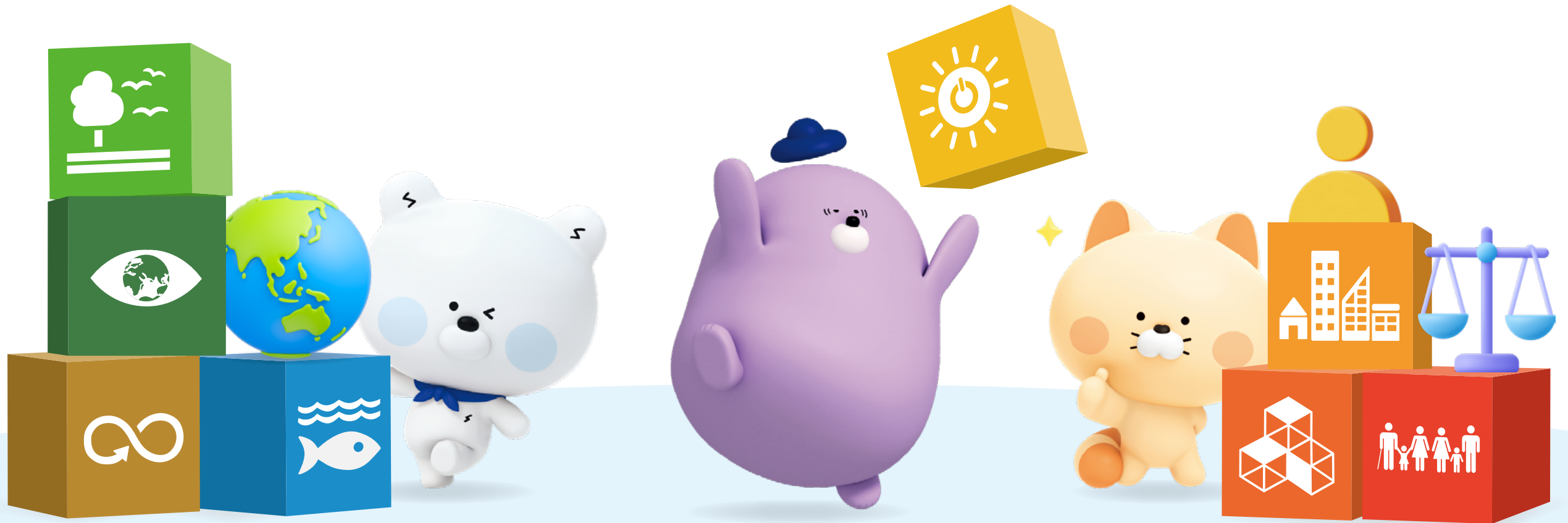


# DO THE RIGHT THINGS



# About this Report

## Reporting Information

This report contains Shinhan Financial Group's 2024 sustainability management and performance. It is published annually in both Korean and English, and includes the Highlight Report, Special Report, ESG Data Pack, and Appendix.

## Reporting Principles

This report has been prepared in accordance with the GRI Standards 2021, the international sustainability reporting standards. The financial information included in the report is presented on a consolidated basis in accordance with the Korean International Financial Reporting Standards (K-IFRS).

## Preparation Criteria

This report is based on the disclosure recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) for climate change information and the Task Force on Nature-related Financial Disclosures (TNFD) for biodiversity information. It also follows the reporting principles of the Principles for Responsible Banking (PRB) and the final IFRS S2 climate-related disclosure standards issued by the International Sustainability Standards Board (ISSB). Additionally, it adopts the Sustainability Accounting Standards Board (SASB) industry standards to reflect key issues by industry.

## Reporting Period

Qualitative and financial data are reported primarily for activities and performance from January 1 to December 31, 2024, in accordance with K-IFRS. Some qualitative data include information up to June 2025. Quantitative performance data are disclosed over three years to facilitate year-on-year trend analysis.

## Reporting Scope

The scope of this report includes 15 Group subsidiaries – Shinhan Financial Holdings, Shinhan Bank, Shinhan Card, Shinhan Securities, Shinhan Life, Shinhan Asset Management, Jeju Bank, Shinhan Savings Bank, Shinhan Asset Trust, Shinhan DS, Shinhan Fund Partners, Shinhan REITs Management, Shinhan Venture Investment, Shinhan EZ General Insurance. Separate explanations are given to a portion of the data that includes foreign establishments.

## Contact Information

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Publication Date | June 2025

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This report is published as an interactive PDF including functions such as navigation to related pages within the report, direct links to related web pages, and access to related sites.



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Message from the Chair  
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Committee



CEO Message



Company Overview





# Message from the Chair of the ESG Strategy Committee



“ **Shinhan’s journey toward a sustainable future does not stop. We will move forward with action-driven transformation and a new standard, the SDGs.** ”

I offer you my greetings, as the Chairperson of the ESG Strategy Committee of Shinhan Financial Group.

In 2015, Shinhan Financial Group became the first financial institution in Korea to establish an ESG Strategy Committee under its Board of Directors. Since then, we have placed sustainable management at the core of our corporate strategy and have continued our journey toward a sustainable future. Serving as a control tower, the ESG Strategy Committee sets the strategic direction for ESG across our group and facilitates effective communication and coordination between the Board and senior management on ESG implementation.

2024 represented a watershed year for Shinhan’s sustainability strategy, during which we revamped our existing ESG-centered framework to align more closely with the United Nations Sustainable Development Goals (UN SDGs). Shinhan’s new “3Ps” – Planet (Environmental Responsibility), People (Human-Centered Growth), and Prosperity (Inclusive Society) – encapsulate our unique approach to advancing UN SDGs through sustainable management.

Specifically, “Planet (Environmental Responsibility)” embodies our goal of accelerating the transition to a low-carbon economy by expanding green finance; “People (Human-Centered Growth)” reflects our aim of promoting fairness and inclusiveness by considering the needs of diverse stakeholders; and “Prosperity (Inclusive Society)” represents our objective of building a sustainable society where all can grow and thrive together.

Going forward, guided by the ESG Strategy Committee, Shinhan Financial Group will maintain its focus on sustainable management, in keeping with our historical responsibilities. We will continue on our mission of fulfilling our basic mandate as a financial institution, by delivering new value both to our customers and to society.

Thank you.

**Yong Guk Lee**, ESG Strategy Committee Chairperson

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# CEO Message

“  
Under the slogan 'Do the Right Thing for a Wonderful World' Shinhan Financial Group is doing its utmost to contribute to the sustainable development of our society.”

Greetings to all our valued stakeholders! I am Jin Ok-dong, CEO of Shinhan Financial Group.

Over the past year, guided by our slogan 'Do the Right Thing for a Wonderful World', Shinhan has devoted itself to contribute to the sustainable development of our society.

We introduced the industry's first responsibility map to enhance the integrity and transparency of management practices. At the same time, we proactively established a <Transition Finance Framework> to help businesses achieve both sustainability and profitability. Beyond these efforts, we have actively explored a various roles that finance can play, with strong commitment from all our employees.

Looking ahead, we have set our management slogan for 2025 as 'Customer-Centric Top-Tier Shinhan: Humanitas, Communitas.' This reflects our aspiration to embody humanity in finance (Humanitas) and finance for community (Communitas). To support this, we have defined a new value framework, grounded in the UN Sustainable Development Goals (UN SDGs). Under the three strategic directions of carbon neutrality, inclusion, and cooperation, we will drive sustainable management in a more structured manner.

Sustainable management is no longer merely a corporate responsibility; it is now a matter of survival for our society. We will continue to strengthen the role that finance can play and contribute to building a more sustainable society. I am sincerely grateful for the trust and support you have given me, and I humbly ask for your continued interest and encouragement.

Thank you.

진옥동

Sincerely, Jin Ok-dong, Chief Executive Officer Shinhan Financial Group

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# Company Overview

## General Information

### Company Name

 Shinhan  
Financial Group

### CEO

 Jin Ok-dong

### Establishment Date

 September 1,  
2001

### Total Assets (Consolidated)

 KRW 740 trillion

### Net Income<sup>1)</sup>

 KRW 4.45 trillion

### Market Capitalization<sup>2)</sup>

 KRW 24 trillion

### Number of Employees<sup>3)</sup>

 30,147 employee

## Credit Rating

### Domestic

Korea Credit  
Information (NICE)

AAA

Korea Investors  
Service (KIS)

AAA

Korea Ratings  
(KR)

AAA

### Overseas

Moody's

A1

S&P

A

1) Based on controlling interest of the parent company

2) As of the end of 2024

3) Based on all global subsidiaries (including domestic and overseas subsidiaries and sub-subsidiaries)

## Subsidiaries Status

### Shinhan Financial Group

#### Category

#### Subsidiaries

#### Banking

Shinha Bank

Jeju Bank

#### Credit Specialized Business

Shinhan Card

Shinhan Savings Bank

#### Insurance

Shinhan Life

Shinhan EZ General Insurance

#### Capital Markets

Shinhan Securities

Shinhan Capital

Shinhan Asset Management

Shinhan REITs Management

Shinhan Asset Trust

Shinhan Venture Investment

#### Others

Shinhan AI<sup>1)</sup>

Shinhan DS

Shinhan Fund Partners

1) Excluded from subsidiaries of Shinhan Financial Group Co., Ltd. due to dissolution and liquidation on July 15, 2024

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## Global Network



\* As of the end of December 2024



Countries that Enter the Market Alone							Countries with Joint Expansion			
United Kingdom Bank Branch	Poland Bank Office	Japan Bank Corporation	Canada Bank Corporation	India Bank Branch	Cambodia Bank Branch	Australia Bank Branch	Kazakhstan Bank Corporation, Card Corporation	China Bank Corporation, Securities Office	Indonesia Bank Corporation, Card Corporation, Securities Corporation	Hong Kong Bank Branch, Securities Corporation
Germany Bank Corporation	Uzbekistan Bank Office	Mexico Bank Corporation	UAE Bank Branch	Cambodia Bank Corporation	Philippines Bank Branch	Hungary Bank Office	Myanmar Bank Branch, Card Corporation	United States Bank Corporation, Bank Branch, Bank Corporation, Card Corporation, Securities Corporation	Vietnam Bank Corporation, Card Corporation, Securities Corporation, Life Corporation, DS Corporation	

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# Company Overview

## Shinhan Financial Group Strategy

To achieve sustainable growth recognized by customers and society, Shinhan Financial Group has set 'Customer-Centric Top-Tier Shinhan' as a long-term goal for 2025 and developed three Top-Tier Agendas to implement it. Even amidst uncertain internal and external business environments, we aim to enhance corporate value steadfastly, keeping our commitments to shareholders and the market. Based on this, we have established four key management directions and detailed implementation plans. With Shinhan's innovative strategies and solid financial foundation, we seek to maximize the value for all stakeholders while securing the driving force for sustainable growth that reflects Shinhan's customer-centric values.

### 2025 Customer-Centric Top-Tier Shinhan

2025 Management Slogan

Customer-Centric Top-Tier Shinhan Humanitas, Communitas

Three Top-Tier Agendas

Scandal Zero

Customer Convenience

Sustainable Profit

Management Directions

Establishing Effective Internal Controls

- Proactive introduction of holding company and subsidiary accountability structures and strengthening internal control infrastructure
- Enhancing internal control evaluation process for subsidiaries
- Enhancing monitoring of internal controls with AI and emerging technologies
- Expanding ethics education for employees and staff

Creating Distinctive Customer Value

- Enhancing customer convenience
- Internalizing AI digital innovation technology
- Strengthening senior and asset management business

Strengthening Capabilities as a Corporate Citizen

- Expanding green and transition finance and reducing internal carbon emissions
- Supporting for low birthrate and family in crisis
- Enhancement of organizational fairness and strengthening employee self-leadership

Enhancing Corporate Value

- Improving ROE
- Maintaining CET1 ratio at previous year level
- Expanding shareholder return centered on treasury stock cancellation
- Strengthening risk management

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2025 New Equation

# ESG to SDGs



Introduction to Shinhan  
SDGs Framework



SDGs Strategy  
Framework



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# Introduction to Shinhan SDGs Framework

## Shinhan Financial Group SDGs Strategy

### UN SDGs 17 Goals and 5Ps

The Sustainable Development Goals (SDGs) were adopted by the United Nations (UN) in 2015 as a global set of goals to be achieved by 2030 for sustainable development. The 17 goals are closely interconnected, focusing on five key areas: 'People', 'Prosperity', 'Planet', 'Peace', and 'Partnership'. Shinhan Financial Group aligns these UN SDGs with its overarching strategies and business activities, focusing systematically on 13 goals that are most closely related to the Group's core competencies and strengths.

Expansion of UN SDGs		
 [SDGs 1] No Poverty	 [SDGs 2] Zero Hunger	 [SDGs 3] Good Health and Well-being
 [SDGs 4] Quality Education	 [SDGs 5] Gender Equality	 [SDGs 6] Clean Water and Sanitation
 [SDGs 7] Affordable and Clean Energy	 [SDGs 8] Decent Work and Economic Growth	 [SDGs 9] Industry, Innovation, and Infrastructure
 [SDGs 10] Reduced Inequalities	 [SDGs 11] Sustainable Cities and Communities	 [SDGs 12] Responsible Consumption and Production
 [SDGs 13] Climate Action	 [SDGs 14] Life Below Water	 [SDGs 15] Life on Land
 [SDGs 16] Peace, Justice, and Strong Institutions	 [SDGs 17] Partnerships for the Goals	

5Ps	Definition
People	End of poverty and hunger, with respect for human dignity and equality
Prosperity	Economic, social, and technological development for a fulfilling life for all people
Planet	Environmental protection and response to climate change for the coexistence of future generations
Peace	Just and inclusive society free from fear and violence
Partnership	Global partnership involving all stakeholders and society

# SDGs Strategy Framework

Shinhan Financial Group has set its 2025 management slogan as 'Customer-Centric Top-Tier Shinhan: Humanitas, Communitas'. To put the philosophy of humanity in finance (Humanitas) and finance for the community (Communitas) into practice, the group has developed its own unique SDGs strategy framework. Under the three strategic directions of carbon neutrality, inclusion, and cooperation, the Group has outlined its approach to sustainable development, represented by the 3Ps: Planet, People, and Prosperity. From the 17 SDGs, Shinhan has carefully identified areas where it can lead or contribute, restructuring these into 13 focused indicators.



# 2024 Key SDGs Performance

Shinhan Financial Group is proactively managing relevant indicators and outcomes to achieve all 17 UN Sustainable Development Goals (SDGs). To realize sustainable development, the group is engaging in diverse activities across all areas of its business operations.

Planet People Prosperity

<p>SDGs 1. No Poverty</p> <p><b>Expanding Inclusive and Win-Win Finance</b></p> <ul style="list-style-type: none"> <li>Supporting loans for low-income individuals KRW 3,886.8 billion</li> <li>Social investments KRW 851.1 billion</li> <li>Supporting microfinance KRW 306.7 billion</li> </ul>	<p>SDGs 2. Zero Hunger</p> <p><b>Strengthening Support for Families in Crisis</b></p> <ul style="list-style-type: none"> <li>Providing meals and recreational activities for children at risk of hunger through volunteer work and donation support KRW 150 million</li> </ul>	<p>SDGs 3. Good Health and Well-being</p> <p><b>Support for Work-Life Balance</b></p> <ul style="list-style-type: none"> <li>Agreement for the win-win cooperation fund to overcome low birthrate KRW 10 billion</li> <li>Health and safety management system certification ISO 45001</li> </ul>	<p>SDGs 4. Quality Education</p> <p><b>Enhancing Financial Education and Supporting Youth Development</b></p> <ul style="list-style-type: none"> <li>Financial Education Programs 577,916 Participants</li> <li>Youth support 3,328 persons, KRW 7.2 billion</li> <li>Participating in the '1 Company, 1 School Financial Education' initiative for promoting healthy financial habits (Awarded the PSS Governor's Prize: Shinhan Card, Shinhan Life)</li> </ul>	<p>SDGs 5. Gender Equality</p> <p><b>Fostering Women Leaders</b></p> <ul style="list-style-type: none"> <li>Female Management ratio 10.2%</li> <li>Female department heads ratio 18.2%</li> </ul>
<p>SDGs 6. Clean Water and Sanitation</p> <p><b>Water Resource Management and Improvement</b></p> <ul style="list-style-type: none"> <li>Incubating startups related to water quality purification and marine waste</li> </ul>	<p>SDGs 7. Affordable and Clean Energy</p> <p><b>Expanding Renewable Energy Procurement and Use</b></p> <ul style="list-style-type: none"> <li>Renewable energy procurement 56,047 MWh</li> <li>Renewable energy usage ratio 28.4%</li> </ul>	<p>SDGs 8. Decent Work and Economic Growth</p> <p><b>Supporting the Growth of Small Businesses and SMEs</b></p> <ul style="list-style-type: none"> <li>Special contribution of KRW 52.4 billion to guarantee foundation for small businesses</li> <li>Loan support of KRW 553.4 billion for small businesses</li> <li>'Successful Do Dream Program' consulting support 5,424 cases (persons)</li> </ul>	<p>SDGs 9. Industry, Innovation and Infrastructure</p> <p><b>Incubating Startups</b></p> <ul style="list-style-type: none"> <li>'Shinhan Futures Lab' startup acceleration program</li> <li>473 companies</li> <li>Investment amount KRW 102.3 billion</li> </ul>	
<p>SDGs 10. Reduced Inequalities</p> <p><b>Raising Awareness on Inclusion and Fairness</b></p> <ul style="list-style-type: none"> <li>Establishing and disclosing the 'Principles of Diversity and Inclusion'</li> <li>Human rights impact assessment and management</li> </ul>	<p>SDGs 11. Sustainable Cities and Communities</p> <p><b>Strengthening Support for Socially Vulnerable Groups</b></p> <ul style="list-style-type: none"> <li>Employee volunteer 97,894 hours</li> <li>Employee donations to support socially vulnerable groups KRW 1.15 billion</li> <li>Housing environment improvements for multi-child underserved households</li> </ul>	<p>SDGs 12. Responsible Consumption and Production</p> <p><b>Expansion of Waste Resource Recycling</b></p> <ul style="list-style-type: none"> <li>Reduction in carbon emissions through recycling of waste electronic equipment 150tCO<sub>2</sub>eq</li> <li>Energy savings value through the 'Let's Save' campaign KRW 990 million</li> </ul>	<p>SDGs 13. Climate Action</p> <p><b>Expanding Climate Finance with the Net Zero Roadmap</b></p> <ul style="list-style-type: none"> <li>Climate finance support KRW 5,351.6 billion</li> <li>Internal carbon emissions 93,249 tCO<sub>2</sub>eq</li> <li>Carbon intensity of financial assets 18.6 tCO<sub>2</sub>eq/ KRW 100 million</li> </ul>	
<p>SDGs 14. Life Below Water</p> <p><b>Marine Resource Conservation</b></p> <ul style="list-style-type: none"> <li>Supporting for win-win cooperation projects linked with Ministry of Oceans and Fisheries KRW 1 billion</li> <li>Supporting for equipment such as shellfish desalination devices, solar-powered electronic fishing net buoys/transmitters 760 units</li> </ul>	<p>SDGs 15. Life on Land</p> <p><b>Biodiversity Conservation in Forests</b></p> <ul style="list-style-type: none"> <li>'Forest Ecosystem Protection Project' in collaboration with the Korea Forest Service</li> <li>Creating 3 forest gardens 2,097m<sup>2</sup></li> <li>Planting of 26 species of native plants 15,942 plants</li> </ul>	<p>SDGs 16. Peace, Justice, and Strong Institutions</p> <p><b>Enhancing Governance Transparency</b></p> <ul style="list-style-type: none"> <li>Compliance management system certification ISO 37301</li> <li>Anti-Bribery Management System Certification ISO 37001</li> <li>Security level after conducting information security risk assessment and mitigation measures 100%</li> </ul>	<p>SDGs 17. Partnerships for the Goals</p> <p><b>Actively Participating in Partnerships for Community Co-growth</b></p> <ul style="list-style-type: none"> <li>Participation in 'ESG Fund' establishment supporting Samsung Electronics suppliers</li> <li>Participating in the creation of 'climate technology fund' with the financial services commission</li> <li>Participating in the 'Net Zero Challenge X' program supporting commercialization of carbon-neutral innovative technologies</li> </ul>	

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# Sustainable Finance Framework

Shinhan Financial Group has established a Sustainable Finance Framework aimed at providing financial support to achieve the UN Sustainable Development Goals (SDGs). Green and social finance initiatives are evaluated and selected according to predefined eligibility criteria, with ongoing monitoring to ensure compliance even after the issuance of financial products.

Sustainable Finance Framework

Sustainable Finance Framework

## Eligible Green Categories

### Climate Finance for Environmental Conservation and Transition to a Low-Carbon Economy

#### Terrestrial and Aquatic Biodiversity Conservation



#### Energy Efficiency



#### Green Building



#### Pollution Prevention and Control



#### Green Transportation



#### Sustainable Water and Wastewater Management



#### Climate Change Adaptation



#### Renewable Energy



## Eligible Social Categories

### Empowering Vulnerable Groups with Inclusive Finance to Improve Access and Reduce Social Inequality

#### Access to Essential Services

##### Education and Vocational Training



##### Financing and Financial Services



##### Healthcare



#### Affordable Housing



#### Employment Generation

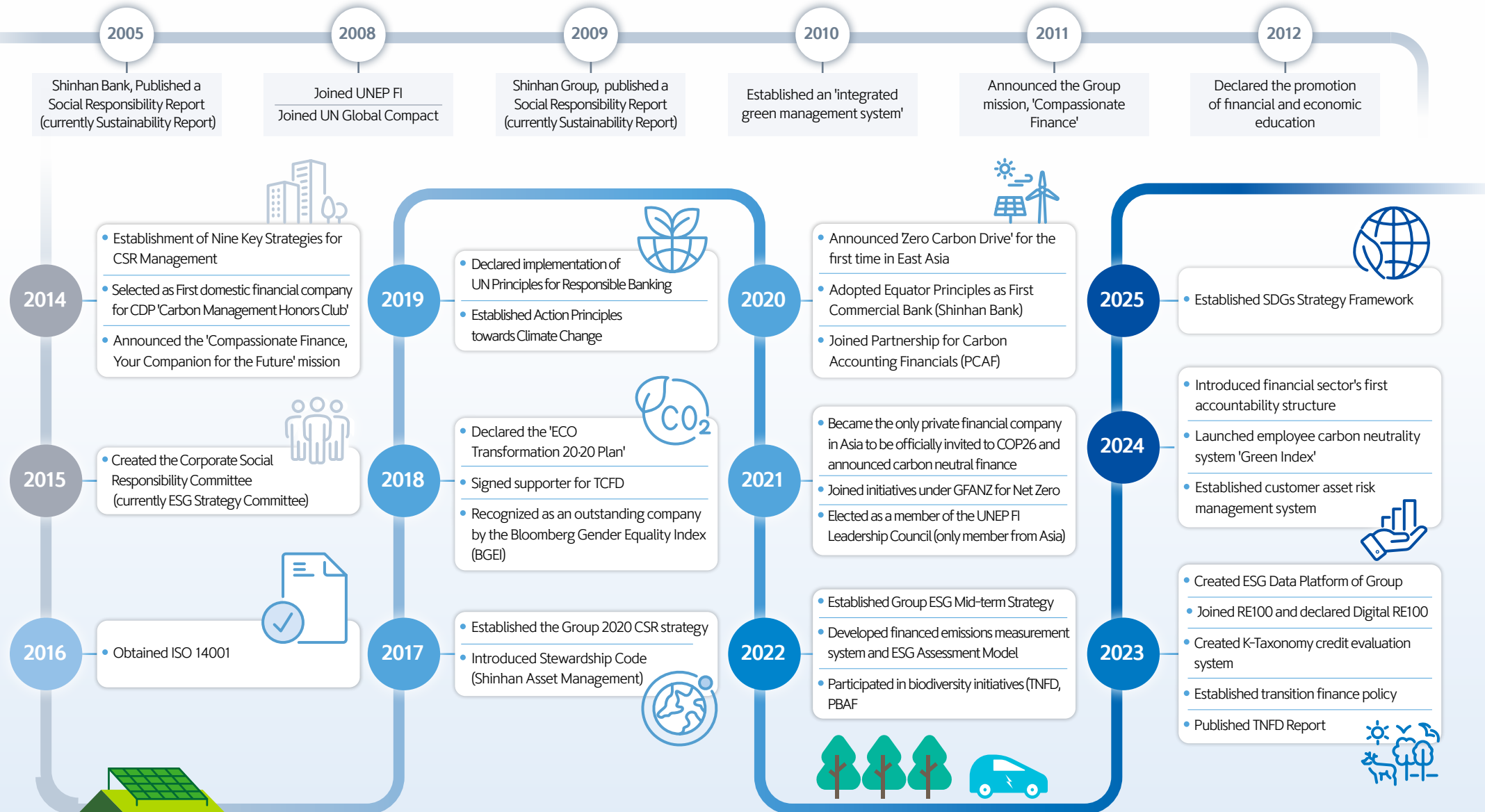


#### Socioeconomic Advancement and Empowerment



# ESG Milestones

Since publishing its first Social Responsibility Report in 2005, Shinhan Financial Group has continuously advanced its unique sustainability approach, culminating in its UN SDGs Framework in 2024.



