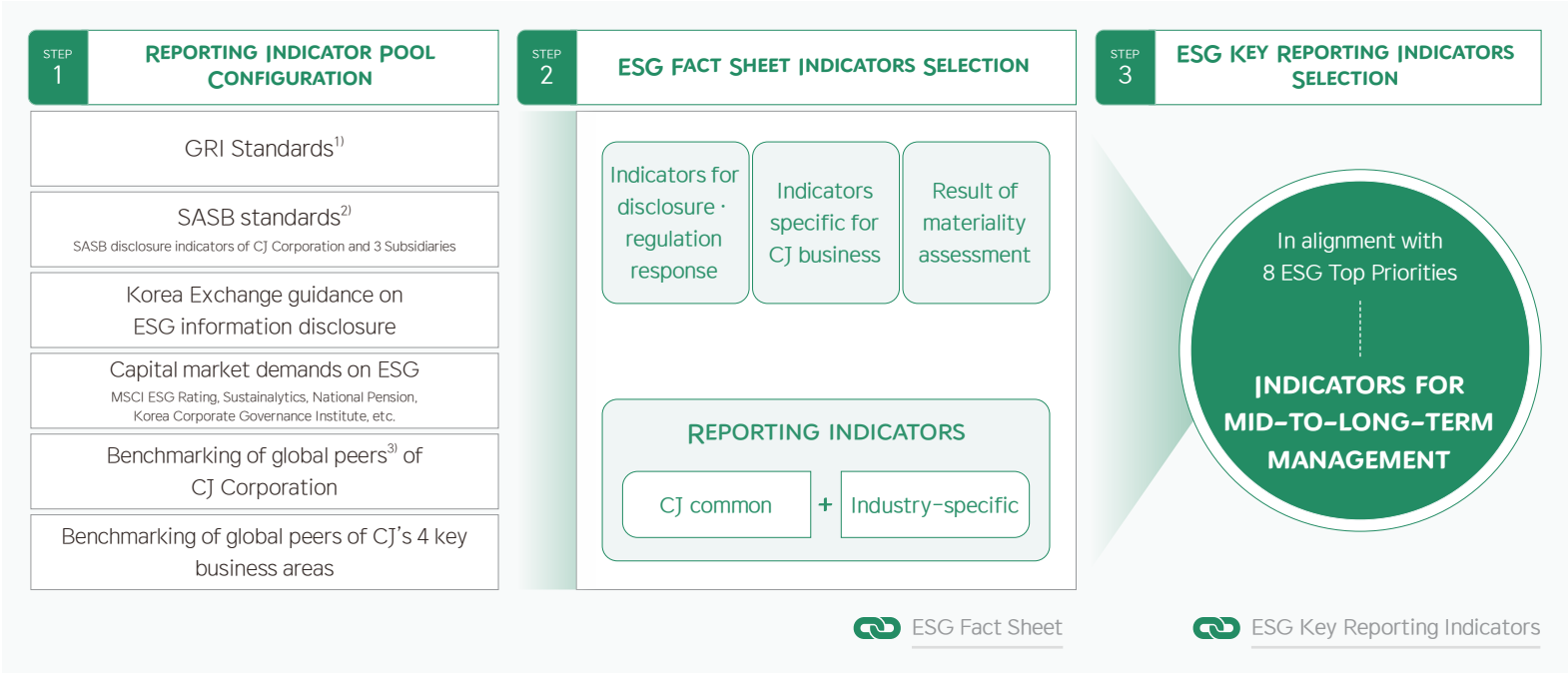


REPORTING INDICATORS

In order to report our qualitative and quantitative ESG performances in a balanced manner, we came up with a Reporting Indicator Pool, leveraging diverse data sets, including ESG disclosure and evaluation guidance, benchmarking of and benchmarking of industry peers of which ESG performances are well-managed.

From the Reporting Indicator Pool, “ESG Fact Sheet” indicators were selected, which are considered particularly important in the industries of CJ and 3 Subsidiaries while meeting the 8 ESG top priorities of CJ Corporation, derived from the materiality assessment. The ESG Fact Sheet indicators are disclosed in the Appendix, and we plan to expand the scope of the disclosed indicators in stages. In addition, among the ESG Fact Sheet indicators, “ESG Key Reporting Indicators”, which will serve as the management basis for CJ's sustainable growth going forward, were selected in light of CJ's business strategies.

















REPORTING INDICATOR DETERMINATION PROCESS



1) An international standard for the publication of sustainability reports developed by the Global Reporting Initiative, an international non-profit organization
2) Guidelines for disclosure of industry-specific ESG information to investors by the Sustainability Accounting Standards Board
3) Holding company is classified as 'conglomerate'

KEY REPORTING INDICATORS

CJ Corporation has selected the ESG Key Reporting Indicators out of ‘ESG Fact Sheet’, in light of CJ’s business strategies. Focusing on these indicators, we plan to closely monitor key ESG agendas across CJ and continuously measure related performances.

ESG KEY REPORTING INDICATORS									
Scope : Separate financial statements of CJ Corporation, CJ CheilJedang, CJ Logistics, and CJ ENM									
TOP PRIORITY	COMMITMENT		REPORTING PAGE	REPORTING INDICATOR	UNIT	2019	2020	2021	UN SDGS
E Environment	Climate Change Response	Minimize the company’s impact on climate through the establishment of greenhouse gas reduction targets and putting the reduction plan into action	34 – 36	Greenhouse gas emissions (Scope 1+2)	tCO ₂ e	647,806	645,425	669,191	
				Greenhouse gas emission (Scope 1+2) intensity	tCO ₂ e/KRW 100 million (Sales)	4.095	4.085	3.808	
				Greenhouse gas emission reduction ¹⁾	tCO ₂ e	3,829	7,264	3,730	
	Circular Economy	Minimize the impact on nature and the living environment by properly disposing waste, recycling or reusing	37 – 39	Total waste generated ²⁾ (Designated + General)	ton	119,886	103,972	153,599	 
				Total waste generated (Designated + General) intensity	ton/KRW 100 million (Sales)	0.758	0.658	0.874	
				Total waste recycled (Designated + General)	ton	66,256	62,922	92,876	
				Amount of eco-friendly packaging used ³⁾	ton	43,213	50,212	56,483	
	Eco-friendly Product · Content · Service	Develop eco-friendly products, content, and services	40 – 41	Number of certifications related to environmental impact reduction ⁴⁾	No. of cases	2	2	20	 
S Social	Human Rights Respect & Protection	Provide a work environment in which the human rights of employees are respected (i.e., education on human rights violation prevention, grievance handling procedures and implementation of improvement measures)	44 – 48	Employee injury rate	%	0.14	0.14	0.15	  
				Number of sanctions related to discrimination	No. of cases	1	5	4	
	DE&I in Corporate Culture	Create a corporate culture that supports the development of individual competencies based on individual diversity, and where employees enjoy work-life balance and are protected from all kinds of discrimination	49 – 53	Percentage of female executives	%	13.0	14.5	15.7	  
				Percentage of female managers	%	23.5	24.7	26.7	
	Sustainable Supply Chain	Manage and prevent ESG risks of business partners through environmental and social impact assessment and support programs	54 – 57	Percentage of contracts subject to supplier code of conduct ⁵⁾	%	–	86.4	76.5	 
G Governance	Transparent Management	Secure transparency in the operation of the Board of Directors and implement activities to promote shareholder interests	60 – 63	Percentage of outside directors on the Board of Directors (the Audit Committee)	%	57.7 (100)	57.1 (100)	55.6 (100)	
				Dividend payout ratio ⁶⁾	%	98.2	128.7	81.0	
	Compliance & Ethical Management	Conduct business in a transparent, fair way (i.e. no corruption or bribery allowed) and comply with domestic and overseas laws · regulations in relation to CJ’s business areas	64 – 67	Number of employees who participated in ethical management training	No. of persons	14,651	13,551	13,923	 

1) Reduction in greenhouse gas emission as a direct result of GHG mitigation plans

2) 2021 data increased compared to 2020, due to new resort in CJ Logistics Construction Division in 2021

3) CJ CheilJedang, CJ ENM

4) The sum of certifications on low-carbon products, vegan products, and biodegradable products




5) CJ CheilJedang (Though the number of contracts with partners’ consent on supplier code of conduct has increased (539 partners in 2020, 945 partners in 2021), the percentage has decreased since the reporting scope of partners expanded to include several overseas business sites)

6) Based on separate financial statements of CJ Corporation. 2020’s payout ratio increased due to the decrease in net profit resulted from non-recurring recognition of non-operating income




KEY PERFORMANCE IN 2021

Among 8 ESG top priorities, for the environment and social areas, the 3 Subsidiaries’ performances and plans are mainly disclosed in this report, and activities commonly carried out across CJ are also included. As for governance area, CJ Corporation’s as-is is mainly the focus, but group-level activities are included as well.

ENVIRONMENT



TOP PRIORITY	KEY PERFORMANCE IN 2021
<div><p>Climate Change Response</p></div>	<ul style="list-style-type: none">• CJ declared to achieve carbon neutrality by 2050• CJ CheilJedang declared 2030 reduction target and disclosed 6 measures• CJ Logistics expanded the introduction of electric and hydrogen freight vehicles• CJ ENM proceeded the project to open the eco-friendly ‘CJ ENM Studio Center’ in 2022
<div><p>Circular Economy</p></div>	<ul style="list-style-type: none">• CJ expanded eco-friendly packaging products and services• CJ CheilJedang carried out Hetbahn container return and recycling campaign• CJ Logistics distributed upcycled uniforms to frontline employees
<div><p>Eco-friendly Product · Content · Service</p></div>	<ul style="list-style-type: none">• CJ CheilJedang launched 100% plant-based food, ‘Bibigo PlanTable Mandu’• CJ CheilJedang acquired marine biodegradable plastic ‘PHA’ certification from global certifier• CJ ENM held environment conference 〈Let’s read: Environmental〉

SOCIAL

TOP PRIORITY	KEY PERFORMANCE IN 2021
<div><p>Human Rights Respect & Protection</p></div>	<ul style="list-style-type: none">• CJ CheilJedang conducted human rights due diligence at 15 domestic manufacturing sites• CJ Logistics developed human rights impact assessment indicators• CJ set up a group-wide task force team to develop measures to prevent serious accidents at business sites
<div><p>DE&I in Corporate Culture</p></div>	<ul style="list-style-type: none">• CJ expanded talented female and young managers• CJ established a digital recruiting platform to diversify talent sourcing channels and expanded opportunities to develop diverse talents• CJ reinforced environment for fair competition, including a simplified job-grading system and leader position postings• CJ introduced a flexible working system, allowing employees to choose work hours and place for concentration and best performance
<div><p>Sustainable Supply Chain</p></div>	<ul style="list-style-type: none">• CJ CheilJedang established the Sustainable Palm Oil Policy• CJ CheilJedang launched ‘Frontier Labs’ with global startup planner ‘Spark Lab,’ a program that selects and invests in excellent startups• CJ ENM broadened the scope of beneficiaries of ‘O’PEN’, a project to discover · develop new creators, and expanded startup nurturing project ‘Challenge Startup’• CJ Logistics opened a global e-fulfillment center

* O’PEN broadened the scope to sitcom in 2020 and to short-form digital content in 2021

GOVERNANCE

TOP PRIORITY	KEY PERFORMANCE IN 2021
<div><p>Transparent Management</p></div>	<ul style="list-style-type: none">• CJ enacted and declared the corporate governance charter• CJ established an ESG committee* within the Board of Directors and deliberated on major issues such as ESG strategy• CJ Corporation increased dividend per share for continuous improvement of shareholder value• CJ secured diversity within the Board of Directors by appointing female directors**
<div><p>Compliance & Ethical Management</p></div>	<ul style="list-style-type: none">• CJ Logistics and CJ ENM Entertainment Division obtained ISO 37301, the global compliance management systems certification***• CJ preemptively responded to the amendment to the Act on the Promotion of the Information Security Industry through voluntary disclosure on data security status****

* CJ Corporation, CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, CJ Seafood
** CJ CheilJedang, CJ Logistics, CJ ENM
*** CJ CheilJedang obtained the certification in December 2020 and conducted post assessment in October 2021
**** CJ ENM Commerce Division, CJ Logistics, CJ OLIVE YOUNG

RISK MANAGEMENT

MANAGEMENT SYSTEM

COMPLIANCE RISK

The compliance officer of CJ Corporation independently reviews whether the company is in compliance with relevant laws and regulations to prevent any illegal activities and conducts compliance control activities to respond to various legal risks. In 2021, we implemented group-wide compliance activities, facilitating and enhancing compliance culture, reinforcing the protection of intellectual property such as brands, and conducting compliance training programs for employees. We conducted group-wide occupational safety activities as well, such as on-site due diligence and safety & health planning to proactively respond to Serious Accidents Punishment Act which will take effect from 2022.

FINANCIAL RISK

The CEO of CJ Corporation evaluates how the company's

internal control over financial reporting is working, and reports the evaluation method and results to the Board of Directors, Audit Committee, and shareholders' meeting every year. The Audit Committee evaluates the operating system of the internal control over financial reporting and conducts a financial audit and risk-managing activities for the internal control system. Meetings with external auditors take place on a quarterly basis to strengthen compliance and prevent business risks.

INTERNAL TRANSACTION RISK

Through the Internal Transaction Committee, which is composed of outside directors only, CJ Corporation prevents management or controlling shareholders from engaging in internal transactions for the purpose of personal gain. The Internal Transaction Committee deliberates in advance on large-scale internal transactions in accordance with the Fair Trade Act and its enforcement ordinances. It ensures that the transactions with

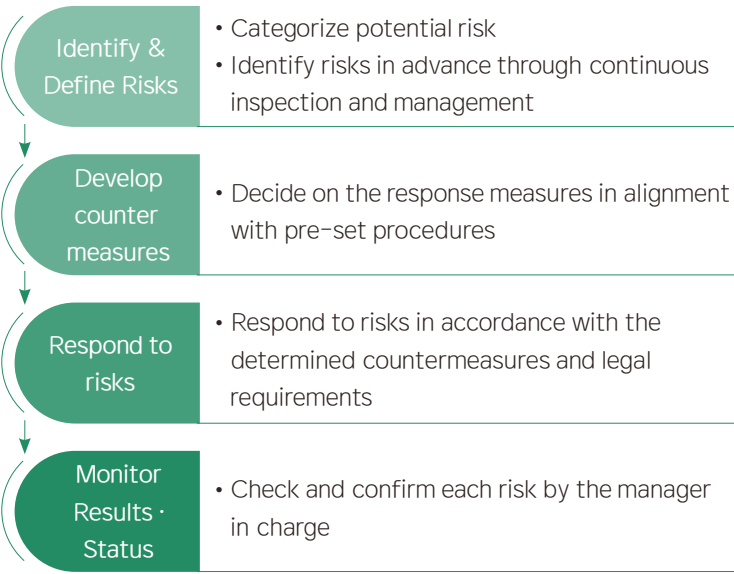
stakeholders are in compliance with Article 398 and Article 542-9 of the Commercial Act. In addition, the Committee conducts preliminary deliberation on transactions deemed important.

ESG RISK

CJ Corporation established the ESG Committee in May 2021 to identify various ESG issues, examine sustainability management strategies, and review · approve relevant performances. We, through ESG committee, also check and manage key ESG risks of subsidiaries to minimize potential repercussion on CJ as a whole. CJ Corporation established strategies and improvement plans for environmental and social risks at ESG Committee in 2021. “Carbon neutrality,” “Circular economy,” “Sustainable supply chain,” and “Human rights · Diversity · Inclusion” were identified as major risks, and in February 2022, “Transparent management” and “Compliance · ethical management” were additionally identified.

CJ Corporation established a system that categorizes potential risks and continuously reviews them through the Board of Directors and committees to identify and prevent potential risks. The Board of Directors and the committees have dedicated support organizations, which constantly check and report the status of risk management throughout the company. CJ Corporation's main risk management areas can be categorized as compliance, finance, internal transaction, and ESG.

MANAGEMENT PROCESS








MANAGEMENT ORGANIZATION

RISK TYPE	ORGANIZATION	MAJOR ROLE
Compliance	Board of Directors	<ul style="list-style-type: none">• Review matters related to compliance management• Approve the transactions with subsidiaries and related parties (agendas that require BOD approval) as prescribed in the Fair Trade Act and the Commercial Act
Finance	Audit Committee	<ul style="list-style-type: none">• Audit the company's accounting and business affairs• Review matters prescribed in statutes or Articles of Association and matters delegated by the Board of Directors in this regard
Internal Transaction	Internal Transaction Committee	<ul style="list-style-type: none">• Deliberate the transactions with subsidiaries and related parties (agendas that require BOD approval) as prescribed in the Fair Trade Act and the Commercial Act• Review matters deemed necessary by the Board of Directors or committees in relation to internal transaction
ESG	ESG Committee	<ul style="list-style-type: none">• Discover and identify ESG-related issues• Check ESG management directions and strategies, and review and approve related performance

STAKEHOLDER ENGAGEMENT

CJ Corporation believes that constant bilateral communication with internal and external stakeholders is essential to achieving sustainable growth. CJ Corporation categorizes key stakeholders into customers, investors, employees, partners, and local communities. CJ's sustainable management performance and activities are disclosed through various channels, and CJ is committed to pay great attention to stakeholders' demands and opinions.

ISSUES OF INTEREST & COMMUNICATION CHANNELS BY STAKEHOLDER		
STAKEHOLDERS	ISSUES OF INTEREST	COMMUNICATION CHANNELS
<div>Customers</div> <div></div>	<ul style="list-style-type: none">• Data security & privacy• Product · service quality & safety• Ethics · compliance management• Corporate social · environmental responsibility• Communication & empathy with customers• Transparent · accurate information sharing on products• Lifestyle culture & trends	<ul style="list-style-type: none">• Official company website and social media (YouTube, Facebook)• PR brochure• Advertisement• Official company news website 'Channel CJ'
<div>Employees</div> <div></div>	<ul style="list-style-type: none">• Employee competency enhancement and welfare benefits• Fair performance evaluation and compensation• Enjoyable work environment• Employees' grievance handling mechanism• DE&I (Diversity, Inclusion & Equity)	<ul style="list-style-type: none">• Labor-management communication organization 'Open Council'• Company broadcasting channel 'Channel CJ'• Company newsletter 'NI:M'• Company grievance reporting website 'Hotline'• Employee survey on corporate culture 'CJ Voice On'
<div>Investors</div> <div></div>	<ul style="list-style-type: none">• Business performance and growth strategy• Shareholder value enhancement policies including dividends• Investment plans and financial stability• ESG strategy	<ul style="list-style-type: none">• General Shareholders' Meetings• IR activities (IR meetings, regular NDR, analyst day)• IR disclosures (Company website, business reports, corporate governance reports, ESG reports, and other disclosures by Korea Exchange · Fair Trade Commission · FSS)
<div>Partners*</div> <div></div>	<ul style="list-style-type: none">• Selection and management of partners• Shared growth• Compliance with fair trade• Competency enhancement, support programs (Training, infrastructure, etc.)• Ethical management• Human rights protection	<ul style="list-style-type: none">• Roundtables with partners• Grievance reporting portal · system• Transaction management system <p>* Since CJ Corporation is a pure holding company that does not directly run the business, communication with partners refers to that of CJ CheilJedang, CJ Logistics, and CJ ENM.</p>
<div>Local community</div> <div></div>	<ul style="list-style-type: none">• Communication with and contribution to the revitalization of the local economy• Corporate social responsibility activities (donation, volunteering activities)	<ul style="list-style-type: none">• CJ's internal organization dedicated to corporate social responsibility

SUSTAINABILITY PERFORMANCE

ENVIRONMENT

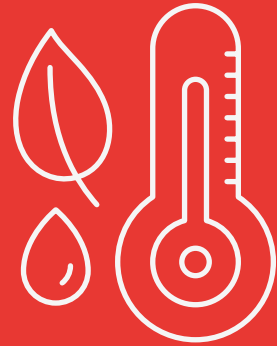
- CLIMATE CHANGE RESPONSE
- CIRCULAR ECONOMY
- ECO-FRIENDLY PRODUCT ·
CONTENT · SERVICE

SOCIAL

- HUMAN RIGHTS RESPECT &
PROTECTION
- DE&I IN CORPORATE CULTURE
- SUSTAINABLE SUPPLY CHAIN

GOVERNANCE

- TRANSPARENT MANAGEMENT
- COMPLIANCE & ETHICAL
MANAGEMENT



ENVIRONMENT

CLIMATE CHANGE RESPONSE

CIRCULAR ECONOMY

ECO-FRIENDLY PRODUCT · CONTENT · SERVICE



TOP PRIORITIES

WHY IT MATTERS

HOW WE RESPONDED

HOW WE WILL MANAGE



CLIMATE CHANGE
RESPONSE

To respond to the climate crisis, the international community is committed to achieving carbon neutrality by 2050 and is developing policies and regulations to reduce greenhouse gas emissions. Companies failing to respond to climate change will face trade barriers such as carbon border taxes, leading to deteriorating profitability due to the cost of carbon credits. Accordingly, investor demands for CJ's implementation of climate crisis response goals and strategies is increasing.



CJ established the goal of achieving carbon neutrality by 2050 in accordance with the national policy. To this end, CJ Corporation, CJ CheilJedang, CJ Logistics, and CJ ENM have established environmental management governance to coordinate and share measures to respond to climate crisis. Each subsidiary is managing goals for greenhouse gas emissions and energy use and is monitoring progress, with CJ CheilJedang and CJ Logistics, in particular, transparently disclosing information on climate change in accordance with TCFD recommendations.



Based on CJ CheilJedang's best practices, which took the lead in responding to climate change, we will establish mid-term 2030 greenhouse gas reduction goals for CJ as a whole and for each subsidiary, and will materialize reduction measures and plans tailored to the characteristics of each business. Furthermore, we plan to carry out tasks such as increasing the use of renewable energy and measuring and managing Scope 3 emissions.



CIRCULAR
ECONOMY

The linear economy, which repeats the use and disposal of resources, has caused issues such as resource depletion, ecosystem destruction, and environmental pollution. To address this problem, the EU, the U.S., and Korea have strengthened policies and regulations for the transition to a circular economy. CJ, which has manufacturing facilities all over the world and uses a lot of packaging materials, is also required to minimize waste and expand recycling.



CJ is expanding recycled or recyclable eco-friendly packaging across its businesses, such as food, logistics, and retail. In addition, we operate a take-back program so that consumers can recycle and reuse the products after they have finished using them. Some subsidiaries are pursuing measures to minimize waste generation at their business locations.



We will expand products with eco-friendly packaging and continue to operate product recovery and recycling programs. Moreover, we will develop resource circulation guidelines and distribute them to all subsidiaries. We will establish and carry out goals for the circular environment system.



ECO-FRIENDLY
PRODUCT · CONTENT ·
SERVICE

As the culture of green consumption spreads around the world, so does the demand for products and services with low environmental impact. In addition, environmental regulations, such as those governing plastics, are tightening, and manufacturers are increasingly being required to take responsibility for their products. Under these circumstances, new business opportunities can be created if CJ, which provides a variety of products, expands eco-friendly elements.



Based on their business characteristics, 3 Subsidiaries are developing eco-friendly products, content, and services for greenhouse gas reduction, resource circulation, and environmental pollution reduction. Through this, we are contributing to raising environmental awareness among consumers and spreading a culture of value consumption. In addition, by continuously acquiring certifications on environmental impact reduction (i.e., certifications on low-carbon product, vegan product, and biodegradable product), we have ensured that our environmental improvement impact is objective and trustworthy.



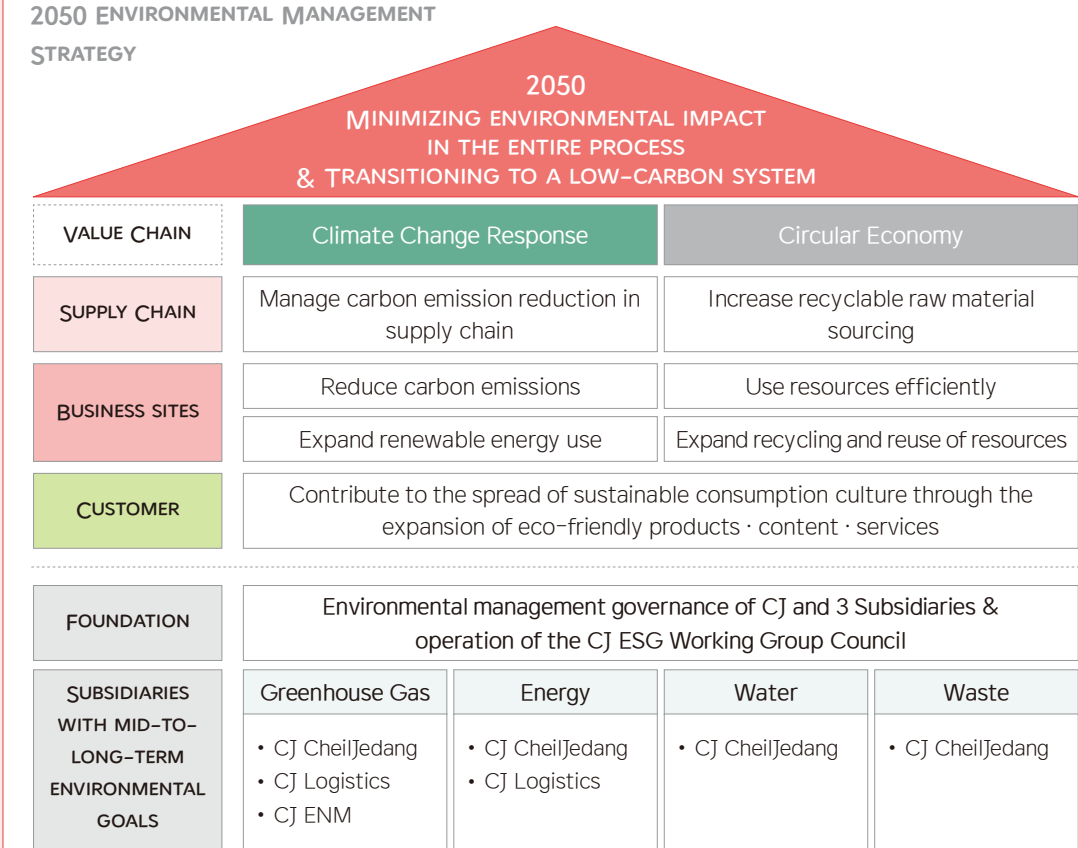
We will continuously develop and provide products, content, and services that minimize negative environmental impact while increasing positive environmental impact. In addition to the process of measuring and managing the environmental impact of existing products, we plan to establish a system that considers the environmental impact starting from the beginning stages of new business and new product launch · development.