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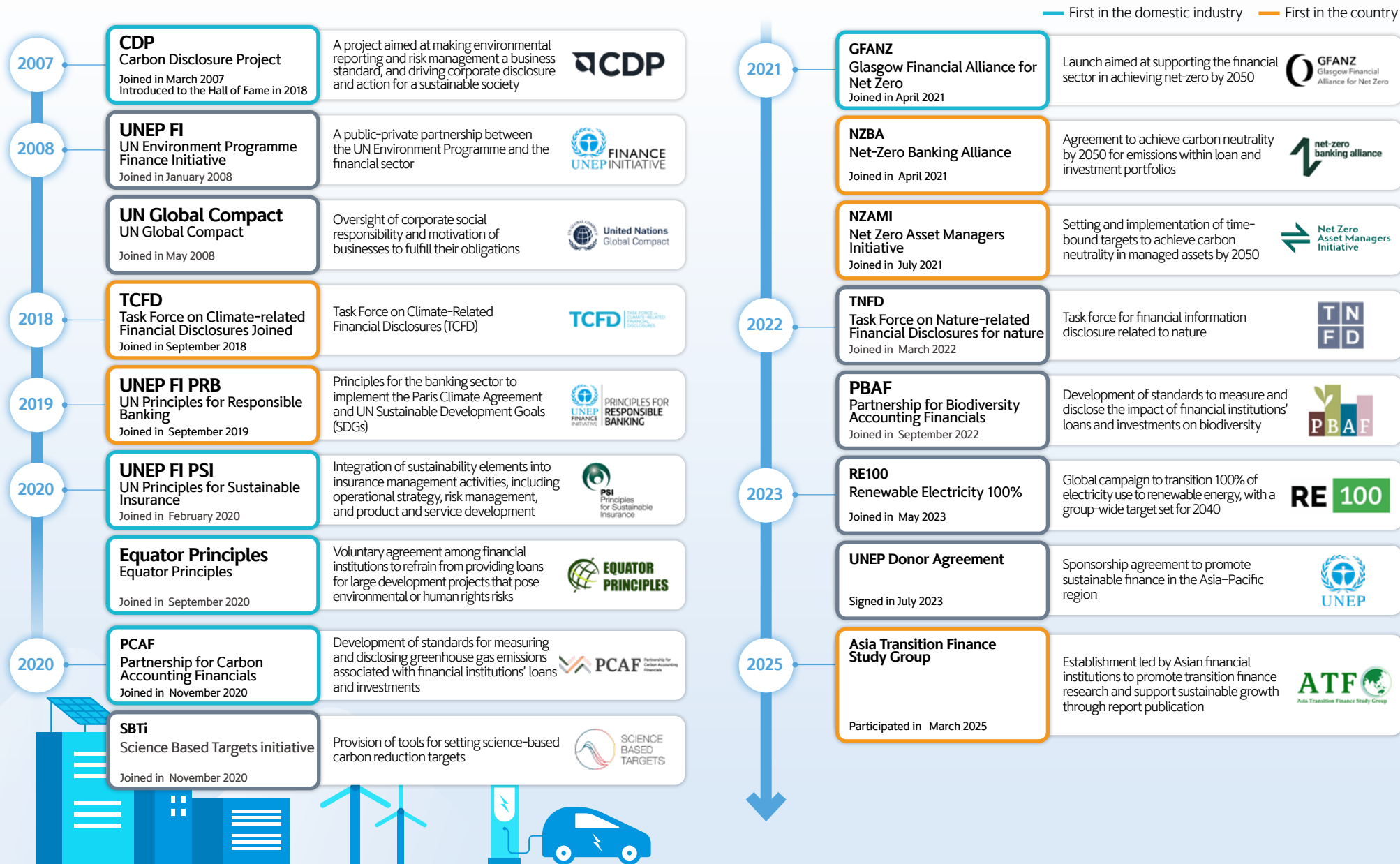
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# ESG Initiative Participation

## ESG Initiative Participation

As of June 2025, Shinhan Financial Group is actively participating in various global initiatives that are shaping ESG standards and is diligently implementing key agendas such as the Paris Agreement.





# Carbon neutrality

DO THE  
GREEN THING

We are expanding climate finance for the planet and future,  
leading the transition to a sustainable low-carbon economy.



Response to  
Climate Change



ESG Risk Management  
and Assessment



Environmental  
Management and  
Resource Circulation



Biodiversity  
Conservation and  
Ecosystem Protection



## Planet

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# Response to Climate Change

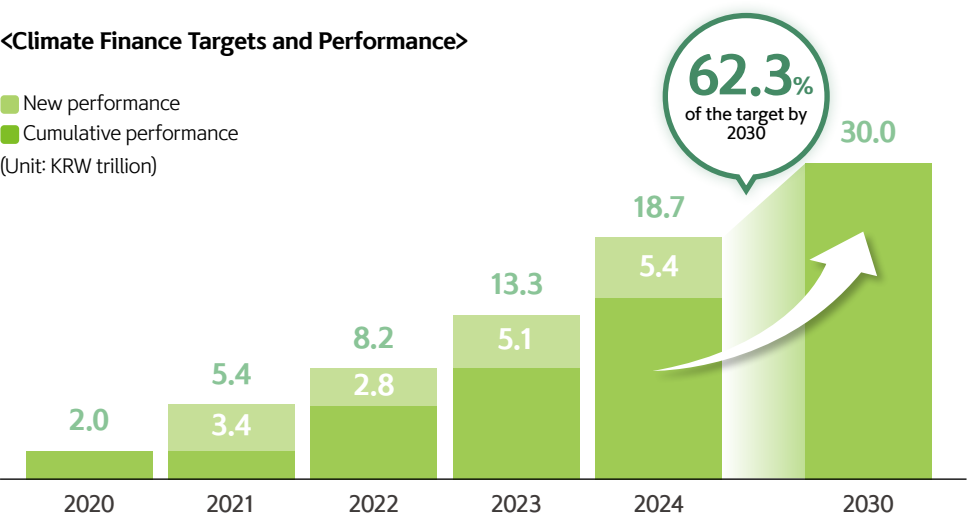
## Climate Finance Promotion Goals and Strategies

### Broadening Climate Finance Initiatives through the Zero Carbon Drive

Shinhan Financial Group has declared the 'Zero Carbon Drive' to achieve Net Zero goal by 2050 and is actively advancing its climate response strategy. The Group has set a target of accumulating KRW 30 trillion in climate finance by 2030 and, as of the end of 2024, has reached KRW 18.7 trillion, achieving 62.3% of the target.

#### <Climate Finance Targets and Performance>

■ New performance  
■ Cumulative performance  
(Unit: KRW trillion)



#### <Major Achievements of Climate Finance in 2024>



### Shinhan Bank's Climate Finance Promotion Strategy

In its efforts to establish a self-sustaining cycle of climate finance, Shinhan Bank has been proactively utilizing funds sourced from green bonds to expand its offerings of green loan products. Starting from 2024, the bank has operated the 'Green Taxonomy Corporate Loans Application System' to boost the supply of climate finance to domestic companies, aligned with K-Taxonomy. This system adheres to the Ministry of Environment's guidelines, using criteria like activities, recognition, exclusion, and protection to assess green compliance for facility and working capital loans. Shinhan Bank supports the transition to a low-carbon economy from a financial perspective by providing preferential interest rates to companies deemed eligible.

#### CASE | Business Agreement to Support SMEs in Responding to the Climate Crisis

Shinhan Financial Group signed a business agreement with Samsung Electronics, the Financial Supervisory Service, and major domestic financial holding companies to support small and medium enterprises (SMEs) struggling with low-carbon transition in response to the climate crisis. Through this agreement, the five major financial holding companies and Samsung have set aside a total of KRW 2 trillion to advance a large-scale loan program that provides low-interest funds to SMEs for the transition to low-carbon operations and compliance with related regulations. SMEs investing in climate crisis response can receive interest reductions of up to 3.7 percentage points and access loans with limits up to KRW 2 billion at low interest rates.

### Climate Finance Portfolio

In 2024, Shinhan Bank provided a cumulative total of KRW 1.718 trillion through the Ministry of Environment's Green Policy Finance Interest Subsidy Loan Program. Additionally, in 2024, Shinhan Bank diversified its green financial portfolio by newly introducing policy fund loans for nuclear ecosystem financial support and guarantee agreements for financing the transition to eco-friendly buses. In collaboration with Shinhan Bank, Shinhan Card committed to up to KRW 190 billion in environmental policy funds as of May 2023, and by 2024, fully utilized a total of KRW 56 billion across three tranches to support the purchase of eco-friendly vehicles in auto finance.

#### <Key Green Loan Products of Shinhan Bank>

Loan Name	Details
· Green Policy Interest Subsidy Loan by the Ministry of Environment	Supporting corporate GHG reduction in collaboration with KEITI(Korea Environmental Industry & Technology Institute)
· Shinhan Green Remodeling Interest Subsidization Loan	Supporting energy efficiency improvements in existing housing, such as insulation and window upgrades
· Outstanding Case of Loan for Green Environmental Management Companies	Providing financing to companies with outstanding environmental management to promote green industries
· Policy Fund Loan for Financial Support of the Nuclear Power Ecosystem	Offering low-interest facility and operating loans to SMEs in the nuclear power sector to strengthen competitiveness
· Gyeonggi-do Interest Subsidy for Climate Crisis Response	Providing financing to solar companies, energy efficiency businesses, disposable alternative manufacturers, and climate tech companies

## Planet

### Response to Climate Change

ESG Risk Management and Assessment

Environmental Management and Resource Circulation

Biodiversity Conservation and Ecosystem Protection

# Response to Climate Change

## Strengthening Climate Finance Activities

### Loan and Credit Portfolio Adjustment

In accordance with TCFD recommendations, Shinhan Financial Group is integrating climate risk into its loan and investment portfolio management and developing strategies for phased adjustments. Starting in 2024, the Group has been expanding transition finance and offering interest rate incentives to encourage low-carbon technology transitions for high-carbon companies, while incorporating climate factors precisely into lending and investment reviews based on emissions data. From 2030 onward, Shinhan plans to strengthen engagement regarding the pace of transition and actively uncover climate-related new business opportunities. After 2035, the Group intends to compare carbon intensity across sectors to intensify portfolio adjustments for high-carbon assets and continue enhancing its risk management framework to achieve Net Zero by 2050.

### ESG Investment System

Shinhan Asset Management applies an ESG scoring system to its public equity funds, combining its internal assessments with ratings from external ESG evaluation agencies. The system ensures that at least 70% of the fund's holdings are in companies with an ESG rating of "BB" or higher. Shinhan Venture Investment, as the first in the domestic venture investment industry, established ESG investment criteria and has partnered with the ESG specialist institution Sustainalytics to develop ESG investment guidelines that align with international standards. By employing a negative screening policy and ESG checklists, the firm has refined its investment process. Shinhan Venture Investment plans to further enhance its ESG investment capabilities through additional projects in the first half of 2025.

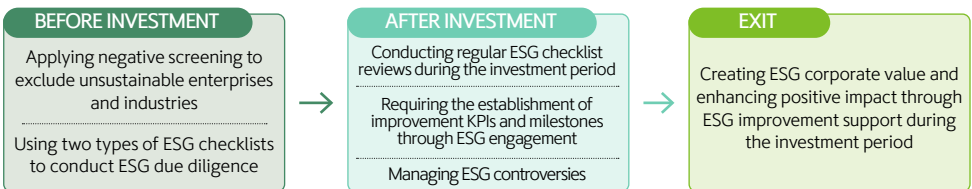
[Shinhan Asset Management ESG Investment Guidelines](#)

### CASE | Shinhan Venture Investment ESG Investment Capability Enhancement Project

Shinhan Venture Investment was the first in Korea's venture capital industry to establish ESG investment standards and, in collaboration with ESG specialist Sustaininvest, developed guidelines aligned with international standards. The company analyzes ESG factors of target companies and integrates them into investment decisions, formulates ESG improvement strategies considering the nature of each company and industry, and manages ESG performance post-investment through regular monitoring and checklists, implementing a comprehensive ESG investment approach.

[Shinhan Venture Investment ESG Investment Process](#)

### <Shinhan Venture Investment ESG Investment Process>

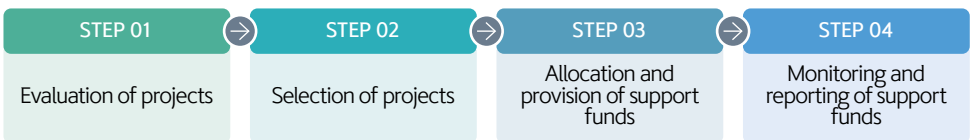


### Green Bond Management System

Shinhan Bank has established a green bond management framework in line with the 'Korean Green Bond Guidelines' set by the Ministry of Environment and the Financial Services Commission, as well as the Ministry of Environment's 'Korean Green Taxonomy'. The funds raised through green bonds are used for loans for large-scale projects, and only those projects that fit the Korean Green Bond Taxonomy receive support after undergoing internal evaluation. The bank continues to monitor the allocation of funds after issuance and transparently shares green bond performance information with stakeholders.

[Shinhan Bank Green Bond Management System](#)

### <Green Bond Project Evaluation and Management System>



Shinhan Card issues green bonds in accordance with the Green Bond Principles of the International Capital Market Association (ICMA). The proceeds from these bonds are appropriately allocated to support projects such as eco-friendly transportation and infrastructure development. Any unused funds are managed in high-liquidity and stable financial products in line with internal fund management regulations. Additionally, Shinhan Card is actively expanding its investments in green bonds, focusing on major support areas like sustainable transportation and infrastructure projects.

[Shinhan Card ESG Bond Standard Management System](#)



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# Response to Climate Change

## Strengthening Climate Finance Activities

### Green Bond Issuance

In 2022, Shinhan Bank became the first domestic commercial bank to participate in the 'Pilot Project for Interest Subsidization for Issuance of Korean Green Bonds' applying the Ministry of Environment's K-Taxonomy Guidelines. The bank issued green bonds that met the relevant criteria. From 2023 onward, Shinhan has participated in the project annually, including the issuance of KRW 250 billion in 2024 for lithium-ion battery production facilities. In 2024, Shinhan Card issued KRW 150 billion in Korean Green Bonds.

#### <Shinhan Financial Group Korean Green Bond Issuance Status>

Use of Funds	Issuance Amount	Interest Rate	Issuance Date	Maturity Date
Solar Power Generation, Biomass PF	KRW100 billion <sup>1)</sup>	4.22%	2023-08-23	2026-08-23
Introduction of Zero-emission Vehicles	KRW 50 billion	3.68%	2023-12-26	2026-12-26
Lithium-ion Battery Production Facility	KRW 250 billion	3.19%	2024-07-18	2026-07-18
Installment Loans Exclusively for Green Vehicles	KRW 120 billion	3.33%	2024-08-08	2027-08-06
and Financial Product Operations	KRW 30 billion	3.33%	2024-08-08	2029-08-08

1) 2022 Korean Green Bond KRW 100 billion refinancing issuance

#### <Shinhan Bank Overseas Green Bond Issuance Status>

Category	Scale	Issuance Date	Description
Covered Bond	EUR 500 million	January 2024	· Shinhan Bank successfully completed its debut issuance of foreign currency covered bonds · Proceeds from Korea's first green mortgage covered bond for home mortgage loans targeting eco-certified apartments.
Formosa Covered Bond <sup>1)</sup>	USD 400 million	October 2024	· Successfully completed the world's first covered bond issuance in the Taiwan capital market. · Proceeds from the green mortgage covered bond issuance for home mortgage loans on eco-certified apartments.

1) Formosa Bond: Bonds issued by foreign institutions in currencies other than the Taiwan dollar in the Taiwan capital market.

## Advancing Transition Finance Management System

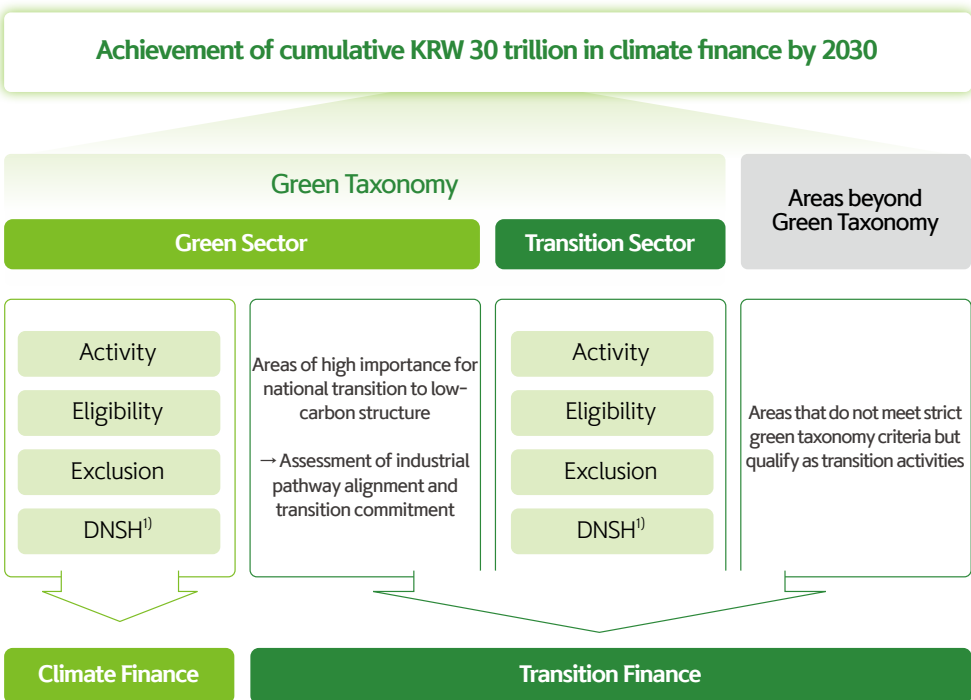
### Definition and Background of Transition Finance Policy

Transition finance provides funding for interim activities to help high-carbon industries shift to lower carbon alternatives. It contributes to the Group's goal of achieving carbon neutrality and transitioning its portfolio. Shinhan Financial Group is systematizing its transition finance strategy and integrating management capabilities. Notably, it is the only domestic financial institution participating in the 'Asia Transition Finance Study Group', where it works to enhance strategies by incorporating global best practices. Through transition finance, Shinhan aims to improve funding accessibility for companies that do not meet strict eco-friendly standards, thereby leading sustainable transitions.

[Highlight - Establishing Transition Finance Framework](#)

[TCFD Report](#)

#### <Transition Finance Classification Process>



1) DNSH : Do Not Significant Harm

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# Response to Climate Change

## Advancing Transition Finance Management System

### Necessity of Transition Finance

Transition finance plays a crucial role in alleviating carbon lock-in, efficiently distributing economic transition costs, and providing tailored support across industries. By offering funding to companies that do not meet strict eco-friendly standards, it helps prevent carbon lock-in during the shift to low-carbon practices. Furthermore, transition finance mitigates the weakening of industrial competitiveness and employment instability caused by abrupt environmental regulations, distributing transition costs gradually to promote economic stability. By setting transition goals and providing tailored support that considers the characteristics and technological levels of each industry, transition finance aims to facilitate practical execution of carbon neutrality.

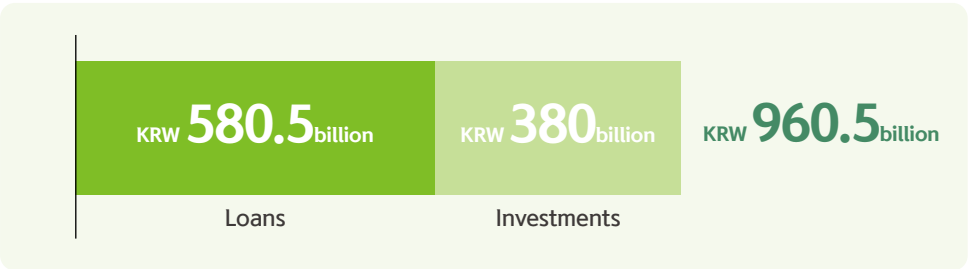
### Principles of Transition Finance Management

Shinhan Financial Group recognizes the importance of 'transition finance' in supporting genuine low-carbon transitions across industries. By simultaneously addressing the dual challenges of responding to the climate crisis and transitioning to low-carbon industries, the group aims to establish a more effective financial support system.

### Performance of Transition Finance in 2024

In 2024, Shinhan Financial Group implemented a total of KRW 960.5 billion in transition finance, supporting companies in their low-carbon transitions to meet environmental standards. Of this, KRW 580.5 billion was provided as loans, while KRW 380 billion was offered in the form of investments. This financial support is intended to help businesses mitigate the weakening of industrial competitiveness and employment instability due to stringent environmental regulations. Additionally, by setting transition goals and offering tailored support that considers the characteristics and technological levels of each industry, this initiative aims to facilitate practical implementation of carbon neutrality.

#### <Transition Finance Performance>



## Climate Governance

### Oversight Responsibilities of the Board for Climate Issues

The board has identified response to climate change as a key priority, driving decarbonization in the financial sector through continuous strategy execution and policy improvements. Led by the ESG Strategy Committee, the board has set crucial goals such as enhancing financed emissions management and expanding climate finance, while overseeing the implementation of initiatives to achieve these objectives. In 2024, the ESG Strategy Committee's operating regulations were revised to clearly define the environmental aspects of ESG and strengthen the scope and specificity of the committee's roles. This revision provides the board with a more effective foundation for discussing and managing strategic issues related to the environment, such as climate change and carbon neutrality.

#### <Climate-related ESG Strategy Committee Review Items in 2024>

Key Agenda Items		Date
Reporting Items		
Key Initiative Status on H1 2024 Environmental (E)		
1. Strengthening internal emission management - use of renewable energy and independent energy-saving efforts	2024-05-09	
2. Expanding climate finance - proactive application and internalization of green taxonomy		
3. Promoting eco-friendly culture - leading by example in eco-friendly activities such as resource circulation initiatives		
Resolution Item		
Amendment to ESG Strategy Committee Regulations - Reflecting internal and external ESG directions and specifying resolutions and reporting items		
Reporting Item		
Strategies for Mandatory ESG Disclosure - domestic and international ESG mandatory disclosure response system and plan	2024-08-08	
Reporting Items		
Key Achievements and 2025 Strategic Direction in the Environmental (E) Domain		
1. Responding to mandatory ESG disclosure - current status of mandatory disclosure response efforts	2024-11-07	
2. Expanding climate finance - activation of transition finance support		
3. Advancing financed emissions management - enhancing emissions data collection/ calculation system and refining analysis		
4. Strengthening internal emission management - obtaining renewable energy usage certification and promoting energy-saving culture		

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# Response to Climate Change

## Environmental Education

### Environmental education for employees and Board of Directors

Shinhan Financial Group regularly conducts education sessions to enhance climate and environmental competencies for its employees and board members.

Category	Education Contents
Shinhan Financial Group	Enhance practical knowledge through education on building energy efficiency, carbon measurement, ESG risk management, data platforms, and SEC climate disclosure.
Shinhan Bank	Support effective work application through practical content on response to climate change, climate finance, and carbon neutrality strategies.
Shinhan Life	Conduct education on 'benchmarking leading cases of sustainable management branding' and 'climate disclosure issues and responses.'

## Environmental Initiative Activities

### <Details of Environmental Initiative Activities>

#### Signed an agreement with the UN Environment Programme Finance Initiative (UNEP FI)

Promoted sustainable finance in the Asia-Pacific region through the Asia-Pacific Agreement.

· Led sustainable finance in the Asia-Pacific financial markets and built an ESG finance ecosystem through collaboration with global financial institutions.

#### Signed a sponsorship agreement to promote sustainable finance in the Asia-Pacific region

· Signed an agreement in July 2023 to support approximately USD 100,000 annually, providing research materials on carbon neutrality and sustainable finance to Asia-Pacific financial institutions, hosting global workshops, expanding participation in PRB and NZBA, and promoting cooperative projects.

#### Participated in the UNEP FI Asia-Pacific Regional Meeting as Group CEO

· Attended the November 2023 meeting to discuss regulatory measures and tasks for expanding sustainable finance and strengthening disclosures

#### Participated in the Global Steering Council (GSC) meeting as the Group ESG leader.

· Attended the Global Steering Council meeting as the representative of the Asia-Pacific banking sector to discuss international directions and implementation strategies for sustainable finance.

#### Participated in the Asia Transition Finance Study Group, ATF SG

Analyzed international market trends through participation in the Asia Transition Finance Study Group.

· Supported sustainable growth through annual research activities and report publication on transition finance led by Asian Financial Institutions.

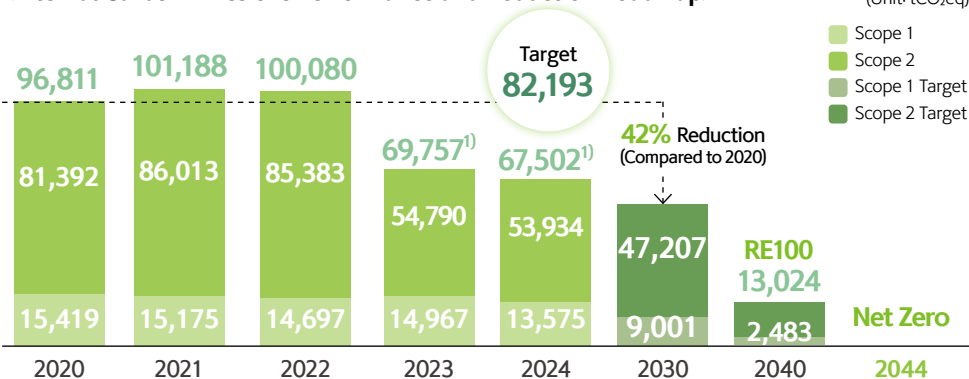
## Net Zero Initiatives and Energy Saving Activities

### Internal Carbon Emission Reduction Targets

Shinhan Financial Group declared the 'Zero Carbon Drive' in 2020 and established a roadmap to achieve Net Zero internal carbon emissions by 2044. In 2023, it joined RE100 and plans to convert 100% of the subsidiaries' electricity to renewable energy by 2040. The group is implementing key strategies focusing on 'using eco-friendly energy', 'energy conservation', and 'support for energy-vulnerable groups'. Reduction achievements against targets are disclosed annually in the sustainability report, with third-party certifications ensuring reliability.

TCFD Report [\[Z\]](#)

### <Internal Carbon Emissions Performance and Reduction Roadmap>



1) Market-based Scope 2 emissions reflect purchases of renewable electricity through RECs and green premiums

### Declaration of Digital RE100

In response to increasing carbon emissions from data centers, Shinhan Financial Group has announced the 'Digital RE100' initiative, aiming to transition 100% of its electricity to renewable energy. The Group is pursuing energy optimization strategies, including the use of solar installations and the introduction of high-efficiency LED lighting. In 2023, Shinhan Bank and other key subsidiaries became the first in the domestic financial sector to sign a purchase agreement for Renewable Energy Certificates (RECs), contributing to the transition to renewable energy.

### <Key Achievements in Data Center Energy Savings>

#### Rooftop solar thermal facilities

Reduced energy consumption of 16.447 Mcal per year through supplying 27,000 kcal of hot water

#### Solar PV power generation facilities

Saved energy of 81,790KWh per year through the Building Integrated Photovoltaic (BIPV) system

#### Improvement of cooling efficiency

Maintained the PUE at 1.34 in 2024 by improving cooling efficiency

Overview +

2025 New Equation +

Highlight Report [\[Z\]](#)

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Prosperity +

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ESG Data Pack [\[Z\]](#)

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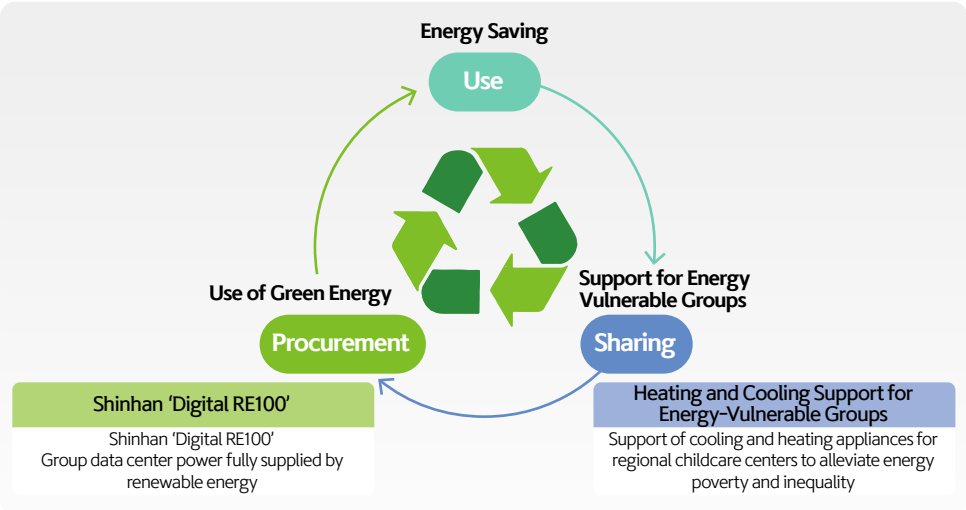


# Response to Climate Change

## Carbon Neutrality Practice and Energy Saving Activities

### Shinhan Financial Group, Fully Committed to Energy

Shinhan Financial Group has declared 'Shinhan Financial Group, Fully Committed to Energy' as the group's energy strategy, which involves using green energy, encouraging employees to practice energy saving, and sharing the results with energy-vulnerable groups. The core directions are set as 'Use of Green Energy,' 'Energy Saving,' and 'Support for Energy-Vulnerable Groups.'



### Transition to Renewable Energy

As part of efforts to increase energy savings, Shinhan Financial Group is comprehensively utilizing Renewable Energy Certificates (RECs) and Green Premiums to expand its share of renewable energy. In 2024, the group used a total of 538.0 TJ of renewable energy, including 103.7 TJ purchased through RECs and 434.3 TJ through the Green Premium.

#### <Renewable Energy Usage Performance>

Indicator		Unit	2023	2024
Renewable Energy Usage	Electricity	REC Purchase	96.0	103.7
		Green Premium Purchase	490.0	434.3
Total		TJ	586.0	538.0

### Shinhan 'Let's Save Day'

Through the Shinhan 'Let's Save Day' green campaign, employees practice daily energy saving and contribute to society. The campaign promotes low-carbon activities such as turning off lights, walking more, and using less to reduce electricity, fuel, and paper use. It uses a matching grant system, donating twice the amount saved to energy-vulnerable groups. In 2024, it generated energy savings worth approximately KRW 990 million, and employee participation is encouraged through awards for outstanding contributors.

Highlight - Expanding Employee ESG Participation Culture

### Protection and Support for Vulnerable Groups in the Climate Crisis

During heatwave periods, 591 branches nationwide operated as 'Cooling Center' to protect energy-vulnerable groups, with 197 branches designated as Climate Companion Shelter through agreements with Seoul City. Additionally, cooling and heating appliances were provided to 132 regional childcare centers to create comfortable living environments and promote energy efficiency improvements and usage reduction.

### Support for Greenhouse Gas Reduction through CEMP Project

Since 2022, Shinhan Bank has been promoting building energy efficiency and response to climate change through the 'CEMP<sup>1)</sup>' project for three years. CEMP is a platform combining carbon emission trading and social contribution, reducing energy costs and improving living environments by replacing old boilers. The secured carbon emission rights are donated to the Seoul Social Welfare Council for use in energy education, simultaneously realizing social value in Climate Finance and support for energy-vulnerable groups.

1) CSR&Emission Matching Platform: A platform connecting corporate social responsibility (CSR) activities with greenhouse gas reduction efforts.

#### <Donation Event for the CEMP Project Supporting Climate Change Adaptation of Energy-Vulnerable Groups>



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# Response to Climate Change

## Carbon Neutrality Practices and Energy Saving Activities

### Introduction of the 'Green Index' System

From 2024, Shinhan Financial Group is fostering employee-led Net Zero through 'Green Index.' This system measures daily carbon emissions from activities such as email usage and document printing, assigning each employee a Green Index rating viewable in real time via the internal messenger and personal profiles. This encourages voluntary participation and responsible action among employees.

Highlight - Expanding Employee ESG Participation Culture [\[Z\]](#)

#### <Key Achievements of the Green Index>

Number of participating employees

19,508



Participation rate in commitment pledge

85.9%



\*As of the end of December 2024

### Transition to Zero Emission Vehicles

The 'Zero Carbon-Zero Fuel' project aims to convert 100% of business vehicles across all subsidiaries to zero emission vehicles<sup>1)</sup> by 2030. To this end, each subsidiary is progressively introducing electric vehicles and improving infrastructure.

#### <Achievements and Goals for Zero Emission Vehicles>

Cumulative achievement as of 2024	Zero emission vehicle ratio	2030 Target <sup>2)</sup>
321	16.3%	100% conversion of business vehicles to electric vehicles

1) Excluding hybrid vehicles

2) Includes Shinhan Bank, Shinhan Card, Shinhan Securities, Shinhan Life, and Shinhan Venture Investment (Shinhan Venture Investment currently operates with 100% electric vehicles for all business vehicles).

### Promotion and Expansion of Electric Vehicles

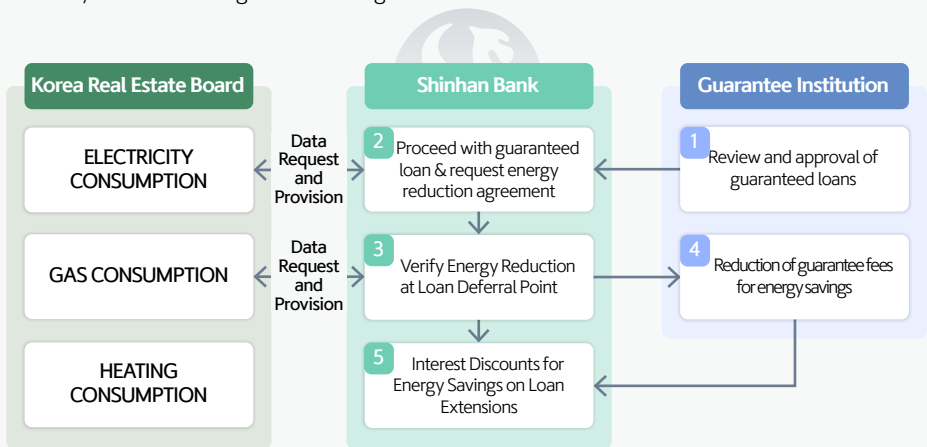
Shinhan Card is strengthening electric vehicle charging infrastructure to achieve carbon reduction goals and expand green vehicle adoption. Meanwhile, Shinhan EZ General Insurance is improving transparency in secondhand transactions and bolstering consumer trust through its electric vehicle battery life certification service.

### Sustainability Research and ESG Management Consulting

In response to increasingly stringent global regulations, Shinhan Bank offers research and consulting services to strengthen corporate capabilities. The bank supports the realization of corporate ESG management through phased consulting tailored to each organization's ESG status. By establishing strategies that align with the needs of rating agencies and client companies, Shinhan helps these enterprises build a foundation for sustainable growth and achieve their ESG objectives.

#### CASE | Building Energy Reduction Agreement Guarantee for ESG Management Support

Shinhan Bank supports corporate ESG management through Building Energy Reduction Agreement Guarantees. This financial product aims to reduce energy consumption based on actual usage data while providing eco-friendly financial solutions. The reduction performance is evaluated according to the energy usage reduction rate provided by the Korea Real Estate Board, with interest rate discounts applied based on the level of achievement. This approach allows companies to enhance energy efficiency and achieve tangible ESG management outcomes.



#### CASE | Participation in Net Zero Challenge X

Shinhan Bank is the only commercial bank participating in 'Net Zero Challenge X', a nationwide, privately-led Net Zero project. The bank plans to support startups that possess innovative technologies in Net Zero and green growth. For companies classified as Tier 1 or 2 and designated as green eco-friendly businesses, Shinhan Bank will offer financial support, including waiving fees for assessing K-Taxonomy eligibility and providing additional preferential loan rates to help bring their carbon neutrality technologies to market.

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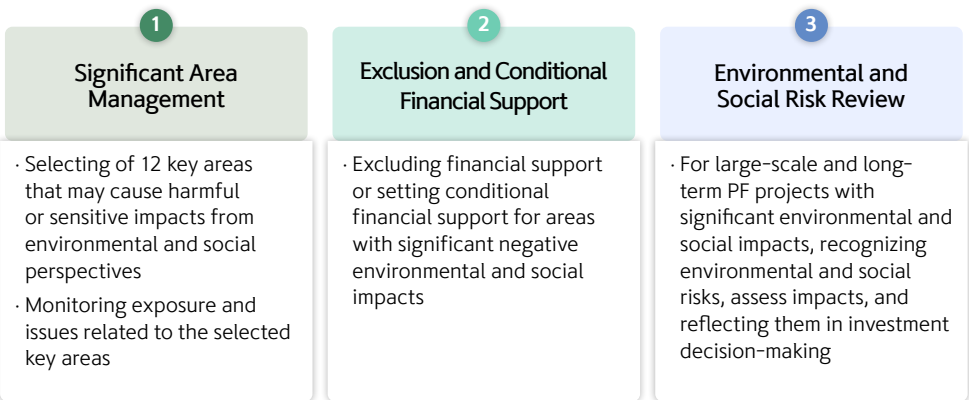
# ESG Risk Management and Assessment

## ESG Risk Management Policy

### Group ESG Risk Management Code of Practice

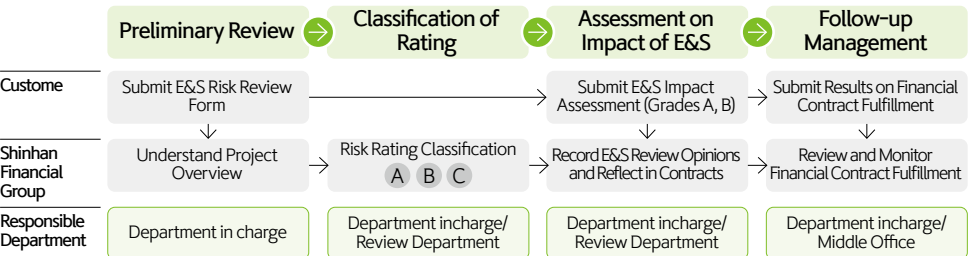
In 2018, Shinhan Financial Group became the first Koran financial group to establish Group ESG Risk Management Code of Practice. This framework is designed to identify risk factors that could negatively impact environmental and social aspects, integrating them into credit policies through an environmental and social risk management system. The management of environmental and social risks is divided into 'Significant Area Management' and 'Environmental and Social Risk Review.' Through this framework, the Group systematically manages ESG-related risks by assessing the impact of its financial services on the environment and society.

#### <Group ESG Risk Management Code of Practice>

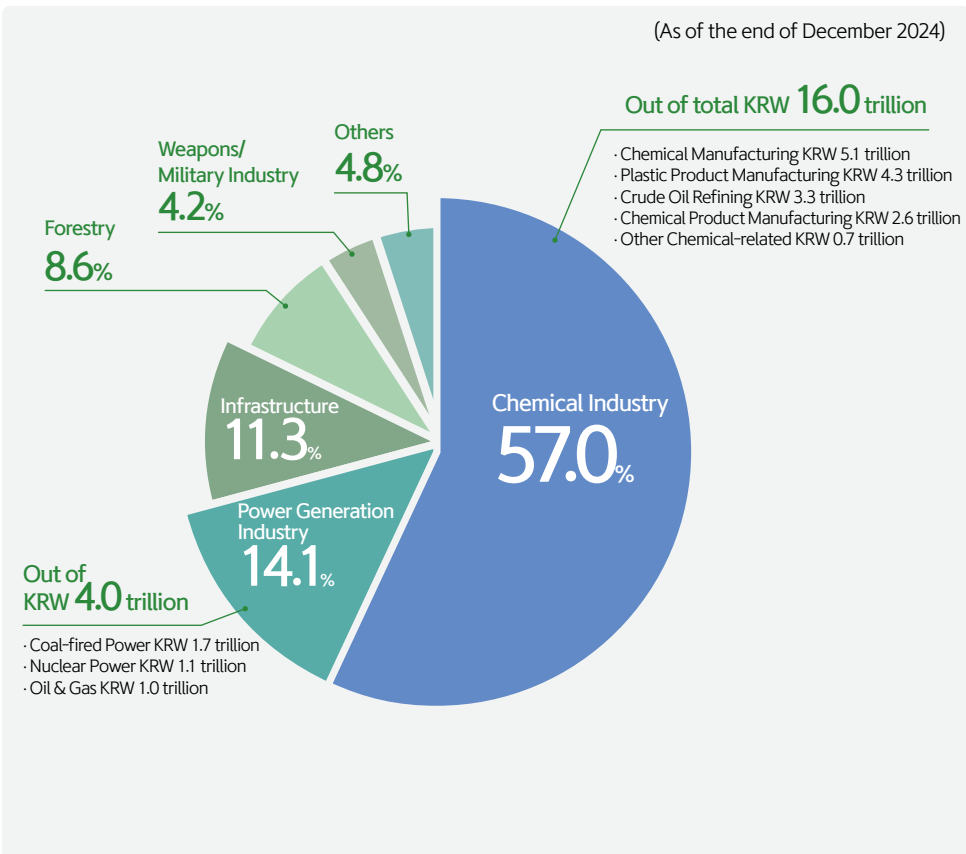


### Environmental and Social Risk Management

#### <Environmental and Social Risk Review Process>



#### <Shinhan Financial Group Exposure to Significant Area>



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# ESG Risk Management and Assessment

## ESG Risk Management Process

### Group ESG Risk Management Rules

In 2022, Shinhan Financial Group became the first financial institution in Korea to establish 'Group ESG Risk Management Rules' and has implemented a Three Lines of Defense model for climate risk to manage risks systematically. The results of climate scenario analysis and materiality assessment are disclosed through the TCFD report.



### ESG Risk Management and Supervision

Through the ESG Risk Management Rules, Shinhan Financial Group clearly defines the roles in managing climate risks for both the board and responsible executives. The board is responsible for discussing major risk issues, setting managerial roles and responsibilities, and providing climate risk education. Responsible executives are tasked with establishing and operating management systems, formulating and implementing policies and strategies, and monitoring risk exposure and resilience. In addition, they are expected to regularly review the effectiveness of the management system and report key issues to the board to enable prompt responses.

### ESG Risk Review System

In the process of reviewing project financing, Shinhan Bank adheres to the Equator Principles to assess environmental and social risks. Additionally, both before and after loan issuance, the bank evaluates trends in financed emissions and anticipates emissions offset and avoidance factors from sources such as renewable energy. These aspects are comprehensively checked against a checklist, and the results are incorporated into a report that serves as a key reference in the credit review process.

### Financed Emissions Management System

To support the low-carbon transition of its financial assets portfolio and partner companies, Shinhan Financial Group has become the first in Korea to introduce a financed emissions measurement system. The Group calculates emissions for seven asset classes according to PCAF standards. These measurement results are used in setting reduction targets, climate risk assessments, loan and investment reviews, contributing to portfolio decarbonization. Furthermore, the emissions data is actively leveraged in exploring opportunities related to climate change, such as in the development of financial products.

#### <Example of Financed Emissions Simulation System>

##### Financed Emissions Simulation System

The Group risk management system allows for simulation of financed emissions and intensity calculations (view carbon emissions and financed emissions of individual deals, attribution factors, intensity, etc.)



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# ESG Risk Management and Assessment

## ESG Assessment

### ESG Evaluation Model

Shinhan Financial Group is the first Korean financial group to develop and implement an ESG evaluation model, which rates companies' ESG performance into seven categories. This assessment is integrated with traditional environmental and social risk evaluations for credit and investment decisions. Based on the ESG evaluation model, Shinhan Bank identifies top-performing ESG companies and provides them with interest rate benefits under the 'Outstanding ESG Mutual Growth Support Loan' while Shinhan Card supports eco-friendly companies with credit benefits.

#### <Evaluation Items of Shinhan Financial Group's ESG Model>

Environment	Society	Governance
Environmental Performance Energy (electricity), energy (others), environmental costs	HR Management Job security, welfare, education and training	Shareholders Shareholders rights
Environmental Management Certification, business model	Supply Chain Management Shared growth	Organization Management stability
	Safety Management Serious Accidents	Management Management transparency, reliability
	Social Contribution Donation, investment	

### ESG Grade-Linked Evaluation

Shinhan Card has strengthened its screening and benefit provision system by linking ESG ratings to credit limit assessments. The company has enhanced the system to consider both credit and ESG ratings during corporate card evaluations, resulting in a more structured credit limit assessment process. Additionally, by establishing credit assessment criteria and bonus point guidelines, Shinhan Card has improved the fairness and consistency of evaluations and increased operational efficiency. Corporations with strong credit and ESG ratings benefit from enhanced corporate credit limits, leading to higher credit acceptance rates, increased customer satisfaction, and additional business revenue.

### ESG Diagnostic Assessment

Shinhan Bank issues a proprietary ESG diagnostic report that comprehensively evaluates companies' ESG management levels. The report assesses key elements in environmental (E), social (S), and governance (G) domains, reviewing the company's management approach, sustainability strategy, financial status, internal policies, and certification status, among other factors. Based on the diagnostic results, a six-tier evaluation grade is assigned. Along with the assessment, the report provides key areas for improvement and strategic recommendations, helping companies objectively understand their ESG performance and set direction for building a sustainable management framework.

#### <Types of ESG Consulting>

Category	Details
ESG Assessment Consulting	· Assessing ESG levels using Shinhan's internal diagnostic model or external supply chain evaluation models · Setting targets and identifying improvements based on results and staff interviews, with best practice examples
ESG Assessment Response Consulting	· Strengthening response capabilities through ESG evaluation consulting by receiving ESG evaluations from rating agencies or clients
Carbon Neutrality Support Consulting	· Providing advisory services on emissions calculation and target setting for enterprises required to respond to carbon neutrality by domestic and international customers.
Global ESG and Carbon Regulation Response Consulting	· Providing advisory services for enterprises needing to respond to ESG and climate information disclosure and carbon emissions regulations, primarily in the EU.

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# Environmental Management and Resource Circulation

## Environmental Management Promotion System

### Environmental Management Policies and System

Shinhan Financial Group's subsidiaries adhere to environmental management practices based on Environmental Management Standards and response to climate change principles. They promote climate finance through the development and support of climate finance, reduction of greenhouse gas emissions, efficient resource utilization, and active participation in initiatives, enhancing stakeholder communication in the process. Moreover, key subsidiaries operate their environmental management systems following ISO 14001, the international standard for environmental management.

[Environmental Management Standards](#)

[Principles for Climate Change Response](#)

### Environmental Management Organization

Shinhan Financial Group has established an environmental management organization within its holding company, appointing the Chief Operating Officer (COO) as the Environmental Management Director. The SDGs Planning Team Head serves as the Environmental Management Delegate. The SDGs Planning Team within the holding company is responsible for setting and overseeing the execution of mid- and long-term environmental management plans and operates the Environmental Management Council in collaboration with relevant departments.

#### <Dedicated Environmental Management Organization>



1) COO (Chief Operating Officer): Executive in charge of operations management  
\* As of the end of April 2025

### Executive Performance Management System for Environmental Management

The holding company and each subsidiary of Shinhan Financial Group assign clear environmental management responsibilities to CEOs, relevant executives, managers, and operational staff, systematically managing these through the inclusion of environmental management indicators in their KPI assessments. The board regularly reviews the environmental management performance at the group level. Key strategic objectives for the subsidiary CEOs include expanding climate finance, reducing the intensity of financed emissions, and cutting internal emissions.

## Eco-friendly Certification

### Eco-friendly Certification Status

Major subsidiaries within Shinhan Financial Group have obtained ISO 14001 certification, ensuring their environmental management systems meet international standards. Since 2021, Shinhan Reits Management has been pursuing environmental management by obtaining LEED certification, an international green building certification, to enhance building energy efficiency and advance office management. As of August 2024, Twin City Namsan received LEED certification, bringing the total to six assets with this certification by the end of 2024. The group plans to continue increasing the number of eco-friendly buildings in the future.

### Group's ISO 14001 Certification Status

Shinhan Bank

Shinhan Card

Shinhan Securities

Shinhan Life Insurance

Shinhan Capital

Shinhan DS

#### <Shinhan REITs Management Existing Asset LEED Certification Status>

Category	Initial Acquisition Date
City Square	December 2019
Shinhan L Tower	July 2022
Gwanghwamun G Tower	September 2022
Great Sungnyemun	April 2023
Great Pangyo	May 2023
Twin City Namsan	August 2024



Twin City Namsan LEED Certificate



City Square LEED Certificate

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# Environmental Management and Resource Circulation

## Reduction in Resource Use

### Resource Circulation System

Shinhan Financial Group is implementing resource circulation activities by recycling electronic waste and office furniture and donating them to local communities, thus reducing carbon emissions. In 2024, April 26th was designated as 'Resource Circulation Day', and over 1,000 employees participated in hands-on resource circulation activities, fostering a shared understanding of ESG principles.

### Expansion of Electronic Documents Usage

Each subsidiary implements initiatives to reduce paper usage. Shinhan Bank operates a digital branch service where customers can complete electronic forms on tablets instead of using paper. Shinhan Securities, assigned dedicated staff to transition branch operations to 100% electronic documentation, processing approximately 370,000 documents electronically in 2024 and saving a cumulative total of 1.6 million sheets of paper over six years. Additionally, by shifting to mobile electronic notifications and establishing a system for receiving and viewing electronic certificates, they have achieved a reduction of 2.5 million sheets of paper.

### <Paper Usage Reduction Activities>

#### Shinhan Bank

- Reduced paper usage through promotion of digital counters (27.33 million cases processed in 2024)
- Adopted smart business cards for paper savings
- Digitized financial information delivery via linkage with the Korea Financial Telecommunications & Clearings Institute

#### Shinhan Card

- Reduced paper use by converting card guides and terms to electronic documents
- Introduced NFC digital business cards to further reduce paper consumption
- Produced upcycled goods from discarded cards and banners
- Reduced plastic manufacturing and delivery through Non-Plate cards

#### Shinhan Life

- Expanded of mobile customized terms provision (paper terms selection rate decreased from 26.2% to 11.1%)
- Conducted hand towel resource circulation campaign and signed recycling agreement
- Expanded paperless services through the SOL Life app

### CASE | Resource Circulation DAY

To promote resource circulation and a sustainable consumption culture, Shinhan Financial Group conducted the 'Shinhan Sharing Day' campaign in 2025. Following the 'Resource Circulation Day' campaign in April, where over 2,000 electronic devices were donated, 'Shinhan Sharing Day' took place over two days at the headquarters and saw more than 300 employees donate around 1,000 items of unused clothing and accessories. The donated items are sold through the social enterprise Beautiful Store, with the proceeds going towards environmental protection and community support initiatives.



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### Biodiversity Conservation and Ecosystem Protection

# Biodiversity Conservation and Ecosystem Protection

## Biodiversity Management System

Shinhan Financial Group is actively addressing biodiversity issues by joining various initiatives and making significant commitments. Starting with its membership in the TNFD (Taskforce on Nature-related Financial Disclosures) Forum in March 2022, the group has also joined the global PBAF (Partnership for Biodiversity Accounting Financials). At the 15th meeting of the Conference of the Parties to the Convention on Biological Diversity (COP15), Shinhan declared its support for the biodiversity agreement through a private financial sector statement. In 2023, it became the first financial institution in Korea to publish a TNFD report. Shinhan Financial Group aims to achieve a Nature-Positive by 2030, the target year for the Global Biodiversity Framework (GBF), through ecosystem footprint monitoring, enhanced risk management, and continuous disclosures.

[TNFD report](#)

## Biodiversity Conservation Activities

Each subsidiary is actively involved in conserving biodiversity through a range of initiatives. These include projects like creating forests to promote ecological diversity and improve air quality by enabling plants to absorb fine dust and carbon dioxide. Moreover, the companies are committed to eco-friendly social efforts, exemplified by organizing plogging activities near their offices to help clean up the environment.

### <Biodiversity and Ecosystem Protection Activities>

#### Shinhan Card Forest Garden Project

Through an agreement with the Korea Forest Service, Shinhan Card is creating a forest garden at the Baekdudaegan National Arboretum to promote carbon neutrality and forest biodiversity. The company researched the flowering periods and growth environments of six key plant species and studied native habitats along themed trails modeled after Baekdudaegan mountains such as Seoraksan, Taebaeksan, and Odaesan to enhance ex situ conservation. Seeds from four native plant species were stored in the seed vault, and partnerships with local farms, cultivation companies, and public and private arboreturns were established to secure high-quality specimens and ensure stable supply. A 2.25 km forest trail representing Baekdudaegan's 1,400 km range was created, planting 15,942 trees of 26 species. The company also developed systematic maintenance plans and conducted restoration work to prepare for heavy rains and landslides.