CJ Environmental Management

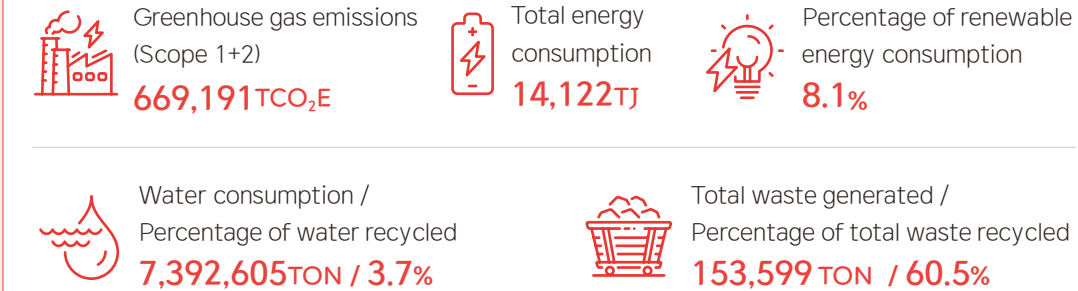
Strategy & Implementation System

Leveraging our climate change response and circular economy practice, CJ has set the environmental management goals for 2050 as ‘minimizing negative environmental impact in the entire business operation process’ and ‘transitioning to a low-carbon economy system’. To accomplish this, we are establishing governance for CJ as a whole, developing and implementing strategies, and establishing management organizations and procedures. Currently, CJ CheilJedang, CJ Logistics, and CJ ENM manage the environmental impact of business activities across all value chains including their own business sites, supply chains, and customers. Building on these best practices, we will strengthen our sustainable environmental management.

STRATEGY



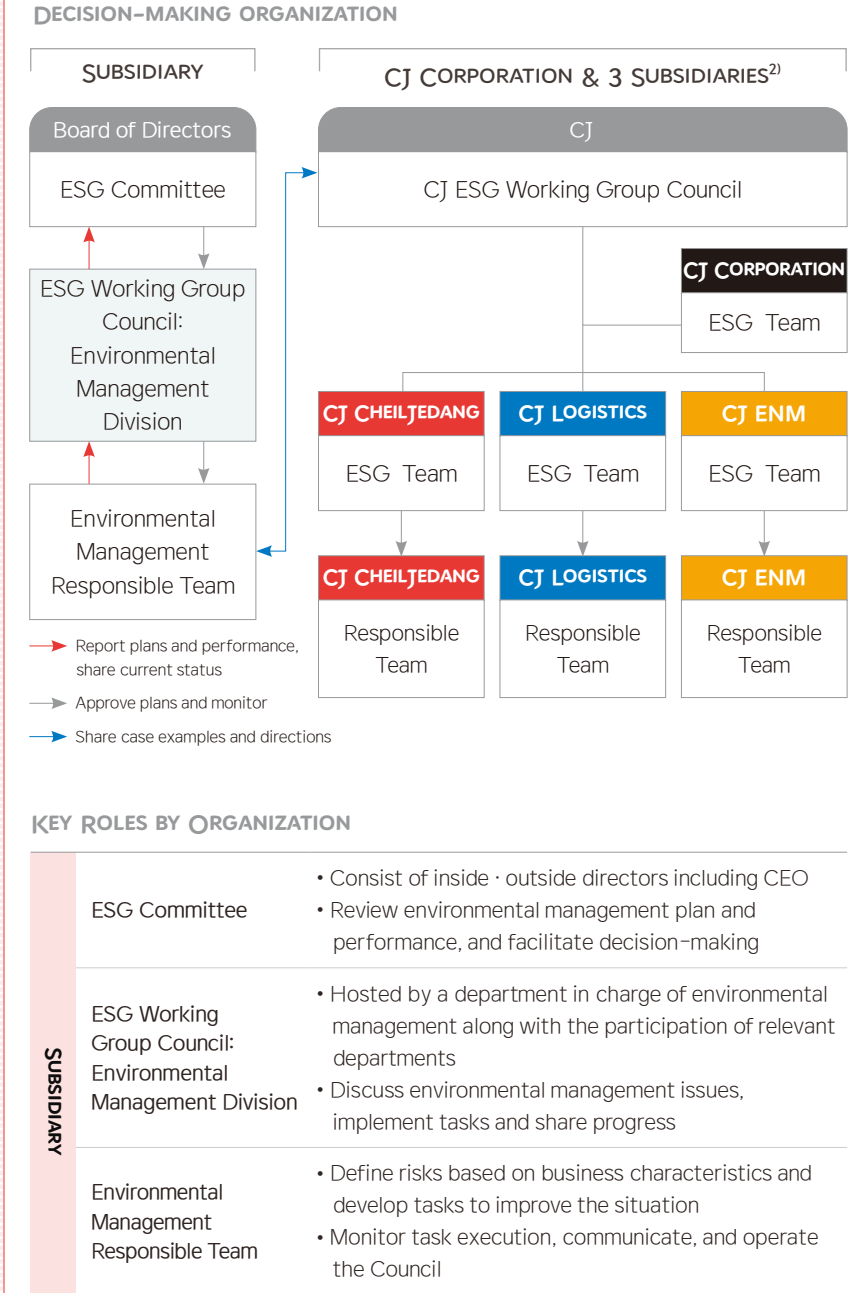
2021 ENVIRONMENTAL KEY FIGURES¹⁾



1) Based on separate financial statements of CJ Corporation, CJ CheilJedang, CJ Logistics, CJ ENM (Domestic business sites)

2) The scope of participating subsidiaries can be expanded according to the agenda of the Council

GOVERNANCE



CLIMATE CHANGE RESPONSE

TCFD* FRAMEWORK

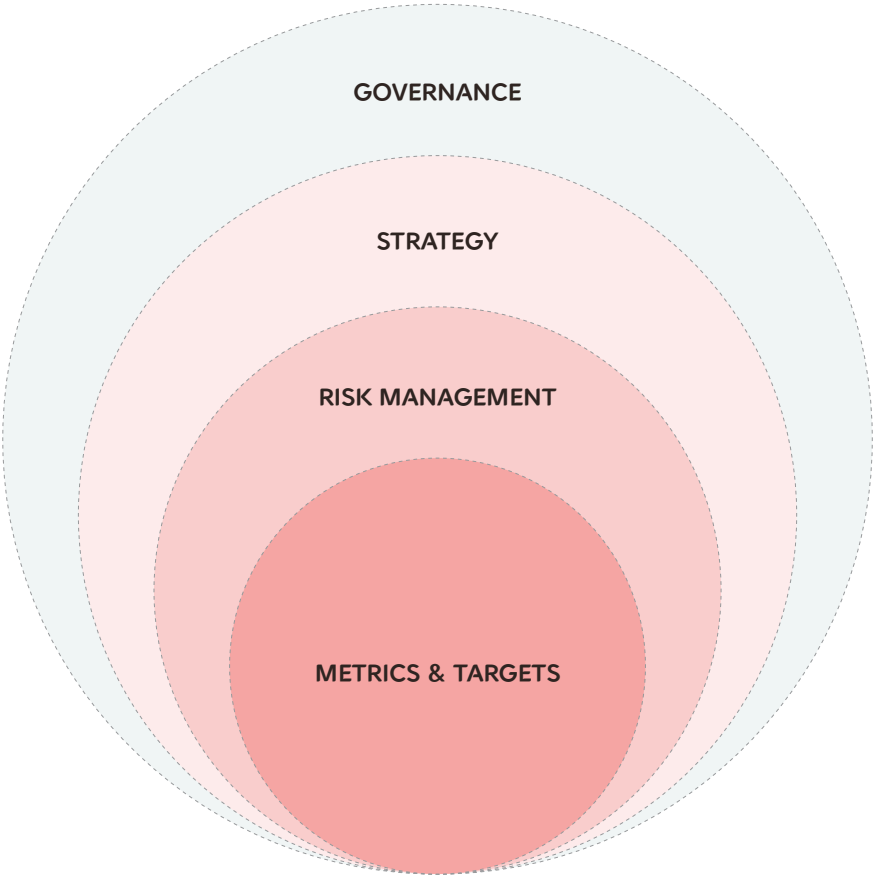
The Financial Stability Board (FSB), an international financial institution, established the ‘Task Force for Climate Change-Related Financial Information Disclosure (TCFD)’ in 2015 to respond to global climate change risks. In 2017, FSB made recommendations on the disclosure of climate change-related information, demanding that companies and countries actively participate in climate change response. CJ is expanding the disclosure of climate change response-related information in accordance with the TCFD recommendations to join the international community’s efforts and to strengthen sustainability.

* Task Force on Climate-Related Financial Disclosures, which recommends that companies incorporate climate change-related risks and opportunities in risk management and decision-making

TCFD RECOMMENDATION & CLIMATE CHANGE RESPONSE

	TCFD RECOMMENDATION	CJ CHEILJEDANG	CJ LOGISTICS
	Governance	<ul style="list-style-type: none">Corporate Sustainability Committee under the BOD approves climate change response strategies and supervises the executionCorporate Sustainability Council, comprised of the top management of each Business Division and the heads of relevant organizations, develops strategies and action plans, allocates resources, and serves as the Steering Committee	<ul style="list-style-type: none">BOD decides on major issues related to climate change responseESG committee is established within the BOD to review ESG management strategies, direction and manage overall ESG risksManagement council and working group council are established and operated within the ESG committee and respond to climate change through regular reports
	Strategy	<ul style="list-style-type: none">At the end of 2021, ‘Climate Action Report’ was published to disclose environmental (climate change) policies, strategies, and mid-to-long-term goals approved by the BODKey strategies for reducing greenhouse gas emissions include the use of renewable bioenergy and value chain cooperation	<ul style="list-style-type: none">Strategies to respond to climate change are being developedMeasures to reduce carbon emissions are reviewed, with a focus on major sources of emissions such as modes of transportation and facilities such as distribution centers
	Risk Management	<ul style="list-style-type: none">Corporate Sustainability Council is established to implement risk identification, analysis, and reporting systemESG Center Environment Strategy Team is newly established as a responsible team dedicated to climate change response and eco-friendly policies in order to set out company-wide strategies including risk identification and analysis	<ul style="list-style-type: none">Environmental management system is established to regularly monitor environmental indicators and impactsSafety management system is established to monitor safety throughout the company and to create a risk management mechanism
	Metrics & Targets	<ul style="list-style-type: none">Scope 1 and 2 greenhouse gas emissions are managed (From 2022, Scope 3 will be measured and monitored)By 2030, greenhouse gas emissions at business sites are to be reduced by 25% compared to 2020, with carbon neutrality achieved by 2050	<ul style="list-style-type: none">Conversion of logistics vehicles weighing less than one ton to 100% environmentally friendly vehicles by 2030 is being considered (Other vehicles are also reviewed for eco-friendly conversion)Phased transition to 100% renewable energy is being considered

In accordance with CJ’s declaration of the goal to become carbon neutral by 2050, several of our subsidiaries are establishing a climate change response system. We are specifying measures and plans such as reducing greenhouse gas emissions and expanding the use of renewable energy, and we will continue to share our climate change response strategies and performance with our stakeholders.



COMMITMENT FOR CLIMATE ACTION

CJ CHEILJEDANG

BUSINESS SITES

CLIMATE CHANGE

To overcome the climate change crisis, CJ CheilJedang has set goals to achieve carbon neutrality and zero waste by 2050. As core mid- to long-term strategies, we proposed the conversion of business sites to decarbonization, eco-friendly innovation of our products and solutions, and eco-friendly partnerships throughout the value chain. In the case of GHGs (green house gases) at business sites, which have the greatest impact on carbon neutrality, we have set a goal of reducing GHG emissions by 25% by 2030 compared to 2020, and have revealed 6 reduction measures to achieve this goal. From 2022, CJ CheilJedang has gradually transitioned the steam sources required for food production and bioproduct fermentation processes from fossil fuels such as coals or gases to to biofuels, and has increased sustainable energy outsourcing. We intend to use 100% renewable energy in our business sites and to improve energy efficiency in our processes by leveraging artificial intelligence and data. After establishing decarbonization-based operating system for the business sites, we aim to achieve carbon-neutral operation of business sites by 2050 by developing and introducing innovative technologies into the process, such as the development of high-efficiency fermentation strains and livestock manure-based biogas.

‘CJ CheilJedang Climate Action Report’

ESTABLISHMENT OF CLIMATE CHANGE RESPONSE STRATEGY

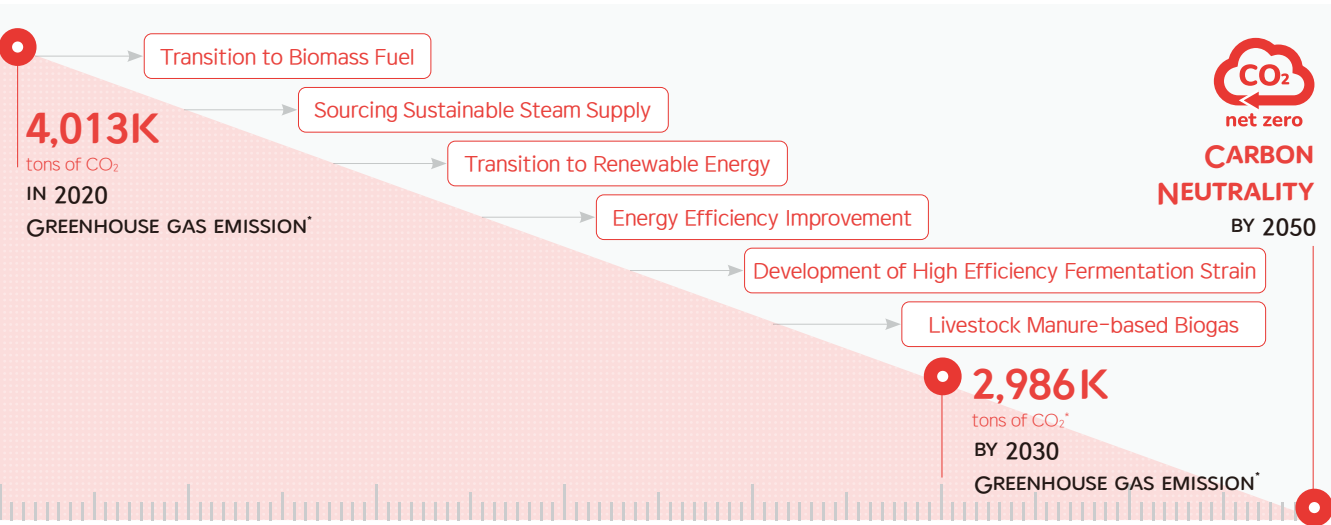
CJ LOGISTICS

BUSINESS SITES

CLIMATE CHANGE

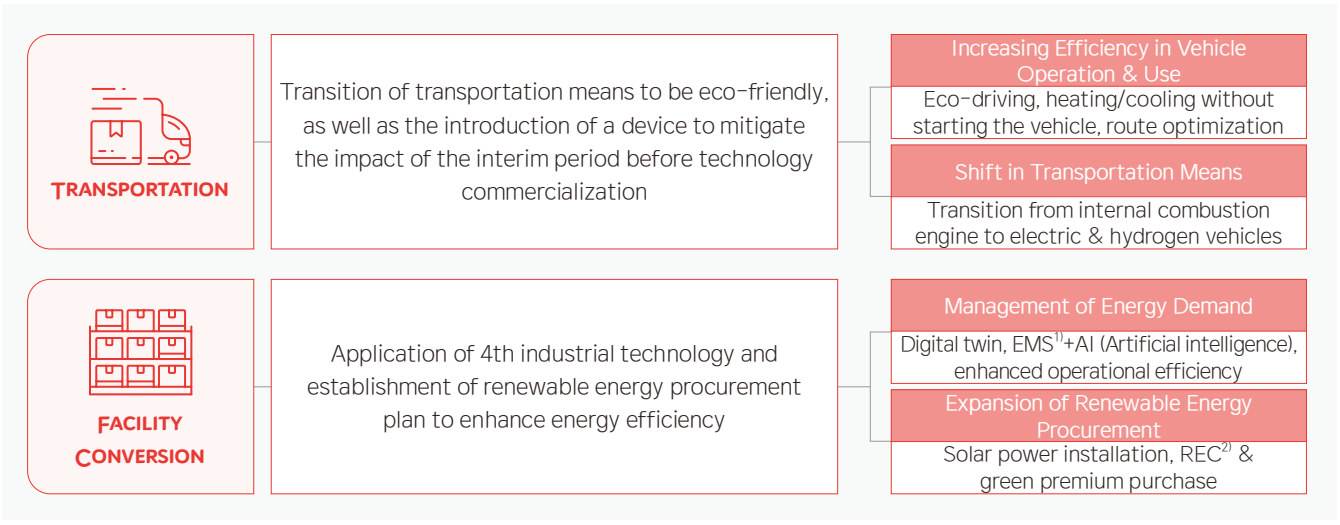
CJ Logistics is establishing a strategy to respond to climate change, and is reviewing measures to reduce carbon emissions, focusing on transportation and fulfillment, which are major emission sources. As for transportation, we are facilitating the transition to eco-friendly vehicles (electric and hydrogen vehicles), and for fulfillment, we plan to reduce carbon emissions by progressively converting to 100% renewable energy. Moreover, in the mid- to long-term, CJ Logistics is considering ways to expand into eco-distribution businesses such as hydrogen in order to deal with climate change. We will continue to innovate our logistics system in order to contribute to the reduction of greenhouse gas emissions at business sites, as well as our efforts to reduce carbon emissions through various reduction measures.

CJ CHEILJEDANG 6 MAJOR GHG REDUCTION MEASURES



* Including CJ CheilJedang's Food and BIO Division business sites in 9 countries

CJ LOGISTICS GHG REDUCTION MEASURES



1) Energy Management System
2) Renewable Energy Certificate

GREEN MOBILITY

CJ LOGISTICS

BUSINESS SITES

CLIMATE CHANGE

In November 2020, CJ Logistics introduced 1-ton electric cargo vehicles to business sites for the first time in the industry, and by the end of 2021, a total of 44 units of 1-ton electric vehicles and 2 units of 11-ton hydrogen trucks had been brought in. In May 2021, CJ Logistics participated in the declaration of '2030 Pollution-Free Conversion 100 (K-EV100)' led by the Ministry of Environment and now plans to convert every parcel delivery vehicle, as many as 1,600, into electric · hydrogen vehicles by 2030.

CJ Logistics is also taking the lead in infrastructure expansion by installing and operating electric vehicle charging stations to enhance the convenience of electric vehicle users. In August 2021, CJ Logistics signed an agreement with SK Energy, under which the CJ Logistics is accelerating the transition to electric and hydrogen vehicles and facilitating the plan to convert gas stations in downtown areas to micro-fulfillment centers (MFCs) with electric vehicle charging stations. Going forward, we will increase the number of charging stations and utilize eco-friendly vehicles in a wider scope, gradually establishing an eco-friendly logistics system.

CJ Logistics will continue leveraging more electric and hydrogen vehicles and expanding charging infrastructure, to increase access to eco-friendly vehicles and build competitiveness needed in the era of green mobility, thereby actively playing a part in carbon emission reduction.



CJ Logistics Hydrogen-fueled Freight Vehicle

ECO-FRIENDLY STUDIO CENTER

CJ ENM

BUSINESS SITES

CLIMATE CHANGE

CJ ENM Studio Center, located in Paju-si, Gyeonggi-do, is a cutting-edge multi-production studio complex with an area of about 21,381㎡; it serves as a global content production studio complex that will support the rapidly increasing demand for K-content. A total of 13 studio facilities are located in one place, including a mega-sized studio as big as 5,300㎡, the largest in Korea, and a virtual production stage that can produce futuristic creatives that apply the cutting-edge Micro LED technology.

Considering eco-friendly factors from the design stage for the first time in Korea as a multi-production facility has made it possible for CJ ENM Studio Center to efficiently use energy in the operation of 13 studio facilities and throughout the production process.

We maximized energy savings through installing LED lighting in each facility, as well as heat recovery ventilators, toilet counter sensors, high-efficiency power transformers, remote meter-reading, and an automatic lighting control system. Also, we have installed electric vehicle charging stations in the facility as part of our efforts to reduce the environmental impact of fossil fuels. The surrounding green area, which is a part of the studio, is also well preserved to provide good shelters to wild birds, and is opened to local residents as nature walking trails.



Aerial view of CJ ENM Studio Center

CIRCULAR ECONOMY



RESOURCE RECYCLING

HETBAHN CONTAINER UPCYCLING CJ CHEILJEDANG

CUSTOMER BUSINESS SITES CIRCULAR ECONOMY

In 2021, after 4 years of research, CJ CheilJedang expanded the application of thermoforming scrap technology, a technology that reuses plastic scraps left over from the process of making Hetbahn containers for new Hetbahn containers. By using 23% of scrap from Hetbahn containers to produce 450 million units, 60 tons of virgin plastics are expected to be saved per year, and CJ CheilJedang plans to increase the production facilities where this technology is applied.

In addition, to increase the recovery rate of used Hetbahn containers with ‘excellent’ grade, we are conducting the “Our Containers to Save the Earth” campaign. Customers can participate in this campaign by washing used Hetbahn containers, putting them in a collection box, and requesting for a free collection service. Following that, the containers collected by CJ Logistics are cleaned and reshaped at local self sufficiency centers with which CJ CheilJedang has an MOU, processed into raw materials and upcycled into various products. Going forward, we plan to install offline collection stations to increase the recovery rate, and once a sufficient volume is secured, we will work with CJ Logistics to expand the application to eco-friendly logistics pallets to further elevate recycling value.



CJ CheilJedang ‘Our Containers to Save the Earth’ Campaign

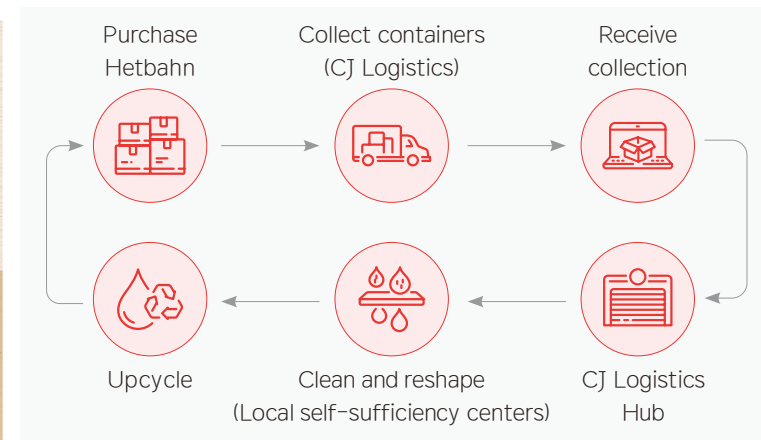
BUSINESS SITE ZERO WASTE CERTIFICATION CJ CHEILJEDANG

BUSINESS SITES CIRCULAR ECONOMY

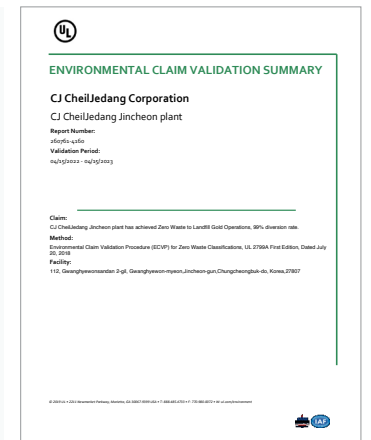
CJ CheilJedang is continuously reinforcing the reuse, recycling, and conversion of waste to energy sources, as well as promoting the reduction of landfill waste to zero at all global business sites by 2030. Our domestic business sites have already reached the level of zero landfill waste (0.4%) in 2020 through waste recycling into raw materials for industrial use, agricultural feed, and composting. For example, Jincheon plant makes use of by-product waste such as pureed soybean generated during production, and uses contaminated sediments generated after food wastewater treatment as compost. In addition, vinyl and plastics are reused as fuel or recycled as synthetic resins.

As a result, in the first half of 2022, the waste recycling rate of 99.46% was recognized for the first time in the domestic food industry by UL (Underwriters Laboratories), a global environmental and safety certification company, allowing us to acquire Gold Grade for the ‘Zero Waste-to-landfill’ validation. In addition to the Jincheon plant, 5 domestic business sites achieved a recycling rate of more than 90%.

CJ CheilJedang will expand resource circulation activities to overseas business sites, reinforcing the circular economy system. In addition, we plan to reduce food loss and waste by 50% compared to 2020 by expanding food donation and recycling.



CJ CheilJedang Hetbahn Container Collecting Process



CJ CheilJedang Jincheon Plant Zero Waste Certification

In order to contribute to resolving environmental issues such as resource depletion and ecosystem destruction, CJ is making efforts to transition into a circular economy by expanding the application of eco-friendly packaging technology and reducing waste generation at business sites. In addition, by operating a program in which consumers and business partners participate together, we plan to promote resource recycling activities and culture such as container recovery and recycling, eco-packaging etc.

ECO-FRIENDLY PACKAGING SERVICE CJ LOGISTICS

BUSINESS SITES CIRCULAR ECONOMY

Packaging not only helps preserve the quality of products, but is also essential for the efficiency of logistics services. Furthermore, as public awareness of eco-friendly packaging materials grows, so does the demand for optimized packaging. CJ Logistics is developing and applying a new specialized logistics packaging solution that applies cutting-edge technology based on TES (Technology, Engineering, System & Solution), which is a logistics technology competency. In addition to developing self-assembly one-tap boxes and paper cushioning materials, CJ Logistics designs eco-friendly packaging solutions throughout the logistics process.

The eco-friendly Smart Packaging Solution applied to CJ Logistics Baegam Logistics Center has an unmanned, automatic, and advanced packaging process that can measure empty space in boxes to avoid excessive use of packaging materials, calculate the required quantity of packing materials, and replenish them automatically. As of March 2021, the Baegam Logistics Center's eco-friendly Smart Packaging Solution has contributed to annual reduction of approximately 230 tons of plastic and used recyclable paper cushioning materials and tape with a total length of 19,000 km.

CJ Logistics will continue to form partnerships through cooperation with various customers and startups, and build infrastructures to strengthen packaging capabilities by setting up the Packaging Test Lab going forward.

3 MATERIAL-FREE PACKAGING & 3R POLICY CJ ENM

CUSTOMER BUSINESS SITES CIRCULAR ECONOMY

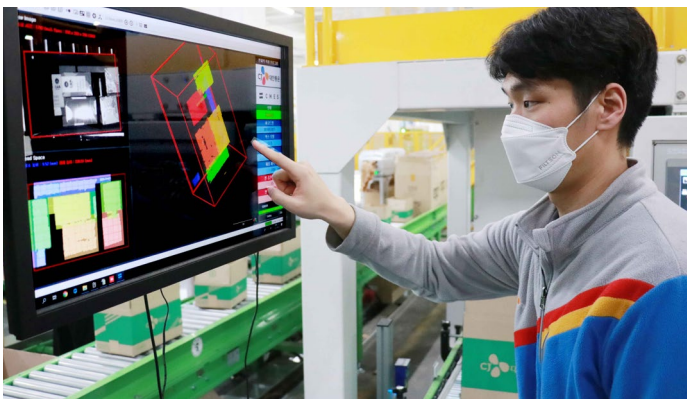
CJ ENM is pioneering responsible packaging activities for each stage of product packaging. We were the first in the TV home shopping industry to introduce “3 Material-Free Packaging”, with no vinyl (plastic), non-woven fabric, and styrofoam for packaging, as well as the “3R (Reduce, Redesign, Reuse)” policy. no styrofoam, for the first time in the industry, we applied “Easy Open Tape”, which is easy to separate from packaging box and dispose of. In particular, it is used for all direct purchases and PB (Private Brand) products that are shipped from CJ ENM's integrated logistics center. Previously used plastic tape and cushioning materials have been replaced with those made of paper.

In 2020, CJ ENM launched the “Eco-Packaging Together” campaign to engage partner companies for environmental protection, building our own responsible packaging ecosystem. We shared our optimal packaging specifications and guidelines with approximately 9,000 SMEs through the campaign, encouraging them to avoid overuse of the materials. The guidelines explain how to distinguish damage-prone items from non-damage-prone items, how to set the number of packaging layers and packaging space ratio differently for each item, and details of using eco-friendly packaging materials.

As such, CJ ENM reduced the amount of plastic used by about 49.9 tons from 2017 to 2021 through eco-friendly packaging activities, and plans to increase support for the campaign by attracting more partner companies.



CJ Logistics Paper Cushioning Materials & Paper Tapes



CJ Logistics Eco-friendly Smart Packaging Solution



CJ ENM Paper Cushioning Materials & Paper Tapes

UPCYCLED UNIFORMS

CJ LOGISTICS

BUSINESS SITES

CIRCULAR ECONOMY

In April 2021, CJ Logistics distributed 2,000 eco-friendly “ECO+ uniforms”, made from recycled fiber materials from plastic beverage bottles, to frontline employees to contribute to solving the problem of plastic wastes. CJ Logistics was the first private company to commercially use upcycled clothing as actual frontline uniform, fostering eco-friendliness at business sites.

14 plastic bottles (500ml) were used to produce each uniform, and a total of 28,000 bottles of plastic waste were used for 2,000 uniforms. It had the effect of reducing 1,680kg of carbon dioxide emissions, which is the same amount of carbon dioxide absorbed by 560 pine trees per year. In addition to such environmentally friendly materials, the uniform has a practical design for everyday use and a safety keeper certification mark, the “UN SDGs Association” mark, delivering the image of “delivery that protects environment and safety”. CJ Logistics will lead green logistics by continuously practicing plastic upcycling to contribute to resolving the rapidly increasing problem of plastic waste.



CJ Logistics ECO+ Uniform

EFFICIENT USE OF RESOURCES

EFFICIENT WATER MANAGEMENT

CJ LOGISTICS

BUSINESS SITES

CIRCULAR ECONOMY

CJ Logistics strives to efficiently manage water usage and wastewater discharge at all business sites.

In particular, to minimize unnecessary water usage due to automatic irrigation in the resort business of the company’s Construction Division, ‘hand watering’ (watering only the areas necessary for lawn and tree management) is actively pursued, which distinguishes our resort’s water management from other resorts. CJ Logistics is contributing to the efficient use of water resources by introducing low-flow toilets and water tank storage compressors for all golf courses in operation. ‘Nine Bridges Golf Clubs’ in Jeju Island, operated by Construction Division of CJ Logistics, uses advanced treatment method to effectively remove organic materials and pollutants like nitrogen and phosphorus, playing a major role in preventing water pollution. In addition, environmental technologies such as cutting-edge membrane facilities and membrane separation methods are used to provide the best service for sewage, wastewater, and heavy water treatment facilities throughout the entire process, from design to construction and maintenance. Furthermore, with a highly effective water treatment facility, we are trying to minimize negative environmental impact.



CJ Logistics ‘Nine Bridges Golf Clubs’ in Jeju Island

ECO-FRIENDLY PRODUCT · CONTENT · SERVICE

ECO-FRIENDLY MATERIAL-PRODUCTS

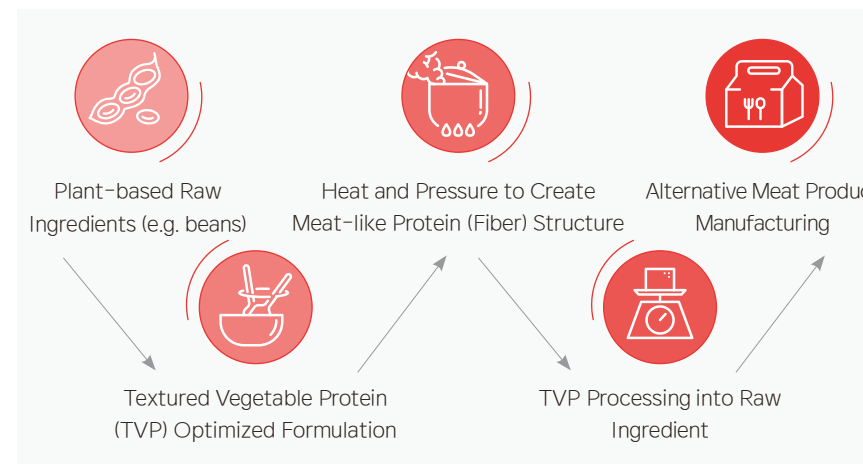
PLANT-BASED FOOD BRAND 'PLANTABLE' CJ CHEILJEDANG

CUSTOMER CLIMATE CHANGE

Efforts are being made all over the world to reduce greenhouse gas emissions as well as environmental pollution from the livestock industry and to secure sustainable food. Accordingly, a diet and consumption culture that prioritizes the environment and health is spreading, leading to increased interest in plant-based foods such as alternative meat.

CJ CheilJedang launched the brand 'PlanTable' to enter the global mega-trend of the plant-based food market, and in December 2021, launched the 100% plant-based 'Bibigo PlanTable Mandu.' The product is manufactured with vegetable oil and TVP (Textured Vegetable Protein) made from vegetable raw materials such as beans instead of general meat ingredients to produce the juiciness and flavor of the existing 'Bibigo PlanTable Mandu' products. In just 3 months since its launch, the plant-based Mandu recorded No.1 in sales and is being sold in 10 countries, including Australia and Singapore.

This is a product designed in consideration of intermittent vegetarian eating habits and various food cultures of general consumers, millennials, and generation Z. We plan to increase the product lineup alongside dumplings to menus such as tteokgalbi and rice balls, as well as to improve the taste quality. As such, we aim to lead the global eco-friendly plant-based food market by developing and expanding a portfolio centered on K-Foods.



CJ CheilJedang Alternative Meat Product Manufacturing Process

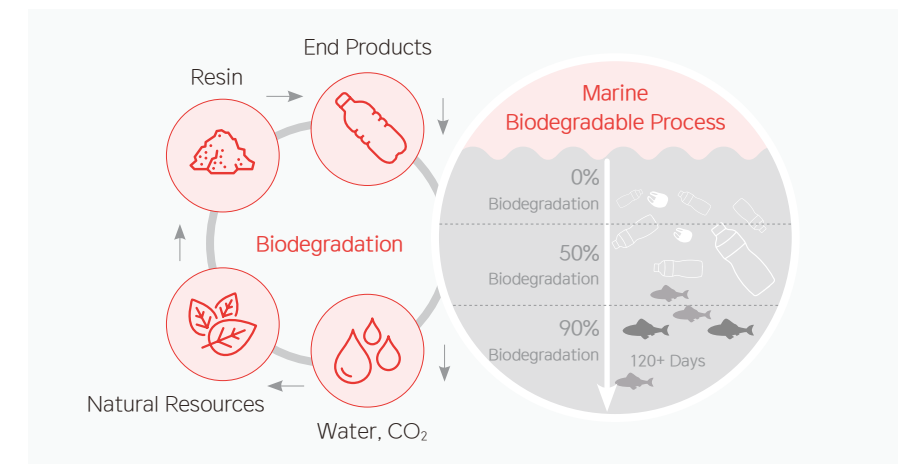
BIODEGRADABLE PLASTIC MATERIAL 'PHA' CJ CHEILJEDANG

CUSTOMER CIRCULAR ECONOMY

As plastic waste increases worldwide, concerns are growing about the impact of microplastics leaking into the ocean on marine ecosystems and human health. Accordingly, CJ CheilJedang developed PHA (Polyhydroxyalkanoate), an eco-friendly plastic material that can protect the natural environment while maintaining the convenience of plastic.

PHA is an eco-friendly plastic material that is 100% derived from bio materials such as corn and sugarcane, through the process of microorganism fermentation process. In February 2021, CJ CheilJedang acquired the "TÜV Biodegradation Certification", which is an internationally recognized eco-friendly certification (i.e. Europe, etc). While conventional plastics made from petroleum take 500 years to decompose, PHA biodegrades more than 90% in a year in natural conditions such as soil and ocean and decomposes within 6 months at sea temperatures ranging from 15 to 40 ° C.

In April 2021, CJ CheilJedang applied transparent vinyl using PHA and PLA (Poly Lactic Acid) to the packaging of the 'Happy Soy Tofu' bundle, and we intend to expand the use of eco-friendly packaging for products. In addition to plastic packaging, CJ CheilJedang wishes to apply PHA to a broader range of areas such as straws, eco-friendly paper coatings, packaging materials, agricultural coating films and fishing nets to create sustainable values for life, the earth, and the future.



CJ CheilJedang PHA Biodegradable Process

CJ is identifying the environmental impact of its products, content and services across entire value chain processes, and developing and applying solutions to minimize such impact. We strive to embed a culture of value consumption that prioritizes environmental values by increasing products with domestic and international certifications on environmental impact reduction and providing content and services that can raise environmental awareness.

GREEN CONSUMPTION CULTURE

ENVIRONMENT CONFERENCE (LET'S READ: ENVIRONMENTAL) CJ ENM

CUSTOMER

CLIMATE CHANGE

CIRCULAR ECONOMY

In October 2021, CJ ENM held its first infotainment environment conference titled (Let's read: Environmental), a new concept of entertainment providing a mix of ESG and the humanities. It is designed to enable all viewers regardless of their gender and age to grasp and resonate with the importance of environmental protection in everyday life, by experiencing the correlation between human life and the environment from various perspectives, such as technology, disease, metaverse, art, and psychology.

In line with the thrust of this conference, efforts were made to minimize the environmental impact of on-set construction. In so doing, materials and set components from previous stages were recycled and reused. We also used children's drawings on the theme of 'eco-friendly' to decorate the stage. (Let's read: Environmental) was uploaded on Youtube channel 'Sapiens Studio', which has 1.27 million subscribers (as of May 2022). To deliver environmental protection messages to a wider audience, CJ ENM aired the content on its TV channel, tvN and an OTT service, TVING.

At this conference, CJ ENM announced that it would innovate the broadcast production system in consideration of the environment and continue to expand investment for the future. Going forward, we plan to produce a variety of content so that environmental protection can be established as a culture and applied in everyday life.

EFFORTS FOR EXPANDING VALUE CONSUMPTION CJ ENM

CUSTOMER

CLIMATE CHANGE

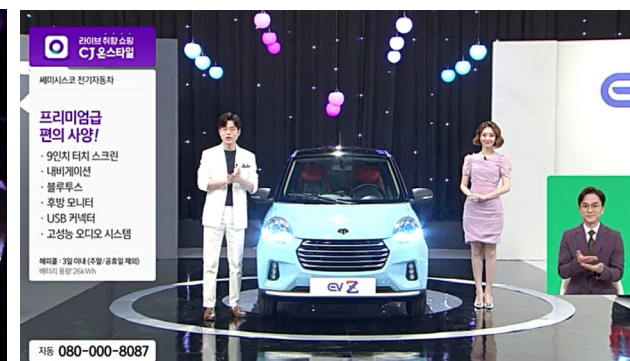
CIRCULAR ECONOMY

An increasing number of consumers, not just millennials and Generation Z, place a high value on the impact on the environment and society when purchasing products and brands. CJ ENM interprets such consumption culture as 'social participation and realization of value,' and is expanding CJ ENM's value consumption market through collaboration amongst related teams and ongoing research on society and future trends.

CJ ENM focused on the eco-friendly mobility market, which is an important industry in responding to climate change, and launched the ultra-compact electric vehicle 'Danigo' as a product in its TV home shopping broadcast, CJ ONSTYLE, for the first time in the industry in 2018. In 2021, CJ ONSTYLE launched the electric vehicle 'EV-Z' by Semisysco, a company that was supported by the 'Challenge Startup' project.

In addition, Odense, CJ ONSTYLE's dining kitchen brand, developed a new upcycled product line as part of 'Zero Waste' activities. CJ ENM held an upcycling campaign called 'THINKS TO THINGS' in November 2021 to prevent the annual disposal of about 200 tons of high-quality products, but not enough to be qualified by Odense's craftsmanship, even though there is no problem with using them. In other words, we launched a new upcycled line by creating a variety of items such as bowls, mugs, and plates with uneven logos · coloring or spots · pinholes but are completely usable.

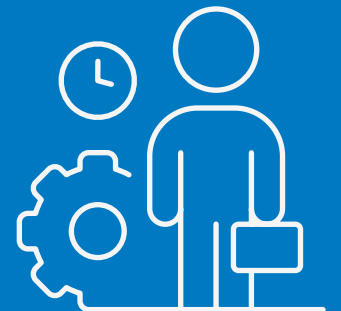
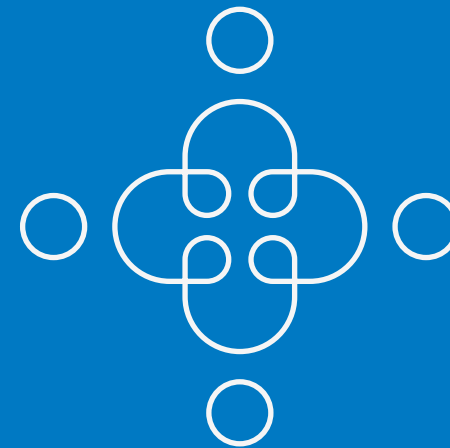
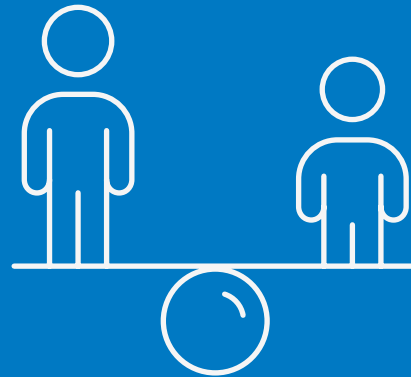
CJ ENM is actively introducing environmentally conscious products and brands, encouraging customers to consume value, and reinforcing corporate social responsibility.



CJ ENM (Let's read: Environmental) Poster & Stage

CJ ENM Broadcast Screenshot of Electric Vehicle 'EV-Z'

CJ ENM New 'Odense' Upcycling Line Products



SOCIAL

HUMAN RIGHTS RESPECT & PROTECTION

DE&I IN CORPORATE CULTURE

SUSTAINABLE SUPPLY CHAIN

TOP PRIORITIES

WHY IT MATTERS

HOW WE RESPONDED

HOW WE WILL MANAGE



HUMAN RIGHTS RESPECT & PROTECTION

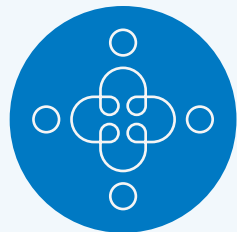
The importance of human rights risk management is increasing as stakeholders' interest in human rights management leads to strengthening domestic and international regulations, investment judgment standards, and sales impacts. Accordingly, CJ Corporation must preemptively manage the human rights risks of its subsidiaries. In addition, CJ CheilJedang, CJ Logistics, and CJ ENM also need to deal with the human rights risks of their global supply chains.



In order to further develop human rights management, CJ has established the management system and released the human rights declaration. In addition, CJ Corporation is monitoring and supporting the progress of activities for human rights management of subsidiaries, including CJ CheilJedang, CJ Logistics, and CJ ENM, whose sales have a large overseas portion and therefore focus more on human rights management.



After establishing CJ's human rights management system, we plan to upgrade it by making guidelines for managing human rights risks throughout the value chain, enacting related training for internal and external stakeholders, and setting up detailed tasks such as due diligence and relief processes at domestic and overseas business sites. To this end, we plan to expand the scope of management to all CJ subsidiaries, starting with CJ CheilJedang, CJ Logistics, and CJ ENM, and further to business partners and overseas business sites.



DE&I IN CORPORATE CULTURE

The ultimate outcome of the Diversity · Equity · Inclusion (DE&I) strategy goes beyond creating a good workplace environment and extends to business performance, such as attracting customers and increasing sales. As CJ's core business is a cultural business that directly touches consumers, it is necessary to secure talented individuals with diverse backgrounds. In order to strengthen competitiveness, a corporate culture that can satisfy the needs of talented individuals and develop them professionally is essential.



CJ has set the direction for innovating corporate culture to achieve its mid-term vision and is implementing strategic initiatives. We have institutionalized opportunities for anyone to take on a challenge and grow without facing discrimination based on gender, age, rank, race, etc., provided they have the capability and the will. Respecting group · individual differences, we established a system to allow an autonomous choice of work environments.



CJ will integrate DE&I in all areas of HR. Furthermore, we will continue to improve and evolve the system so that it can be considered as an important factor throughout our business activities. In particular, we plan to expand the fostering of executives with a focus on talents with the ability and will, regardless of gender, age, or position, and continuously upgrade the HR system that embraces group · individual diversity.



SUSTAINABLE SUPPLY CHAIN

A complex supply chain as a result of the expanding business areas and partnerships is a factor that causes numerous risks, while also being a factor in improving the continuity of business models through sustainable management. As CJ has worldwide business sites and partner companies, stakeholder demands for proactive supply chain management activities, such as preemptive responses to local supply chain laws, as well as identifying and improving risk factors are increasing.



CJ guarantees that the supplies also bear responsibilities for the environment · safety · human rights · ethics and promotes a transparent transaction through the supplier code of conduct and transaction regulations that reflect the business characteristics of each subsidiary. CJ CheilJedang and CJ Logistics consider sustainability as one of the criteria when selecting and evaluating partner companies, and 3 Subsidiaries are creating an ecosystem for shared growth through support programs in light of the characteristics of each industry.



In preparation for global supply chain regulations, CJ plans to upgrade a system that evaluates and oversees the partner companies' ESG status. We aim to mitigate ESG risks in our supply chain and actively support our partners to improve their ESG management capabilities. Moreover, we will nurture business models that link the businesses of CJ and partner companies, further facilitating sustainable shared growth.

HUMAN RIGHTS RESPECT & PROTECTION



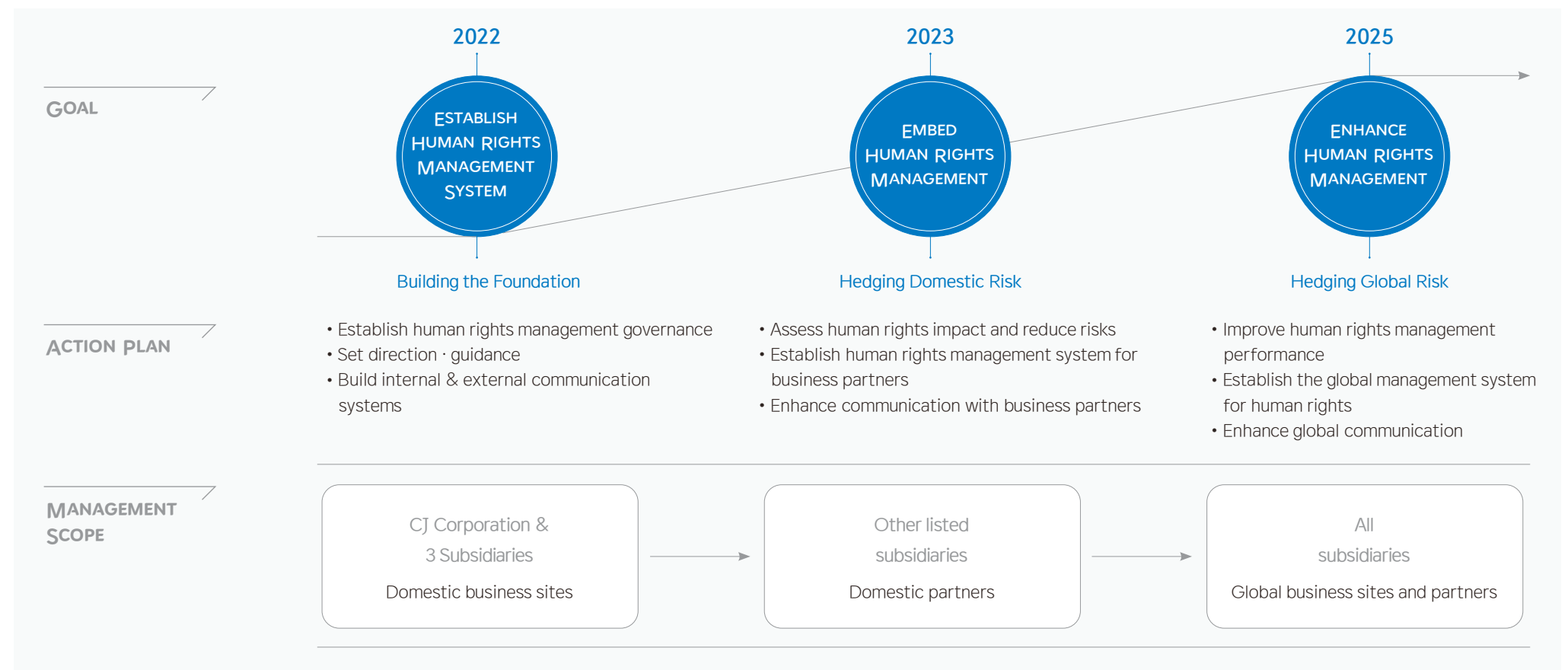
STRATEGY

In the second half of 2019, CJ conducted a human rights due diligence for the 3 Subsidiaries (CJ CheilJedang, CJ Logistics, and CJ ENM). The due diligence was conducted using media analysis, interviews with relevant departments, employee surveys, due diligence visits to domestic and overseas business sites, etc. As a result, we figured out top 5 areas that require improvements, namely, the establishment of a human rights management system, the prohibition of forced labor, the guarantee of freedom of association and collective bargaining, responsible supply chain management, and stakeholder communication. After the due diligence, CJ Corporation led the establishment of a 2025 human rights management roadmap, and each subsidiary has been carrying out activities to improve vulnerable areas with the priority of establishing a human rights management system.

In 2022, CJ Corporation and the 3 Subsidiaries will focus on building the foundation for the human rights management implementation system. We plan to expand the management scope to domestic business sites, partner companies by 2023, and global business sites by 2025. Accordingly, we aim to minimize human rights risks across the value chain by accelerating the implementation of related initiatives.

2025 HUMAN RIGHTS MANAGEMENT ROADMAP

As CJ runs diverse businesses, the scope of stakeholders affected by its business activities is also extensive. Accordingly, CJ intends to establish human rights management system and strengthens its implementation to fulfill its responsibility to respect human rights for all stakeholders. CJ Corporation has established a roadmap for CJ's human rights management and developed priority initiatives for each stage. Based on this, each subsidiary will establish its human rights risks management system tailored to its business characteristics, thereby continuously enhancing human rights management.