Creation Section	Jirisan Area	Taebaeksan Area	Baekdusan Area
Creation Date	April 2024	June 2024	November 2024
Creation Theme	Jirisan forest trail with groves of Korean fir and Stewartia pseudocamellia	Sobaeksan forest trail with groves of Danggannamu and Forsythia koreana	Baekdusan garden expressing Baekdusan's 'vertical ecosystem' leading to the Baekdudaegan tiger forest trail
Creation Area	625m <sup>2</sup>	300m <sup>2</sup>	1,172m <sup>2</sup>

#### Shinhan Card Bee-meal – Pollinator Planting

Shinhan Card understands that boosting urban biodiversity is key to tackling the climate crisis and achieving carbon neutrality. In alignment with these goals, they have initiated the 'Bee-meal Pollinator Planting' project, which aims to create a harmonious coexistence between people and nature. By planting diverse species in busy city parks, the project seeks to increase biodiversity, provide habitats for small creatures like pollinators and birds, and foster a healthier ecosystem. Additionally, it strives to raise ecological awareness among the public, particularly children.

##### Planting Area

180m<sup>2</sup>



##### Number of plant species

7 species of herbaceous plants  
(180 individuals)

3 species of shrubs (24 individuals)



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# Biodiversity Conservation and Ecosystem Protection

## Ecosystem Protection Initiatives

Through experiential education, citizen participation programs, and environmental cleanup activities, we are contributing to the establishment of a sustainable natural ecosystem that focuses on biodiversity conservation and ecosystem restoration.

### <Biodiversity and Ecosystem Protection Activities>

#### Shinhan Life Shining Forest Creation

Since 2021, Shinhan Life has conducted the 'Shining Forest' campaign to address climate change and preserve biodiversity, creating a total of five forests to date. In 2024, employees participated in planting 4,700 trees on a 590-pyeong site in Jamwon Hangang River Park, Seoul, which is expected to prevent soil erosion and absorb approximately 2.2 tons of CO<sub>2</sub> annually. The Group plans to continue creating urban ecological forests to improve air quality and protect ecosystems.

Annual CO<sub>2</sub>  
Absorption

2.2 tons



Scale of planted  
saplings

4,700 trees



#### Shinhan Securities Urban Stream 'Clean Water, Healthy Ecosystem' Program

Shinhan Securities supports programs to improve urban river water quality and preserve healthy ecosystems. In 2024, 320 elementary, middle, and high school students participated in eight sessions, throwing approximately 8,000 mud balls into rivers such as Tancheon and Yangjaecheon and removing 50 liters of invasive plants. In collaboration with the Korea Environmental Preservation Association, the company also uses the Water Environment Information System to check water quality grades of Hangang River tributaries and continuously monitor target sites, building practical data for river conservation efforts.

Removal of  
Invasive Plant Species

50 liters



### <Biodiversity and Ecosystem Awareness Improvement Programs>

#### Shinhan Bank Biodiversity Dream Tree Friends

Shinhan Bank, in partnership with Econow—an official partner organization of the United Nations Environment Programme (UNEP)—runs the 'Biodiversity Dream Tree Friends' ESG education program. This initiative targets children from vulnerable groups who may lack access to environmental education, introducing them to concepts and values related to biodiversity and encouraging them to explore ways to preserve it. The program uses eco-friendly educational tools, such as 'board games about rescuing endangered animals' and workbooks, to engage students in active learning and enhance their ecological awareness. In 2024, the program expanded to include 50 community child centers nationwide. Shinhan Bank employees volunteer in the program, sharing the importance of biodiversity conservation with the children and playing an active role in the educational setting. Additionally, the program hosts an action-oriented contest focusing on biodiversity to encourage broader participation and engagement.



## Planet

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# Inclusion

## People

DO THE  
FAIR THING

We fulfill the social responsibility of finance and aim for a fair and inclusive culture for all.

	<div>Win-Win Finance and Inclusive Finance</div> 	<div>Financial Consumer Protection</div> 	<div>Enhancement of Financial Accessibility</div> 
<div>Human Resource Management</div> 	<div>Safety and Health</div> 	<div>Diversity and Human Rights Management</div> 	<div>Digital Innovation</div> 

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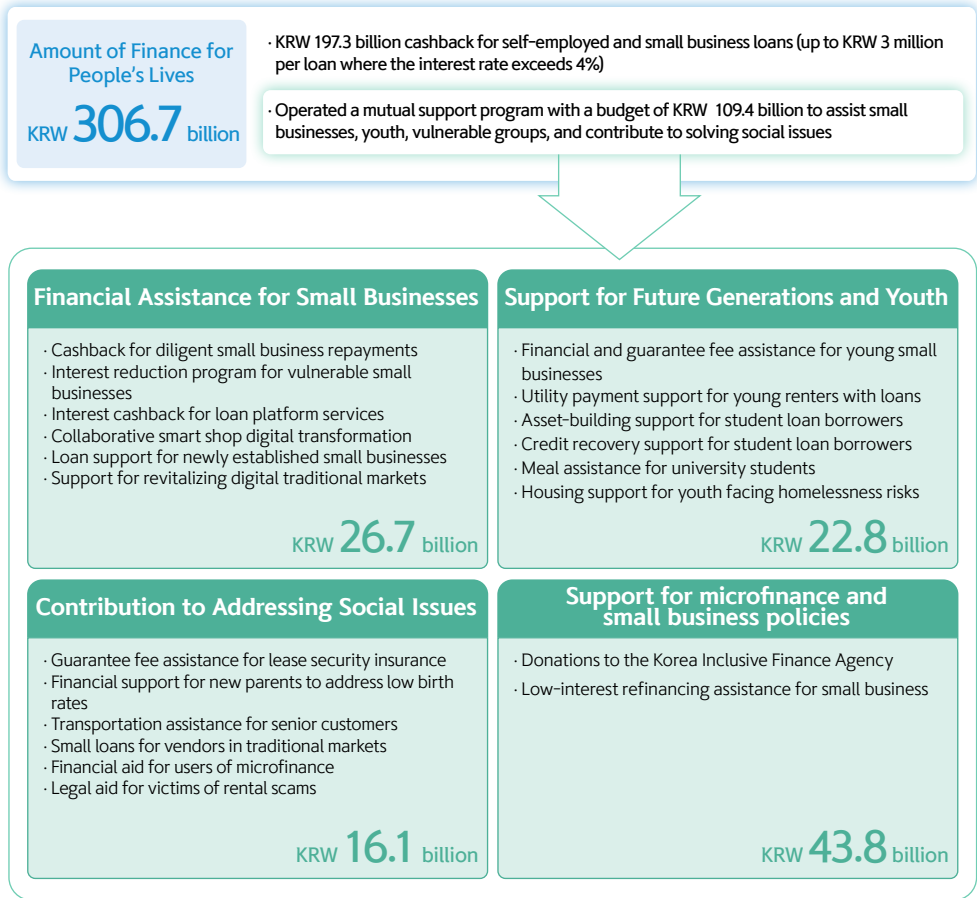
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# Win-Win Finance and Inclusive Finance

## Efforts for Win-Win Finance and Inclusive Finance

Shinhan Financial Group is committed to supporting socially vulnerable groups who struggle with high interest rates and other financial challenges. They focus on alleviating the financial burdens of young people, single-parent families, the elderly, and individuals with disabilities, while actively addressing social issues. To do this, they offer a range of programs, including financial support packages for youth such as scholarship savings, credit recovery assistance, and utility support for young renters. They also implement supportive financial measures like reducing interest rates and fees, and waiving overdue interest for small business owners, self-employed individuals, and SMEs. By integrating both financial and non-financial strategies, Shinhan Financial Group strives to fulfill its social responsibility of inclusive finance, moving beyond one-time relief efforts to contribute to the creation of a sustainable society.

### <Shinhan Bank's Financial Support Plan for People's Lives>



### Organization for Promoting Inclusion and Win-Win Finance

Shinhan Bank's Win-Win Finance Department and Customer Solution Group manage financial support programs for vulnerable groups and small businesses, coordinate lending policies, and report on these policies through ESG committees.

### Shinhan Bring-Up & Value-Up Project

Since 2013, Shinhan Bank and Shinhan Savings Bank have been continuously providing financial support to vulnerable groups through medium-interest loans and public microfinance products. Starting in 2024, they will introduce the Shinhan Bring-Up & Value-Up project, offering Shinhan Savings Bank's high-quality clients the opportunity to refinance with low-interest products from Shinhan Bank. This service will be fully operated online, and there are plans to gradually expand the scope and eligibility of the Bring-Up initiative in the future.

[Highlight - Creating a Virtuous Cycle System for Win-Win Finance](#)





# Win-Win Finance and Inclusive Finance

## Social Finance Activities

### Social Bond Management System

Shinhan Bank has established its own management framework for issuing and managing social bonds in accordance with the International Capital Market Association's (ICMA) 'Social Bond Principles (2018)'. Similarly, Shinhan Card is advancing social finance initiatives to address social issues such as supporting vulnerable groups and building social infrastructure through a standardized management system for green, social, and ESG bonds.

[Shinhan Bank Social Bond Management System](#)

[Shinhan Card ESG Bond Standard Management System](#)

### Social Bond Issuance

Shinhan Card is issuing social bonds to foster mutual growth with vulnerable groups, SMEs, and startups. These bonds support the provision of basic infrastructure, expansion of educational and cultural services, and assistance for housing facilities for vulnerable groups. Moreover, Shinhan Card contributes to business growth and socio-economic development by targeting small-scale entrepreneurs and early-stage startups.

#### <Types of Social Bonds>

Category	Support Areas and Targets
Basic Infrastructure	Provision of basic social infrastructure for vulnerable groups
Basic Services	Provision and expansion of educational, financial, and cultural services for vulnerable groups
Residential Support	Support for purchase and rental of housing facilities for vulnerable groups
Socioeconomic Development	Provision of financial benefits for micro-enterprises, support for microfinance, and support for ventures, SMEs, and early-stage startups

### Expansion of Global Social Finance

In March 2024, Shinhan Card issued Social overseas Asset-Backed Securities (ABS) amounting to approximately KRW 800 billion (USD 300 million, EUR 276 million). The ABSs have a maturity of 3.5 years, and currency and interest rate swaps were employed to minimize risks from exchange rate and interest rate fluctuations. This issuance marks the largest ABS of its kind ever in the credit-card industry. The funds raised are being used to provide financial support to vulnerable groups, including those with low credit scores and low income.

## Financial Support Initiatives for Marginalized Groups

### Tailored Financial Support Services for People with Disabilities

Shinhan Financial Group is enhancing accessibility for people with disabilities by expanding dedicated services and convenience features, championing inclusive finance without discrimination. Shinhan Credit Information, a subsidiary of Shinhan Card, offers credit management lectures aimed at preventing financial fraud for the hearing impaired. Additionally, Shinhan Bank has developed and distributed customized financial support kits designed specifically for individuals with visual impairments.

### Employment Empowerment Support Program for Single Mothers

To support the economic independence and stability of single mothers, Shinhan Bank is running the 'Renewing Your Job Tomorrow' program. With a total contribution of KRW 300 million over three years, they have assisted around 50 women in developing motivation for self-reliance and creating actionable plans. The program offers career coaching, practical training, workshops on resume writing and social media, and household financial mentoring, laying a foundation for employment and entrepreneurship.

#### <Participant Interview>



As a single mother juggling multiple jobs to make a living, I learned about and participated in the 'Renewing Your Job Tomorrow' program, through which I acquired skills in traditional Korean cuisine and desserts and was able to open a cafe.

Through the economic mentoring program, I reviewed my spending habits and learned how to reduce unnecessary expenses. With the mentor's help, I opened a dedicated expense account and regained confidence as I started working.



### Customized Services and Enhanced Financial Accessibility for Senior Customers

Efforts are being made to enhance financial convenience for senior customers by offering tailored financial services and improving accessibility. Shinhan Life's customer center simplifies service procedures and uses clear, simplified language to assist customers facing challenges due to decreased hearing or comprehension abilities. Additionally, Shinhan Securities boosts financial accessibility with personalized advisory services specifically designed for senior clients.

## SHINHAN FINANCIAL GROUP 2024 SUSTAINABILITY REPORT

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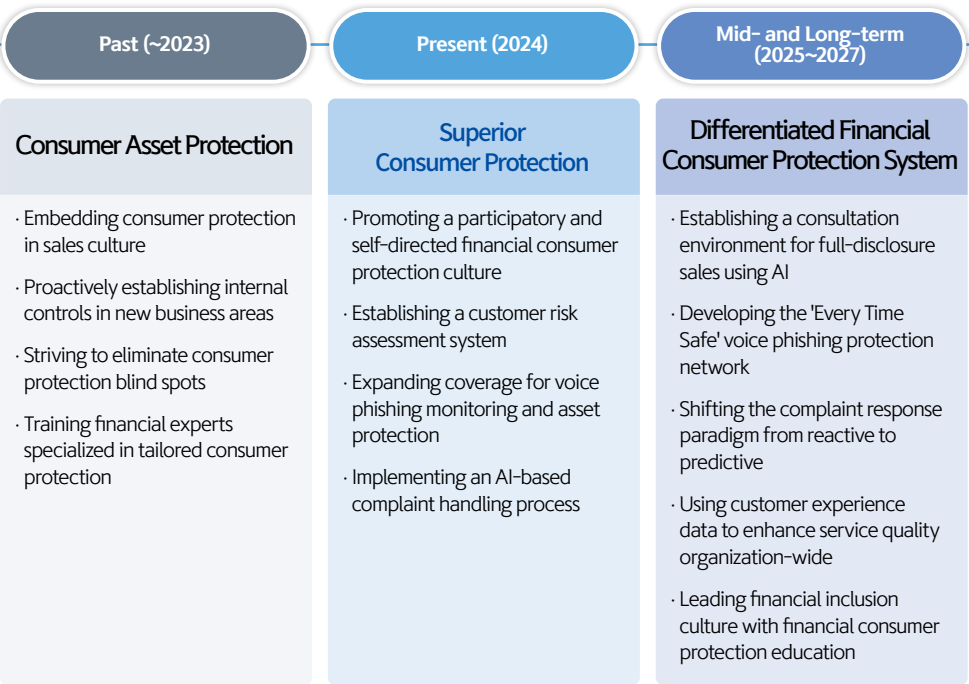
# Financial Consumer Protection

## Financial Consumer Protection System

### Strategy and Goals for Financial Consumer Protection

Based on a Consumer Protection Charter that reflects a strong commitment to protecting financial consumers, efforts are underway to enhance the financial consumer protection framework. The core initiatives for 2024 include 'AI-based complaint handling, strengthening customer risk assessment systems, expanding voice phishing monitoring, and AI-driven complaint management.' These are supported by the establishment of mid- and long-term goals. In 2024, specific focuses will include promoting a participatory protection culture and expanding asset protection to achieve a superior level of consumer protection. Starting in 2025, the plan is to implement a more refined consumer protection strategy by building an AI-powered consultation environment and improving service quality through the use of customer experience data.

### <Shinhan Bank's Mid- and Long-term Goals for Consumer Protection>

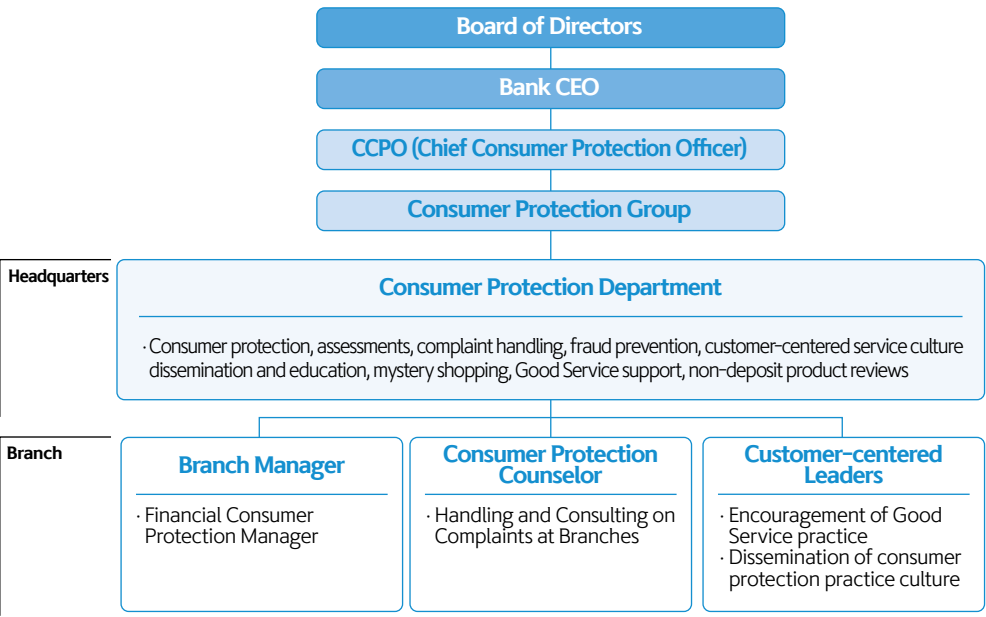


### Financial Consumer Protection Governance

To strengthen customer trust, Shinhan Financial Group has established a consumer protection department and operates a financial consumer protection council. Shinhan Bank has created a Consumer Protection Group reporting directly to the CEO, and it has incorporated internal control regulations and policies, approved by the board, into its 2024 management plan. The board approves relevant strategies and policies and reviews major changes to internal control systems through the Internal Control Committee. The council, which includes heads of key departments, discusses new product reviews, post-launch monitoring, and responses to significant customer complaints. Jeju Bank also establishes consumer protection policies through a board approval process and integrates them into its management plans.

[Customer Protection Charter](#)

### <Shinhan Bank's Financial Consumer Protection System>



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# Financial Consumer Protection

## Financial Consumer Rights Protection Policy

### Debt Collection Management System

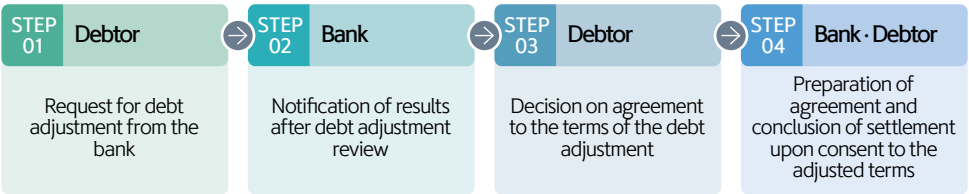
Shinhan Card conducts debt collection in compliance with laws, ensuring reasonable and fair practices. The debt collection process includes sending payment notices and reminders, requesting repayment via phone and text messages, conducting visits after prior notice if necessary, issuing legal action warnings, and enforcing compulsory execution. Debtors can inquire or request repayment support through the Consumer Protection Team.

[Shinhan Card Debt Collection Processing Procedure](#)

### Debt Adjustment Policy

In response to the end of government COVID-19 financial support, Shinhan Financial Group has set up the 'Corporate Rebound Program'. This initiative targets self-employed individuals and SMEs with the potential to recover, offering financial support such as long-term installment refinancing, principal and interest deferment, maturity extension, and preferential interest rates. Additionally, non-financial support like consulting and real estate sales is provided. Shinhan Bank is also easing the repayment burdens on debtors through a debt adjustment process that involves application by the debtor, bank evaluation, and notification and agreement on the results.

#### <Shinhan Bank Debt Adjustment Procedure>



### Establishment of Sales Conduct Code of Ethics

Shinhan Bank's 'Sales Conduct Code of Ethics' and Shinhan Card's 'Sales Conduct Guidelines' were established to enhance financial consumer trust. They comprehensively cover sales conduct and clearly define the roles and compliance requirements that financial product sales personnel must fulfill to promote financial consumer rights.

[Shinhan Bank's Code of Conduct for Business](#)

[Shinhan Card's Code of Conduct for Sales](#)

### Fair Advertising Policy

Shinhan Financial Group ensures fair advertising through regular employee education, advertising reviews, and monitoring. Shinhan Bank follows legal requirements under its ethics and advertising guidelines, with all financial product and business ads pre-reviewed by the Compliance Department for clarity and fairness.

### Loan Modification Policy

Shinhan Bank offers a policy that permits customers to request a reduction in their interest rate if their credit circumstances improve, such as when their credit rating increases or their income rises. This system provides customers with a tangible opportunity to adjust their loan rates, reflecting their improved financial status, and is a right protected by law.

[Shinhan Bank Loan Modification System](#)

### Shinhan Ombudsman System

To enhance financial consumer protection, Shinhan Bank has been operating an Ombudsman system since November 2020. Starting in 2023, they expanded this initiative with divisions focusing on financial consumer systems and new products, aimed at improving pre-launch reviews and providing ongoing advisory support for new releases. The Ombudsman committee, composed of experts across various fields, represents the voice of financial consumers. Through collaborative discussions, they work on strengthening protection for elderly financial consumers and preparing the bank for various policies and regulations, ensuring these efforts lead to tangible improvements.



### Financial Consumer Protection Officer System

Shinhan Bank is pioneering a Consumer Protection Officer (CPO) system based on recording analysis to strengthen financial consumer protection. The CPOs, composed of retired employees at the deputy branch manager level or higher, review recordings to assess compliance with financial consumer laws and the adequacy of product explanations. They also conduct education sessions for employees, ensuring adherence to consumer protection standards.

### Employee Education

Shinhan Financial Group provides mandatory consumer protection education to all employees. Since 2023, over 4,500 employees at Shinhan Bank have completed the 'Financial Consumer Protection Core Talent Development Program.' In 2025, a new expert development program will be introduced to further enhance education.

#### <Employee Education in 2024>

- |                    |  |
|--------------------|--|
| Shinhan Bank       | · Conducted a 'Financial Consumer Protection Core Talent Development Program' for all employees twice a year, with 2,030 participants completing the program<br>· Implemented mandatory consumer protection courses for all employees, focusing on institutional improvements through complaints, six key sales regulations, and case-based telecom fraud prevention, held twice a year with 6,810 participants in the first half and 6,658 in the second half |
| Shinhan Card       | · Performed a self-assessment on the internalization of financial consumer protection for all employees twice a year<br>· Provided regular education on financial consumer protection for all employees, covering topics such as the Financial Consumer Protection Act and direct sales<br>· Offered capability-building education for CC (Customer Care) leaders within each department   |
| Shinhan Securities | · Regular Financial Consumer Protection education (quarterly)<br>· On-site Financial Consumer Protection education (7 times annually)  |

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# Financial Consumer Protection

## Prevention of Financial Fraud

To safeguard customers, we are actively implementing various strategies to prevent financial fraud, including the Voice Phishing Zero initiative and an AI-based abnormal transaction detection system.

Financial Fraud Prevention Activities	Subsidiaries	Initiatives
Phishing & Pharming Site Detection and Shutdown	Shinhan Financial Group	<ul style="list-style-type: none"><li>· Rapid response to phishing and pharming sites through a continuous monitoring system and specialized monitoring services</li><li>· As of April 2025, detected and completely shut down a total of 97 impersonation sites</li></ul>
AI-Based Fraud Detection System (FDS)	Shinhan Financial Group	<ul style="list-style-type: none"><li>· Real-time monitoring of customer transactions and detection of suspicious activities through the Fraud Detection System (FDS)</li><li>· Enhanced detection accuracy and efficiency through 2024 detection rules and AI-based FDS implementation</li></ul>
Promotion of Voice Phishing Zero Project	Shinhan Bank	<ul style="list-style-type: none"><li>· Prevention of financial fraud damage and support for victims through the 'Voice Phishing Zero' project (Up to KRW 3 million living expenses support for victims below 100% median income, promoting victims' daily recovery and awareness of financial fraud)</li></ul>
AI-Driven Financial Fraud Prevention	Shinhan Bank	<ul style="list-style-type: none"><li>· Monitoring of voice phishing and fraudulent accounts through AI-based 'Anti-Phishing Smart 3.0' system</li><li>· Warning of abnormal ATM behavior and advancement of fraud detection</li></ul>

## Prevention of Incomplete Sales

To prevent consumer harm and fulfill the duty of explanation during the sale of financial products, each subsidiary conducts activities aimed at preventing mis-selling. Shinhan Card utilizes the 'Soboro System' for real-time monitoring of customer feedback, alongside quarterly theme inspections and regular education sessions. Shinhan Securities monitors the sales process through new recording and AI-based follow-up calls. Additionally, the use of mystery shopping helps ensure compliance and prevent incidents of mis-selling.


### Strengthening Follow-up after Product Launches

Shinhan Bank enacts measures such as suspending the sale of high-risk financial products according to risk levels and applies a temporary suspension system to branches that fail to provide adequate explanations. Shinhan Securities and Jeju Bank assess product suitability and consumer protection aspects through their COO-led Internal Control Committees and Audit Departments. Furthermore, Shinhan Securities frequently monitors the risks associated with products sold, focusing on its Customer Risk Management Department, and carries out follow-up management on liquidity, profitability, and operational adequacy through its Audit Department.

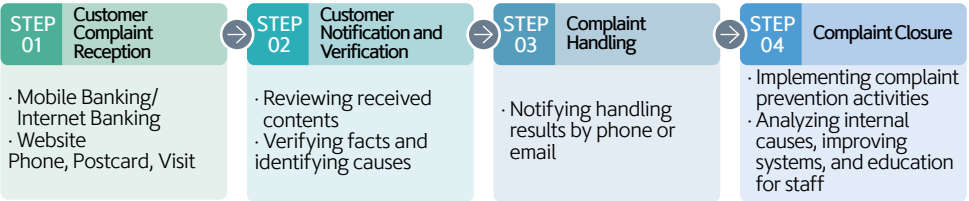
## Improvement of Consumer Experience

### Complaint Handling System

To protect customer rights and swiftly resolve complaints, each subsidiary has established and operates its own complaint-handling systems. Shinhan Bank manages a complaint processing system in accordance with internal guidelines and provides information on electronic financial dispute resolution procedures on its website. Shinhan Card handles appeals and grievances through multiple channels, including its website, customer service center, and branches. Jeju Bank shares significant complaints received via the 'Voice of the Customer' with Management and operates a proactive prevention system utilizing employee surveys and a complaint early warning system.

[Shinhan Bank Guidance on Procedure for E-Banking Dispute Resolution](#) 

#### <Shinhan Bank's Complaint Handling Process>



#### <Customer Complaint Resolution>

Indicator		Unit	2022	2023	2024
Customer Complaints	Processing completion rate	%	100	100	100
	Total number of cases received <sup>1)</sup>	Cases	8,986	9,589	7,711
	Number of completed cases among received complaints	Cases	8,986	9,589	7,711

1) Total number of complaints received through various channels including financial authorities, website, call center, and in-person visits, covering all subsidiaries

### Consumer Complaint Oversight Organization

Shinhan Bank has implemented a supervisory system involving the Management and Board of Directors to systematically address consumer complaints. The Financial Consumer Protection Internal Control Committee shares the results of complaint reviews and conducts ad-hoc reporting on issues where there is concern about widespread impact. Additionally, to ensure the management awareness of complaints, Shinhan Bank has introduced the 'Voice of the Customer' system. Shinhan Card is actively working through the 'Fair Finance Council' to monitor and rectify unfair financial practices, completing 17 corrective actions in 2024, and continues efforts to improve systems and prevent recurrence.

### Digital Platform 'Sobo Plus+'

Shinhan Bank's 'Sobo Plus+' is a financial consumer protection platform designed to enhance customer communication and experience. By utilizing AI-based visualization, it helps prevent complaints and reduces complaint processing time. The platform analyzes complaints and customer feedback in real-time to identify areas for improvement and applies the analysis results to provide tailored support and education.

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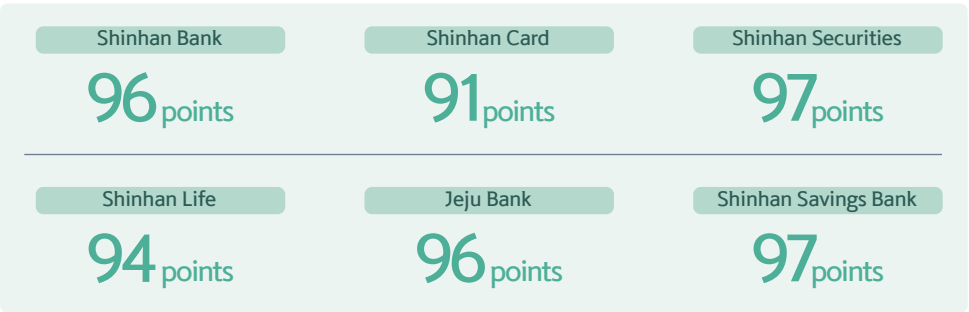
# Financial Consumer Protection

## Customer Experience Improvement Activities

### Customer Satisfaction Survey

Shinhan Financial Group conducts customer satisfaction surveys across its six subsidiaries. In a pioneering move within the banking sector, Shinhan Bank has introduced the 'Good Service' initiative, which goes beyond traditional customer satisfaction concepts to foster customer-centric services. This initiative involves measuring satisfaction across different channels. Customer feedback is leveraged for qualitative improvements in customer experience through the provision of optimal education programs based on experience data analysis and tailored on-site support.

#### <Customer Satisfaction of Each Affiliate in 2024>



#### <Good Service Experience Survey for Each Customer Contact Channel of Shinhan Bank>

Channel	Survey Category
Face-to-Face	Customer experience journey survey
	Individual/Corporate/Institutional customers and PWM center experience survey
Non Face-to-Face	Digital customer experience survey
Others	CSI strategic survey (FGI, Panels, etc.)

### Improvement of Customer Experience through Customer Engagement

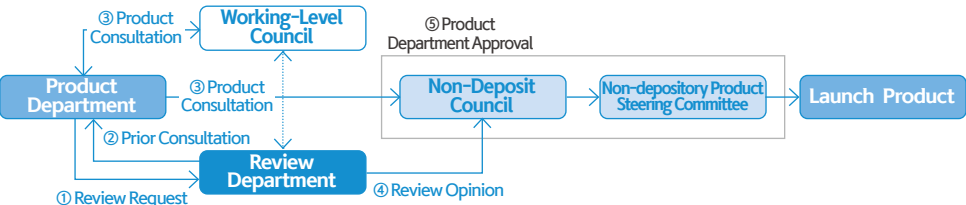
Shinhan Financial Group regularly gathers feedback through customer panels and advisory groups, incorporating it into service improvements. Shinhan Card operates a panel composed of diverse customer segments, while Shinhan Life takes suggestions from customers who have directly experienced its digital channels and integrates these improvements into actual policies.

## Transparent Disclosure of Product Information

### Reviews of Products and Services on the Board Level

To proactively identify and manage risks to financial consumers from products and services, regular board-level reviews are conducted. Shinhan Bank has established Non-depository Product Steering Committee led by deputy-level executives, which meets at least once a month to evaluate the sale of non-deposit products and reports to the Audit Committee. Starting in 2024, a 'Non-Deposit Product Review Cell' is being created within the Consumer Protection Department, setting up review guidelines based on product risk level and structure to ensure a comprehensive examination before product launch.

#### <Non-Deposit Product Consultation and Launch Process>



### Product Development from the Perspective of Financial Consumer Protection

Before launching new products, Shinhan Bank evaluates financial consumer protection and market risks using a checklist, coordinating with relevant departments. Shinhan Securities operates a Product Launch Council and Product Approval Committee through its Product Review Department to strengthen pre-launch validation. They ensure compliance with regulations, protect consumer rights, and check for any disadvantages to customers through comprehensive reviews in consultation with the Consumer Protection Department. Additionally, they monitor the sales process using a new recording system and an AI-based follow-up call system to ensure complete and transparent product sales.

[Shinhan Securities Product Development Process](#)

[Shinhan Securities Guidelines for Investment Recommendation](#)

[Shinhan Securities Consumer Rights and Services](#)

#### <Shinhan Bank's Product Development Process>



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# Enhancement of Financial Accessibility

## Expansion of AI-Based Financial Accessibility

### Advancing Digital Financial Services

We are expanding digital financial services to enhance customer convenience and improve accessibility for underserved populations.

Highlight – Digital Innovation Led by AI

#### <Digital Financial Services by Subsidiaries>

Subsidiary Name	Platform Name	Main Contents
Shinhan Financial Group	SuperSOL	· Operating an app that integrates Shinhan Financial Group's core financial services into one convenient application.
Shinhan Bank	Shinhan SOL Bank	· Obtaining 'app accessibility' certification to enhance accessibility for financially vulnerable customers such as the elderly and people with disabilities
	SOL Global	· Providing non-face-to-face account opening services for foreign customers with support in 15 languages to enhance convenience.
	SOLBiz	· Enhancing access for financially vulnerable customers by obtaining 'app accessibility' certification and supporting non-financial services for individual business owners such as bookkeeping and commercial area analysis
	Loan&Biz	· Providing a corporate loan comparison service including Shinhan Bank and other financial institutions to expand consumer choice and convenience
Shinhan Card	Shinhan SOL Pay	· Expanding application of 'AI Voice Bot' for payment guidance, loss reporting, card screening, and loan consultation.
Shinhan Life	Shinhan SOL Life	· Providing personalized services and enhances customer convenience through contract management platform renewal.
Jeju Bank	J BANK	· Implementing 'What to Eat' local restaurant guide service within mobile banking (J BANK); Provides QR easy transfer service and QR kits for small businesses.

### Supporting Underserved Populations through Consumer Behavior Pattern Analysis

Shinhan Card, in partnership with KCB, signed an MOU for the 'Alternative Information Consortium' to develop an advanced credit evaluation system using enhanced data analytics. By integrating AI and machine learning with traditional credit information, the company aims to provide personalized financial services that reflect individual spending habits and improve credit assessment accuracy.

## Enhancing On-Site Accessibility

### Strengthening Accessibility for Underserved Populations

To enhance financial accessibility, Shinhan Bank is diversifying branch and ATM operations and expanding alternative channels. The bank operates 24 branches open on weekday evenings and weekends, provides mobile services for seniors and digitally vulnerable groups, and operates joint branches with KB Kookmin Bank in areas requiring face-to-face services. It is also expanding self-service channels through partnerships with convenience stores and post offices to serve customers in remote areas. Additionally, a multilingual customer service center has been established to assist foreign customers, offering services in 10 languages.

#### <Current Status of Shinhan Bank's Financial Accessibility>

Branch Offices	Off-site Unmanned Branches	Proprietary ATM Machines
665 branches	1,472 branches	5,135 units
Digital Desk (Video Consultation Services)	Smart Kiosk (Deposit/Withdrawal and Internet Banking Services)	Card Kiosk (Card Services)
239 units	298 units	32 units

\*As of the end of January 2025

#### <Current Status of Shinhan Bank's Alternative Distribution Channels>

Category	Details
Lifestyle-Oriented Cross-Industry Partnership Branches	· Operation of GS Innovation Stores linked with GS convenience stores and supermarkets, equipped with digital desks and ATMs · Operation of KT Innovation Stores in partnership with KT Plaza, equipped with digital desks for video consultations.
Partnership with Post Office Counter and ATM	· Nationwide post office partnerships support banking services in areas with low financial accessibility and waive ATM fees · Through 2,416 branches, approximately 30,000 annual counter inquiries and 90,000 deposit/withdrawal transactions are handled.
Operation of Joint Bank Branches	· Joint branch operations with Kookmin Bank in areas requiring face-to-face financial services.

### CASE | ATM Easy Language Service for Financially Vulnerable Groups

Jeju Bank has introduced the 'ATM Easy Language Service' at all branches to improve usability for financially vulnerable groups unfamiliar with digital finance, such as seniors, people with disabilities, and multicultural families. It continues to expand customized services for underserved populations, including installation of assistance bells for the disabled and operation of mobile branches.

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# Enhancement of Financial Accessibility

## Financial Education

### Financial Education Programs

To ensure that customers do not face difficulties due to a lack of financial knowledge while using services and products, we offer a wide range of financial education programs. Leveraging the strengths of our subsidiaries, we provide financial education tailored to the life cycles and characteristics of each individual, helping everyone acquire essential financial knowledge.

#### <Customized Education by Subsidiaries>

Shinhan Bank	<ul style="list-style-type: none"><li>· Providing mobile banking experience to children in remote and mountainous areas</li><li>· Offering online financial education for multicultural families</li><li>· Delivering customized financial education for North Korean defectors</li><li>· Operating '1 Company, 1 School Financial Education' in 625 schools nationwide</li></ul>
Shinhan Card	<ul style="list-style-type: none"><li>· Providing experiential financial education for youth through the 'Areumin financial Expedition'</li><li>· Offering economic and digital financial education, along with financial crime prevention, for special schools (classes) and senior citizens</li><li>· Receiving the Financial Supervisory Service Commissioner's Award four times for the '1 Company, 1 School Financial Education' initiative (industry first)</li></ul>
Shinhan Securities	<ul style="list-style-type: none"><li>· Supporting nurturing of digital finance talents through operation of 'Pro Digital Academy'</li><li>· Operating online and offline '1 Company, 1 School Financial Education' programs for elementary, middle, and high schools</li></ul>
Shinhan Life Insurance	<ul style="list-style-type: none"><li>· Operating '1 Company, 1 School Financial Education' for Elementary, Middle, and High Schools</li><li>– Awarded the Financial Supervisory Service Commissioner's Award for two consecutive years</li></ul>
Jeju Bank	<ul style="list-style-type: none"><li>· Operating '1 Company, 1 School Financial Education' programs for elementary, middle, and high schools</li><li>· Providing financial economic education and experience using mobile branches (recipient of the 2024 Bankers Association Chairman Award)</li><li>· Offering financial fraud prevention education for self-reliant youth, people with disabilities, elderly, and foreign students</li></ul>

### Diversification of Financial Education Channels

**Experiential Education** | Shinhan Bank created unmanned branch and mobile banking app experience zones with digital desks and kiosks for practical education.

**On-site Education** | In partnership with Incheon National University, it trained digital finance instructors and developed materials, and in 2024 provided financial fraud prevention education with local organizations.

**Online Content** | To improve elderly customers' accessibility, it produced and distributed an 'Easy Guide' for Shinhan SoL Bank's senior mode via its mobile webpage and digital learning centers.

### Financial Education Partnerships

**Universities** | In 2024, Shinhan Bank launched the 'Shinhan HakYje Digital Financial Education Assistants,' composed of Incheon National University students, through a business agreement with the university's Financial Consumer Protection Research Institute. It participated with Incheon National University, National Information Society Agency, and Incheon Community Welfare Council in training digital finance instructors, supporting teaching material production, and conducting educational volunteer work for local seniors.



**Nonprofit Organizations** | Shinhan Financial Group conducts financial education targeting elderly, people with disabilities, children, youth, and middle-aged groups. Shinhan Bank supports improving digital financial accessibility and preventing financial fraud among vulnerable groups. Shinhan Card held a financial reading quiz contest for elementary students. Shinhan Life Insurance provides customized education while training senior instructors to combine education with job creation.

**Government and Financial Education Institutions** | Shinhan Bank signed a business agreement with the National Information Society Agency to provide quality educational venues and financial education content through the national project 'Digital Learning Center.' Additionally, as the only financial institution participating in the Seoul Digital Competency Enhancement Council, it leads efforts to improve community digital financial accessibility and prevent financial fraud.



# Human Resource Management

## Talent Development Strategy and Direction

Shinhan Financial Group focuses on securing talent that drives growth and innovation, and developing their abilities through a variety of education programs. The group ensures fairness and transparency during the recruitment process, and once hired, supports employees in proactively responding to rapid changes in the financial industry and continuously developing their skills. Shinhan Bank has established core strategies for talent acquisition and management, systematically managing the entire process from recruitment to development.

### Talent Recruitment

Shinhan Financial Group actively recruits talent through various hiring processes, considering employee grade, age, workload, and competencies. Shinhan Bank uses talent portfolio simulations to plan recruitment and personnel moves, aligning workforce planning with its mid- and long-term vision.

### <Strategic Talent Recruitment and Key Management Directions>



## Employee Education

Shinhan Financial Group provides career development, leadership, digital, and global education programs to help employees build leadership and professional capabilities. Shinhan Bank offers education aligned with its talent strategy, from onboarding for new employees to advanced expert courses.

### <Shinhan Bank's HR Development Directions>

Fostering 'Bankers' trusted by customers	Fostering human resources necessary for 2030 Shinhan	Promoting field-oriented, self-directed learning
Strengthening online/offline education so that all employees acquire essential banking fundamentals and can enhance their capabilities through various methods.	Advancing future job preparation systems and supporting employees to grow into experts in their desired roles through rapid placement in the field and educational support.	Providing diverse practical education and programs allowing employees to choose learning methods according to circumstances, expanding learning support systems to establish a culture of self-directed learning.

### CASE | Women Leader Development Program 'Shinhan SHeroes'

Shinhan SHeroes, launched in 2018 as the first female leadership development program in the financial sector, aims to expand the base of female leaders through mentoring, coaching, and leadership education.. At the 2024 conference commemorating International Women's Day, the program welcomed its 7th cohort while members of the 6th cohort shared their educational achievements and visions. To date, the program has produced 331 leaders, and plans for 2025 include enhancing expertise and organizational management capabilities through a meta-cognition-based tailored curriculum.



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# Human Resource Management

## Employee Education

### Customized Education by Role and Position

Shinhan Financial Group offers training and development programs tailored to each employee's role and position, supporting all staff in strengthening their job competencies and growing as financial professionals. Shinhan Bank implements basic role-specific courses and mandatory education for various position levels, including both regular and contract employees, while tracking and managing program outcomes. The Shinhan Future Academy provides specialized education through eight 'Myfunction' subjects designed for future financial experts. These subjects are categorized into Essential, Level-Up, and Master levels to cater to different stages of professional development.

#### <Shinhan Bank's Education Course>

Category		Objective		Education Courses							
Expert Mar- ket-Leading	Expert mar- ket-leading develop- ment-experts	Specialist Development Program			Shinhan-Alto University EMBA						
		Develop financial professionals recognized by the market and trusted by customers			Develop prospective leaders through overseas master's degree acquisition						
Future Preparation	Preparation for future jobs by field	Shinhan Future Academy					MyFunction CoP				
		Essential Myfunction foundation course(self-directed learning via online modules)		Level-Up Myfunction talent development(practical, in-person advanced learning)		Master Myfunction core talent development(programs in partnership with domestic universities)		Field-centered talent development platform [18 CoP, 22 related departments]			
		Beginner		Intermediate		Advanced		Corporate Finance (1) Compliance(3)			
		Corporate Finance		Comprehensive Asset Management		IB		Global FE			
		Compliance		Risk		AI		Data			
On-the-Job Competency	Strengthening field sales capability	Solution Academy		Job Basics		Mandatory Course by Rank		Field Pro		Offline weekend special lectures	
		Skill education for practical competency enhancement		Essential basic knowledge for bankers		Essential leadership / job competency enhancement		On-site expert development based on certification acquisition		Sun Wukong TV	
		Simple Consultation Comprehensive Consultation		Credit Foreign Exchange		Grade 4 Grade 5		Pension Pro (CPE)		Education for job rotation preparation	
		SOHO Asset Management		Deposit Customer-Centered		Ma Senior		Import/Export Pro (CDCS)		Assessment on role-specific skillsets	
		Corporate Finance Large Enterprises		Law		Clerical Staff		Credit Pro (CLO)		Special certification classes	
Leadership	Shinhan management leaders	New Employees		Below Grade 5		Grade 4		Ma		Department Head	
		Branch/Young Force Mentoring		Young Force		S-Force		SHeores Blue (Female 4th Year)		On-site Community Coaching	
		Onboarding Program		Mandatory Course by Position (Grade 5 Year 6, Senior Year 3)		Mandatory Course by Rank (3rd/6th Year)		Mandatory Course by Rank (3rd Year)		New Department Head Coaching Course	
		Introductory Training		New Senior Training		New Manager Training		Ma Training for New Staff		Department Head Training	
Shinhan WAY 2.0 / Shinhan Leadership Code											

#### <Annual Number of Participants in Shinhan Bank's Job Basics Program>

2021	2022	2023	2024
6,593participants	2,857participants	8,172participants	7,997participants

#### CASE | Shinhan Future Academy

To support targeted skill development for desired roles, Shinhan Bank introduced the 'Myfunction Program' in 2021, offering specialized step-by-step professional education. The 'Shinhan Future Academy' operates in three tiers: Essential (beginner), Level-Up (intermediate), and Master (advanced). It covers eight key fields: Comprehensive Asset Management, Corporate Finance, Investment Banking (IB), Global Financial Expertise (FE), Compliance, Risk, AI, and Data, enabling employees to progressively manage their career development focused on their specific roles.

<b>Essential</b>	<ul style="list-style-type: none"><li>Basic theoretical learning and assessment based on Korea Banking Institute's distance learning (2 months)</li><li>2024 Trainees: 584 persons</li><li>2024 education hours: 50 hours per field including Asset Management, Corporate Finance, IB, Risk</li></ul>
<b>Level-Up</b>	<ul style="list-style-type: none"><li>Practical-focused advanced learning and lectures based on Korea Banking Institute's in-person education (3 months)</li><li>2024 Trainees: 307 persons</li><li>2024 education hours: Average 100 hours per field including Asset Management, Corporate Finance, IB, Risk</li></ul>
<b>Master</b>	<ul style="list-style-type: none"><li>Advanced education including economics and business lectures in collaboration with leading domestic universities (Seoul National University, Yonsei University, KAIST)</li><li>2024 Trainees: 113 persons</li><li>2024 education hours: Over 150 hours per university</li></ul>

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## Employee Education

### Self-directed Career Development

For all employees, including regular and contract staff, Shinhan Financial Group offers a variety of career development programs focusing on global capability, digital skills education, certification attainment, and tuition support. The effectiveness of these educational programs is measured in connection with business performance. To strengthen digital transformation, a group-wide digital matrix system has been established, offering tailored education courses based on employee levels. In 2024, the group provided approximately KRW 530 million in scholarship support for bachelor's and master's degree programs to a total of 181 employees.

### Global Competency Building Programs and Effectiveness

#### Global OJT: For staff- and assistant manager-level employees



Provides understanding of global business and diverse experiences through two months of on-site work.

#### Global Insight and Competency Enhancement Education



Conducts job-related, language, and leadership education for employees aspiring to become global talents to cultivate a pool of prospective global talents.

#### Expatriate Competency Enhancement Education: For manager-level employees



Develops a pool of global talents through overseas project experience in specialized job fields.

#### Global MBA



Strategic talent development course supporting MBA programs linked with global educational institutions.

### Evaluation and Assessment of Effect

- Driven by a focus on enhancing global business competencies, the revenue from global operations has been steadily increasing.
- As of 2024, Shinhan Financial Group's global assets reached KRW 67,102.7 billion, marking a 22.0% growth compared to the previous year. Global assets now account for 9.1% of the group's total assets

### <Shinhan Bank Certification Acquisition Status>

Education program	Education on certification preparation such as certified loan officer, certified credit analyst, certified anti-money laundering specialist
Number of employees acquiring certifications after completing education	Total 2,249 persons

### Digital Specialist Education Programs

<b>BD1000</b> Big Data Competency Enhancement Program aiming to train 1,000 big data talents by operating a data analysis curriculum applicable in the field.	<b>Data Scientist Course</b> A program to cultivate data experts by enhancing foundational data skills such as DW, SAS, SQL, and analysis/modeling skills.	<b>Master's Degree in Digital Finance</b> A program linked with Korea University, KAIST, Yonsei University, etc., supporting acquisition of a formal master's degree through learning digital-related theory and practice.
<b>Technical Competency Enhancement Education (Python and AI)</b> Digital expert courses to strengthen the competencies of digital and ICT field personnel.	<b>Shinhan Future Academy AI-Data Convergence Course</b> AI-Data convergence competency enhancement program to nurture digital ambidextrous talents through strengthening digital theory and practical skills.	<b>KAIST AI/DX Convergence Course</b> A digital/ICT core talent development program to improve insights into Digital Transformation (DX) and principles and technologies of AI.

### Number of Participants in Shinhan Bank's Digital Competency Enhancement Courses in 2024

4,292 participants



### Evaluation and Assessment of Effect

- As a result of strengthening digital expertise within the group, the combined monthly active users (MAU) of major financial and non-financial platforms (SOL Bank, SOL Pay, SuperSOL, etc.) reached 27.24 million in 2024, an increase of 1.49 million year-over-year.
- We measure and manage cost savings through improvement and efficiency of digital-based work processes; in 2024, total cost savings amounted to KRW 568 billion, a 30% increase compared to the previous year.

### CASE | Pro Digital Academy

Shinhan Securities launched 'Pro Digital Academy' in 2022, the first digital education program in the securities industry, to foster financial digital talent. In 2025, through the fifth 'Pro Digital Academy' cohort, scheduled to graduate in March, the program offers free educational courses in full-stack and cloud technologies, along with opportunities for participants to gain practical knowledge and experience through mentorship from current professionals. Moreover, top-performing participants receive benefits such as exemptions from document screening and opportunities for internships.

1) Mentoring by current professionals: Employment mentoring related to IT, digital, etc. (resume review, job counseling, competency diagnosis)

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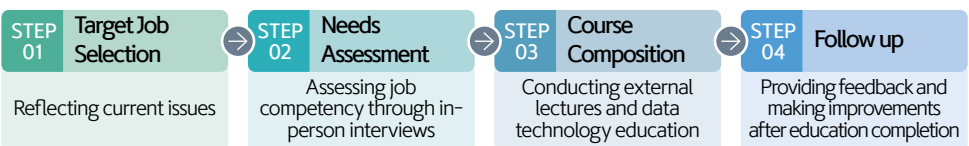
# Human Resource Management

## Employee Education

### Education Management System for Employee Skill Development

Shinhan Financial Group strategically identifies the need for education in response to changes in job roles and evaluates the quality across the planning, execution, and performance management of education programs. Shinhan Card conducts interviews with education demand sources to understand the necessary job competencies, which are then used to design education courses. After the completion of education, evaluation is conducted biannually through surveys and other methods to assess results. The satisfaction outcomes are incorporated into future education plans and course structures.

#### <Customized Curriculum Development Process>



### Talent Management Capability Enhancement and Leadership Development

Shinhan Financial Group offers education and evaluation programs to strengthen talent management and leadership. Shinhan Bank includes education, certifications, and assessments in manager promotions and provides tailored post-promotion education. Shinhan Card manages roles and transfers through leadership development and metacognition-based career planning.