IMPLEMENTATION SYSTEM

WILL TO RESPECT AND PROTECT HUMAN RIGHTS

In May 2022, CJ Corporation declared its commitment to human rights management, advocating human rights and taking responsibilities to prevent human rights risks. Following one of CJ’s principles, ‘Respect’, CJ hereby confirms that we will respect all stakeholders including not only our employees but also our customers, business partners, and local communities throughout the whole value chain.

In addition, we pledged commitment, both externally and internally, to respect and protect human rights throughout our business activities by endorsing ‘UN Universal Declaration of Human Rights’ and ‘UN Guiding Principles on Business & Human Rights’ as well as publishing the human rights management declaration that reflects the human rights and labor norms and principles of each country and region where our business sites are located.

Drawing on our declaration of human rights, CJ will expand activities to raise awareness of human rights among employees and business partners, and will continue the efforts to internalize human rights management.

CJ CORPORATION HUMAN RIGHTS MANAGEMENT DECLARATION

Human Rights Management Declaration

CJ recognizes the importance of human rights and is committed to respecting and protecting human rights in all of its business activities.

CJ respects and supports the Universal Declaration of Human Rights, the United Nations (UN) Guiding Principles on Business and Human Rights, and complies with applicable human rights and labor laws and regulations of each country or region where its businesses are located.

CJ’s mission is to contribute to the global community by providing the best value with our ONLYONE products & services and its culture of respect is based on the CJ Code of Business Conduct. The CJ Code of Conduct is CJ’s pledge to all stakeholders, including, but not limited to, its employees, shareholders, investors, business partners, customers and local government authorities and communities where CJ conducts business. CJ has declared the “CJ Human Rights Management” and is committed to putting it into practice.

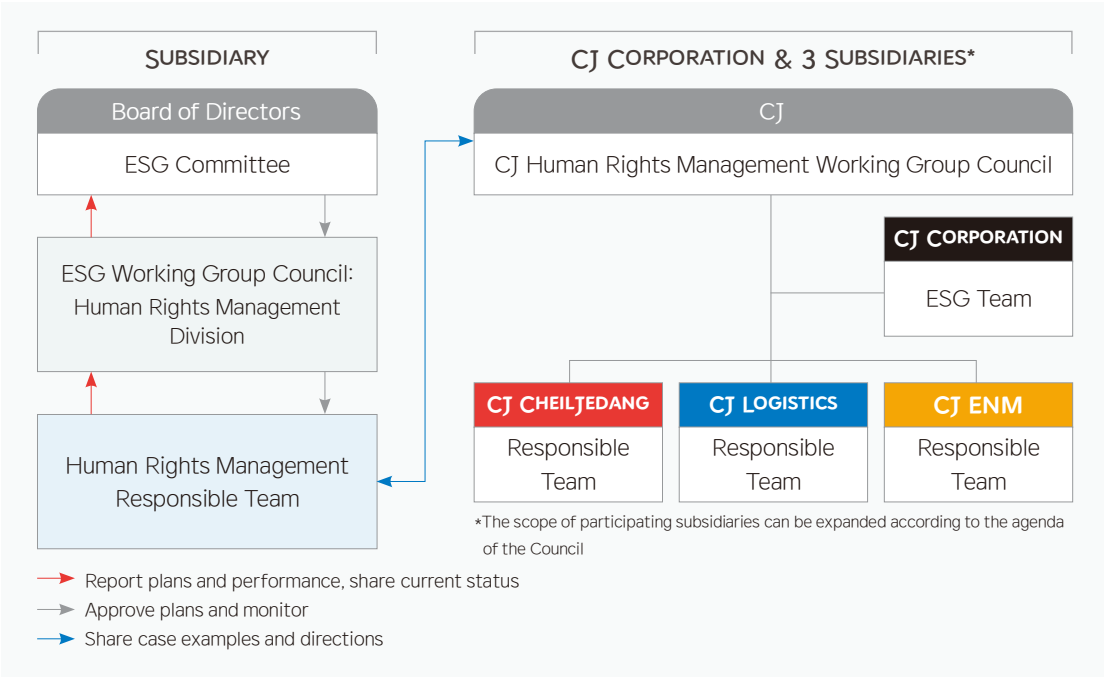
- CJ is responsible for recognizing human rights risks in overall business activities, preventing human rights violations and remedies for victims through improved monitoring, and actively practicing human rights management so that we can communicate with our stakeholders.
- CJ does not tolerate involuntary or forced labor, illegal child labor, workplace harassment, or discrimination in employment, and CJ will also strive to establish a safe and healthy work environment and to protect all stakeholders’ privacy rights pursuant to applicable laws and regulations.
- CJ operates an online reporting system on the group website to report accusations of human rights violations committed by any of our stakeholders during business activities. The reporting system provides a variety of communication methods, such as anonymous and real-name reports, reports to third-party organizations, and customer centers. When violations are reported, CJ will immediately investigate and address each violation accordingly.
- CJ has domestic and overseas business sites, subsidiaries, and business partners. Therefore, we will demand and support human rights management standards by actively spreading a culture of respect for human rights to all stakeholders across our customer base and local communities.

May 2022

Hongki Kim, CEO of CJ Corporation

GOVERNANCE

DECISION-MAKING ORGANIZATION



KEY ROLES BY ORGANIZATION

SUBSIDIARY	ESG Committee	<ul style="list-style-type: none">Consists of inside and outside directors including the CEOIn charge of human rights management planning, performance review and decision making
	ESG Working Group Council: Human Rights Management Division	<ul style="list-style-type: none">Led by a team responsible for human rights management; participated by related teamsDiscuss human rights management issues, implement tasks and share progress
	Human Rights Management Responsible Team	<ul style="list-style-type: none">Define human rights risks according to business characteristics and develop initiatives for improvementIn charge of initiative implementation, change management, communication, and operation of the working group
CJ	CJ Human Rights Management Working Group Council	<ul style="list-style-type: none">Organized by CJ Corporation, participated by the department dedicated to human rights management of the 3 SubsidiariesSet the direction for human rights management across CJ Corporation and subsidiariesDiscuss and provide guidance for problem-solving

HUMAN RIGHTS IMPACT ASSESSMENT PROCESS

ASSESSMENT SYSTEM

In order to preemptively identify and respond to human rights risks in business activities that can actually or potentially occur to stakeholders including employees, business partners, local communities, and customers, a human rights impact assessment process must be established and implemented regularly. If any human rights risk is identified, remedial actions and monitoring procedures to prevent or mitigate these impacts must also be implemented.

CJ plans to establish a standard implementation system for human rights impact assessment, based on previous case examples where CJ CheilJedang and CJ Logistics carried out the assessment and due diligence processes. In addition, CJ will provide a set of directions for each subsidiary to leverage such standard according to the characteristics of its industry, external requirements, and business management as-is situation, thereby building an environment where even a subsidiary that cannot afford a regular human rights due diligence can also perform regular evaluation. In the mid to long term, we plan to expand the scope of human rights impact assessment not only to domestic business sites, but also to partner companies and global business sites to manage the risks across the value chain.

CJ CHEILJEDANG

CJ CheilJedang, in 2021, inspected human rights risks at 15 domestic manufacturing sites of its own and its subsidiaries. We conducted due diligence in areas such as discrimination in employment (gender · temporary workers), workplace harassment · sexual harassment, forced labor (foreigners), child labor (students · minors), humanitarian treatment (working hours · break · wage · protection of women, etc.), freedom of association (labor-management council), and protection of local residents, through employee interviews and verification of related data.

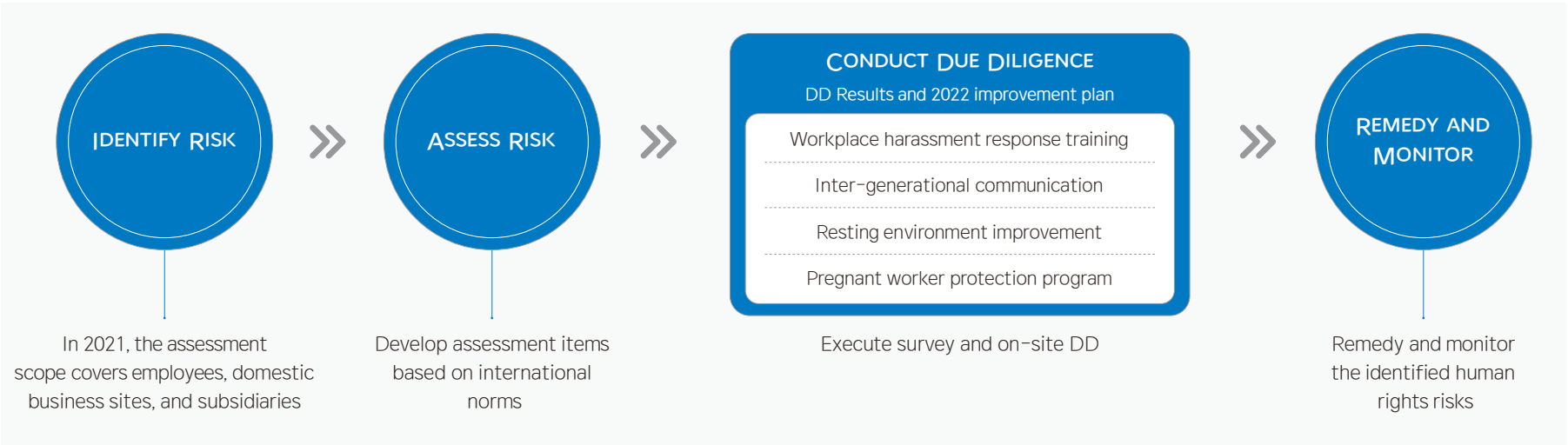
As a result of this human rights due diligence, we figured that it was necessary to clarify guidance for employees regarding how to cope with workplace harassment, to continuously improve rest breaks between working hours, to come up with more supportive programs for pregnant employees, and to activate communications for bridging the generation gap. Based on these findings, we will continue to take a measure to improve these agendas.

CJ LOGISTICS

In order to protect the human rights of all employees, business partners and joint ventures, CJ Logistics has established a relevant due diligence process based on international guidelines and conducted human rights impact assessments. Accordingly, CJ Logistics identifies and prevents potential negative impacts that may occur during business activities of CJ Logistics itself, business partners as well as its overall value chain.

In 2021, we set up 150 human rights impact assessment indicators in 13 areas and conducted pilot site inspections in 5 major sites including partner companies. Through this, CJ Logistics was able to identify potential human rights risks and came up with improvement action plans. In 2022, we will develop the human rights impact assessment process by further expanding the scope of on-site due diligence and diversifying the methods.

CJ CHEILJEDANG ASSESSMENT PROCESS



CJ LOGISTICS ASSESSMENT RESULTS

MAJOR RISKS IDENTIFIED	IMPROVEMENT MEASURES
Supply chain management	Continuing to develop assessment process such as strengthening the supply chain management system
Establishment of human rights Management system	
Occupational safety management	Evaluating partner companies on a semi-annual basis
Stakeholder engagement	Gathering stakeholder opinions regularly
Humane treatment of workers	Implementing active improvement measures

INTERNALIZATION & FACILITATION

TRAINING

CJ regularly conducts human rights education programs to raise stakeholders' awareness and, from a long-term perspective, to strengthen human rights management. We are providing statutory and mandatory training programs to employees, such as training for workplace harassment prevention, sexual harassment prevention, and disability awareness. In addition, we plan to develop more diverse internal training programs to raise awareness for human rights. We will provide various customized training programs according to the characteristics of business sites, positions, and roles, as well as education using channels such as 'Card News' (employee training content on the intranet) and 'Channel CJ', an in-house broadcast channel. In addition, we plan to also provide our training and education programs to global business sites, partner companies, and other subsidiaries going forward.

GRIEVANCE SYSTEM

CJ identifies human rights issues of not only employees but also all external stakeholders through the grievance handling channel, the "Hotline," and responds immediately, allowing stakeholders to report and consult freely. The identity of and details submitted by the reporter are thoroughly protected, and we ensure that the reporter is not disadvantaged in any manner with the submitted case. All our employees and outside stakeholders can submit a hotline report via our intranet system as well as a third-party channel which guarantees anonymity. All details reported are processed exclusively by the manager of the department in charge to guarantee anonymity, so that transparency and fairness can be guaranteed during the process of handling the submitted cases. A total of 128 human rights-related reports were received in 2021 through the Hotline, of which 5% (6 cases) were reports of workplace harassment, unfair work assignments, and sexual harassment, where direct human rights violations took place. CJ Corporation will continue to make grievance handling channels more accessible to all stakeholders and develop the handling procedures in more professional ways for improving its operational efficiency.

2021 HUMAN RIGHTS TRAINING

(Unit : Person)

EDUCATION	CATEGORY	CJ CORPORATION	CJ CHEILJEDANG	CJ LOGISTICS	CJ ENM
Sexual Harassment Prevention	No. targeted	51	7,799	6,201	3,214
	No. completed	42	7,475	6,175	3,027
Raising Awareness of Disability	No. targeted	51	7,428	6,057	3,179
	No. completed	42	7,301	5,980	2,975
Workplace Harassment Prevention	No. targeted	53	7,551	6,071	3,160
	No. completed	46	7,391	6,026	2,964

2021 HUMAN RIGHTS-RELATED GRIEVANCE REPORTS

(Unit : Cases, %)

CATEGORY	NO. OF CASES	PERCENTAGE
Impairment of corporate culture	120	94%
Workplace harassment	3	2%
Unfair work assignments	2	2%
Sexual harassment	1	1%
Others	2	2%
Total	128	100%

ENSURING RIGHT TO SAFETY

SAFETY MANAGEMENT SYSTEM

CJ guarantees the right of employees to be safe and healthy in their workplace and has established and implemented a safety management system based on the 5 steps, namely, awareness, improvement, prevention, response, and diagnose. Via this system, we intend to manage the impact on the rights of various stakeholders, including customers and local communities, in relation to workplace safety. In 2021, CJ carried out on-site due diligence to diagnose the safety level of each subsidiary and in particular, the 3 Subsidiaries strengthened the organizations of health and safety by appointing a person in charge of safety management. Other subsidiaries also strengthened their health and safety organization while emphasizing the importance of health and safety and consequently entrenched the safety management system. In addition, to prevent safety risks, we are creating the safety-first culture called ONLYONE safety-first culture that places safety as the top priority in management while identifying and improving risks in cooperation with safety experts within CJ and external institutions. CJ will further advance the safety management system, share the value of safety management with customers, employees, and local communities, and lead the safety-first culture.

2021~2022 KEY ACTIVITIES ON SERIOUS INDUSTRIAL ACCIDENTS

TF ACTIVITIES PARTICIPATED BY CJ CORPORATION AND SUBSIDIARIES TO PREVENT SERIOUS INDUSTRIAL ACCIDENTS

- Self-diagnosis by each subsidiary
- On-site due diligence and consulting by specialized institutions
- Reorganization of the health and safety organization and management system

ESTABLISHMENT OF THE HEALTH AND SAFETY ORGANIZATION FOR EACH SUBSIDIARY, AND DEFINE & DEVELOP R&R OF THE PERSON IN CHARGE OF SAFETY MANAGEMENT

OPERATION OF THE RESPONSE SYSTEM AGAINST SERIOUS INDUSTRIAL ACCIDENTS

CJ CHEILJEDANG

CJ CheilJedang revised and declared the Safety and Health Policy in January 2022 to create the ONLYONE safety-first culture that puts the safety of local communities and its employees at the top value of management. To put this into action, we established the Safety Management Division, which plays the role of a company-wide safety management control tower, and reestablished safety and health-related management organization and system. All employees consider safety as their top priority to create a “Risk Zero” workplace by abiding by compliance policies and implementing diverse activities, including Safety Design Review, Risk Management Day, No Touch Movement, mindset training, employee health promotion programs, and operation of the Safety Experience Center.

CJ LOGISTICS

In 2021, CJ Logistics’ Logistics Division established a safety management team to strengthen the prevention of serious industrial accidents and reinforce safety on site. In addition, we are improving the efficiency of safety management through a continuous build-up of infrastructure such as establishing the EHS³⁾ IT Portal system. In order to strengthen employees’ safety awareness, we are providing safety training programs and leading safety meetings participated by groups from diverse job functions and positions. Through these efforts, in 2021, all of the 3,125 improvement tasks identified through the risk assessment were successfully improved. In addition, various safety activities such as EHS³⁾ Audits, random site inspections, and Safety Management Day are being carried out in domestic business sites for continuous safety improvements under the safety management system.

SAFETY MANAGEMENT SYSTEM



1) Expedited reporting system, training, activities, etc.

2) Governance, People, Process, Technology

3) Environment, Health, Safety

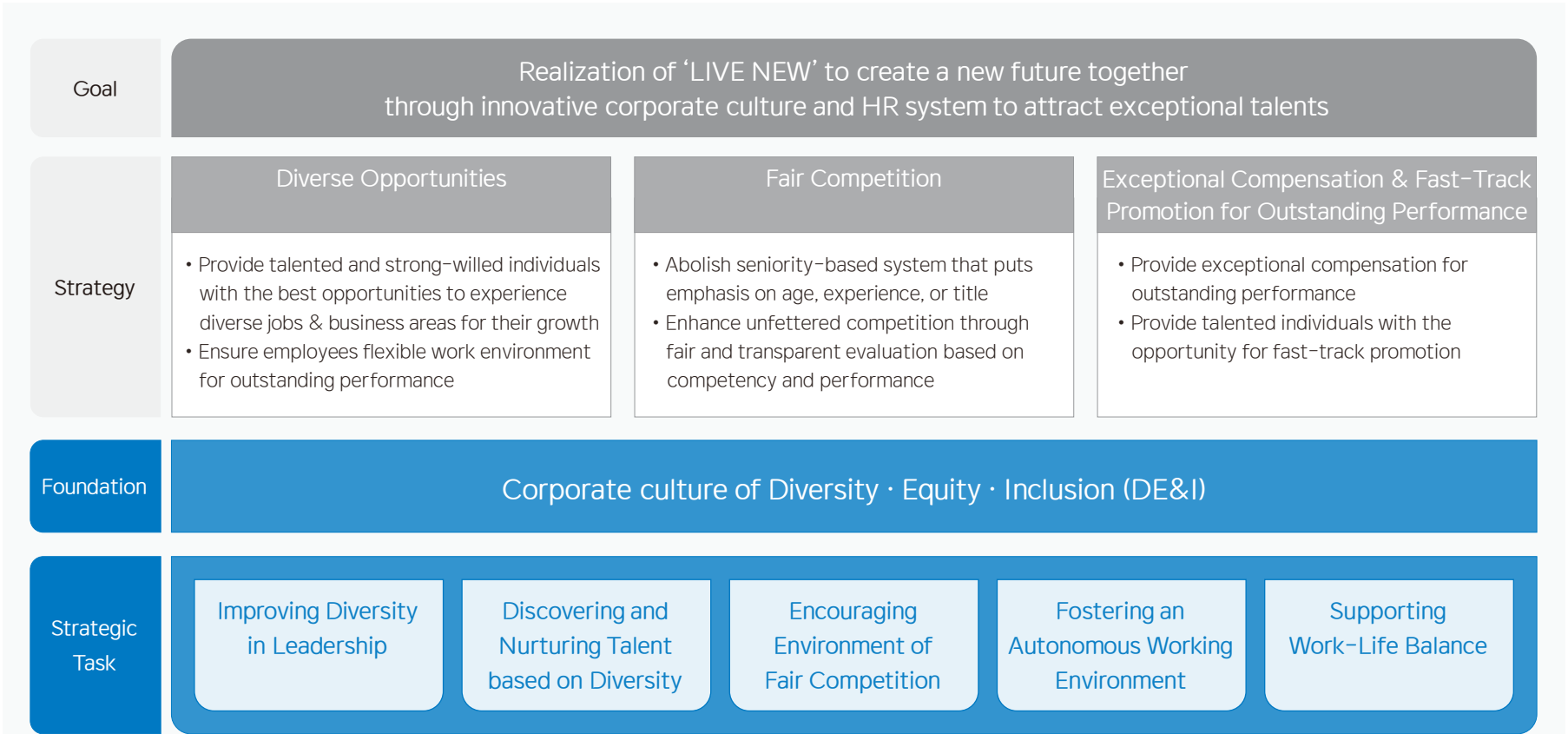
DE&I IN CORPORATE CULTURE

STRATEGY

Based on the founder’s management philosophy of “Priority to human resources” and “Respect,” one of CJ’s principles, CJ aspires to a corporate culture that embraces individual diversity and mutual respect. In order to become a company that talented individuals want to come and work for, we are actively driving innovation in corporate culture and HR that encourages employees through diverse opportunities, fair competition, and mutual growth. It is the driving force behind CJ's sustainable growth in the future to have an innovative corporate culture in which any talented individuals who are capable and determined have diverse opportunities to reach their fullest potential and fairly compete with their own capability, rather than seniority, on the transparent evaluation system, and take chances of fast-track promotion to a leader receiving exceptional compensation for their outstanding performance.

This innovative corporate culture is based on DE&I (Diversity, Equity, Inclusion). CJ is accelerating the institutionalization of DE&I across the entire areas of corporate culture and HR so that it can be considered as one of the top management principles. CJ will continuously improve and evolve so that DE&I can be internalized into the DNA of our corporate culture.

CORPORATE CULTURE & HR INNOVATION FRAMEWORK



To secure various talents who will drive CJ’s sustainable growth and to build a corporate culture where they can demonstrate their capabilities and succeed, we have established the 5 strategic tasks to incorporate DE&I into our corporate culture. Accordingly, we will accelerate our efforts to innovate corporate culture as well as the HR system so that DE&I becomes a fundamental principle of CJ culture.

IMPROVING DIVERSITY IN LEADERSHIP

SECURING FEMALE & YOUNG LEADERS

Developing leaders is the most important mission for CJ's future growth. To this end, CJ is creating a culture where anyone can grow into a leader, regardless of gender, age, and seniority-based on positions or ranks, as long as they have the capabilities and determination to grow further. Our commitment to secure and develop talents by encouraging fair competition based on competency rather than seniority is our promise to employees for sustainable growth in the future. We are motivating employees by expanding role models of female and young leaders. For example, in 2022, 21% of newly promoted executives, the highest record, were female. In addition, the promotion of young talented individuals to executives, especially from new business areas, increased so that 15% of new executives were millennials born in the 1980s.

CJ will lead its future growth by establishing a corporate culture where diverse talents can fully demonstrate their capabilities and grow and by continuously reinforcing competency-oriented talent management.

EXECUTIVES BY GENDER

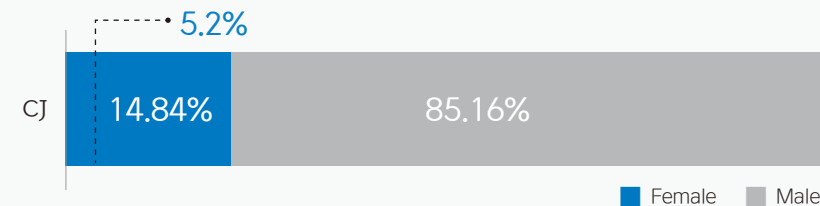
CJ FEMALE EXECUTIVES:

AROUND 15%

About 3 times of the female executives ratio in domestic listed corporations¹⁾



Ratio of female executives of listed corporations in 2021



*As of January 1, 2022

1) Ministry of Gender Equality and Family, 2021 Listed Corporation Gender Executives Survey Results

DEVELOPING WOMEN IN LEADERSHIP

CJ supports the growth of diverse talented individuals. In particular, CJ regularly checks the current status of female leaders and makes efforts to improve it when needed, in order not to marginalize any talented women and provide systematic support to their growth.

CJ will continue nurturing the female leaders to allow diverse perspectives and opportunities in the organization and also continue developing education and system to support women.

FEMALE LEADER STATUS

Female Executives

14.8%

CJ Female Executives

Female Managers

30.9%

CJ Female Managers²⁾

Female Employees

51.1%

CJ Female Employees³⁾

2) As of December 31, 2021, the number of managers across 14 CJ companies

3) As of December 31, 2021, the number of employees according to the 14 CJ companies' business reports (14 companies: CJ Corporation, CJ CheilJedang, CJ Freshway, CJ Seafood, CJ Foodville, CJ Logistics, CJ OLIVE YOUNG, CJ OliveNetworks, CJ ENM, CJ CGV, Studio Dragon, CJ LiveCity, Feed&Care, CJ Bioscience)



SECURING AND NURTURING TALENT BASED ON DIVERSITY

TALENT ACQUISITION STRATEGY

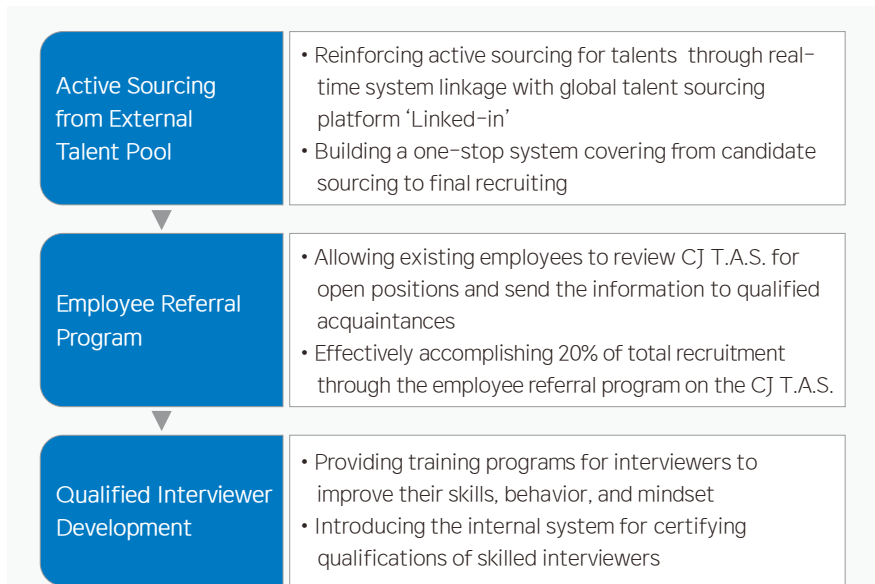
We believe securing and developing talented individuals is the essential investment for the future. CJ is improving talent management through the differentiated system · strategy for talent acquisition and various growth opportunities open to every employee.