#### <Talent Management Capability Enhancement and Leadership Development Program>

Shinhan Bank	<b>Leadership Training by Position</b> <ul style="list-style-type: none"><li>· Offering customized coaching and feedback methods to headquarters managers</li><li>· Enhancing leadership through conference-style special lectures for department heads</li></ul> <b>Shinhan Future AMP</b> <ul style="list-style-type: none"><li>· Introducing 'Shinhan Future AMP,' a next-generation management development program for executive-level employees in 2024</li><li>· Appointing two program graduates as CEOs of subsidiaries in 2024</li></ul>
Shinhan Card	<b>Management Leader Development System</b> <ul style="list-style-type: none"><li>· Expanding recruitment in internal control job fields to secure talent for becoming a 'Life &amp; Finance Company'</li><li>· Prioritizing the selection of talent with digital and big data capabilities</li><li>· Supporting management leaders through career planning-based promotion, appointment, transfer, and self-directed development programs</li></ul>
Shinhan Securities	<b>Practical Customized Education Program</b> <ul style="list-style-type: none"><li>· Establishing a PB Education Team dedicated to asset management education for PB positions</li><li>· Composing programs directly linked to customer benefits such as products, consumer protection, and information security</li></ul>
Jeju Bank	<b>Leadership Courses by Position</b> <ul style="list-style-type: none"><li>· Conducting 'Jeju Olle Leadership on the Road' course for executives to interact with leaders of enterprises and institutions in Jeju Island</li><li>· Conducting 'SPRINTS' course to strengthen leadership capabilities of female talent</li></ul>

### Degree and Certification Support Program

#### <Employee Competency Enhancement Education Support>

Shinhan Bank	<b>Certification and Tuition Support</b> <ul style="list-style-type: none"><li>· Providing full support for tuition at night schools, online universities, the Academic Credit Bank System, and Korea National Open University</li><li>- In 2024, supported 40 individuals with 68 tuition scholarships in total</li><li>· Offering 50% coverage of entrance fees and tuition for bank-related fields for managers and above</li><li>- In 2024, supported 84 individuals with 134 tuition scholarships in total</li><li>· Supports regular employees, RS roles, specialists, and office staff with costs for obtaining and renewing domestic and international certifications</li></ul>
Shinhan Securities	<b>Bachelor's/Master's Degree Support</b> <ul style="list-style-type: none"><li>· Offering educational opportunities for obtaining bachelor's and master's degrees based on job relevance and performance</li></ul>
Jeju Bank	<b>Certification Support</b> <ul style="list-style-type: none"><li>· Providing support for obtaining and renewing domestic and international certifications with additional costs covered for all employees, including contract staff</li></ul>
Shinhan Savings Bank	<b>Certification/Tuition Support and University Recommendation System Program</b> <ul style="list-style-type: none"><li>· Offering tuition assistance, certification costs, and training support to employees</li><li>· Supporting a university recommendation program for contract employees aiming to pursue degrees through industry-academic partnerships</li></ul>
Shinhan Fund Partners	<b>Degree and Certification Support</b> <ul style="list-style-type: none"><li>· Supporting bachelor's degree acquisition for all employees, including those on contracts, and covers costs related to programs in management, accounting, taxation, IT, and more</li><li>· Providing special funding to encourage obtaining professional certifications in finance and IT systems</li></ul>

#### <Shinhan Bank's Degree and Certification Acquisition Status in 2024>

Eligible for Tuition Support <b>124</b> employees	Certification Acquisition <b>3,999</b> certifications
Certifications Held per Person <b>9.12</b> certifications	Supported Certifications <b>86</b> types

### Industry-Academia Cooperation Program

In 2024, Shinhan Bank entered into an industry-academic collaboration with Hankyong National University to focus on empowering young individuals with disabilities and creating job opportunities. The bank also participates as a sponsor of the nationwide entrepreneurship competition for university students with and without disabilities. This initiative offers tangible assistance to young people with disabilities and provides opportunities to shift perceptions and reduce biases and misunderstandings about disabilities.

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# Human Resource Management

## Fair Assessment and Compensation

### Establishment of Performance Evaluation System and Process

All employees undergo fair and transparent evaluations, with strict prohibitions against any discrimination based on educational background, regional ties, gender, age, race, or religion during assessment and compensation processes. Continuous coaching and feedback are provided, with evaluations considering both individual and team performances. Additionally, a 360-degree, multi-faceted evaluation is implemented for peer feedback, offering comprehensive assessments to all employees, including those on contract, through regular performance reviews. The organization also strives to ensure fair compensation through performance-based rewards and incentives.

Shinhan Bank conducts both performance and competency evaluations, along with feedback procedures, monthly and quarterly coaching programs supported by an integrated electronic system. Employees use a tool called Monthly Note to directly record and manage details like 'performance contribution' and 'work execution process,' which evaluators then utilize in the performance assessment. Additionally, at the beginning of each year, all employees set Management by Objectives (MBO) goals, with performance evaluations conducted based on achievement levels. Throughout this process, evaluators and those being evaluated frequently share progress and provide mutual feedback.

### <Key Performance Evaluation Systems>

#### Shinhan Financial Group

- Setting quarterly goals through the OKR<sup>1</sup> system and registering monthly performance details in S-TIPs<sup>2</sup>
- Using OKR and S-TIPs contents as the basis for performance evaluation during Communication & Coaching Day (C&C Day), and providing coaching and feedback on the 14th of each month
- Conducting a 360-degree multi-faceted evaluations for all Group employees to share feedback and comprehensively assess individual competencies

#### Shinhan Bank

- Setting MBO (Management by Objectives) goals at the beginning of each year and undergoing performance evaluations based on achievement criteria
- Sharing progress and exchanging feedback on performance between evaluators and evaluates
- Conducting a 360-degree multi-faceted evaluations called the Value Growth Leadership assessment for employees at Junior level or above
- Providing regular monthly feedback on individual KPI achievement levels and management status using an internal platform based on the OKR system

1) OKR (Objectives and Key Results): A performance management system that improves organizational and individual performance through the harmonization of objectives and performance indicators  
2) S-TIPs (Shinhan Time to Improve Performance): A performance management tool where employees record their work achievements and competency development status.

### Performance-Based Compensation

Shinhan Bank provides compensation and bonuses based on performance evaluation outcomes, as stipulated by the compensation regulations. Bonuses are distributed in cash or through Employee Stock Ownership Plans (ESOP). Variable bonuses consist of management performance bonuses for all employees, incentives for those subject to a performance-based pay system, and team incentives for specialist department staff. Management performance bonuses are awarded at a uniform rate, while team incentives are adjusted according to annual performance results.

### Employee Stock Ownership Plan

To share the company's performance with employees and strengthen ownership, Shinhan Financial Group has implemented an Employee Stock Ownership Plan, where a portion of employee compensation is paid in company stock. As of June 2024, approximately 20,000 members from the holding company and its 14 group subsidiaries have joined the Employee Stock Ownership Association.

## Support for Retirees

To support employees in their post-retirement lives, Shinhan Card operates reemployment and life planning programs. Since 2021, Shinhan Card has offered reemployment support services, with a total of 70 participants by 2024, comprising a 16-hour course that includes guidance on government systems and career planning education. Furthermore, starting in 2023, life planning seminars covering various topics such as finance, health, and certifications are provided to all employees to assist in planning a secure future.



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# Safety and Health

## Safety and Health Management System

### Health and Safety Policy and Governance

Shinhan Financial Group has declared a safety and health policy for employees, customers, and partners while complying with safety and health regulations. Shinhan Bank has appointed a Safety and Health Officer directly under the bank president to establish the system, with policies and plans reviewed by the Board of Directors. The Labor-Management Occupational Safety and Health Committee meets quarterly to discuss safety and health issues to strengthen the system. Shinhan Securities operates an Occupational Safety and Health Committee under the direct supervision of the CEO, executing the drafting and regular review of safety and health plans.

[Safety & Health Mission / Goals / Management Policy](#)

### <Shinhan Bank Safety and Health Governance Structure Diagram>



Category	In-Charge	Role
Safety and Health (General Management) Officer	Head of Management Support Group	<ul style="list-style-type: none"> <li>Managing, examining and supervising occupational safety and health affairs at business site</li> <li>Managing internal inspection and investigation of risk assessment results and the implementation of derived improvement measures</li> </ul>
Safety and Health Department	General Affairs Department	<ul style="list-style-type: none"> <li>Conducting integrated management of functions and roles related to safety and health in the Bank</li> </ul>
Occupational Safety and Health Committee	Equal numbers from labor and management	<ul style="list-style-type: none"> <li>Sharing internal review and examination reports related to safety and health management</li> </ul>
(Contractor) Safety and Health Council	Bank and contractors	<ul style="list-style-type: none"> <li>Organizing various consultations and opinion-listening sessions related to the safety and health of contractors (once a month)</li> </ul>
Supervisors	Representative or head of each department (branch)	<ul style="list-style-type: none"> <li>Exercising direct command and supervision over employees and managing occupational safety and health matters within departments/branches</li> </ul>

### Safety and Health Goals and Plans

Shinhan Bank has set the 'protection of the lives of employees and all workers' as a management goal and formulates an annual safety plan, which is reported to the Board of Directors. The plan assesses compliance with laws such as the Industrial Safety and Health Act and the Serious Accidents Punishment Act, incorporating improvements where necessary. Through monitoring of implemented activities and management of safety and health performance, Shinhan Bank aims to achieve quantitative objectives.

### <Shinhan Bank Safety and Health Goals and Achievement Rates>

Category	Safety and Health Goals	Achievement Rate in 2024
Achieve Zero Accidents	Serious Accidents Occurred	Zero Cases
		100% (Zero accidents occurred, 0% industrial accident rate)
Safety and Health Education	Safety and Health Education for Subcontractors	100% Implementation Rate
		100%
Employee Health Management	General Comprehensive Medical Checkup	100% Examination Rate
	Special Medical Checkup for Night Workers	100% Examination Rate
	Management of Persons with Findings	100% Implementation Rate
		100%
Emergency Drills	Emergency Drill Training	100% Implementation Rate
		100%

### Safety and Health Management System

In November 2022, Shinhan Bank obtained certification for the international standard Safety and Health Management System (ISO 45001) and has been systematically operating a safety and health management framework with internal control procedures across all branches, including headquarters. Following this achievement, Shinhan Securities and Shinhan DS also acquired ISO 45001 certification in 2024.

### <ISO 45001>



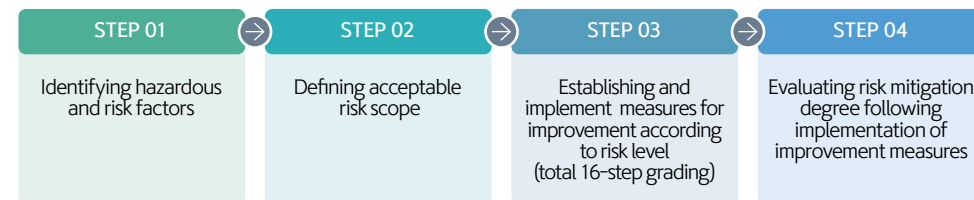
# Safety and Health

## Safety and Health Risk Management

### Business Site Risk Assessment

Shinhan Bank routinely performs risk evaluations across all business sites, actively improving identified hazardous or risky conditions based on assessment results. Initiated in 2021, these regular and on-demand evaluations differentiate risk levels according to the probability and scale of incidents. Moreover, the bank offers comprehensive education to strengthen the expertise of evaluators and stakeholders involved.

#### <Shinhan Bank's Risk Assessment Process>



#### <Shinhan Bank's Risk Assessment and Improvement Results in 2024>

Risk Factors	Major Factors	Risk Level*	Improvement Measures	After Taking Measures
Risk of fire spreading due to improper fire compartment sealing in the EPS room and alarm valve room	Fire	HH	Repairing with fire-resistant foam pads, fire sealants, and fireproof foam with certified firestop performance	L
Risk of falling during inspection due to missing inner safety railings along the gondola rail section	Fall	H	Installing inner safety railings along the gondola rail section	L
Potential for casualties due to inappropriate fire extinguishing agents in the central disaster prevention center	Fire	H	Replacing with automatic fire extinguishing systems using halogen compounds and inert gas agents	L
Risk of delayed recognition and failure of initial firefighting due to malfunctioning indicator lights on fire hydrant boxes during a fire	Fire	M	Repairing indicator light wiring for fire hydrant location signage	L

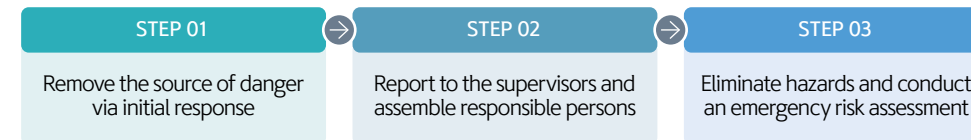
1) Risk levels: HH (levels 12 to 16), H (levels 8 to 9), M (level 6), ML (levels 3 to 4), and L (levels 1 to 2)

### Response to Occupational Safety Accidents and Emergency Situations

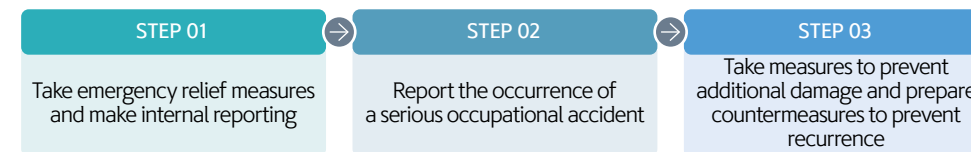
Shinhan Bank has established a Serious Accident Manual to ensure swift responses to safety and health incidents and disasters. In the event of an incident, immediate reporting is conducted, and operations are halted with evacuation if imminent danger arises. The Safety and Health Officer analyzes previous year's disaster cases in the first quarter annually to develop preventative measures, sharing them across all sites to strengthen enterprise-wide implementation.

#### <Shinhan Bank's Procedures to Respond to Serious Occupational Accidents>

In cases where there is a likelihood of serious occupational accident occurring in the short term



#### In case of serious occupational accident



# Safety and Health

## Safety and Health Program

### Safety and Health Feedback

Shinhan Bank gathers feedback from employees and workers on workplace safety and health through biannual surveys and ongoing communication channels, incorporating their input into occupational safety and health improvement activities.

#### <Shinhan Bank's Health and Safety Communication Channels>

Kakao Channel	SHB Safety Guard
Dedicated Safety and Health Hotline	02-2151-5127
Email	tolstoy79@shinhan.com

### Employee Protection for Customer Service Staff

Shinhan Bank provides various support measures to protect customer service staff. Through the 'Siren 5119' program, it jointly responds to special complaints, offers psychological counseling and healing programs for employees, and conducts regular and special complaint response education to foster a safe working environment.

### Safety and Health Education

Shinhan Bank regularly conducts face-to-face and group safety and health education to raise safety awareness and mitigate safety risks. It provides CPR, fire prevention, and risk assessment education for employees and partners, with specialized job education for safety and health managers to enhance their expertise.

### Safety and Health Management for Contractors

Shinhan Life gathers feedback to create safe and healthy workplaces for partner company employees, performing tasks based on safety and health management plans and accident prevention and response manuals during service contracts. For construction contracts, safety and health management costs are proportionally included in contract payments to establish and maintain safe work environments.

### Employee Health Management

Shinhan Bank operates the 'Shinhan Care Program' for employee health management, consisting of three stages: prevention, examination, and treatment.

#### <Health Management Process>

STEP 01 Prevention	STEP 02 Examination	STEP 03 Treatment
Vaccination	Medical examination	Providing medical expenses for employees and their families
Wellness Program	Covering Re-examination Expenses	Operating a Hot-Line to make appointments with general hospitals
	Follow-up management of metabolic syndrome	Cancer care service

### Employee Health Promotion Program

Shinhan Bank supports employee health management through the Wellness Program, covering costs such as follow-up medical examinations. Shinhan Securities establishes goals for a healthy workplace culture, shares them via internal bulletin boards with all employees, and conducts annual comprehensive health check-ups. Additionally, a mental health screening program promotes overall well-being including employees' mental health.

#### <Shinhan Bank's Wellness Program>

Weight Management	Physical 100	1,115 participants, 229 (20.5%) rewarded
Health Management	10,000 Steps Challenge	6 sessions total, 20,628 participants
	BRIDGE WALK Hangang Health Walk	428 participants
	2024 Chosun Ilbo Chuncheon Marathon	62 participants
Chronic Disease Management	Management of Individuals with Findings	[First half] 198 participants, 47 (23.7%) improved [Second half] 97 participants, 28 (28.8%) improved
	Emergency Drill	99 participants

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# Safety and Health

## Labor-Management Relations

### Labor Union and Labor-Management Council

Shinhan Bank ensures cooperative labor-management relations by applying the working conditions specified in collective agreements to all employees, regardless of the specific terms of their contracts. Regular labor-management council meetings are held, in line with labor laws and related regulations, to work on improving employee working conditions and addressing concerns. In 2024, four meetings were conducted to discuss business operations and explore strategies for enhancing labor-management relations.

#### <Major Improvements through Labor-Management Councils in 2024>

- |                     |  |
|---------------------|--|
| <b>Shinhan Bank</b> | <ul style="list-style-type: none"><li>Improvement of welfare systems to encourage childbirth and work-family balance</li><li>Improvement of employee working environment</li><li>Expansion of support for health promotion</li></ul> |
| <b>Jeju Bank</b>    | <ul style="list-style-type: none"><li>Increase in childbirth congratulatory allowance</li><li>Increase in clothing allowance and lunch expenses</li></ul>  |

### Building Trusting Labor-Management Relations

Shinhan Securities works collaboratively with its labor union by negotiating unified collective agreements and division-specific agreements, managing wages and employee benefits systems in alignment with labor-management agreements. To strengthen communication between labor and management, regular quarterly Labor-Management Policy Council meetings are held, and an expanded Labor-Management Policy Council meetings, with direct participation from the CEO at least once a year, is conducted. These efforts aim to promote employee rights and improve workplace culture, organizational fairness, and comprehensive work environments, including human rights.

#### <Shinhan Securities' Labor-Management Policy Council and Collective Agreement>

Number of Labor-Management Policy Council and Expanded Labor-Management Policy Council meetings held in 2024

4 times

Ratio of employees covered by collective agreements and union membership rate

65.8%




# Diversity and Human Rights Management

## Diversity and Human Rights Management

Shinhan Financial Group has established the DEI (Diversity, Equity, Inclusion) policy titled 'Shinhan Financial Group's Commitment to Diversity and Inclusion' and is actively working to implement the values of diversity and inclusion. Through the group's sustainable management governance, the DEI initiatives are systematically managed and overseen. The group continually assesses and enhances its DEI management framework based on DEI management processes. To promote the values of DEI, the group has set three strategic directions: Resolution of Internal Discrimination Issues, Connecting Diversity to Business, and Social Responsibility. These strategies guide the active pursuit of three core initiatives related to DEI.

[Diversity and Human Rights Report](#)

#### <DEI Strategic Directions>

Areas	Resolution of Internal Discrimination Issues	Connecting Diversity to Business	Social Responsibility
Core Values	 Equity	 Harmony	 Inclusion
Directions	Eliminate internal discrimination factors and continuously implement improvement efforts	Recognize the value of organizational diversity and expand its reflection in business	Expand inclusive finance based on compassionate finance
Initiatives	<ul style="list-style-type: none"><li>Increasing the proportion of female managers and support systematic leadership development</li><li>Strengthening systems to promote worklife balance and flexible work culture</li></ul>	<ul style="list-style-type: none"><li>Moving away from a hierarchical organizational culture that could cause conflict and workplace harassment</li><li>Leading financial solution innovation based on the diverse backgrounds and experiences of employees</li></ul>	<ul style="list-style-type: none"><li>Expanding financial support for socially marginalized groups such as people with disabilities and multicultural families</li></ul>

#### <Status and Targets of Female Employee Ratio by Management Level<sup>1)</sup>>

Position	2022	2023	2024	2030 Target
Management <sup>2)</sup>	8.7%	9.8%	10.2%	15.0%
Department Heads	13.0%	14.9%	18.2%	25.0%
Middle Managers <sup>3)</sup>	32.0%	34.6%	36.3%	45.0%

1) Based on 8 companies: Holding, Bank, Card, Securities, Life, Capital, Asset Management, Jeju Bank

2) Executives and Division Heads

3) Manager to Deputy General Manager

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# Diversity and Human Rights Management

## DEI Culture Promotion Activities

### Support for Work-Life Balance

Shinhan Financial Group provides the same work-life balance systems and programs to all employees, including regular and contract employees. It transparently discloses childcare management indicators and the status of family-friendly programs to ensure stakeholders can clearly understand the Group's initiatives.

### Establishment of Horizontal Organizational Culture

Beyond traditional organizational culture, a variety of systems and initiatives have been introduced to create a flexible work environment that prioritizes employees. Every six months, the Organizational Culture Survey (SCI, Shinhan Culture Index) is conducted to identify issues within each subsidiary, after which improvement activities are implemented and shared across the organization.

#### <Shinhan Culture Index 2024 Key Achievements and Improvement Tasks>

Employee Participation	Improvement Tasks	Improvement Items
12,731 <sup>people</sup>	· Enhancing organizational culture metacognition for each subsidiary through customized questions and feedback	· Conducting timely diagnosis and establishing improvement plans by expanding additional questions for each subsidiary · Collecting opinions through expanded open-ended questions and employee interviews, and providing field-based feedback

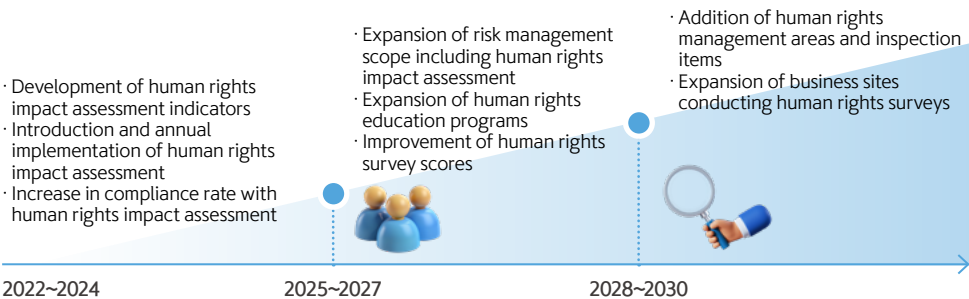
#### CASE | Mini Townhalls and Leadership Meetings

To build a horizontal organizational culture, Shinhan Life holds mini town halls and leadership meetings. Mini town halls enhance understanding and consensus, while 'LIFE TALK' sessions help employees connect through shared hobbies. Leadership meetings, including CEO town halls and lunches in 2024, focused on 'Joint Growth of the Company and Employees' with staff at all levels.

## Human Rights Management Framework

### Human Rights Management Strategy and Roadmap

To enhance the implementation of human rights management, Shinhan Financial Group sets mid- and long-term objectives and continuously monitors progress. To strengthen human rights risk management, the scope and assessment criteria of human rights impact assessments are progressively expanded. The group also plans to continuously reinforce improvement activities and education to establish a culture of respect for human rights.



### Human Rights Management Declaration and Policy

Shinhan Financial Group supports the UN's 'Universal Declaration of Human Rights' and 'Guiding Principles on Business and Human Rights,' and in 2014, established a Human Rights Declaration to set fundamental principles for the human rights of employees and all stakeholders. To eliminate human rights violations throughout its business activities, it is strengthening compliance with the Code of Ethics and the Code of Conduct for Partner Companies. Additionally, the Group has established a human rights due diligence process aligned with its human rights policy, under a human rights management governance system that extends from the Board of Directors to operational staff, formulating human rights management plans and regularly reviewing implementation results. Shinhan Bank, based on expert advice, has established human rights management policies and detailed principles, reviews them annually, and continues its efforts to protect human rights.

[Declaration of Human Rights](#)

[Code of Ethics](#)

['Promise to Respect for Human Rights' and 'Human Rights Principles to Protect the Rights and Interests of Stakeholders'](#)

### Human Rights Management Governance

Through a sustainable management governance framework extending from the board of directors to operational teams, Shinhan Financial Group promotes integrated human rights management, incorporating human rights elements into strategic tasks for both the holding company and subsidiary CEOs. Shinhan Bank's ESG Committee oversees and manages human rights management activities, while the SDGs dedicated department reviews and manages human rights management plans by integrating feedback from internal organizations and stakeholders.

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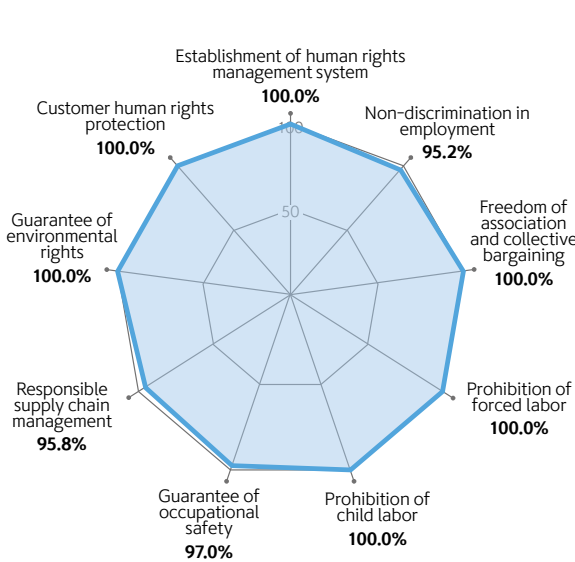
# Diversity and Human Rights Management

## Human Rights Risk Management

### Human Rights Impact Assessment

Shinhan Financial Group has a monitoring system to mitigate and address human rights risks. Shinhan Bank was the first Korean commercial bank to undergo a third-party human rights impact assessment in 2022 and repeated it in 2024. Using its own indicators based on global standards, it achieved a 98.7% compliance rate, with notable improvements in guarantee of occupational safety and responsible supply chain management.

#### <Shinhan Bank Human Rights Impact Assessment Results in 2024>



Area	Compliance Rate	Gap between 2023 and 2024
Establishment of human rights management system	100.0%	+1.1%p
Non-discrimination in employment	95.2%	+0.3%p
Freedom of association and collective bargaining	100.0%	-
Prohibition of forced labor	100.0%	-
Prohibition of child labor	100.0%	-
Guarantee of occupational safety	97.0%	+0.3%p
Responsible supply chain management	95.8%	+8.3%p
Guarantee of environmental rights	100.0%	-
Customer human rights protection	100.0%	-
Total Compliance Rate	98.7%	+0.9%p

### Evaluation of the Effectiveness of Human Rights Risk Mitigation Measures

Based on the 2024 human rights impact assessment results, Shinhan Bank established improvement tasks and concrete measures for three areas with relatively low compliance rates. Since 2024, monitoring of improvement actions to protect the human rights of suppliers has been conducted, resulting in enhanced compliance in the responsible supply chain management area. Through this, it was confirmed that substantive corrective actions were implemented in response to the improvement recommendations derived from the evaluation results.

### Identification of Human Rights Risks and Stakeholder Communication

Tailoring efforts to the financial sector, Shinhan Financial Group identifies significant human rights risks and conducts management activities aimed at reducing impacts on stakeholders. Human rights impact assessments are designed to preemptively identify risks, especially for vulnerable stakeholders, and to establish appropriate countermeasures. Additionally, the group consistently gathers stakeholder feedback through numerous channels to proactively mitigate human rights risks.

#### Stakeholder Groups Vulnerable to Human Rights Risks

New employees	In-house subcontracted workers	Contractual counterparts
Fixed-term contract workers	Workers with disabilities	
Pregnant and postpartum workers	Financial customers	



#### <Major Stakeholder Human Rights Issues and Communication Channels>

Category	Human Rights Issues of Concern	Main Stakeholder Communication Channels	Performance in 2024
Employees	· Fair Wages and Benefits · Safe and Healthy Work Environment	· Shinhan Culture Index <sup>1)</sup>	71.4 points in the first half 73.9 points in the second half
	· Discrimination and Harassment Protection · Labor Rights protection including Freedom of Association and Collective Bargaining	· Labor-Management Councils <sup>2)</sup>	10 Items processed in the first half 17 Items processed in the second half
Partner Companies	· Fair Contracts and Unfair Transactions · Rights of Partner Company Workers	· Ethical Management Hotline <sup>2)3)</sup>	6 cases received 6 cases processed
	· Social and Environmental Impact Cooperation · Ethical Procurement Practices	· Customer Complaint Reception <sup>4)</sup>	7,711 cases received 7,711 cases processed
Customers	· Financial Product and Service Safety and Quality · Fair Advertising	· Shinhan Ombudsman <sup>2)5)</sup>	3 council meetings held 9 agenda items processed
	· Privacy Protection · Transparent Corporate Disclosure		

1) Shinhan Financial Group and all subsidiaries, 2) Shinhan Bank, 3) Reporting channels operated for unethical acts and human rights violations by Shinhan Bank and its employees, including customers, partner company employees, and Shinhan Bank employees, 4) Shinhan Bank, Shinhan Card, Shinhan Securities, Shinhan Life, Shinhan Capital, Jeju Bank, Shinhan Savings Bank, Shinhan EZ Insurance, 5) Composed of six experts from academia and legal fields, one investment product specialist company, and one civic organization representing financial consumers to discuss financial consumer protection issues.

### Human Rights Risk Management of Partner Companies

Respecting the autonomy and independence of partner companies, Shinhan Financial Group has established the Code of Conduct for Partner Companies that reflects principles of Corporate Social Responsibility and encourages compliance. The group conducts surveys assessing Corporate Social Responsibility across four areas: human rights, safety and health, environment, and ethics. Additionally, ESG performance is considered in contract evaluations when purchasing ICT products.

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# Diversity and Human Rights Management

## Internalization of Human Rights Management and Information Disclosure

### Human Rights Management Education

To enhance employees' awareness of human rights, Shinhan Financial Group conducts online and offline human rights education at least once a year. Additionally, the Group offers mandatory online education on sexual harassment prevention and disability awareness improvement. In 2024, a total of 22,841 hours of online education was provided to employees across all subsidiaries.

<2024 Human Rights Education Status> (Unit: hours)

Category	2022	2023	2024
Human rights education hours	22,936	22,004	22,841

### Complaint Handling Channel

In accordance with the 'Human Rights Principles for Stakeholder Protection', Shinhan Financial Group identifies key stakeholders and communicates with them through various grievance handling channels to understand their concerns. For human rights violations such as sexual harassment and workplace bullying, the group operates a reporting center that ensures anonymity and confidentiality in investigations. Efforts are made to improve systems for swift redress and prevention of recurrence.

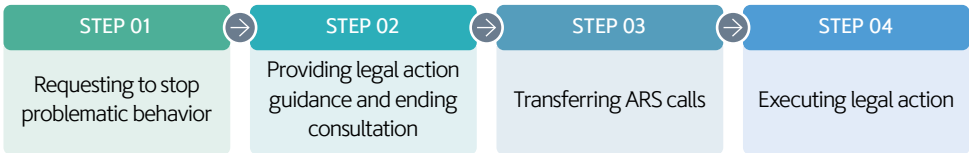
<Human Rights Violation Reporting Process>



### Protection of On-site Emotional Laborers' Human Rights

Shinhan Card identifies problematic consumers who engage in recurring disruptive behaviors, such as sexual harassment, verbal abuse, and threats, based on internal criteria. Management of these behaviors is conducted through a four-stage response process. To protect employees, measures such as refusal to provide service are implemented for persistent problematic behavior. In 2024, a review committee designated 31 individuals as problematic consumers and imposed actions such as card issuance restrictions and the sending of certified notices.

<Human Rights Protection Process>



### CASE | Psychological Health Counseling Operation

Shinhan Securities operates a swift and proactive response system for incidents of workplace sexual harassment and bullying. Initial actions prioritize physical separation of the victim from the perpetrator, and the victim's perspective is prioritized throughout the entire process, including interviews, investigations, mediations, and disciplinary actions. Even after mediation concludes, further personnel actions are taken against the perpetrator, with severe disciplinary measures applied regardless of status. Additionally, psychological counseling services have been strengthened to support employees' recovery, expanding counseling sessions from 14 in 2022 to 35 in 2024.

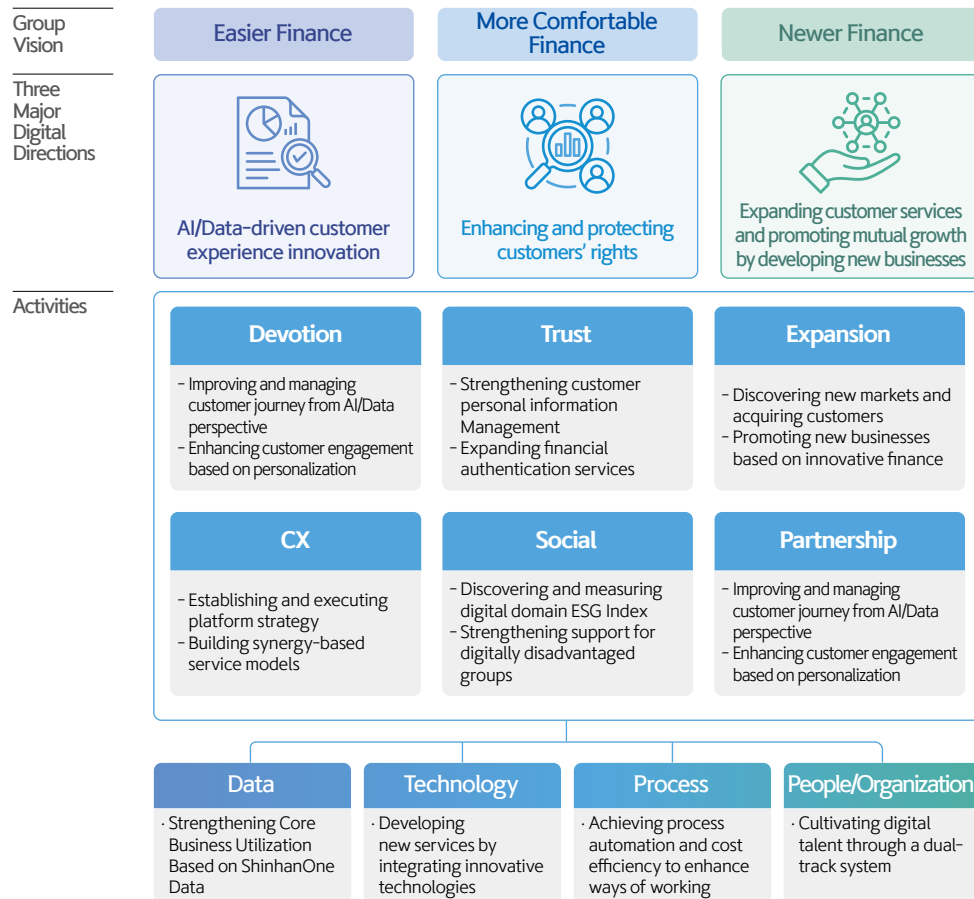
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# Digital Innovation

## Directions of Digital Innovation

As financial trends rapidly shift towards a digital-centric culture, Shinhan Financial Group has established three key digital objectives aligned with its vision for digital transformation (DT) and is executing systematic initiatives. In 2024, the group achieved strategic cost savings of approximately KRW 568 billion by enhancing operational efficiency through enterprise-wide process innovation.

### <Three Directions for Digital Transformation>



## Enhancing Competitiveness through Digital Innovation

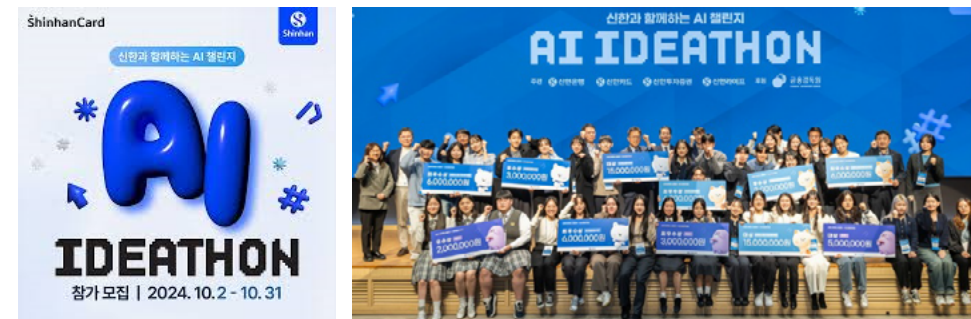
Shinhan Financial Group is enhancing work efficiency, providing differentiated customer experiences, and pursuing sustainable corporate competitiveness through digital innovation.

### AI/Data Meeting with Group CEO

To strengthen digital transformation and AI/Data strategy, Shinhan Financial Group holds quarterly 'Can Meetings', involving practitioners from each subsidiary. During these meetings, the Group CEO shared digital direction and intent while listening to field feedback. In the first quarter meeting, around 150 participants from the banking and card sectors discussed AI/Data improvement initiatives. In the second quarter, all employees from the AI research institute proposed strategies to secure sustainable AI competitiveness. In the third quarter, discussions centered on AI solutions and data marketing, led by practitioners from the securities sector.

### Shinhan Financial AI Ideathon Held

Hosted by Shinhan Financial Group and supported by the Financial Supervisory Service, the AI Utilization Ideas Contest was divided into two categories: 'Future Finance' and 'Financial Consumer Protection'. A total of 373 teams composed of young adults and high school students participated, with 11 out of 13 finalist teams winning awards. Concurrently, the 'Shinhan Friends: Create a New AI Friend' event offered customers the opportunity to create characters using AI, providing an engaging experiential opportunity.



### AI Practical Talent Development Program Implemented

A six-week AI education was conducted in cooperation with Seoul National University for 40 selected individuals from 11 subsidiaries. This initiative aimed to develop capabilities to solve practical problems using AI as its business application increases. Trainees learned generative AI utilization and business value creation methodologies through practice-oriented sessions.

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# Digital Innovation

## Enhancing Competitiveness through Digital Innovation

### Enhancing Data Competitiveness

Shinhan Financial Group has established a Data Business Division to enhance competitiveness through data-driven strategies. This initiative promotes the dissemination of successful big data cases and advances MyData services, supporting the provision of personalized customer services and the development of a sustainable data ecosystem.

#### Shinhan Card Data Competitiveness Enhancement Program

##### Establishment of Data Business Headquarters

To bolster its data business, Shinhan Card has established a new division focused on leveraging payment data for revenue-generating initiatives. This division is responsible for identifying new business models, enhancing MyData services, and refining both credit evaluation models and credit assessments for sole proprietors. By utilizing payment information and big data, Shinhan Card aims to generate new revenue streams and collaborate with various companies to develop products and services.

##### Support for Big Data Policy Development in Uzbekistan

For three years, Shinhan Card has joined the 'Economic Development Experience Sharing Project', showcasing its data business to public institutions globally. In 2024, it helped design Uzbekistan's fintech regulatory sandbox and shared big data fintech trends and policy support cases.

##### Sharing Data-Based Sustainable Management Cases in Developing Countries

Shinhan Card shared its sustainable management and carbon neutrality strategies using the 'Shinhan Green Index' at the World Bank's 'KGID Jeju' conference and plans to support carbon neutrality efforts in developing countries.

##### Provision of MyData Services

Shinhan Card provides MyData services, including the 'MY Asset Service', for efficient management of customers' financial information. Following regulatory reforms, it has improved transparency by enabling customers to view their data transmission requests. In 2024, approximately 289,000 customers were served.

### AI Ethics Principles

Shinhan Card has established AI ethics principles and conducts internal checks using self-assessment checklists for all AI algorithm-based services. When preparing AI-related documents, an statement of 'AI Ethics Compliance' is included at the bottom, and the checklist, covering all areas of the AI principles, must be attached whenever AI technology is used.

[Shinhan Card AI Ethics Principles](#)

## Customer-Centered Digital Innovation

### Enhancing Convenience through Continuous Advancement of the Group's Integrated App 'Shinhan SuperSOL'

In December 2023, Shinhan Financial Group launched 'SuperSOL,' an application that integrates the core functions of financial apps from its five subsidiaries, including banking, cards, securities, insurance, and savings banks. This app enhancement allows users to access a variety of financial services within a single platform. Designed by incorporating insights from UI/UX experts and customer feedback, SuperSOL received the main award in the Communication category at the German 'iF Design Awards (International Forum Design Awards) 2024,' one of the world's top three" design awards, in 2024. The platform will continue to evolve, focusing on customer-centric digital innovation.

1) March: Germany 'iF Design Award', June: Germany 'Red Dot Design Award', September: USA 'IDEA Design Award'

### Expansion of Hyper-Personalized Services Using AI

Shinhan Financial Group has established an AI roadmap to secure future competitiveness. By identifying use cases centered on tangible customer value, we aim to enhance the completeness of our financial services and deliver differentiated convenience.

#### <AI-Based Hyper-Personalized Services>

##### Shinhan Bank

###### Shinhan AI Branch

· Supporting customer services through AI concierge and AI desk at the first AI branch in domestic finance

###### Group Integrated AI Contact Center

· An intelligent contact center where voice and chatbots respond to customer inquiries.

##### Shinhan Card

###### AI 5025

· Using the AI contact center, aiming to replace up to 50% of customer consultations by 2025.

###### AI Consultation Support System (AI-SOLa)

· Building an AI consultation support system, AI-SOLa, based on generative AI that analyzes customer inquiries in real time and suggests optimal solutions to consultants

##### Shinhan Securities

###### AI Overseas Stocks

· Providing an AI analysis service reflecting overseas stock investment trends by identifying U.S.-listed stocks similar to domestic listed companies

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# Cooperation

## Prosperity

DO THE  
BRAVE THING

Fulfilling the Social Responsibility of Finance, we aim for  
a fair and inclusive culture for all.



### Corporate Win-Win Activities



### Coexistence with Local Communities Activities



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# Corporate Win-Win Activities

## Finance Support for People's Lives for Small Businesses

Shinhan Bank is actively participating in the banking sector's joint initiative, the 'Microfinance Support Plan KRW 2 Trillion + α,' by implementing a KRW 306.7 billion financial support program. Through its loan interest cashback program for small businesses and unique independent initiatives, Shinhan Bank provides practical aid to small businesses facing challenges due to economic downturns.

### Common Program Loan Interest Cashback

Shinhan Bank has implemented a loan interest cashback program for small business clients holding personal business loans. The program offers up to KRW 3 million per person, covering 90% of the interest paid exceeding 4% on loans up to KRW 200 million for one year. Since the start in 2024, this initiative has supported approximately 280,000 customers with a total of KRW 197.3 billion.

Participants  
**280,000** small businesses

Amount paid per person  
Up to KRW **3** million per person

### Low-Interest Refinancing Program for Small Businesses

Shinhan Bank is involved in a refinancing initiative launched by the Financial Services Commission and the Korea Credit Guarantee Fund in 2022. This program aims to reduce financial pressures on self-employed individuals and small businesses through lower interest rates and refunds on interest rate differences.

Low-Interest Refinancing Loans  
KRW **3.4** billion

### <Status of Small Business Financial Support Programs>

Category	Contents	Amount
Alleviation of financial burden for small businesses	· Shinhan Bank launched a self-support program totaling KRW 35.2 billion. · Offered interest cashback to repaying small businesses and clients using corporate intermediary platforms and loan comparison services · Shinhan Bank included interest rate reductions, support for digital transformation of smart shops, loans for new entrepreneurial ventures by small businesses, and revitalization of digital traditional markets	KRW 35.2 billion
Support for vulnerable small businesses	Shinhan Bank provided interest cashback and rate reduction assistance to vulnerable small businesses who may have low credit ratings but pay their interest diligently, aiming to prevent business deterioration	KRW 18.2 billion
Win-win type smart store digital transformation support	Shinhan Bank offered programs that provided up to KRW 1 million for digital transitions — including table ordering systems and kiosks — in collaboration with private companies to support small businesses struggling after COVID-19	KRW 3.5 billion
Loan Support for New Start-ups and Young Entrepreneurs	Shinhan Bank contributed to the Credit Guarantee Foundation, offering special guarantee loans and fee support to small businesses and young entrepreneurs facing challenges in securing initial funding	KRW 13.5 billion

## Support for Small Businesses and SMEs

### Support for Growth of Small Businesses and SMEs

To build a financial ecosystem that fosters mutual growth with small businesses and SMEs, Shinhan Bank offers a stable financial environment and growth opportunities through a variety of initiatives.

#### <Support Activities for Small Business and SMEs>

- Shinhan Bank**
  - Operated the Successful Do Dream Program
  - Shinhan SOHO Training Academy: Provided intensive 8-week education for a select group of self-employed individuals
  - Shinhan SOHO Success Support Center BIZ-ON : Offered customized consulting for start-up self-employed entrepreneurs
  - Successful Do Dream Customized Classes: Provided lectures on tax, legal matters, SNS marketing, etc.
  - Achievements: Cumulative participation of 24,180 people
- Shinhan Card**
  - MySHOP Partner
  - A win-win platform for small businesses that provided services necessary for store operations to small businesses and individual entrepreneurs
  - Achievements: As of the end of 2024, approximately 340,000 small and micro franchisees joined, achieving cumulative sales of KRW 1.6 trillion
  - Through partnerships with 27 traditional markets nationwide, interest-free installments and cashback benefits are provided at over 4,000 franchise stores
- Jeju Bank**
  - Operation of 'IPO Class'
  - Provided education to 21 venture companies in Jeju with weak listing information and related infrastructure
  - Win-Win Agreement Loan
  - Operated 'Jeju Value Win-Win Agreement Loan' targeting three public corporations in Jeju (Jeju Province Development Corporation, Tourism Organization, Energy Corporation) and eco-friendly certified SMEs
  - Provided low-interest loans through 'Loan Interest Rate Cap Agreement Guarantee'

### Strengthening Social Finance

Shinhan Bank is leading the creation of a win-win finance ecosystem with SMEs through various loan products and social finance products. In 2024, SME loan amounts reached approximately KRW 140.6 trillion, accounting for 44% of total loans.

#### <Status and Growth Rate of SME Loans>

Indicator	Unit	2022	2023	2024
Total	KRW Billion	281,490	289,916	319,831
SME Loan Amount		126,324	129,954	140,619
SME Loan Ratio	%	44.9%	44.8%	44.0%
Year-over-Year Growth Rate		7.7%	2.9%	8.2%

## Prosperity

### Corporate Win-Win Activities

Coexistence with Local  
Communities Activities

# Corporate Win-Win Activities

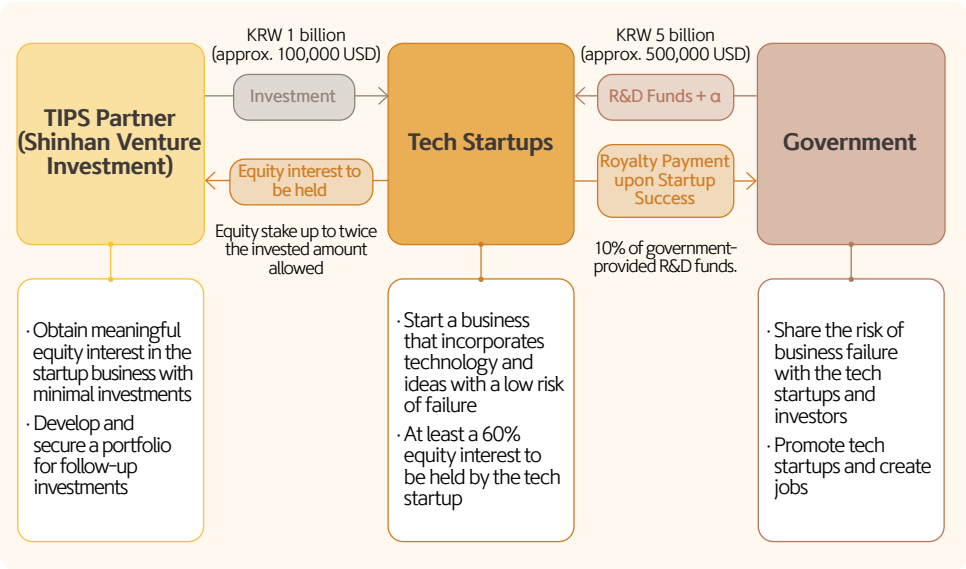
## Startup Ecosystem Development

Shinhan Financial Group provides financial and non-financial support to strengthen the capabilities of domestic startups. Its 'Shinhan Future's Lab', the first startup acceleration program in Korea's financial sector, focuses on digital and fintech startups, while 'Shinhan Square Bridge' supports startups creating social value, helping them grow into K-unicorns and expand globally. From 2024, these two programs have been integrated to enhance support capabilities.

### Financial Support for Startups

Shinhan Venture Investment was selected in 2024 as a new operator of the Tech Incubator Program for Startup (TIPS), led by the Ministry of SMEs and Startups, supporting early-stage companies with government R&D fund linkage. A system supporting startups throughout their lifecycle from discovery has been established, and in 2025, the establishment of 'Shinhan Hyper Futures Fund 2' is planned to continue supporting the startup ecosystem.

#### <Tech Incubator Program for Startup>



### Shinhan Futures Lab

Since 2015, Shinhan Future's Lab has supported over 8,296 companies, nurtured 473 startups, and invested KRW 102.3 billion by 2024. Selected startups collaborate with subsidiaries and attract funding. From 2024, the integration with Square Bridge enables full lifecycle support from early growth to investment.

[Shinhan Futures Lab Website](#)

#### <Shinhan Future's Lab's Achievements in Creating Socio-Economic Value in 2024>

##### Number of Businesses Supported from 2015 to 2024

473 companies



##### Investments

Cumulative direct and indirect investments by Futures Lab dedicated funds and subsidiaries

KRW 102.3 billion

##### Number of Collaborations

Cumulative number of collaborations between Shinhan subsidiaries and nurtured companies (joint service development, PoC, etc.)

311 collaborations

##### Global Expansion/Local Discovery (Vietnam, Japan)

Cumulative number of globally expanded companies and local discoveries

83/116 companies



\*As of end of December 2024

#### CASE | Shinhan Futures Lab Demo Day

'Shinhan Futures Lab Demo Day 2024' was held under the theme 'Run To:gather' to commemorate its 10th anniversary, providing an opportunity to share collaboration achievements with alumni companies and celebrate mutual growth. An awards ceremony was also held for companies excelling in digital transformation collaboration.



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# Corporate Win-Win Activities

## Startup Ecosystem Development

### Shinhan Square Bridge

Shinhan Square Bridge is a program supporting the growth of technology startups through incubation, acceleration, and open innovation. It nurtures and invests in innovative technology startups and supports their growth into global unicorns. The program expands its social value scope by targeting companies entering not only domestic markets such as Incheon and Daejeon but also the Vietnamese market. Since 2024, Seoul operations have been integrated with Futures Lab.

[Shinhan Square Bridge Website](#)

#### <Status of Shinhan Square Bridge>



Membership

83 companies

Job Creation

1,809 persons

Investment Attraction

KRW 92 billion

### Fintech Startup Support

Shinhan Card collaborated with Seoul City, Shinhan Bank, and Shinhan Securities to host the '3rd Pinovation Challenge: Expansion,' discovering prospective unicorn fintech companies. Among 205 applicants, six finalists will collaborate with Shinhan Group to develop and commercialize financial innovation technologies and participate in startup development and scale-up programs at Seoul Fintech Lab and Shinhan Futures Lab.

### Startup Tech Blaze Competition

Shinhan Card organized the 'Startup Tech Blaze' competition in November 2024, selecting three startups to merge generative AI with its big data capabilities. These startups will collaborate with Shinhan Card for up to three months on Proof of Concept (PoC) projects, with successful technologies being eligible for incorporation into services. The chosen startups will present groundbreaking ideas through projects involving a natural language conversational analytics solution, AI-powered document workflow automation, and a card product search service based on natural language technology.



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# Coexistence with Local Communities Activities

## Strategic Directions for Social Contribution

Since 2017, all subsidiaries have participated in the 'Hope Society Project', building and embedding its framework through 2023. From 2024, Shinhan Financial Group established a new strategy to operate social contribution programs more systematically and effectively. Under this strategy, it focuses its social contribution efforts on three key areas: families, youth, and local communities.