① Diversifying talent sourcing channels

CJ has established its own digital recruiting platform, called “the CJ T.A.S”, or CJ talent acquisition system, to maximize talent acquisition capabilities, improve operational efficiency, and strengthen communication with external candidates in a rapidly changing environment.

Starting from October 2021, we decided to discontinue the existing offline-based approach for talent acquisition and instead adopted the newly developed digital system where the entire process of talent acquisition, including candidate sourcing, screening, evaluating, recruiting, and even on-boarding could be managed. As a result, recruitment efficiency has been improved, allowing us to analyze and manage all the data and information about prospective employees on the system which also provides candidates with a new recruitment experience.

CJ T.A.S SYSTEM



② Securing talents for the future

CJ is strengthening its strategic recruitment to secure talents who will lead our 4 growth engines of C.P.W.S. For example, in order to accelerate digital transformation of our business models, CJ has established ‘the CJ AI Center’ and focuses on attracting top-tier talents with professional backgrounds in AI technology. In addition, CJ also focuses on securing talents who have entrepreneurship and strategic & innovative capabilities through diverse experiences in consulting projects. We believe those talents are our assets for innovation-led future growth, and we try to attract them through diverse channels such as external recruitment or internal job posting as well.

TALENT DEVELOPMENT STRATEGY

CJ encourages talents who are capable and determined to grow further through diverse opportunities and education.

① Developing talents through on-the-job experiences

CJ encourages talents to take on new challenges such as internal job postings, leader position postings, project · task force contest, and other opportunities to try one’s hand at CJ’s diverse business operations. In order to develop talents with entrepreneurship, we encourage employees to apply for in-house venture opportunities to strengthen their business perspectives by proposing and developing their own business ideas.

TF POSTING PROGRAM

PROGRAM	CASES BEING TESTED FOR COMMERCIALIZATION
‘INNO100’ of CJ CheilJedang Food Division	<ul style="list-style-type: none">Food upcycling product ‘Excycle Basak Chips’Plant-based alternative milk ‘Plant U’
‘R Project’ of CJ CheilJedang BIO Division	<ul style="list-style-type: none">Nucleic acid-based animal virus treatmentBio-microbe-based hybrid wastewater treatment method
‘Dadwem Project’ of CJ Logistics	<ul style="list-style-type: none">Customer information map, International logistics comparing platform, Multi-use packaging materials, Fulfillment center connecting platform, Caravan-based delivery
‘In-house Venture Series A’ of CJ ENM Entertainment Division	<ul style="list-style-type: none">Story co-creation platform, Casting platform exclusively for performance, Collaborative working system of creators, Audio content production studio, Content marketplace

* CJ Feed&Care, CJ Freshway, CJ CJ OLIVE YOUNG, and CJ OliveNetworks also operate in-house venture programs

② Developing talents through education

CJ has established its own learning platform for employees, the CJ Campus. The CJ Campus operated by AI engine recommends appropriate content to employees reflecting individual interests or needs. It also provides various contents categorized by subsidiaries, generations, gender, job positions, and job functions, reflecting each group’s interests or needs, to encourage employees to learn, grow, and create positive learning environment. In 2021, the CJ Campus provided a total of 1,200 learning content including newly designed contents about our 4 growth engines of C.P.W.S., consumer trend in light of characteristics of millennials and Generation Z, ESG, digital transformation, and so forth.

Additionally, CJ has established the CJ Leadership Pipeline to nurture global experts and executives who will lead the future. In accordance with to the pipeline, CJ has strived to foster talents following development plans for each targeted group.

As such, based on a fair and transparent developing system, we will further expand training opportunities so that talented employees with outstanding leadership capabilities and determination can grow into leaders.

CJ LEADERSHIP PIPELINE

	DEVELOPMENT GOAL	CURRICULUMS
CEO	Develop business insight and leadership based on management philosophy	<ul style="list-style-type: none">CEO Coaching CourseNew Executives Orientation‘Business Challenge’ (Action learning)
EXECUTIVES		
PROSPECTIVE EXECUTIVES	Develop problem-solving skills and leadership	<ul style="list-style-type: none">Management Case StudyLeadership Case StudyTrend Leading Insight
HIGH POTENTIALS	Build basic management skills and leadership necessary for executives	<ul style="list-style-type: none">Global Management ProgramSocial Networking ProgramTalent Mentoring
NEW EMPLOYEES	Nurture go-getters committed to our code of conduct such as integrity, passion, creativity, and respect	<ul style="list-style-type: none">New Employee OrientationShared Value ProgramOn the Job Training

* The way of learning based on problem solving

ENCOURAGING FAIR COMPETITION

BUILDING THE HR SYSTEM

① Focus on capability and determination, rather than seniority

Not only has CJ simplified the executive-level positions, we also redesigned the job grading system for employees to reinforce fair competition based on capability and performance. To this end, CJ simplified the hierarchical job-grading system and abolished the requirement for a standard period of years at each grade, so that anyone who is capable and achieves outstanding performance can be promoted to a higher position. That is, CJ encourages all the employees to actively learn and grow by providing various growth opportunities for talented individuals who are capable and determined, regardless of their age, position, or experience.

② Fairness as a key evaluation factor

In line with our efforts to innovate corporate culture, CJ is also developing the employee performance evaluation system considering that millennials and Generation Zs value fairness and transparency. To this end, we developed the self-directed goal setting and performance review systems and improved the leadership assessment system.

For identifying key talents & potential executives in more effective and systematic ways, CJ introduced globally recognized tools for talent assessment. In the case of project and job posting, we consider and apply the most appropriate evaluating methods to each posting for identifying top talents. In addition, when it comes to compensation for outstanding performance, we try to identify the key contributor who deserves to be exceptionally rewarded so as not to share the reward with other ordinary participants in the achievement. For leadership assessment, we review 360-degree feedback on all leaders as well.

③ Reinforcement of exceptional rewards based on performance

In order to encourage employees to challenge themselves and grow continuously, we have increased rewards for distinguished performances. For example, we improved the CJ ONLYONE Awards, the internal award program, by increasing rewards for the awards winners, and in particular, for the key contributors. In addition, we revised the long-term incentive plans for executives to enhance corporate value and motivate executives more to devote themselves to mid- and long-term growth.

Each subsidiary is also strengthening exceptional rewards for outstanding performance. For example, each company established a customized compensation system reflecting the characteristics of its business and jobs. It also provides employees with diverse innovation programs to challenge themselves for outstanding achievements.



FOSTERING AN AUTONOMOUS WORKING ENVIRONMENT

WORKING ENVIRONMENT

Respecting not only the needs of millennials and Generation Zs, who value autonomy the most in the workplace but also the various working styles of each individual, CJ is leading change in the way of working. For example, CJ introduced a flexible working system that allows employees to choose work hours and the workplace by themselves for their best performance. CJ operates flexible working policies that allow employees to choose the time to start and get off working on their preference¹⁾ or compressed work schedule for a certain period based on job functions²⁾.

In addition, we have introduced more options allowing employees to adjust working hours within a month abiding by the minimum requirement of 4 working hours a day. Through this, employees can voluntarily set their monthly working hour plans in consideration of the characteristics of their business and job function.

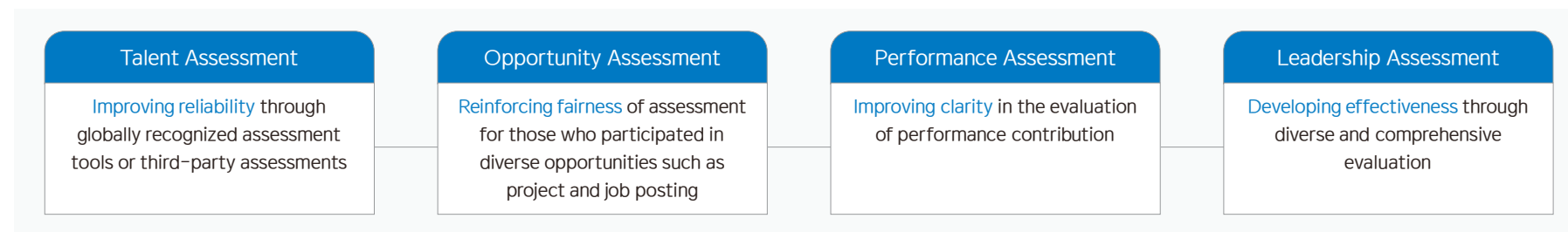
In addition, we offer a variety of options for choosing locations to work at, such as working from home or the base office ('CJ Work On'), in addition to working at office, so that employees can reduce commuting time and concentrate on their tasks by choosing a location that best suits them. As for the base office, 4 branches first opened at office buildings of CJ's key subsidiaries in the Seoul metropolitan area, and we plan to further expand the base offices around the central area of the city. In order to expand base offices, we also plan to make use of our infrastructures such as resort facilities located in Jeju Island and Yeosu, the neighboring city of Seoul.

Furthermore, we motivate employees by providing "Creative Week," a special vacation program for self-development for 1 month as a maximum. The vacation program used to be available every 5 years from the date of joining CJ, but from 2022, we decided to allow employees to use the vacation even in their 3rd or 7th year from the date of joining, as well. Consequently, we are strengthening talent retention and motivating our employees through the vacation program, allowing them to refresh themselves and gain creative insights.

1) A system that adheres to the prescribed working hours, but allows for adjusting the time of arrival and getting off work according to convenience

2) A system that allows for adjusting working hours per day/week according to the workload

EVALUATION STRUCTURE



SUPPORTING WORK-LIFE BALANCE

WELFARE BENEFITS

CJ has introduced welfare benefit programs which satisfy employees’ needs for a better life. For example, we support employees with welfare benefits necessary for each life stage, namely, marriage, pregnancy, childbirth, parenting, and death. In particular, we have strengthened our support for employees struggling with inevitable personal circumstances such as pregnancy, childbirth and childcare, to the extent beyond legal requirements.

Furthermore, we support all employees in common with diverse benefits such as CJ employee discount cards, welfare points (‘cafeteria points’), medical expense support, as well as domestic and overseas travel support at all times. Going forward, we will continue to improve our support for employees through benchmarking of advanced practices or industry trends on welfare benefit programs, so that we will create the best place to work for while enjoying everyday life.

HEALTH CARE PROGRAM

CJ is providing health care support to the employees through the ‘Hyu Clinic’ system (‘Hyu’ means time to relax in Chinese character). The system includes psychological counseling in connection with external specialized institutions and comprehensive medical services through in-house hospitals. We also provide personalized health care service such as in-house massage facilities and fitness centers to improve employees’ health.

HYU CLINIC SYSTEM

PROGRAM	CONTENT
Mental Health Service	<div><div>• Support for psychological test and counseling in connection with an external specialized institutions</div><div>• Diverse channels for counseling via telephone or online visits</div></div>
In-house Hospital	<div><div>• Provision of medical services for employee health management and emergency response</div><div>• In operation in 5 locations¹⁾</div></div>
Health Keeper	<div><div>• Operation of in-house massage facilities having professional massage therapists</div></div>
Fitness Center	<div><div>• Operation of in-house fitness facilities</div><div>• Provision of personalized training program by professional trainer</div></div>

1) CJ CheilJedang building, CJ ENM building (Sangam and Bangbae), CJ Corporation building, CJ Future Managerial Research Institute building

2) CJ Logistics, CJ ENM, CJ CGV, CJ Seafood, CJ Foodville, CJ Freshway, CJ Telenix

LIFECYCLE-TAILORED WELFARE BENEFITS

Life Stage	Marriage	Pregnancy	Childbirth	Childcare	Death
Main Support Items	<div><div>• Congratulatory allowance</div><div>• Wedding car</div><div>• Wedding hall</div><div>• Marriage leave</div></div>	<div><div>• Fertility treatment allowance</div><div>• Reduced working hours</div><div>• Fertility treatment leave</div><div>• Pregnancy leave</div></div>	<div><div>• Childbirth gift</div><div>• Maternity leave</div><div>• Reduced working hours for newborn care</div></div>	<div><div>• Education allowance</div><div>• Support for children with disabilities</div><div>• Childcare leave or reduced working hours for parents of children in elementary school</div></div>	<div><div>• Condolences allowance</div><div>• Funeral service support</div><div>• Condolences leave</div></div>
Enhanced Childcare Support	Dual support system for childcare				
	Childbirth Support		Childcare Support		
	Fertility treatment leave	Additional paid leave for 7 consecutive days for female employees undergoing fertility treatment (up to 6 times a year)	Reduced working hours for newborn care	Reducing working hours by 2 hours per day for parents of children under 3 months of age	
	Pregnancy leave	Unpaid leave for 1 to 10 months (can be split up)	Childcare leave for parents of children in elementary school	4 week-leave before and after the child enters elementary school (2 weeks paid + 2 weeks unpaid)	
	Paternity leave	Paid leave for 2 weeks within 1 month after childbirth	Reduced working hours for parents of children in elementary school	Reducing working hours by 1 hour per day for 1 year to support parents of children in the 1st grade of elementary school	
	Reduced working hours for pregnant	Reducing working hours by 2 hours per day during unstable stages of pregnancy (within 12 weeks and after 36 weeks)	Reduced working hours for emergency childcare	Reducing working hours by 2 hours per day for up to 1 month in case of temporary and urgent childcare issues	

FAMILY-FRIENDLY SYSTEM

CJ operates a variety of family-friendly welfare benefits programs that ensure work-family balance for employees, such as flexible, selective work hour systems and childcare support programs.

Through this, our 7 subsidiaries²⁾ have been recognized by the Ministry of Gender Equality and Family as ‘family-friendly certified corporations (as of May 2022), and we, as a lifestyle leading company, will continue to actively expand the family-friendly welfare benefits.

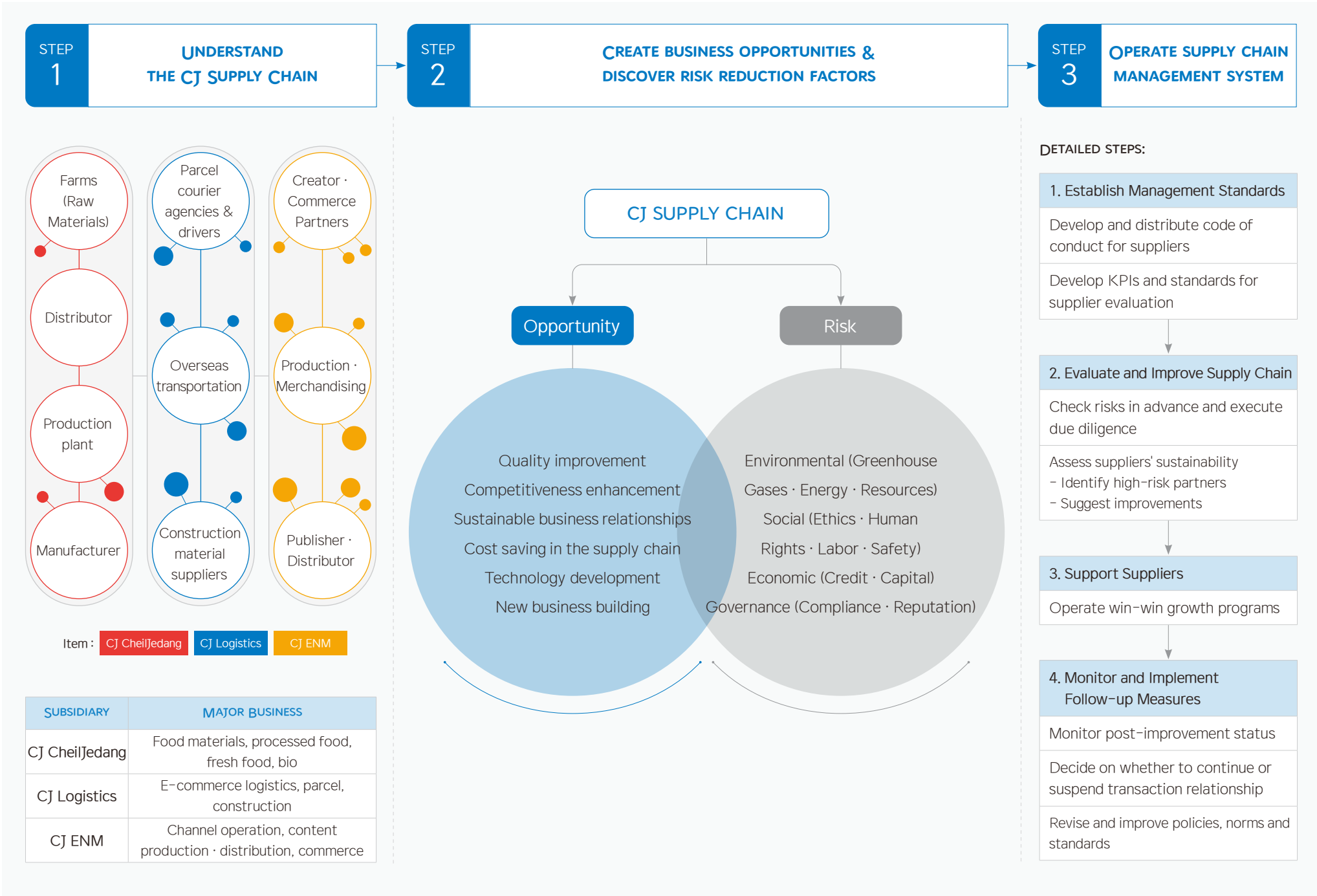
VACATION POLICY

In order to improve employees’ work-life balance, CJ provides vacation leave to all employees for the purpose of rest, relaxation, and self-development. We introduced a self-approval system where employees can freely go on a vacation without an approval by their seniors. Moreover, according to our sandwich leave policy, we encourage employees to make full use of their annual leaves just before and after public official holidays. Furthermore, we allow employees to take an hourly leave to enable more autonomous and efficient use of time. Going forward, CJ will continue to improve the employee vacation system to enhance the work efficiency and job satisfaction of our employees.

SUSTAINABLE SUPPLY CHAIN

CJ has an extensive supply chain as it corresponds to various industries, so business opportunities and risks exist in various fields. CJ Corporation, which oversees CJ's business portfolio and risk management, strives to create a sustainable supply chain according to the supply chain management process. Each subsidiary also establishes its supply chain management mechanism if it is necessary to have additional details in its management process, such as setting supplier management standards by industry or evaluating individual suppliers.

MANAGEMENT PROCESS



CAPABILITY ENHANCEMENT

CJ CHEILJEDANG

CJ CheilJedang is committed to revitalization of an innovative ecosystem by supporting the growth of startups and SMEs. Based on the ‘Frontier Labs’, ‘CIAT’, and other programs of identifying, supporting and investing in innovative startups, CJ CheilJedang has successfully discovered outstanding companies with differentiated technologies for the future and supported their capability building by forging a collaborative relationship through business connections and investments. Moving forward, we plan to further support the growth of startups by upgrading our programs.

KEY ACHIEVEMENTS IN 2021

FRONTIER LABS

FRONTIER LABS

- In 2021, jointly launched ‘Frontier Labs,’ a program that selects and invests in excellent startups, with a global startup planner ‘Spark Lab’
- Initially invested KRW 100 million per selected company and then proceeded with follow-up investment after 3 months of expert mentoring
- Made initial investment into 3 startups and plans to expand the investment to 10 companies in 2022

COMPANY NAME	MAIN BUSINESS
Elroilab	Detecting foreign particles in food using artificial intelligence (AI) and hyperspectral technology
Itgreen	Providing zero waste container rental service 'RETURNit'
Better Monday Korea	Operating a beverage-based on · offline platform

CIAT*



- Together with the Korea Institute of Startup & Entrepreneurship Development, selected 10 startups in their 3rd to 7th year of founding, and 4 companies in the field of Foodtech were selected

COMPANY NAME	MAIN BUSINESS
Hubnet Company	Providing big data-based analysis service on price and volume of residual agricultural products
Agile SoDA	Providing AI-based decision-making intelligence software that realizes customer customization · recommendation services
Wise Solutions	Operating user-customized information delivery platform that uses web crawling
Air Order	Providing smart POS platform for offline stores

- Provided mentorship for joint projects and technology development, verification of technical and business feasibility
- Offered supports to explore opportunities for global market entry, and to review on potential business connections with CJ and other investment opportunities

CJ LOGISTICS

CJ Logistics provides various support systems to promote shared growth with delivery partners and small and medium-sized enterprises (SMEs). Going forward, we will further extend our support and strive for creating an environment where SMEs can all grow together (i.e., Fund creation, support for exports).

KEY ACHIEVEMENTS IN 2021

CREATED A MUTUALLY BENEFICIAL ECOSYSTEM

- Ran a win-win growth fund of KRW 15 billion to set the loan interest support for business partners
- Formed the ‘Mirae Asset-CJ Logistics New Growth Investment 1’ fund with Mirae Asset to foster open innovation, contributing to discovering new growth engines and to creating a win-win ecosystem

ENACTED SME EXPORT SUPPORT

- Signed an agreement with KOTRA and the Korea Customs Service to effectively forge a mutual cooperation model that supports the export of more than 5,000 SMEs and newly opened the ‘Global e-Fulfillment Center’ in 2021
- Via this center, we plan to support SMEs with export customs clearance and logistics services so that they can successfully enter the overseas e-commerce market and strengthen export competitiveness

SHARED GROWTH WITH DELIVERY PARTNERS

- Provided health checkups and health counseling services nationwide by signing an MOU with 23 units of workers’ health centers in order to reinforce welfare benefits of delivery partners
- Facilitated a healthy work environment for our delivery partners, such as providing 44,000 cooling scarves made of refrigerant material, operating lounge area for rest, providing salt glucose, and providing air conditioning equipment for each terminal
- Continued to provide various welfare benefits, such as tuition support for children, as well as a congratulatory and condolence support

* ‘CJ Innovated & Advanced Tech,’ a start-up nurturing program in which CJ CheilJedang, CJ Logistics, CJ CJ OLIVE YOUNG, CJ ENM (Entertainment Division), CJ CGV, and TVING participate

CJ ENM

CJ ENM is sharing sustainable growth with various partners by commercializing support programs for competency enhancement.

KEY ACHIEVEMENTS IN 2021

O'PEN



For 5 years since 2017,
161 storytellers and
58 composers debuted



Key works in 2021:

《Hometown Cha-Cha-Cha》(Shin, Ha-Eun), 《Police University》(Moon, Min-Jung), 《Love Alarm 2》(Cha, Yeon-Soo), 《I》(Kim, Hyun-Tak), 《The Goddess of Revenge》(Kim, Hyo-jin), 《Here's My Plan》(Ryu, Sol-ah), 《Adult Trainee》(Bang, So-min, Jin, Yoon-joo, Kim, Hyun-min)

O'PEN → New Creators

O'PEN means to provide open creative space and opportunity for those who dream of becoming writers (pen). It is a project to discover and support the next generation of creators throughout every stage from content writing · developing, production to business-matching, in cooperation with our production subsidiaries, STUDIO DRAGON, WAKEONE, etc. To support their entrance into the industry, CJ ENM provides diverse programs necessary for new creators through creative spaces such as O'PEN Story Center and Music Center which have personal writer's rooms, recording studios, shared studios, etc., educational programs with top-notch directors and writers (mentoring, seminars, special lectures), field trips · coverage to help them with their writings, funding for content creation, and matching their works with the right partners for adaptation, and more.

R&D SUPPORT



For 3 years since 2019,
a total of 30 cases & KRW 1
billion of R&D expenses financed,
supporting new product launches
and quality improvements



R&D Business Agreement Ceremony

Bisang (Flying together) → Small and Medium-sized Business Partners

CJ ENM is promoting 'Bisang: Shared Growth' project, providing support in areas of R&D, incentives, and overseas market development, as well as creating a Win-Win Fund worth KRW 60 billion, with a goal to sharpen the partners' capabilities. In 2019, CJ ENM signed an agreement with the Korea Foundation for Cooperation of Large & Small Business, Rural Affairs, as well as the Korea Productivity Center, to support R&D expenses for small and medium-sized business partners. Every year, 10 partners are selected and receive R&D financial support project, which has been recognized to serve as a cornerstone for SMEs to take a technological leap forward and strengthen their competitiveness. Support recipients are selected based on the evaluation of whether the company's products embrace ESG factors and have growth potential, and those partners use the R&D expenses in their new product development or quality improvement of existing products.

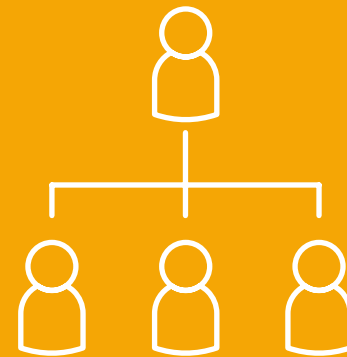
ONE COMPANY · ONE VILLAGE ONE
PRODUCT, CHALLENGE STARTUP

For 15 year since 2007,
300+ products launched,
contributing KRW 60 billion in
sales



Screenshot of One Village, One product Broadcast

One Village One Product · One Company One Product, Challenge Startup → Rural firms, SMEs and Small Business Owners, Startups Since 2007, CJ ENM has been identifying farms, SMEs and small business owners that were faced with difficulties developing sales channels despite their excellent products, to provide opportunities to launch on our broadcasting platforms without a sales commission. In addition, in 2019 with 'Seoul Startup Hub,' we launched 'Challenge Startup' which is an open audition project for startups that systematically supports all courses from discovering startups, incubating, and to product launching. With an objective to cultivate them into Small Giant Companies and unicorns, we offer supports needed for every step including consulting, and education, ultimately aiming to enlarge the ecosystem. CJ ENM also strives to foster ESG products. For example, Semisysco's electric vehicle 'EV-Z' was launched on CJ ONSTYLE through this program in 2021.



GOVERNANCE

TRANSPARENT MANAGEMENT

COMPLIANCE & ETHICAL MANAGEMENT

TOP PRIORITIES

WHY IT MATTERS

HOW WE RESPONDED

HOW WE WILL MANAGE



TRANSPARENT MANAGEMENT

The decision-making structure of a company serves as a basis for materializing sustainable growth in all areas including the economic, environmental, and social areas. As a result, regulations are tightening and investors' demands are growing, calling for stronger transparency in company governance and information disclosure.

In particular, as a holding company which guides the subsidiaries on the direction of governance, we are asked to have a more transparent and advanced governance operation.



CJ Corporation is moving towards enhancing the transparency of management by strengthening the roles and responsibilities of the Board of Directors, improving its composition and operation, reinforcing shareholder rights, and strengthening communication with stakeholders. As part of this, CJ Corporation's Corporate Governance Charter was enacted at the end of 2020 to lay the foundation for company management based on transparent principles and policies. In addition, our 7 listed subsidiaries* also enacted their Corporate Governance Charters.

Furthermore, in order to promote the delivery of ESG strategy and implementation, CJ Corporation and our 7 listed subsidiaries** launched the ESG committees within the Board of Directors.



CJ Corporation will develop and implement measures to step up communication with shareholders and their voting rights with the goal of reinforcing shareholder rights going forward. In addition, in order to further reinforce roles and responsibilities of BOD, we focus on measures to level up its expertise (i.e. put emphasis on expertise when appointing BOD directors, and support them with training programs to elevate their expertise) as well as to improve its reporting and evaluation system.

In the long term, we will give it a prudential review on any measure deemed necessary for the effective operation of BOD and committees (i.e. introduction of senior outside director, and the separation of BOD Chairman and CEO).



COMPLIANCE & ETHICAL MANAGEMENT

Compliance with laws and the pursuit of ethics are the most basic elements in all corporate activities, and at the same time, they are elements that many companies find difficult to comply with.

To that extent, for survival and sustainable growth, it is important to comply with laws in business activities and spread an ethical culture, thereby winning the hearts of consumers.



CJ has been preventing unethical corporate activities and communicating with stakeholders by practicing the 'CJ Code of Business Conduct' and compliance policies.

In order to incorporate a culture of compliance and ethical management, we acquired the ISO 37301 certification***, set the governance structure, sharpened compliance organization's competency, and continuously evaluated compliance activities. We are also continuing to enhance our training programs for employees to prevent any related risk in advance.



In order to elevate the level of compliance and ethical management across CJ, we plan to encourage our subsidiaries other than 3 Subsidiaries to acquire ISO 37301, the certification on the global standard compliance and management system.

We will continue developing our risk management system by pursuing preliminary prevention activities, monitoring, and other improvement measures, thereby ensuring the effectiveness of our compliance and ethical management.

* CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, CJ Seafood, Studio Dragon

** CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, CJ Seafood, Studio Dragon (Studio Dragon launched on May 2022)

*** CJ CheilJedang, CJ Logistics, CJ ENM (Entertainment Division)

TRANSPARENT MANAGEMENT

SHAREHOLDER VALUE ENHANCEMENT

SHAREHOLDER RIGHTS

CJ Corporation explicitly sets forth the shareholder rights in Corporate Governance Charter. We strive to strengthen dividend rights of shareholders by actively realizing shareholder return policies and to facilitate General Shareholders' Meeting by encouraging various ways to exercise voting rights.

 [CJ Corporation Corporate Governance Charter](#)

① Dividend Rights

CJ Corporation has made it a basic principle of shareholder return that we will enhance our shareholder value by achieving earnings increase and thereby resulting in corporate value increase. The dividend per share is maintained or increased every year under the principle of paying a predictable and stable dividend. On December 28th, 2020, our Board of Directors decided on and disclosed officially a policy of paying 70% or more of net profit (excluding one-time non-recurring income) for business year of 2020 to 2022, based on separate financial statements. In order to provide timely information to all shareholders, we yearly disclose the information imminently after BOD resolved on dividend. After a final approval at the General Shareholders' Meeting, an official disclosure is made and the notice is sent to all shareholders to ensure their full awareness of the resolution.

KEY DIVIDEND INDICATORS

(Unit : %, KRW)

CATEGORY	TYPE OF SHARES	2019	2020	2021
(Separate) Cash dividend payout ratio (%)		98.2	128.7	81.0
Cash dividend per share (KRW)	Ordinary	1,850	2,000	2,300
	Preferred	1,900	2,050	2,350
	4 th Preferred	1,850	2,000	2,300

② Voting Rights

9 companies*, including CJ Corporation, have adopted electronic voting system to make it more convenient for shareholders to exercise their voting rights. To protect minority shareholders' rights for exercising their votes, we provide an explanation about the shareholder proposal procedure on our website, try to evenly distribute the dates of the General Shareholders' Meetings, and encourage proxy voting in order to stimulate the maximum participation and the exercise of the rights of shareholders at General Shareholders' Meeting. CJ Corporation's ordinary shares provide 1 voting right per share, guaranteeing fair voting rights. Shareholders of preferred shares do not have any voting right, yet they receive 1% of additional dividend per annum based on face value, compared to ordinary shares.

Shareholders of 4th preferred shares get 2% preferred dividend per year based on face value, but if the dividend rate of common shares exceeds that of 4th preferred shares, then the excess amount will be provided as dividend to the shareholders of 4th preferred shares. Meanwhile, 4th preferred shares will be converted into ordinary shares upon the lapse of 10 years from its issuance.

* CJ Corporation, CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, CJ Seafood, Studio Dragon, CJ Bioscience

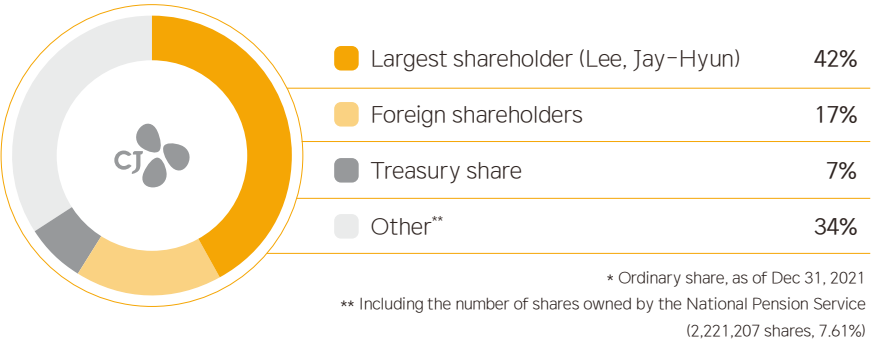
SHARE ISSUANCE*

(Unit : No. of shares, %)

TYPE OF SHARES		SHARES AUTHORIZED	NUMBER OF ISSUED SHARES (ISSUANCE RATE, %)	VOTING RIGHTS
Ordinary share		80,000,000	29,176,998 (36.47)	Yes
Class	Preferred	20,000,000	2,260,223 (11.30)	No
	2 nd Preferred		-	-
	3 rd Preferred		-	-
	4 th Preferred		4,226,512 (21.13)	No
Total		100,000,000	35,663,733 (35.66)	

* As of Dec 31, 2021

SHAREHOLDER COMPOSITION*



SHAREHOLDER COMMUNICATION

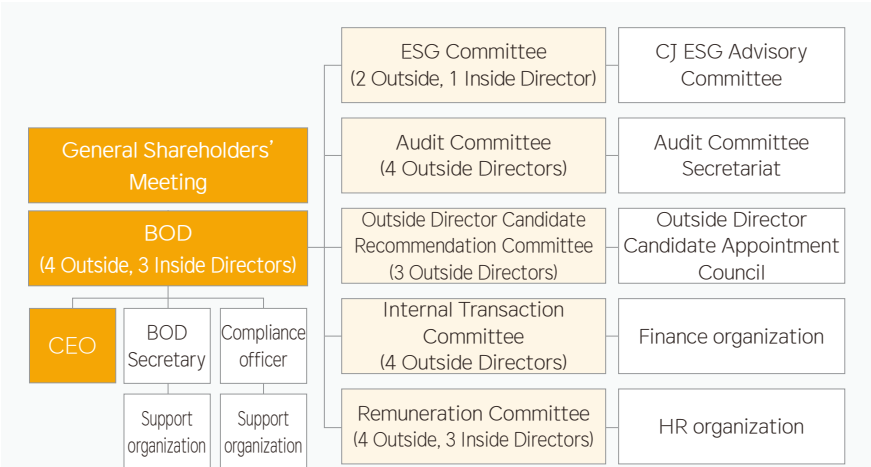
CJ Corporation strives to communicate with all shareholders in a fair, timely, and sufficient manner, and we provide fair information to all shareholders through various channels such as quarterly earnings announcements, investor briefings (NDR, Non-Deal Roadshow), analyst days, and website. For the convenience of foreign shareholders, we provide English version of disclosures and IR materials on our English website (<http://english.cj.net>). Going forward, we plan to provide English disclosures using the Electronic Disclosure System (KIND) of the Korea Exchange. As such, we are making continuous efforts to provide information to foreign shareholders in a fair manner. Meanwhile, in compliance with the relevant laws and regulations, CJ Corporation provides a notice of related convening at least 2 weeks prior to the date of the General Shareholders' Meetings. Ultimately, we will exert all our possible efforts to encourage more shareholder engagement by providing a convening notice 4 weeks in advance.

BOD ROLE ENHANCEMENT

BOD COMPOSITION

In accordance with Article 383 of the Commercial Act, CJ Corporation's BOD shall have 3 or more directors, and we believe that the maximum number of directors should not exceed 9 in order to ensure efficiency in terms of BOD operation and decision-making (Article 21 of the Articles of Incorporation). As of the first half of 2022, CJ Corporation's BOD consists of 7 directors with outside directors accounting for the majority (4 out of 7, or 57%) so that they can function independently of the management (in accordance with Article 542-8 of the Commercial Act). We put in place 5 committees (the Audit Committee, the Outside Director Recommendation Committee, the Internal Transaction Committee, the Remuneration Committee, and the ESG Committee) within the BOD to enhance transparency in the governance structure and strengthen expertise. Outside directors account for more than half of the members in all committees. In particular, the Audit Committee, the Outside Director Candidate Recommendation Committee, and the Internal Transaction Committee, which play an important role especially in supervision and checks, are all composed of outside directors only to ensure independence and fairness. In May 2021, the ESG Committee was established to promote the sustainable growth of the company by delivering and promoting ESG in a strategic, systematic way.

BOD & COMMITTEE ORGANIZATIONAL CHART*



*As of May 31, 2022

BOD COMPOSITION*

NAME	GENDER	BIRTHYEAR	POSITION	COMMITTEE PARTICIPATION					AREA OF EXPERTISE	PROFESSIONAL BACKGROUND	TERM OF SERVICE
				AUDIT	OUTSIDE CANDIDATE RECOMMENDATION	INTERNAL TRANSACTION	REMUNER -TION	ESG			
Sohn, Kyung-Shik	M	1939	CEO, Chairman of the BOD						Management	Bachelor of Law, Seoul National University Current President of Korea Employers Federation Current CEO of CJ Corporation Former President of the Korea Chamber of Commerce and Industry	25.02.1994~ March 2024 Shareholders' Meeting
Kim, Hong-Ki	M	1965	CEO						Management	Master of Business Administration, Sogang University Current CEO of CJ Corporation	27.03.2018~ March 2024 Shareholders' Meeting
Lim, Kyung-Mook	M	1971	Inside Director						Management	Ph.D. in Economics, Brown University Current COO of CJ Corporation	31.03.2021~ March 2024 Shareholders' Meeting
Song, Hyun-Seung	M	1955	Outside Director						Media	Bachelor of Political Science and Diplomacy, Korea University Former CEO of Yonhap News Former CEO of Yonhap Infomax	24.03.2017~ March 2023 Shareholders' Meeting
Yoo, Chul-Gyu	M	1958	Outside Director						Medicine	Ph.D. in Internal Medicine, Seoul National University Current Professor of Internal Medicine, Seoul National University College of Medicine	24.03.2017~ March 2023 Shareholders' Meeting
Kim, Yeon-Geun	M	1960	Outside Director						Finance	Master of Business Administration, Seoul National University Current Advisor at Kim & Chang Law Firm Former Commissioner of NTS Seoul Regional Office	27.03.2019~ March 2025 Shareholders' Meeting
Han, Ae-Ra	F	1972	Outside Director						Law	Harvard Law School Current Professor at Sungkyunkwan University Law School Former Supreme Court Judicial Researcher	29.03.2022~ March 2025 Shareholders' Meeting

*As of May 31, 2022

CJ CORPORATION COMMITTEES

COMMITTEE	MAJOR ROLES
ESG Committee	<ul style="list-style-type: none">Identify ESG-related issuesCheck ESG management directions and strategies, and review and approve related performances
Audit Committee	<ul style="list-style-type: none">Audit the company's accounting and business affairsReview matters prescribed in statutes or Articles of Incorporation and the matters delegated by the Board of Directors
Outside Director Candidate Recommendation Committee	<ul style="list-style-type: none">Recommend candidates for outside directors and deliberate on relevant matters
Internal Transaction Committee	<ul style="list-style-type: none">Deliberate the transactions with subsidiaries and related parties (agendas that require BOD approval) as prescribed in statutesReview matters deemed necessary by the Board of Directors or committees in relation to internal transaction
Remuneration Committee	<ul style="list-style-type: none">Review matters concerning the executive compensation systemReview evaluation on performance indicators of executives for long-term incentive pay-out

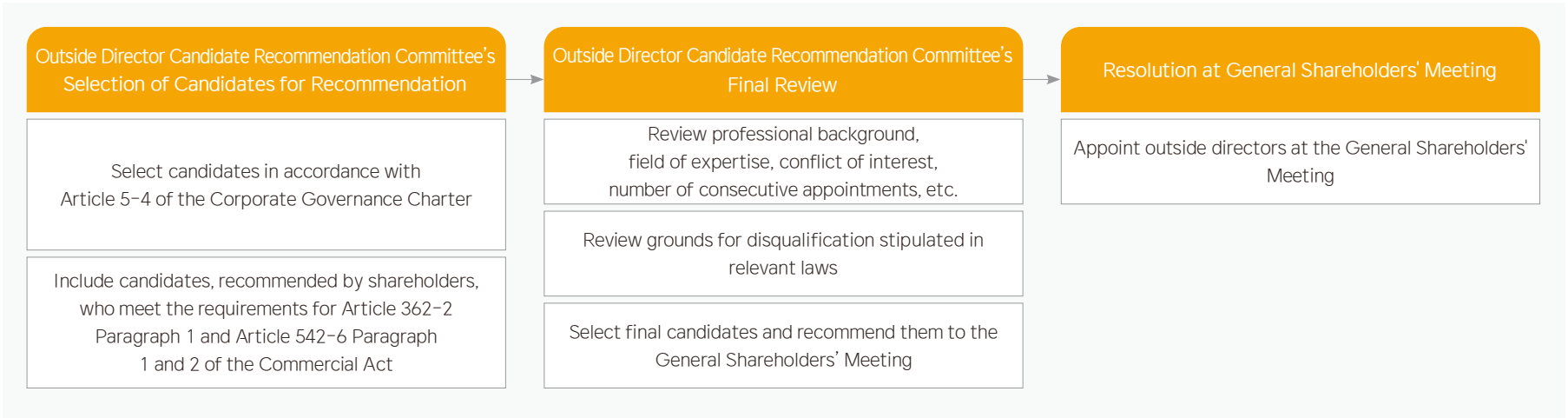
INDEPENDENCE, EXPERTISE & DIVERSITY

In order to convene the Board meetings in a timely and efficient manner, Sohn, Kyung-Shik, the current CEO, is serving as a chairman of CJ Corporation’s BOD. However, according to the Articles of Incorporation and the Rules of the BOD, the Chairman of the BOD can be appointed by resolution of the BOD. In other words, we have ground rules for any director, who is not a CEO, to serve as the chairman of the BOD, if necessary. CJ Corporation does not have a senior outside director, but operates meeting bodies composed of outside directors exclusively, such as the Audit Committee, the Internal Transaction Committee, and the Outside Director Candidate Recommendation Committee. Moreover, a chairman of each committee is appointed by considering each outside director's relevant expertise such as finance or media. This indicates that our BOD system is practically equivalent to the senior outside directorship.

Directors are appointed at the General Shareholders' Meeting in accordance with Article 382 of the Commercial Act. Director candidates for appointment are selected from among candidates recommended by the Board of Directors in the case of inside directors, and by the Outside Director Candidate Recommendation Committee in the case of outside directors. The Outside Director Candidate Recommendation Committee carefully reviews the candidates' careers, fields of expertise, potential conflict of interest, number of consecutive appointments, and the current status of concurrent positions at other companies. Final candidates are recommended to the General Shareholders’ Meeting after thorough review to check whether the candidates fall under the grounds for disqualification presented in the relevant laws, such as the Commercial Act and the Enforcement Decree of the Commercial Act. Our 7 listed subsidiaries* also set up the Outside Director Candidate Recommendation Committee to enhance independence in the director appointment process. In order to efficiently and effectively respond to rapidly changing business environment, CJ Corporation places high importance on recommending and appointing experts with expertise, insight and responsibility in various fields as outside directors of the BOD. Currently, our outside directors are composed of experts in various fields such as law, media, medicine, and finance. In addition, to ensure they serve their function as an objective decision maker that considers interests of various stakeholders, we stipulated in our Corporate Governance Charter for no-discrimination in the director appointment process based on gender, age, nationality, race, religion, region of origin, education level, disability, etc. In March 2022, there was a new appointment of 1 female director (Han, Aera, outside director), which enhanced the gender diversity in the CJ Corporation’s BOD.

* CJ Corporation, CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, Studio Dragon

OUTSIDE DIRECTOR APPOINTMENT PROCESS



OPERATION

In accordance with the Articles of Incorporation and the Rules of the BOD, the BOD is convened by the chairman, and each director and Audit Committee may also request the chairman to convene the BOD. If the chairman does not convene the BOD without good cause, the director or the Audit Committee has the right to call the BOD meeting. The contents of the BOD meeting, the attendance rate of outside directors, and whether or not the agenda is in favor are disclosed in quarterly reports and business reports. In 2021, a total of 8 board meetings were held, with an average attendance rate of 100%.

OUTSIDE DIRECTOR SUPPORT

When new outside directors are appointed, CJ Corporation conducts an orientation on a company overview and the operation of the BOD to help them catch up with the understanding of the business environment and provides training on the internal control over consolidated financial reporting. If considered necessary, external expert advice may be provided at the company's expense for the BOD or each director. In addition, to strengthen the outside directors’ function of supervision and support on management, we operate a quarterly meeting body in which only outside directors participate and hold regular meetings with external auditors without the attendance of management.

OUTSIDE DIRECTOR TRAINING

DATE	PARTICIPANTS	DETAILS
December 2021	Kim, Yeon-Geun Song, Hyun-Seung Yoo, Chul-Gyu	<ul style="list-style-type: none">• Introduction to the internal control over consolidated financial reporting• Key issues in establishing the internal control over consolidated financial reporting• Roadmap to establish the internal control over consolidated financial reporting

OUTSIDE DIRECTOR SUPPORT ORGANIZATION

NAME	NUMBER OF EMPLOYEES	POSITION & YEARS OF SERVICE	KEY RESPONSIBILITIES
Audit Committee Secretariat	5	1 Vice President (5 years) 1 Vice President (4 years) 1 Vice President (1 year) 1 Senior Manager (4 years) 1 Manager (3 years)	<ul style="list-style-type: none">• Gather and organize BOD agendas• Explain BOD agendas to outside directors preliminarily and respond to inquiries• Support the operation of board meeting, prepare minutes, deliver disclosures to relevant departments

EVALUATION

The overall evaluation of the activities of outside directors is reflected in the recommendation of the Outside Director Candidate Recommendation Committee for re-appointment. We review the attendance rate, level of independence, expertise, and contribution to the BOD and committees. Currently, CJ Corporation does not conduct individual evaluations of outside directors in order to guarantee their free expression of opinion and independence. We are reviewing on the introduction of the individual evaluation of outside directors, in accordance with the ESG Codes of Practice by the Korea Corporate Governance Service (KCGS), a domestic agency that conducts ESG evaluation of companies, establishes ESG Codes of Practice as a guidance for corporate governance and provides various advisory services including investment and proxy voting. We plan to make a final decision after a full discussion at the BOD on the pros and cons of each specific evaluation method, and how to utilize the evaluation results.

REMUNERATION

The limit on remuneration for inside and outside directors is approved by a resolution at the General Shareholders' Meeting.

The remuneration of inside directors, including the CEO, is reported to the General Shareholders' Meeting every year after BOD determines the payout standards and method, within the limit aforementioned, according to the business performance. Remuneration for outside directors is determined at an appropriate level with the review on the level of work, responsibilities and risks, cases of other companies, and social norms.

REMUNERATION BY TYPE OF DIRECTOR

(Unit: KRW million)

CATEGORY	NUMBER OF DIRECTORS	TOTAL REMUNERATION	REMUNERATION PER DIRECTOR
Inside Director	3	4,848	1,616
Outside Director	3	258	86
Total	6	5,106	851

* The number of directors is as of the reporting date of 69th business report (Financial Year 2021)

* The total remuneration includes the remuneration paid out to outside directors who retired during the period subject to disclosure

* The average remuneration per director is calculated by dividing the total amount of remuneration by the number of directors as of the reporting date of 69th business report (Financial Year 2021)

AUDIT ORGANIZATION INDEPENDENCE

AUDIT COMMITTEE

① Composition

CJ Corporation conducts audit in alignment with Audit Committee Regulations that sets forth composition, operation, authority, and responsibilities in accordance with the relevant laws and the Articles of Incorporation. All members of the Audit Committee are outside directors appointed by the resolution of the General Shareholders' Meeting. Article 3 of Rules of the Audit Committee guarantees the independent execution of audit by stating that auditors shall monitor company's accounting and business affairs and may, at any time, request to report on the directors and relevant business and may inspect financial conditions of a company. We have secured an accounting · finance expert as one of our Audit Committee members and we do not appoint a person who falls under the grounds for disqualification presented in the Commercial Act and related laws as an Audit Committee member.

AUDIT COMMITTEE LEGAL REQUIREMENTS

KEY LEGAL REQUIREMENTS	CJ CORPORATION STATUS QUO	CRITERIA MET
Consists of 3 directors	Consists of 3 directors	Yes
At least 2/3 of the members are outside directors	All outside directors	
At least 1 of the members is an accounting or finance expert	1 relevant expert (Kim, Yeon-Geun)	
The representative of the Audit Committee is an outside director	Committee Chairman is Kim, Yeon-Geun, an outside director	
Other grounds for disqualification (related parties of the largest shareholder, etc.)	None	

② Operation

In principle, the Audit Committee holds regular meetings at least once a quarter. When necessary, special meetings are convened to discuss urgent and important issues. In 2021, the Audit Committee was held 6 times. In addition, CJ Corporation provides training programs conducted by internal and external experts on key agendas such as industrial characteristics of CJ's businesses areas and regulations regarding accounting and capital market, to support the Audit Committee members with their performance. In 2021, we provided a face-to-face training session on the introduction of the internal control over consolidated financial reporting, related key issues, and a roadmap for implementation.

To support the practical and independent activities of the Audit Committee, the Audit Committee Secretariat has been established as a dedicated organization under the Audit Committee. The secretariat consists of staffs from Audit Committee-related teams such as accounting and compliance, and an executive is designated as a leader of the organization to facilitate an effective operation.

EXTERNAL AUDITORS

In order to secure the independence and expertise of the external auditors, CJ Corporation appoints external auditors based on the Regulation on Appointment of External Auditor approved by the Audit Committee. The external auditors discuss the key audit-related issues with our Audit Committee more than once a quarter without attendance of management, guarding the independence and regular communication. In 2021, total 6 reports and consultations were conducted. Meanwhile, in 2021, no external auditors provided non-audit services such as advisory on business management.

COMPLIANCE & ETHICAL MANAGEMENT

IMPLEMENTATION SYSTEM

Since 2016, CJ has been continuously striving to root compliance culture for strengthening the compliance · ethical management. In order to establish an effective compliance culture that all employees can practice, we are promoting step-by-step initiatives such as constitution of organization, reflection in evaluation, identification and monitoring of risks, reinforcement of education and training, and verification by third parties.

GOVERNANCE

CJ plans and implements various activities centered on CJ Corporation to establish a compliance system. Since 2018, an organization which is dedicated to compliance and independent of the legal organization was established in subsidiaries and has conducted activities centered on preliminary prevention. Through the establishment of Compliance Management Committee (or Ethical Management Committee) at each subsidiary, a process has also been established to report compliance activities to the management and to derive management’s decision-making. Currently, CJ CheilJedang, CJ Logistics, and CJ ENM (Entertainment Division) have acquired ISO 37301, a global compliance management system certification, and CJ plans to support more subsidiaries to acquire ISO 37301. In accordance with the Compliance Officer System, CJ Corporation regularly inspects and reports relevant activities to the BOD and discloses the results.

2021 KEY COMPLIANCE ACTIVITIES

- Monitored occupational safety status quo across CJ and established a group-wide safety management system in accordance with the occupational safety-related laws
- Acquired the global compliance management system certification (ISO 37301)
- Provided training on fair trade (prohibition of information exchange), CJ Code of Business Conduct, major regulatory trends, etc.

POLICY

① CJ Code of Business Conduct

We enacted and published CJ Code of Business Conduct in 2020 as our promise to stakeholders in order to put the CJ management philosophy in detailed practice. All CJ members acknowledge the right ways to perform their duties based on the Code of Business, and also understand their responsibility as members of a respected and beloved corporation.

 [CJ Code of Business Conduct](#)

CJ CODE OF BUSINESS CONDUCT

Our Promise to Customers	We will become a global lifestyle and culture company that creates the health, happiness, and convenience of customers by providing the best value with ONLYONE products and services.
Our Promise to Shareholders and Investors	CJ will reciprocate the trust of our shareholders and investors by turning blameless profits through rational management and by establishing a system in line with the global standards.
Our Promise to Fellow CJ Employees	We will create an environment in which ‘Hagojabi (passionate self-starters)’ can work with pride and produce the best results, while also having fun. In addition, we will act in line with our principles of integrity, passion, creativity and respect and make responsible decisions by setting the right direction for our business.
Our Promise to Fellow Players in the Market	We establish the rules and systems in which we can compete fairly and freely with our competitors and grow together with our business partners. We firmly believe that CJ will grow further and earn the respect of the global society when we keep our promise to our fellow players in the market and fulfill the value of shared growth.
Our Promise to the Global Community	CJ is doing business all over the world with the goal of becoming the No.1 global lifestyle company that sets the lifestyle trends for people around the globe and is loved and respected by the global community. We can truly contribute to the national economy and co-exist with those living in the region where we do business when we respect their culture, traditions, laws and regulations and contribute to their society.

② Compliance Policy

CJ compliance policies describe specific guidelines to uphold the commitments to our customers, shareholders, investors, employees, and partners, as well as the global community, proclaimed in the CJ Code of Business Conduct. Our compliance policies include the CJ Global Anti-Corruption Policy, CJ Global Fair Competition Policy, CJ Global Privacy Policy, and CJ Global Economic Sanctions Compliance Policy. CJ will continue to comply with these policies and communicate with stakeholders, thereby further developing sustainable management. In addition, in order to expand the compliance policy to overseas business sites, CJ Corporation prepared and distributed CJ Code of Business Conduct as well as CJ Global Anti-Corruption Policy, CJ Global Fair Competition Policy, CJ Global Privacy Policy, and CJ Global Economic Sanctions Compliance Policy in 5 languages and distributed to overseas subsidiaries with relevant education. In particular, we are striving to establish CJ’s own global compliance culture that meets global standards and is suitable for local conditions, centering on our overseas headquarters in U.S.A., China, Vietnam, and Indonesia.

 [CJ Compliance Policy Website](#)

ASSESSMENT (KPI)

Since 2019, CJ Corporation has been promoting compliance activities to be more effective and practical, by reflecting them in the KPIs of executives of subsidiaries. CJ Corporation sets goals for the subsidiaries such as the management’s commitment to compliance management, analysis on regulatory environment, risk identification, monitoring, and compliance education. The results of each subsidiary’s activities will be then evaluated and reflected in KPIs of the executives. In terms of overseas business sites of subsidiaries and overseas headquarters, CJ annually reflects the results of their compliance activities in the KPI evaluation of the company’s top management.

INTERNALIZATION AND FACILITATION

TRAINING & COMMITMENT

CJ operates a system where employees can choose and register for any training content they want regardless of time and place. All of CJ's compliance-related educational content can be found within the system, and every year, we create new content to enrich the compliance curriculum.

CJ conducts mandatory compliance training every year for all employees. We are steadily promoting company-wide activities focusing on important issues of the year, such as the Fair Trade Act of 2018, the Anti-Graft Act of 2019, the CJ Code of Business Conduct for 2020, and the Serious Accidents Punishment Act of 2021.

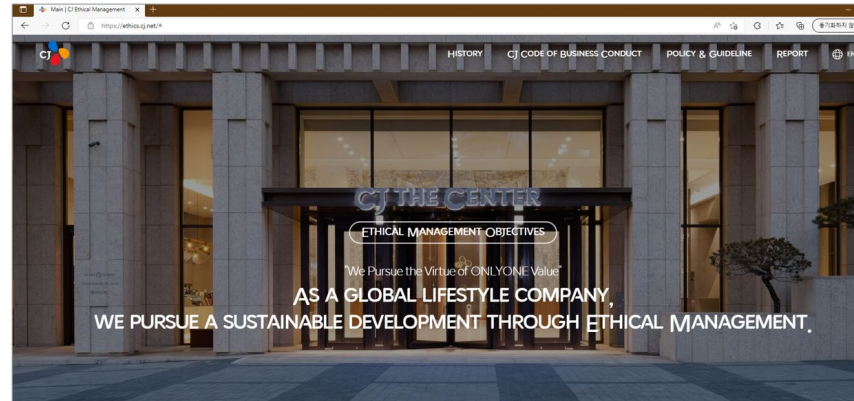
Meanwhile, along with continuous training, we constantly strive to incorporate compliance · ethical management, such as employees' pledge on practicing ethical management to abide by CJ Code of Business Conduct.

RISK IDENTIFICATION & MONITORING

CJ is well aware that compliance and ethical management is only effective when all employees take part in. Accordingly, we designated a compliance coordinator in each frontline business organization at subsidiaries and helped them to autonomously identify any potential risk of their organization. Additionally, we are working on establishing a system that enables the compliance organization to cross-check of the risks monitored through the continuous tracking by compliance coordinator.

PUBLIC DISCLOSURE

CJ Corporation opened CJ's ethical management website in 2020 and disclosed compliance policies and guidelines. Each subsidiary also discloses management's commitment, Compliance Management Committee (or Ethical Management Committee)'s activities, and training status on its own website, so that stakeholders can have access to compliance · ethical management activities of each company.



CJ Ethical Management Website (<https://ethics.cj.net/>)

VIOLATION REPORTING & HANDLING SYSTEM

① Reporting Channel

CJ operates a reporting system through which executives, employees, and all external stakeholders can report unlawful activities. In Korea, online reporting is available through the 'Hotline' on the company's website, and global business sites (U.S.A., China, Indonesia, Vietnam) also operate reporting websites in their respective languages. It is available to report all acts that violate CJ's management philosophy and CJ Code of Business Conduct, including, but not limited to, illegality, corruption, grievances of partners and suppliers, impairment of corporate culture, and complaints on services and product quality. 'K-Whistle', a third-party external reporting channel, is also utilized in addition to the internal system to receive reports.



② Handling Procedure

All the reported information is processed exclusively by the department in charge in accordance with the Regulations on Reporting and Handling of Misconduct, and the anonymity is guaranteed of relevant information including reporter's identity during and after the investigation process. In addition, we keep the reporter safe from the disadvantage in any manner in relation to the reported case. A reward may be given to the reporter if the resolution of internal

Deliberation Committee concludes that the Hotline reporting has contributed to rooting out corruption and unfair management practices.

The disciplinary action will be taken for any non-compliance proved by investigation, in accordance with internal regulations and the resolution of Discipline Committee. In order to prevent any recurrence, we analyze the root causes of issues to come up with improvement measures, and provide employee training to build a sound corporate culture. We will then check and verify the effectiveness of these improvement measures and upgrade the measures if deemed necessary.

REPORTING & HANDLING PROCESS



2021 NON-COMPLIANCE REPORTS

(Unit : No. of Cases, %)

CATEGORY	NO. OF CASES	PERCENTAGE
Complaints on product and service	728	63.1%
Grievances with partners · suppliers	204	17.7%
Impairment of corporate culture	128	11.1%
Corruption	93	8.1%
Total	1,153	100%

SPECIAL PAGE

CJ Data Security

IMPLEMENTATION SYSTEM

GOVERNANCE

CJ operates a data security organization within CJ OliveNetworks, a subsidiary which provides IT service across CJ, to reinforce security in a systematic and professional way. In the Data Security Center, a Group CISO (Chief Information Security Officer) oversees decision-making on CJ's overall data protection. Group Data Security Team diagnoses CJ's data security status and manages security risks of CJ as a whole and by region. CJ OliveNetworks Cyber Security Team responds to cyber security threats and is in charge of smart integrated security control, and builds, operates, and manages security systems. The security organizations of domestic and overseas subsidiaries establish security standards for each company and mitigate identified risks.

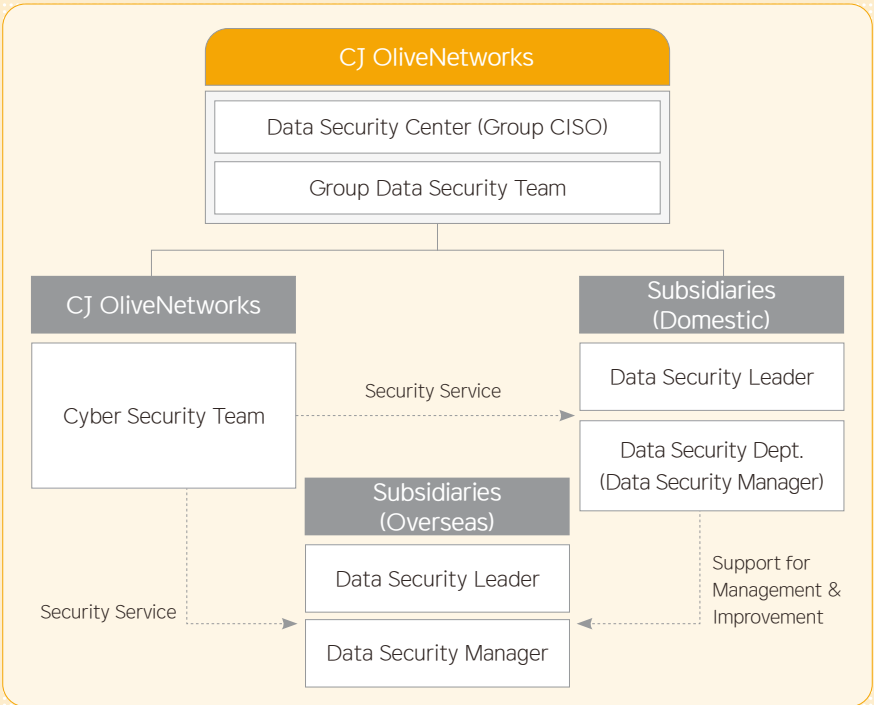
In addition, we operate a data security consultative body, such as the CISO Round Table and the Group Data Security Committee in order to discuss relevant issues, guide changes in regulations, and share best practice examples of subsidiaries. If necessary, each company's CISO reports the discussed matters to the respective company's CEO. Meanwhile, the internal data security committee of each subsidiary conducts its own deliberation on key data security issues.

POLICY

CJ has established group-level and company-level data security standards which can be divided into policies, guidelines, and procedures, and are revised every year in response to laws, related regulations, security incidents, and changes in technology and environment. The policy is the highest level document that provides relevant goals and directions and requires the approval of the management upon its establishment and revision while guidelines and procedures dealing with details for compliance with the upper level documents are confirmed with the approval of the Group CISO. Data security standards are posted on the CJ Internal Regulations Management System and can be viewed by all employees.

Based on the CJ data security standards, each subsidiary established company-specific data security standard, reflecting the importance of data at its business sites and characteristics of its businesses, and revises the standard annually.

DATA SECURITY ORGANIZATION



INFORMATION SECURITY COUNCIL

CISO ROUND TABLE		GROUP DATA SECURITY COMMITTEE	
Composition	Data security leader of each company	Composition	Data security organization members of each company
Role	Discuss data protection issues across CJ and gather opinions	Role	Announce group-wide common policies on data protection
			Announce any changes in data security regulations
			Share best practices of subsidiaries

GLOBAL POLICY

As regulations on privacy are newly established and reinforced globally, we established and disclosed the CJ Global Privacy Policy in 2020 to protect the privacy and rights of individuals. In addition, we enacted the CJ Overseas Corporation Data Security Guidelines applicable to all overseas subsidiaries, and are operating separate data security and privacy guidelines that reflect the legal requirements of each region such as Europe, China, and Vietnam. In 2022, we plan to study the global regulatory requirements on privacy and, if necessary, establish and amend the relevant policies of ours.

[CJ Global Privacy Policy](#)

DECREE

According to the amendment to the Act on the Promotion of the Information Security Industry, which came into effect on December 9, 2021, companies are obliged to disclose the data security-related status by June 30, 2022, including the following:

- Data security investment and manpower
- Data security-related certification · evaluation · inspection, etc.
- Data security activity

In 2021, disclosure of information was not mandatory, and yet several CJ subsidiaries (CJ ENM Commerce Division, CJ Logistics, and CJ OLIVE YOUNG) have disclosed information voluntarily. Subsidiaries subject to mandatory disclosure in 2022 (CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, CJ OliveNetworks, Studio Dragon) disclosed the content in June 2022, responding in a timely manner.

INTERNALIZATION AND FACILITATION

INCIDENT DETECTION · RESPONSE SYSTEM

CJ established a system to detect and respond to security threats to minimize damage caused by data security-related accidents and troubles. CJ SSC (Smart Security Center), a real-time smart security control center, is operating 24 hours a day, 365 days a year to preemptively prevent cyber security incidents and respond immediately in case of an accident. CJ SSC monitors and analyzes security logs to block breaches in real time and report them.

In addition, we analyze external threats such as hacking, check any potential security vulnerabilities such as malicious codes and web shells, and block them. Furthermore, by establishing a global network security infrastructure, we analyze security services and eliminate potential risks.

TRAINING · CAMPAIGN

Various common education, training, and campaign activities are being carried out to raise security awareness among employees. Every year, we provide education on data security and privacy to all CJ employees, and additionally provide data security education for each job function according to the characteristics and needs of each subsidiary. Each subsidiary carries out its own data security activities such as newsletters, PC inspection days, and training on malicious emails. In addition, by providing education on data security and privacy not only to employees but also to business partners, we are spreading the culture to put emphasis on data security and supporting the reinforcement of relevant competencies. CJ plans to continuously promote activities to improve security awareness.

2021 DATA SECURITY TRAINING

(Unit: person)

SUBJECT	TOPIC	2019	2020	2021
Employees	Data Security	29,430	26,583	27,309
	Privacy	20,317	18,052	23,275
Partners*	Privacy	216	1,345	898

* When entrusting personal information processing, the law stipulates that the consignee must be educated. Usually (1) the consignee conducts the education for their employees on their own, and then shares the training results to the consignor, but sometimes, (2) the consignor provides the education to the consignee.

The training for partners indicated in the table above falls under the latter, or (2), and those partners are just a part of the personal information processing consignees of CJ subsidiaries.

1) "Bug Bounty" is a system in which white hackers who hack into a company's system and report vulnerabilities of the company's products or services are rewarded. Companies can find vulnerabilities efficiently, while hackers can be financially compensated, allowing coexistence between companies and hackers.

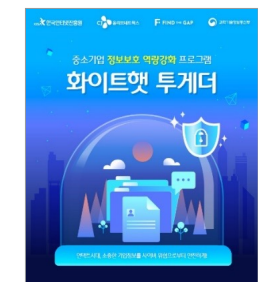
SECURITY INCIDENT DETECTION · RESPONSE SYSTEM



CASE

CJ OLIVENETWORKS

CJ OliveNetworks is operating 'CJ White Hat,' a program to reinforce data security competency for small and medium-sized enterprises (SMEs). With the growing importance of data security, we support SMEs to conduct business while safe from the threat of hacking. Since 2020, through an open call for participation, partners are selected and CJ OliveNetworks' white hackers and data security consultants provide free customized consulting, such as diagnosing the current situation and establishing consulting plans, mock hacking, conducting compliance checks on privacy issues, and data security education for employees. In addition, starting from 2022, we are creating a healthy data security ecosystem by holding a Bug Bounty¹⁾ competition with the Korea Internet & Security Agency to detect security vulnerabilities of SMEs and to support security solutions.



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THIRD-PARTY
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ESG FACT SHEET

* Based on domestic sites of CJ Corporation and 3 Subsidiaries for the indicators without footnotes for reporting scope

E

ENVIRONMENT

TOP PRIORITY	REPORTING INDICATOR	UNIT	2019	2020	2021	FOOTNOTES	
Climate Change Response	Direct energy consumption	TJ	5,752	5,707	5,838	1) CJ ENM, CJ Logistics (2019~2021 CJ ENM : Category #7, 2021 CJ Logistics : Category #1,2,3,4,5,6) 2) Reduction in greenhouse gas emission as a direct result of GHG mitigation plans 3) 2021 data increased compared to 2020, due to new resort in CJ Logistics Construction Division in 2021 4) CJ Corporation, CJ CheilJedang, CJ ENM: As CJ Logistics' data is not counted (CJ Logistics does not classify waste into general and designated waste, but counts just the total), the sum of designated and general waste differs from the total waste generated or total waste recycled 5) CJ CheilJedang 6) CJ CheilJedang, CJ ENM 7) Certified humane eggs are not counted 8) The sum of certifications on low-carbon products, vegan products, and biodegradable products	
	Indirect energy consumption	TJ	7,829	7,694	8,284		
	Energy consumption intensity (Sales)	TJ/KRW 100 million	0.086	0.085	0.080		
	Percentage of grid electricity consumption	%	48.2	48.1	49.8		
	Percentage of renewable energy consumption	%	8.8	8.0	8.1		
	Direct greenhouse gas emissions (Scope 1)	tCO ₂ e	324,467	323,127	328,445		
	Indirect greenhouse gas emissions (Scope 2)	tCO ₂ e	323,338	322,298	340,746		
	Other indirect greenhouse gas emissions (Scope 3) ¹⁾	tCO ₂ e	46	40	311,783		
	Greenhouse gas emission intensity (Sales)	tCO ₂ e/KRW 100 million	4.095	4.085	3.808		
	Greenhouse gas emission reduction ²⁾	tCO ₂ e	3,829	7,264	3,730		
Circular Economy	Water consumption	ton	7,058,021	7,063,204	7,392,605		
	Water consumption intensity (Sales)	ton/KRW 100 million	44.621	44.703	42.071		
	Percentage of water consumption in high baseline water stress regions	%	10.18	9.97	10.01		
	Water recycled	ton	355,665	240,165	272,227		
	Percentage of water recycled	%	5.0	3.4	3.7		
	Total waste generated ³⁾	ton	119,886	103,972	153,599		
	By waste type	Designated waste ⁴⁾	ton	168	197	152	
		General waste ⁴⁾	ton	59,001	54,050	55,940	
	Total waste generated intensity (Sales)	ton/KRW 100 million	0.758	0.658	0.874		
	Total waste recycled	ton	66,256	62,922	92,876		
	By waste type	Designated waste ⁴⁾	ton	115	155	109	
		General waste ⁴⁾	ton	50,813	45,942	48,105	
	Total air pollutant emissions ⁵⁾	ton	138	134	92		
	By pollutant type	NOx ⁵⁾	ton	83	87	62	
		SOx ⁵⁾	ton	2	3	5	
		Dust ⁵⁾	ton	53	43	25	
	Amount of eco-friendly packaging used ⁶⁾	ton	43,213	50,212	56,483		
	Amount of packaging made of recycled materials used ⁵⁾	ton	40,890	47,891	54,035		
Eco-friendly Product · Content · Service	Amount of eco-friendly raw material procured ⁷⁾	ton	606,891	794,927	895,710		
	Number of certifications related to environmental impact reduction ⁸⁾	No. of cases	2	2	20		
	Percentage of business sites with environmental management system certification	%	38.7	38.7	36.4		
	Expenditures on environmental protection	KRW million	3,671	5,104	8,318		
	Number of environmental law violations and accidents	No. of cases	0	0	0		

* Based on domestic sites of CJ Corporation and 3 Subsidiaries for the indicators without footnotes for reporting scope

S

SOCIAL

TOP PRIORITY	REPORTING INDICATOR		UNIT	2019	2020	2021	FOOTNOTES	
Human Rights Respect & Protection	Human rights training hours		Hours	47,459	49,692	50,134	1) CJ Logistics 2) Plan to assess in 2022 after system restructuring 3) CJ CheilJedang, CJ ENM 4) CJ CheilJedang (Though the number of contracts with partners' consent on supplier code of conduct has increased (539 partners in 2020, 945 partners in 2021), the percentage has decreased since the reporting scope of partners expanded to include several overseas business sites)	
	Number of participants in human rights training		No. of persons	16,063	16,594	16,908		
	Number of sanctions related to discrimination		No. of cases	1	5	4		
	Number of employee fatalities		No. of cases	0	0	0		
	Employee injury rate		%	0.14	0.14	0.15		
	Lost time injury frequency rate of employee (LTIFR) ¹⁾		Incident per million hours	1.13	1.14	0.76		
	Number of employee serious accidents		No. of cases	8	9	17		
DE&I in Corporate Culture	Number of executives & employees		No. of persons	17,493	17,364	17,956		
	By employment type	Executives	No. of persons	223	242	236		
		Full-time	No. of persons	16,923	16,818	17,463		
		Temporary	No. of persons	347	304	257		
	By age	Under 30	No. of persons	4,817	4,309	4,427		
		30-50	No. of persons	11,489	11,641	11,922		
		51 and over	No. of persons	1,187	1,414	1,607		
	By gender	Male	No. of persons	12,621	12,483	12,841		
		Female	No. of persons	4,872	4,881	5,115		
	Total number of new hires		No. of persons	2,026	1,504	2,413		
	By employment type	Full-time	No. of persons	1,841	1,370	2,265		
		Temporary	No. of persons	185	134	148		
	Total turnover rate		%	6.4	6.0	9.4		
	Voluntary turnover rate		%	5.7	4.6	7.3		
	Total number of turnover		No. of persons	1,095	1,031	1,626		
	Organizational satisfaction score ²⁾		Points (Out of 100)	70.4	70.7	N/A		
	Number of employees on parental leave		No. of persons	232	229	322		
	By gender	Male	No. of persons	48	44	65		
		Female	No. of persons	184	185	257		
	Return rate after taking parental leave		%	85.7	90.0	84.4		
	Percentage of female employees		%	27.9	28.1	28.5		
	Percentage of female executives (including unregistered directors)		%	13.0	14.5	15.7		
	Percentage of female managers		%	23.5	24.7	26.7		
	Percentage of female new hires		%	38.2	31.4	34.5		
	Number of employees with disabilities and veterans (or those with veterans in their families)		No. of persons	944	782	680		
	Training expenses per employee		KRW million	1.6	0.6	0.6		
	Sustainable Supply Chain	Number of partner companies benefited from partner support programs ³⁾		No. of partners	80	80	74	
		Percentage of contracts subject to supplier code of conduct ⁴⁾		%	-	86.4	76.5	
		Amount of win-win fund support for suppliers		KRW 100 million	1,268	1,268	1,310	

* Based on domestic sites of CJ Corporation and 3 Subsidiaries for the indicators without footnotes for reporting scope

G GOVERNANCE	TOP PRIORITY	REPORTING INDICATOR	UNIT	2019	2020	2021	FOOTNOTES
	Transparent Management	Percentage of outside directors on the Board of Directors	%	57.7	57.1	55.6	1) Based on separate financial statements of CJ Corporation. 2020's payout ratio increased due to the decrease in net profit resulted from non-recurring recognition of non-operating income
		Percentage of outside directors on the Audit Committee	%	100	100	100	
		Number of female directors	No. of persons	1	1	3	
		Dividend payout ratio ¹⁾	%	98.2	128.7	81.0	
	Compliance & Ethical Management	Number of privacy violations	No. of cases	0	0	0	2) CJ Corporation, CJ CheilJedang, CJ ENM
		Number of violations related to fair competition	No. of cases	2	14	10	
		Number of violations related to the subcontracting law	No. of cases	0	0	0	
		Number of violations related to anti-corruption ²⁾	No. of cases	9	5	9	
		Number of employees who participated in ethical management training	No. of persons	14,651	13,551	13,923	

FINANCIAL STATEMENTS

69th as of Dec. 31, 2021
68th as of Dec. 31, 2020
67th as of Dec. 31, 2019

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(In thousands of KRW)

CATEGORY	END OF 69 TH	END OF 68 TH	END OF 67 TH
Assets			
Current assets	12,020,596,817	11,077,496,820	10,638,224,744
Cash and cash equivalents	3,193,864,799	2,603,100,147	1,602,642,314
Current derivative assets	27,010,534	89,943,887	33,885,501
Trade receivables	3,640,572,265	3,320,554,672	3,580,221,845
Contract assets	315,931,846	262,815,922	328,315,683
Current financial assets at fair value	17,326,342	38,024,181	413,714
Other current financial assets	1,128,090,146	1,666,816,757	1,569,971,092
Inventories	2,735,868,912	2,238,146,145	2,549,025,328
Biological assets	196,650,931	158,792,029	125,465,946
Other current assets	765,281,042	699,303,080	848,283,321
Assets held-for-sale	31,793,473	40,612,664	514,473,539
Assets held-for-sale	31,793,473	40,612,664	514,473,539
Non-current assets	29,903,605,514	28,906,855,585	29,228,666,310
Non-current derivative assets	19,533,348	25,019,508	26,200,706
Long-term trade receivables	127,735,680	128,527,004	116,013,833
Long-term contract assets	24,743,576	27,687,794	39,345,194
Financial assets at fair value	1,304,737,361	1,016,738,550	298,991,634
Investments in joint ventures and associates	2,047,711,645	1,776,613,215	1,639,168,929
Property, plant and equipment	13,453,497,278	13,002,525,157	13,517,262,358
Right-of-use assets	4,030,293,772	4,394,943,079	4,832,571,320
Intangible assets	6,741,941,222	6,561,953,874	7,005,911,329
Investment properties	326,895,111	233,110,154	189,686,256
Other non-current financial assets	620,401,096	577,765,855	711,597,299
Net defined benefit assets	30,836,900	16,224,529	0
Deferred tax assets	546,505,157	533,879,370	389,331,292
Other non-current assets	628,773,368	611,867,496	462,586,160
Total assets	41,955,995,804	40,024,965,069	40,381,364,593

FINANCIAL STATEMENTS

(In thousands of KRW)

CATEGORY	END OF 69 TH	END OF 68 TH	END OF 67 TH
Liabilities			
Current liabilities	12,546,083,570	11,422,602,369	12,283,359,396
Current derivative liabilities	38,313,563	437,990,394	26,483,607
Trade payables	2,760,881,123	2,368,251,431	2,743,572,555
Contract liabilities	259,570,128	110,433,143	128,401,939
Short-term borrowings	3,205,342,324	3,092,611,322	3,268,625,614
Current portion of long-term debentures and borrowings	2,239,560,119	1,451,212,369	2,063,348,428
Other current financial liabilities	2,370,882,406	2,193,095,970	2,325,636,796
Current income tax liabilities	141,249,329	336,263,567	283,980,798
Current lease liabilities	628,700,669	635,472,211	660,451,443
Current provisions for liabilities and charges	78,324,722	84,634,351	82,788,067
Other current liabilities	823,259,187	712,637,611	700,070,149
Liabilities held-for-sale	0	0	1,316,853
Liabilities held-for-sale	0	0	1,316,853
Non-current liabilities	12,946,382,118	13,206,136,625	13,481,603,409
Non-current derivative liabilities	182,384,092	301,942,977	485,319,286
Long-term contract liabilities	93,973,510	112,065,936	122,000,333
Long-term borrowings	2,467,662,370	3,065,207,901	2,907,878,175
Debentures	4,431,537,007	4,073,690,987	4,033,631,364
Guarantee deposits received	252,903,805	239,716,529	205,803,823
Other non-current financial liabilities	23,733,639	39,991,006	39,149,691
Lease liabilities	3,726,986,851	3,844,137,661	4,040,474,712
Net defined benefit liabilities	131,360,066	205,222,709	325,323,376
Deferred tax liabilities	1,299,342,181	1,070,830,705	1,096,511,021
Non-current provisions for liabilities and charges	104,726,350	79,040,255	65,944,348
Other non-current liabilities	231,772,247	174,289,959	159,567,280
Total liabilities	25,492,465,688	24,628,738,994	25,766,279,658
Equity			
Equity attributable to owners of the Parent Company	5,066,018,526	4,643,496,750	4,509,606,148
Share capital	179,047,370	179,047,370	179,047,370
Share premium	992,817,516	992,817,516	992,817,516
Other components of equity	84,418,980	(132,942,872)	(195,683,335)
Retained earnings	3,809,734,660	3,604,574,736	3,533,424,597
Non-controlling interests	11,397,511,590	10,752,729,325	10,105,478,787
Total equity	16,463,530,116	15,396,226,075	14,615,084,935
Total liabilities and equity	41,955,995,804	40,024,965,069	40,381,364,593

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS

69th from Jan. 1, 2021 to Dec. 31, 2021
68th from Jan. 1, 2020 to Dec. 31, 2020
67th from Jan. 1, 2019 to Dec. 31, 2019

(In thousands of KRW)

CATEGORY	END OF 69 TH	END OF 68 TH	END OF 67 TH
Sales	34,484,026,554	31,999,102,947	33,779,706,665
Cost of sales	24,787,913,920	23,391,528,118	24,634,400,467
Gross profit	9,696,112,634	8,607,574,829	9,145,306,198
Selling and administrative expenses	7,814,312,535	7,217,234,663	7,636,151,674
Operating profit	1,881,800,099	1,390,340,166	1,509,154,524
Finance income	499,867,272	566,802,997	402,866,750
Finance costs	976,810,779	1,335,813,027	1,090,448,593
Share of profit of joint ventures and associates	86,575,271	84,032,128	54,678,317
Other non-operating income	599,700,864	906,754,734	544,372,006
Other non-operating expenses	790,283,236	1,098,419,226	823,548,086
Profit before income tax	1,300,849,491	513,697,772	597,074,918
Income tax expense	493,887,833	309,689,974	273,232,101
Profit for the year	806,961,658	204,007,798	323,842,817
Profit attributable to:			
Owners of the Parent Company	274,974,387	86,650,258	267,148,987
Non-controlling interests	531,987,271	117,357,540	56,693,830
Earnings per share attributable to owners of the Parent Company			
Basic earnings per ordinary share (In KRW)	8,197	2,581	8,240
Diluted earnings per ordinary share (In KRW)	8,197	2,581	8,240

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(In thousands of KRW)

CATEGORY	END OF 69 TH	END OF 68 TH	END OF 67 TH
Profit for the year	806,961,658	204,007,798	323,842,817
Other comprehensive income	753,684,763	(133,203,079)	144,244,631
Items that will not be reclassified to profit or loss:	173,833,516	234,790,144	(42,881,324)
Gain on valuation of equity instruments at fair value through other comprehensive income	165,590,034	61,145,705	(9,508,851)
Share of other comprehensive income of joint venture and associates	32,927,259	163,017,998	(586,147)
Remeasurements of net defined benefit liabilities	(24,683,777)	10,626,441	(32,786,326)
Items that may be subsequently reclassified to profit or loss:	579,851,247	(367,993,223)	187,125,955
Gain on valuation of debt instruments at fair value through other comprehensive income	0	0	299,244
Share of other comprehensive income of joint venture and associates	49,835,456	(12,949,208)	50,698,070
Exchange differences on translation of foreign operations	549,070,860	(360,046,534)	125,776,885
Gain (loss) on valuation of derivative instruments	(19,055,069)	5,002,519	10,351,756
Total comprehensive income for the year	1,560,646,421	70,804,719	468,087,448
Total comprehensive income attributable to :			
Owners of the Parent Company	425,821,849	95,176,082	309,415,438
Non-controlling interests	1,134,824,572	(24,371,363)	158,672,010

GRI STANDARDS INDEX

STANDARD	DISCLOSURE		DESCRIPTION			
Universal Standards (GRI 100)						
GRI 102: General Disclosures 2016 - Organizational Profile	102-1	Name of the organization	CJ Corporation			
	102-2	Activities, brands, products, and services	p. 7, About CJ - CJ			
	102-3	Location of headquarters	12, Sowol-ro 2-gil, Jung-gu, Seoul, Republic of Korea			
	102-4	Location of operations	p. 8, About CJ - Global Network			
	102-5	Ownership and legal form	1) Ownership structure : p.60, Transparent Management – Shareholder Value Enhancement * Shareholder Composition (Ordinary shares, as of Dec 31, 2021) - Lee, Jay-Hyun - 12,275,574 shares, 42.07% - Foreigner shareholders - 4,988,985 shares, 17.10% - Treasury share - 2,118,541 shares, 7.26% - Other - 9,793,898 shares, 33.57%			
			2) Legal form : Limited company			
	102-6	Markets served	1) Geographical locations where products and services are provided : p. 8, About CJ - Global Network			
			2) Industry : p. 7, About CJ - CJ			
			3) Type of customers and beneficiaries : General consumers, agencies, platform providers, wholesalers · distributors, etc.			
	102-7	Scale of the organization	Separate financial statement in 69th period business report, Category (Unit : KRW million)	2019	2020	2021
			Sales	181,743	165,163	205,216
			Net Income	63,282	52,187	95,380
			Assets	2,980,312	3,185,473	3,187,153
			Liabilities	196,388	411,493	386,425
			Equity	2,783,924	2,773,980	2,800,728
	102-8	Information on employees and other workers	p. 70, ESG Fact Sheet			
	102-9	Supply chain	p. 54-57, Sustainable Supply Chain			
	102-10	Significant changes to the organization and its supply chain	None			
	102-11	Precautionary Principle or approach	p. 28, Risk Management			
102-12	External initiatives	CJ CheilJedang : UN Global Compact, TCFD, UN SDGs, TGE(Target Gender Equality)				
		CJ Logistics : UN Global Compact, TCFD, UN SDGs				
		CJ ENM : UN Global Compact, UN SDGs				
102-13	Membership of associations	CJ CheilJedang : Mutual Cooperation Foundation for Food Safety, The Federation of Korean Industries, Korea Flour Mills Industrial Association, The Korea Soybean Processing Association, The Korea Chamber of Commerce and Industry, The Korea Enterprises Federation				
		CJ Logistics : Fair Competition Federation, Korea Automobile Racing Association, Korea Integrated Logistics Association, Seoul Chamber of Commerce and Industry, Korea Port Logistics Association, Korea Employers' Association				
		CJ ENM : Korea IPTV Broadcasting Association, Digital Innovation Policy Forum, Korean Cable Television Association, Korea Broadcasting Channel Promotion Association, Korea TV Homeshopping Association, Korea E-Commerce & Direct Marketing Association				

STANDARD	DISCLOSURE		DESCRIPTION
- Strategy	102-14	Statement from senior decision-maker	p. 5, CEO Message
- Ethics and Integrate	102-16	Values, principles, standards, and norms of behavior	p. 6, CJ Management Philosophy p. 64, Compliance & Ethical Management - Implementation System
- Governance	102-18	Governance structure	p. 20-21, ESG Commitments - Implementation System p. 61-62, Transparent Management - BOD Role Enhancement
	102-20	Executive-level responsibility for economic, environmental, and social topics	p. 20-21, ESG Commitments - Implementation System
	102-22	Composition of the highest governance body and its committees	p. 61-62, Transparent Management - BOD Role Enhancement
	102-23	Chair of the highest governance body	p. 61-62, Transparent Management - BOD Role Enhancement
	102-24	Nominating and selecting the highest governance body	p. 62, Transparent Management - BOD Role Enhancement
- Stakeholder Engagement	102-40	List of stakeholder groups	p. 29, Stakeholder Engagement
	102-41	Collective bargaining agreements	None
	102-42	Identifying and selecting stakeholders	p. 29, Stakeholder Engagement * CJ Corporation classifies any and all who interact with and impacts on the company and 3 Subsidiaries as stakeholders.
	102-43	Approach to stakeholder engagement	p. 24, 8 ESG Top Priorities p. 29, Stakeholder Engagement
	102-44	Key topics and concerns raised	p. 24, 8 ESG Top Priorities
- Reporting Practice	102-45	Entities included in the consolidated financial statements	69th period business report, p. 3
	102-46	Defining report content and topic boundaries	p. 22-24, 8 ESG Top Priorities p. 25, ESG Reporting Scope & Indicators
	102-47	List of material topics	(1) Eco-friendly Product · Content · Service, (2) Future Growth Engines and Portfolio Diversification (C.P.W.S.), (3) Climate Change Response, (4) Human Rights Respect & Protection, (5) DE&I in Corporate Culture, (6) Circular Economy, (7) Transparent Management and Compliance & Ethical Management, (8) Sustainable Supply Chain
	102-48	Restatements of information	N/A (First publication)
	102-49	Changes in reporting	N/A (First publication)
	102-50	Reporting period	1) Qualitative : Jan.1, 2021~ Dec. 31, 2021 (including performances of first half of 2022 if needed) 2) Quantitative : 2019 ~ 2021, Data over the recent three years
	102-51	Date of most recent report	First publication in 2022
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	Address : 12, Sowol-ro 2-gil, Jung-gu, Seoul Department in charge : ESG Team, CJ Corporation Email : esg.cjcorp@cj.net
	102-54	Claims of reporting in accordance with the GRI Standards	Core Option
	102-55	GRI Content Index	p. 75-78, GRI Standards Index
	102-56	External assurance	p. 81, Third-party Assurance Statement

STANDARD	DISCLOSURE		DESCRIPTION			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	p. 32 – Environment Top Priorities, p. 43 – Social Top Priorities, p. 59 – Governance Top Priorities			
	103-2	The management approach and its components				
	103-3	Evaluation of the management approach				
Topic-specific Standards (GRI 200)						
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	Category (Unit : KRW million)	2019	2020	2021
			Value created – Sales (Separate basis)	181,743	165,163	205,216
			Value distributed –Total cash dividends paid	62,145	67,175	77,234
GRI 205: Anti-Corruption	205-2	Communication and training about anti-corruption policies and procedures	p. 65, Compliance & Ethical Management – Internalization and Facilitation			
	205-3	Confirmed incidents of corruption and actions taken	p. 65, Compliance & Ethical Management – Internalization and Facilitation			
Topic-specific Standards (GRI 300)						
GRI 301 : Materials	301-3	Reclaimed products and their packaging materials	p. 37-39, Circular Economy p. 69, ESG Fact Sheet			
GRI 302: Energy	302-1	Energy consumption within the organization	Category (Unit : TJ, TJ/KRW 100 million)	2019	2020	2021
			Direct energy consumption	5,752	5,707	5,838
			Indirect energy consumption	7,829	7,694	8,284
			Total energy consumption	13,581	13,401	14,122
	302-3	Energy intensity	Energy consumption intensity (Sales)	0.086	0.085	0.080
	302-4	Reduction of energy consumption	p. 34-36, Climate Change Response			
GRI 303: Water	303-5	Water consumption	Category (Unit : ton)	2019	2020	2021
			Water consumption	7,058,021	7,063,204	7,392,605
GRI 305 : Emissions	305-1	Direct (Scope 1) GHG emissions	Category (Unit : tCO ₂ e, tCO ₂ e/KRW 100 million)	2019	2020	2021
			Direct greenhouse gas emissions (Scope 1)	324,467	323,127	328,445
	305-2	Indirect (Scope 2) GHG emissions	Indirect greenhouse gas emissions (Scope 2)	323,338	322,298	340,746
	305-3	Other indirect (Scope 3) GHG emissions	Other indirect greenhouse gas emissions (Scope 3) * CJ ENM data in 2019-2021 : Category #7 * CJ Logistics data in 2021 : Category #1,2,3,4,5,6	46	40	311,783
	305-4	GHG emissions intensity	Greenhouse gas emission intensity (Scope 1+2)	4.095	4.085	3.808
GRI 306 : Waste	306-2	Waste generation and significant waste-related impacts	p. 37-39, Circular Economy			
	306-3	Waste generated	Category (Unit : ton)	2019	2020	2021
Total waste generated (Designated+General)			119,886	103,972	153,599	
GRI 307 : Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	p. 69, ESG Fact Sheet			
GRI 308 : Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	p. 55, Sustainable Supply Chain – Partner Management p. 70, ESG Fact Sheet			

STANDARD	DISCLOSURE		DESCRIPTION
Topic-specific Standards (GRI 400)			
GRI 401: Employment	401-1	New employee hires and employee turnover	p. 70, ESG Fact Sheet
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	p. 53, DE&I in Corporate Culture – Supporting Work-Life Balance
	401-3	Parental leave	p. 70, ESG Fact Sheet
GRI 403 : Occupational Health and Safety	403-1	Occupational health and safety management system	p. 48, Human Rights Respect & Protection – Ensuring Right to Safety
	403-2	Hazard identification, risk assessment, and incident investigation	p. 48, Human Rights Respect & Protection – Ensuring Right to Safety
	403-6	Promotion of worker health	p. 53, DE&I in Corporate Culture – Supporting Work-Life Balance
	403-9	Work-related injuries	p. 70, ESG Fact Sheet
GRI 404 : Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	p. 51, DE&I in Corporate Culture – Securing and Nurturing Talent Based on Diversity
GRI 405 : Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	p. 70-71, ESG Fact Sheet
GRI 406 : Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	p. 47, Human Rights Respect & Protection – Internalization and Facilitation
GRI 412 : Human Rights and Assessment	412-2	Employee training on human rights policies or procedures	p. 47, Human Rights Respect & Protection – Internalization and Facilitation
GRI 414 : Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	p. 55, Sustainable Supply Chain – Partner Management, p. 70, ESG Fact Sheet
GRI 419 : Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	p. 70-71, ESG Fact Sheet

SASB INDEX

SASB Index is a sustainability accounting standard established by the SASB (Sustainability Accounting Standards Board) to disclose important corporate activities that impact investors' decisions. CJ CheilJedang's industry is Processed Food and Chemicals, CJ Logistics' industry is Air Freight & Logistics, and CJ ENM's industry is E-Commerce, Internet Media & Services, and Media Entertainment. CJ Corporation reports the indices of 3 Subsidiaries in accordance with the reporting scope.

* Page number of a subsidiary's sustainability report or ESG report that corresponds to each industry and topic (CJ CheilJedang Sustainability Report 2021, CJ Logistics Sustainability Report 2021, CJ ENM 2021 ESG Report (2022. 05))

INDUSTRY AND TOPIC	CATEGORY	CODE	ACCOUNTING METRIC	REFERENCE IN THE SUBSIDIARY'S REPORT*	COMMENT
CJ CHEILJEDANG : · FOOD & BEVERAGE SECTOR - PROCESSED FOOD · RESOURCE TRANSFORMATION SECTOR - CHEMICALS					
Energy Management	Quantitative	FB-PF-130a.1, RT-CH-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total amount of self-generated energy	P. 68	
Water Management	Quantitative	FB-PF-140a.1, RT-CH-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	P. 39, 65	
	Quantitative	FB-PF-140a.2, RT-CH-140a.2	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	P. 65, 66	
	Discussion and Analysis	FB-PF-140a.3, RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	P. 39	
Health & Nutrition	Quantitative	FB-PF-260a.1	Revenue from products labeled and/or marketed to promote health and nutrition attributes	-	
	Discussion and Analysis	FB-PF-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	P. 27-29	
Packaging Lifecycle Management	Quantitative	FB-PF-410a.1	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	P. 67	
	Discussion and Analysis	FB-PF-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	P. 44-49	
Ingredient Sourcing	Quantitative	FB-PF-440a.1	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	-	None
	Discussion and Analysis	FB-PF-440a.2	List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	P. 61	
Greenhouse Gas Emission	Quantitative	RT-CH-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	P. 41, 68	
	Discussion and Analysis	RT-CH-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	P. 36-41	
Air Quality	Quantitative	RT-CH-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	P. 66	
Community Relations	Discussion and Analysis	RT-CH-210a.1	Discussion of engagement processes to manage risks and opportunities associated with community interests	P. 19-21	
Workforce Health & Safety	Quantitative	RT-CH-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	P. 70	
	Discussion and Analysis	RT-CH-320a.2	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	P. 69-70	
Management of the Legal & Regulatory Environment	Discussion and Analysis	RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	P. 37, 69	
CJ LOGISTICS : · TRANSPORTATION SECTOR - AIR FREIGHT & LOGISTICS					
Greenhouse Gas Emission	Quantitative	TR-AF-110a.1	Gross global Scope 1 emissions	P. 67	
	Discussion and Analysis	TR-AF-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	P. 18-21	
	Quantitative	TR-AF-110a.3	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	-	(1) No use of renewable energy by road transport (2) No replacement rate for air transportation

INDUSTRY AND TOPIC	CATEGORY	CODE	ACCOUNTING METRIC	REFERENCE IN THE SUBSIDIARY'S REPORT*	COMMENT
Air Quality	Quantitative	TR-AF-120a.1	Air emissions of the following pollutants: (1) NOx (2) SOx, and (3) particulate matter (PM10)	-	Not reported
Labor Practices	Quantitative	TR-AF-310a.1	Percentage of drivers classified as independent contractors	-	Not reported
	Quantitative	TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	-	None
Employee Health & Safety	Quantitative	TR-AF-320a.1	Employee industrial accident rate	P. 69	
Supply Chain Management	Quantitative	TR-AF-430a.1	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	-	Not applicable
	Quantitative	TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes	-	114,116.909 tCO ₂ eq
Accident & Safety Management	Discussion and Analysis	TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System	P. 32-35	
	Quantitative	TR-AF-540a.2	Number of aviation accidents	-	0 case
	Quantitative	TR-AF-540a.3	Number of road accidents and incidents	-	10 cases
	Quantitative	TR-AF-540a.4	Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	-	Not applicable
CJ ENM : · CONSUMER GOODS SECTOR - E-COMMERCE · TECHNOLOGY & COMMUNICATIONS SECTOR - INTERNET MEDIA & SERVICES · SERVICES SECTOR - MEDIA & ENTERTAINMENT					
Data Security	Discussion and Analysis	CG-EC-230a.1, TC-IM-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	P. 85	
	Quantitative	CG-EC-230a.2, TC-IM-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	P. 85	
Data Privacy, Advertising Standards & Freedom of Expression	Quantitative	CG-EC-220a.1, TC-IM-220a.2	Number of users whose information is used for secondary purposes	-	None
	Discussion and Analysis	CG-EC-220a.2, TC-IM-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	-	CJ Global Privacy Policy and CJ ENM Privacy Policy
	Quantitative	TC-IM-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	P. 85	
Intellectual Property Protection & Competitive Behavior	Quantitative	TC-IM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	P. 90	
Employee Recruitment, Inclusion & Performance & Media Pluralism	Quantitative	CG-EC-330a.3, SV-ME-260a.1, TC-IM-330a.1	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	P. 72	
	Quantitative	CG-EC-330a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	P. 73	
Environmental Footprint of Hardware Infrastructure	Quantitative	CG-EC-130a.1, TC-IM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	P. 69	
	Quantitative	CG-EC-130a.2, TC-IM-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	P. 70	
Product Packaging & Distribution	Quantitative	CG-EC-410a.1	Total greenhouse gas (GHG) footprint of product shipments	P. 69	
	Discussion and Analysis	CG-EC-410a.2	Discussion of strategies to reduce the environmental impact of product delivery	P. 71	

THIRD-PARTY ASSURANCE STATEMENT

To readers of CJ Corporation ESG Report 2021

INTRODUCTION

Korea Management Registrar (KMR) was commissioned by CJ Corporation to conduct an independent assurance of its ESG Report 2021 (the “Report”). The data and its presentation in the Report is the sole responsibility of the management of CJ Corporation. KMR’s responsibility is to perform an assurance engagement as agreed upon in our agreement with CJ Corporation and issue an assurance statement.

SCOPE AND STANDARDS

CJ Corporation described its sustainability performance and activities in the Report. Our Assurance Team carried out an assurance engagement in accordance with the AA1000AS v3 and KMR’s assurance standard SRV1000. We are providing a Type 2, moderate level assurance. We evaluated the adherence to the AA1000AP (2018) principles of inclusivity, materiality, responsiveness and impact, and the reliability of the information and data provided using the Global Reporting Initiative (GRI) Index provided below. The opinion expressed in the Assurance Statement has been formed at the materiality of the professional judgment of our Assurance Team.

Confirmation that the Report was prepared in accordance with the Core Options of the GRI standards was included in the scope of the assurance. We have reviewed the topic-specific disclosures of standards which were identified in the materiality assessment process

- GRI Sustainability Reporting Standards
- Universal standards
- Topic specific standards
 - Management approach of Topic Specific Standards
 - GRI 302: Energy
 - GRI 306: Effluents and Waste
 - GRI 308: Supplier Environmental Assessment
 - GRI 401: Employment
 - GRI 403: Occupational Health and Safety
 - GRI 404: Training and Education
 - GRI 406: Non-discrimination
 - GRI 412: Human Rights Assessment
 - GRI 414: Supplier Social Assessment

As for the reporting boundary, the engagement excludes the data and information of CJ Corporation’ partners, suppliers and any third parties.

KMR’S APPROACH

- To perform an assurance engagement within an agreed scope of assessment using the standards outlined above, our Assurance Team undertook the following activities as part of the engagement:
- Reviewed the overall Report;
 - Reviewed materiality assessment methodology and the assessment report;
 - Evaluated sustainability strategies, performance data management system, and processes;
 - Interviewed people in charge of preparing the Report;
 - Reviewed the reliability of the Report’s performance data and conducted data sampling;
 - Assessed the reliability of information using independent external sources such as Financial Supervisory Service’s DART and public databases.

LIMITATIONS AND RECOMMENDATIONS

KMR’s assurance engagement is based on the assumption that the data and information provided by CJ Corporation to us as part of our review are provided in good faith. Limited depth of evidence gathering including inquiry and analytical procedures and limited sampling at lower levels in the organization were applied. To address this, we referred to independent external sources such as DART and National Greenhouse Gas Management System (NGMS) and public databases to challenge the quality and reliability of the information provided.

CONCLUSION AND OPINION

Based on the document reviews and interviews, we had several discussions with CJ Corporation on the revision of the Report. We reviewed the Report’s final version in order to make sure that our recommendations for improvement and revision have been reflected. Based on the work performed, it is our opinion that the Report applied the Core Option of the GRI Standards. Nothing comes to our attention to suggest that the Report was not prepared in accordance with the AA1000AP (2018) principles.

Inclusivity

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

Materiality

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

Responsiveness

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

Impact

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

RELIABILITY OF SPECIFIC SUSTAINABILITY PERFORMANCE INFORMATION

In addition to the adherence to AA1000AP (2018) principles, we have assessed the reliability of economic, environmental, and social performance data related to sustainability performance. We interviewed the in-charge persons and reviewed information on a sampling basis and supporting documents as well as external sources and public databases to confirm that the disclosed data is reliable. Any intentional error or misstatement is not noted from the data and information disclosed in the Report.

COMPETENCE AND INDEPENDENCE

KMR maintains a comprehensive system of quality control including documented policies and procedures in accordance with ISO/IEC 17021 · 2015 – Requirements for bodies providing audit and certification of management systems. This engagement was carried out by an independent team of sustainability assurance professionals. KMR has no other contract with CJ Corporation and did not provide any services to CJ Corporation that could compromise the independence of our work.