### Strategy to Promote Social Contribution

Community Participation and Social Contribution Slogan

## Gracious Companionship

Promotion System



Focus Business Areas

**Family**

Providing customized support to families in crisis in welfare blind spots and creating a child-rearing environment to overcome low birth rates

**Youth**

Building the foundation for future growth of Korea through scholarships and employment support for future generations

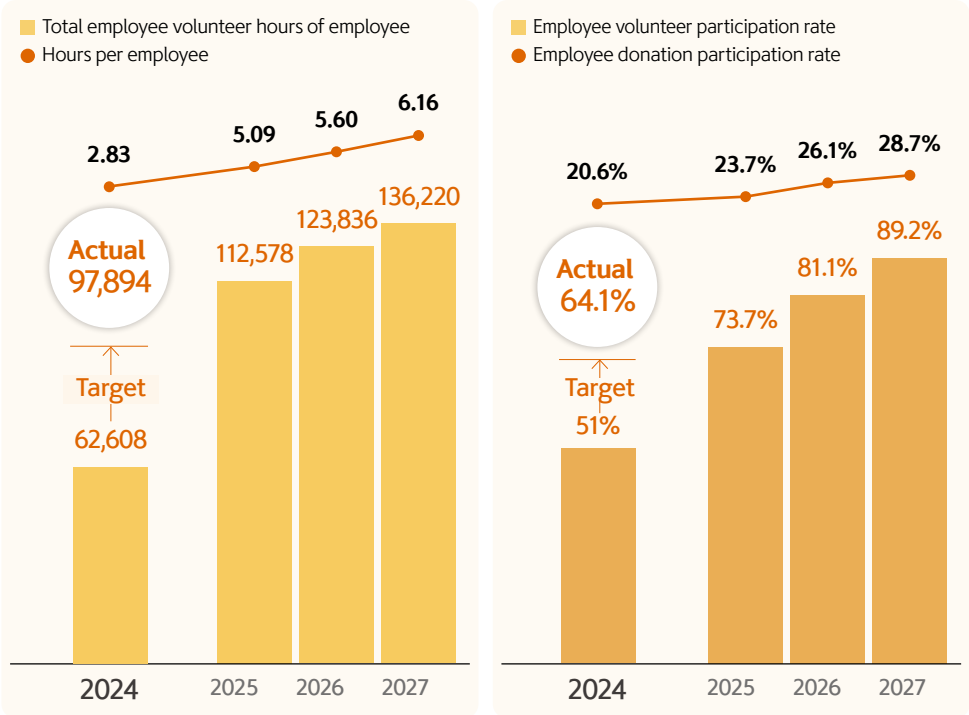
**Community**

Creating an environment that contributes to enhancing social/economic values of local communities and members

### Employee Social Contribution Program Participation Roadmap

Through 'Gracious Companionship', we are expanding community participation by focusing on key tasks such as supporting families in crisis, nurturing future generations including youth, and contributing to community growth. In 2024, employee volunteer hours exceeded the target with 97,894 hours recorded, and the donation participation rate also surpassed the goal, achieving 64.1%.

#### <Community Participation Goals and Status>





# Coexistence with Local Communities Activities

## Improvement and Support of Community Infrastructure

### Shinhan Card Areumin Support Project

Under the value of 'Creating Beauty Together,' Shinhan Card carries out continuous social contribution activities through its 'Areumin' brand, which combines 'Areum' (meaning beauty) and 'In' (meaning person). The company strives to create an inclusive world for vulnerable groups, a clean world that protects the planet, and a joyful world where future generations and local communities thrive together. Shinhan Card will continue to lead in creating social value through support programs that leverage its financial expertise.

#### <Shinhan Card Areumin Support Project>

I Believe, Warm World	· Supporting Areumin Library · Areumin Donation Campaign	· Supporting financially vulnerable group education · Supporting disability welfare fund
I Hope, Clean World	· Forest Ecosystem Conservation Project · Supporting 1 company 1 village partnership / Eco-friendly agricultural product sales	· Creating Eco-friendly parks in urban areas ECO Zone · Supporting sign language service and multicultural interpretation counseling
I Like, Joyful World	· Areumin financial reading quiz contest · Innovative Korean text contest	· Little Picasso art festival · Kind and sustainable consumption landing project

### CASE | Opening of the 548th 'Areumin Library'

The Shinhan Card Areumin Library is a flagship social contribution program launched in 2010, supporting equal learning opportunities by providing books and creating cultural spaces for local communities. By the end of 2024, a total of 548 libraries had been established, including 541 in Korea and 7 overseas. Notably, the 546th library was opened at the Seoul Youth Gigae Center, a dedicated facility for isolated and reclusive youth.

Status of Areumin Libraries	Number of libraries	Average daily users	Books (including e-books)
	548	Approximately 240,000 persons	Approximately 810,000 volumes

## Community Economic Revitalization

### 'Mutual Growth' Agreement for Regional Development

Shinhan Bank signed a 'Win-Win' agreement with Kwangju Bank under the keyword of 'Mutual Growth'. This initiative addresses concerns over population decline in local regions due to concentration in the capital area and the resulting contraction of domestic demand and financial markets. Aiming to revitalize local economies, the bank supports regional banks, avoids unnecessary competition, and seeks to strengthen the financial ecosystem through mutual cooperation.

### Traditional Market Win-Win Marketing

Shinhan Card partners with 27 traditional markets nationwide to revitalize local commercial districts by offering interest-free installments and cashback benefits at over 4,000 affiliated stores. Through the Traditional Market Love Check Card, specialized services are provided to support traditional market revitalization. Additionally, marketing using My Shop Partners and card POST supports traditional markets within communities.

#### <Mutual Growth Business Agreement>



#### <Shinhan Traditional Market Love Check Card>



# Coexistence with Local Communities Activities

## Support for Future Generations in the Community

### Youth with Disabilities Overseas Training Program

In 2024, Shinhan Financial Group contributed KRW 430 million to the global project 'Disabled Youth Dream Team'. This initiative is the only overseas training program for youth with disabilities in Korea, celebrating its 20th anniversary with a special ceremony and the launch of new training sessions. Through the 'Disabled Youth Dream Team', both with and without disabilities youth have advanced into various sectors of society, with a cumulative total of 1,086 participants by 2024.

### Enhancement of Youth Employment and Job Support

Shinhan Bank and Shinhan Financial Group Hope Foundation are engaged in job creation projects to bolster youth employment. The 'Shinhan Career On' program provides tailored employment-focused courses for vocational high school students to motivate and enhance job search results. The 'Shinhan Career Up' program offers young job seekers a six-week virtual office experience, delivering job education and work exposure to improve employment competitiveness. In 2024, 2,658 vocational high school students and 150 youths joined forces with Shinhan.

### Identifying and Supporting Youth Facing Housing Challenges

In 2024, Shinhan Bank launched 'Youth, Housing' to aid young individuals facing housing difficulties. To advance the 'Support Project for Youth in Housing Crisis', Shinhan Bank donated KRW 1 billion to the Beautiful Foundation in May 2024, exploring solutions for stable housing and safety nets for youths in welfare blind spots. 'Youth, Space' offers a place for rest, meals, laundry facilities, and emergency rent assistance, among other initiatives aimed at securing housing stability for young people.

## Disaster and Damage Recovery Support

### Supporting Disaster Recovery in Summer

Shinhan Financial Group has established a group-wide disaster response and support system for summer disasters. Each department provides practical emergency support such as relief kits and shelters immediately after disasters occur. Shinhan Bank also promotes customized non-financial support linked with organizations like the Korea Disaster Relief Association and the Korean Red Cross through its disaster and disaster donation system.

## Leading by Example Culture Program

As a member of the local community, Shinhan promotes social contribution activities based on a spirit of 'leading by example', fostering a culture where employees voluntarily participate and take action beyond corporate-level initiatives. To this end, various programs have been introduced to encourage and motivate active employee involvement, strengthening ties with local communities.

### Shinhan Honors Volunteer Club

In 2024, Shinhan held the 'Shinhan Honors Volunteer Club' awards ceremony to share volunteer achievements and recognize employees. The program assigns ranks based on employees' annual volunteer hours and activities, providing rewards by rank to encourage continued participation.

### Leading by Example Relay Campaign

Through the Leading by Example Relay Campaign, employees propose ideas for social contribution and take the lead in all stages of activities. In 2024, four volunteer activities were conducted, including 'support for vulnerable groups during winter,' with employee donations totaling KRW 380 million and a participation rate of 20.6% as of December 2024

Highlight - Expanding Employee ESG Participation Culture

### Executive Leading by Example Volunteer Culture

Executives of Shinhan Bank practiced social responsibility values respecting tradition and history by conducting a major cleaning activity at Heejeongdang, Changdeokgung Palace, Seoul, to preserve cultural heritage value. Over 20 executives from Shinhan Card visited the Woori Mapo Protection Workshop in Mapo-gu, Seoul, assisting people with developmental disabilities by participating in work support activities.



# Coexistence with Local Communities Activities

## Support for Vulnerable Groups

### Establishing a Safe Environment for Children

Efforts are being made to protect children exposed to domestic violence and to support families from vulnerable groups facing economic difficulties, aiming to establish a safe and nurturing environment for children's growth

#### <Support for Families and Children in Crisis>

Shinhan Financial Group	<ul style="list-style-type: none"><li>Supporting early adaptation of abused children and assistance with shelter medical expenses, psychological counselling costs, and purchase of essential goods</li><li>Supporting meals and leisure activities for children at risk of going hungry during school vacations.</li><li>Providing customized support for living and housing expenses, education and childcare costs, and medical expenses through operation of the 'Recovery Support Project for Families in Crisis'</li></ul>
Shinhan Bank	<ul style="list-style-type: none"><li>Supporting vehicle purchases for 51 abused children's shelters</li></ul>
Shinhan Securities	<ul style="list-style-type: none"><li>Donating emergency surgery funds for underserved children (Korean Red Cross)</li><li>Sponsoring charity bazaars for underserved children in Korea</li><li>Donating for housing environment improvement projects for multi-child families in Boryeong, Chungnam (Child Fund Korea)</li></ul>
Shinhan Life	<ul style="list-style-type: none"><li>Providing customized healthy meals for children in low-income families at risk of skipping meals</li><li>Distributing mind diary kits to promote emotional stability and social development for children requiring care</li><li>Running a donation insurance campaign to support pediatric leukemia and cancer patients</li></ul>

## Social Responsibility for the Elderly

Shinhan Financial Group participate in social contribution activities targeting the elderly, including donating goods, volunteering for meal service, and providing living expense support.

#### <Support for Elderly>

Shinhan Card	<ul style="list-style-type: none"><li>Providing emotional support activities such as outings and sponsoring dietary supplies for underserved elderly</li></ul>
Shinhan Securities	<ul style="list-style-type: none"><li>Sharing coal briquettes with elderly living alone in shantytown</li><li>Sponsoring exercise equipment to promote local elderly health in collaboration with the 'Korea Association of Long Term Care Center for Senior Citizens' (approximately KRW 100 million)</li></ul>
Shinhan Life	<ul style="list-style-type: none"><li>Providing emotional support and material sponsorship for elderly living alone through the Support Center for the Elderly Living Alone's 'A Call Filled with Love' program</li></ul>
Jeju Bank	<ul style="list-style-type: none"><li>Supporting living expenses (KRW 43 million annually in 2024) for economically vulnerable grandparent-headed households in the Jeju area</li></ul>
Shinhan Venture Investment	<ul style="list-style-type: none"><li>Producing meal kits (Lunar New Year, Chuseok) and providing volunteer lunch services for underserved elderly (Bap-Peo)</li></ul>

## Community Donations and Volunteer Activities

Each subsidiary engages in charitable donations and volunteer activities to support local communities through their own initiatives.

#### <Donations and Volunteer Activities>

Shinhan Financial Group	<ul style="list-style-type: none"><li>Donating KRW 16 billion to the Community Chest of Korea's 'Hope 2024 Sharing Campaign'</li><li>Holding the Global One Shinhan Volunteer Festival</li></ul>
Shinhan Bank	<ul style="list-style-type: none"><li>Leading the company-wide employee relay campaign 'Together Volunteer Campaign' through regional headquarters</li><li>Participating in the 'Earth Citizen Campaign' (plogging, lights-off certification, etc.) and receiving the 2024 Gyeonggi-do Outstanding Corporate Social Responsibility Company</li><li>Conducting volunteer shopping activities at Namdaemun Market and Dongdaemun Toy Market</li></ul>
Shinhan Card	<ul style="list-style-type: none"><li>Leading the company-wide employee relay campaign 'Together Volunteer Campaign' through regional headquarters</li></ul>
Shinhan Securities	<ul style="list-style-type: none"><li>Organizing the employee volunteer program 'Every Friday is Volunteer Day' and conducting community environment improvement activities</li></ul>
Shinhan Life	<ul style="list-style-type: none"><li>Installing the 'Street Gallery' to create jobs for artists with developmental disabilities in Jung-gu</li><li>Carrying out regular employee volunteer activities, including Cheonggyecheon landscape improvement and meal service at senior welfare facilities</li><li>Running an employee donation campaign that contributes a fixed amount of monthly salary to disability welfare facilities</li></ul>
Shinhan Capital	<ul style="list-style-type: none"><li>Being selected as an outstanding enterprise in the '2024 Seoul Metropolitan Government Volunteer Service Awards' through various volunteer activities such as making fruit syrup, pizza, and sharing holiday packages for vulnerable groups</li></ul>
Shinhan Savings Bank	<ul style="list-style-type: none"><li>Cleaning the urban environment through ESG mural painting volunteer activities</li></ul>

## Support for Fostering Future Generations

Shinhan supports Korean youth in pursuing their dreams by providing various education and employment opportunities. It also supports talented children and young people in culture, arts, and sports, contributing to enhancing the nation's future competitiveness.

#### <Mesena Support Activities>

Shinhan Financial Group	<ul style="list-style-type: none"><li>Running musician training programs for underserved children and youth</li><li>- In 2024, 40 academy sessions annually, scholarships awarded to 11 individuals, orchestra operated 30 times in total</li></ul>
Shinhan Bank	<ul style="list-style-type: none"><li>Conducting the 'Shinhan Music Award,' the first classical music competition in the domestic financial sector, to discover and support promising classical musicians</li><li>Supporting the 'Shinhan Gallery' by providing exhibition opportunities for emerging and artists with disabilities</li></ul>
Shinhan Card	<ul style="list-style-type: none"><li>Holding 'The Preview Seongsu / Art Week with Shinhan Card' for four consecutive years</li><li>Supporting the expansion of the art market ecosystem centered on emerging artists and new galleries</li></ul>
Jeju Bank	<ul style="list-style-type: none"><li>Sponsoring KRW 50 million for aspiring track and field athletes and athletes in less popular sports</li></ul>

# Establishment of Sustainable Governance



Shinhan Financial Group Governance



Enhancing Corporate Risk Management



Ethical Compliance Management



Information Protection and Personal Information protection



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# Shinhan Financial Group Governance

## Governance Structure

### Governance Principles and Standards

Shinhan Financial Group practices responsible management by securing transparency, soundness and stability in governance. We disclose standards, procedures, and results related to governance through the Annual Report on Corporate Governance & Remuneration System and our website to realize transparent governance.

[2024 Annual Report on Corporate Governance & Remuneration System](#)

[Governance Disclosure](#)

#### Transparency

We disclose the Annual Report on Corporate Governance, internal regulations, General Meeting of Shareholders results, and executive appointments and dismissals, and strive to enhance transparent governance and shareholder value through electronic voting systems and real-time video streaming of the General Meeting of Shareholders.

#### Soundness

We operate a Board of Directors with independence and expertise, reflecting recommendations from the Commercial Act, the Act on Corporate Governance of Financial Companies, and the Corporate Governance Best Practices in our Articles of Incorporation and internal regulations to ensure compliance.

#### Stability

We delegate decision-making and business execution to the Board of Directors and the Management respectively, operating a Board centered on independent directors to establish a governance structure that balances the Board, Management, and independent directors with mutual checks and balances.

### Independence of the Board of Directors

Shinhan Financial Group has established the 'Guidelines for Independence of Directors' and recognizes independence for directors who meet all criteria. To verify director independence, the Group complies with the Commercial Act and the Act on Corporate Governance of Financial Companies, applies or exceeds the NYSE regulations of the U.S., and sets stricter independence requirements to assess the independence of director candidates and incumbent directors.

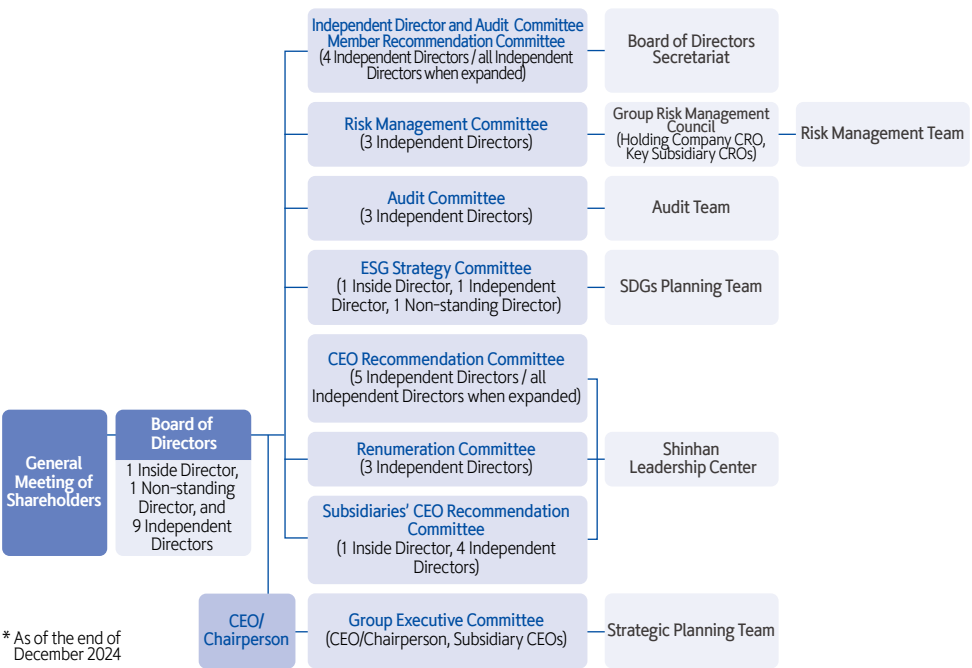
[Guidelines for Director Independence](#)

### Board Diversity and Expertise

Based on the 'Board Diversity Guidelines,' the pool of independent director candidates is composed considering nationality, gender, age, and experience, maintaining a minimum of 20% female representation. In 2024, there are 3 female independent directors, increasing to 4 in 2025. Global experts are appointed as independent directors aligned with management strategy, and expertise balance is managed using a Board Skill Matrix covering nine fields including finance, management, law, and digital.

[Guidelines for Board Diversity](#)

### <Shinhan Financial Group Governance Structure>



### Procedures and Standards for Appointing Independent Directors

When appointing independent directors, Shinhan Financial Group adheres to qualifications defined by governance law, such as expertise, fairness in performing duties, ethical responsibility and faithfulness. Diversity within the board and alignment with the group's values are also considered. Selection of independent directors is decided through the Independent Director and Auditor Candidate Recommendation Committee and the general shareholders' meeting. In 2023, the Group implemented an Advisory Group to further enhance objectivity and transparency. The committee is entirely composed of independent directors, and those up for reappointment cannot participate in their own nomination or related voting, including any discussions or evaluations concerning their candidacy. The director nomination process consists of four stages: forming a candidate pool, reviewing qualifications, evaluating competencies, and making final recommendations.

### Restrictions on Concurrent Positions and Terms for Independent Directors

Through Articles of Incorporation and the Internal Code of Corporate Governance, Shinhan Financial Group ensures the independence and dedication of independent directors, prohibiting them from serving as independent directors at other companies concurrently. To mitigate long-term tenure risks, initial terms are set at two years, with renewals limited to one year, and a maximum tenure of six years is established. If serving at the holding company or any group subsidiary, combined tenure must not exceed nine years.

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# Shinhan Financial Group Governance

## Board Evaluation and Operation

### Evaluation of the Board of Directors

In accordance with Article 8 of Shinhan Financial Group's Internal Code of Corporate Governance, the Board conducts an annual evaluation related to its operation and references the results for Board management. To ensure fairness and evaluator anonymity, evaluations are conducted by an external firm. The 2024 evaluation confirmed that the Board's operation and role performance were at an 'Excellent' level (Grade 4). Among the seven committees, four were rated 'Excellent' (Grade 4), and three were rated 'Highly Excellent' (Grade 5).

#### <Items of Board Evaluation>

##### Operational Evaluation

- Adequate meeting duration
- Appropriate agenda items
- Adequate meeting frequency
- Sufficient information provision by the company



##### Role Evaluation

- Adequacy of performance of duties related to the authority of the board of directors as specified in the internal Code of Corporate Governance



### Evaluation of Independent Directors

Shinhan Financial Group conducts annual assessments of Independent Directors. In December 2024, an external specialist organization performed a comprehensive assessment of independent directors eligible for reappointment, examining their expertise, impartiality in carrying out duties, ethical responsibility and faithfulness. This assessment comprised 90% peer reviews and 10% employee feedback, with all nine independent directors achieving 'excellent' or higher ratings.

### Board Activities

The Board of Directors at Shinhan Financial Group is divided into ordinary and extraordinary meetings, convened by the chairperson. In 2024, the board held a total of 14 meetings<sup>1)</sup>, with an average attendance rate of 100% among directors. Following ISS (Institutional Shareholder Services) standards, the group mandates a minimum attendance rate of 75% for all board members. Additionally, agenda materials are sent to independent directors seven days prior to meetings to ensure sufficient time for review.

#### <Board Activities and Attendance Rates>

Category	Unit	2022	2023	2024
Total Number of Board Meetings Held	Meetings	15	14	14
Agenda Items Resolved	Agendum	31	46	48
Agenda Items Reported	Agendum	89	95	101
Average Attendance Rate	%	99	99.4	100

1) Regular Board meetings held quarterly (4 times), Extraordinary Board meetings held 10 times

## Board of Directors Composition

### Composition of Board of Directors

As of March 2025, Shinhan Financial Group's Board has 11 members: 9 Independent Directors, 1 Non-standing Director, and 1 Inside Director, with Independent Directors comprising about 82%. In accordance with Article 45 of the Articles of Incorporation, the Board Chair and CEO roles are separated, with the Chair chosen from Independent Directors to ensure independence.

[Articles of Incorporation](#)

### Committees Under the Board

Shinhan Financial Group has seven Board committees, including separate CEO Recommendation Committee and Independent Director and Audit Committee Member Recommendation Committee. The Risk Management and Remuneration Committees include directors with finance and accounting expertise. The Audit Committee consists only of Independent Directors to ensure independence, and committee memberships are structured to prevent overlapping roles and concentration of authority.

#### <Major Roles and Activities of Committees within the Board of Directors>

Committees Under the Board	Key Roles	Key Activities in 2024
CEO Recommendation Committee	· Supporting the board for CEO/Chairperson succession · Setting qualification requirements, recommending candidates, managing and verifying qualifications	· Reviewed the CEO succession plan and assessed candidates for the role
Independent Director and Audit Committee Member Recommendation Committee	· Establishing, reviewing, and supplementing principles for appointing Independent Directors and Audit Committee members · Recommending candidates and managing and verifying candidate pools	· Recommended and managed candidates for Independent Directors who would serve as Audit Committee members · Improved the board skill matrix and enhanced the consistency of the board of directors
Audit Committee	· Supervising directors and Management · Requesting selection and dismissal of the external auditor · Managing audit-related provisions in the Articles of Incorporation or internal regulations	· Managed and operated internal controls for the company and its subsidiaries · Executed anti-money laundering tasks · Assessed the operation of the consolidated internal accounting control system
Risk Management Committee	· Establishing basic risk management policy · Approving and reviewing system improvement items	· Resolved the risk management plan, capital management plan, and emergency funding plan in times of crisis
ESG Strategy Committee	· Formulating ESG strategy and setting goals · Establishing, amending, and initiating policies	· Implemented response measures to mandatory ESG disclosure · Analyzed ESG value index measurement results and developed future operation plans
Subsidiaries' CEO Recommendation Committee	· Recommending and verifying qualifications of subsidiaries' CEO candidates · Supporting the board in management succession and setting qualification criteria	· Established an evaluation system for the leadership of subsidiary CEOs · Developed a subsidiary management succession plan, selected and evaluated CEO successor candidates, and recommended subsidiaries' CEO candidates
Remuneration Committee	· Designing and operating the compensation system, and evaluating the fairness and appropriateness of remuneration · Re-evaluating executive remuneration policies	· Established the Management performance evaluation system and compensation system · Assessed the adequacy of the design and operation of the compensation system

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# Shinhan Financial Group Governance

## Board of Directors Composition

### Financial Group Board Composition

Shinhan Financial Group aims to enhance the transparency and fairness of decision-making by operating the Board of Directors primarily through independent directors. By enabling independent directors to play independent and proactive roles, the group seeks to establish sound governance and achieve sustainable management. These efforts ultimately aim to increase trust among shareholders and stakeholders, significantly contributing to the company's long-term development and competitive strength.

● Major Expertise, ○ Minor Expertise

Board Composition Status								Board Skill Matrix								
Classification	Name	Gender	Main Work Experience	Nationality/Country of Main Activities	Date of Appointment (Initial Appointment)	Term of Office	Responsible Committee	Finance	Management	Economics	Legal & Internal Control	Finance & Accounting	Digital & ICT	Global & Capital Markets	Risk Management	Consumer Protection & ESG
Independent Director (Chair of the Board)	Yoon Jae-won	Female	· Vice President, Korean Tax Association (Current) · Non-standing Member, Korean Accounting Standards Board Accounting Standards Committee (Current) · Professor, Department of Business Administration, Hongik University (Current)	USA/Korea	2025-03-26 (2020-03-26)	1 year	· Audit Committee · CEO Recommendation Committee · Subsidiaries' CEO Recommendation Committee		○			●				
Independent Director	Kwak Soo-keun	Male	· Chairman, Financial Supervisory Service Financial Advisory Committee · Chairman, Korea Enterprise Spirit Foundation (Current) · Chairman, Listed Companies Association Governance Advisory Committee (Current) · Professor Emeritus, Seoul National University Business School (Current)	Korea	2025-03-26 (2021-03-25)	1 year	· Audit Committee (Chairman) · Chairman Candidate Recommendation Committee (Chairman) · Internal Control Committee · Subsidiaries' CEO Recommendation Committee		○			●				○
Independent Director	Kim Cho-seol	Female	· Professor Emeritus, Department of Economics, Shinshu University (Current) · Female Executive Director and President, Northeast Asia Association (Current) · Professor, Department of Economics, Osaka University of Commerce (Current)	Korea/ Japan	2025-03-26 (2022-03-24)	1 year	· ESG Strategy Committee · CEO Recommendation Committee · Independent Director and Audit Committee Recommendation Committee			●				○		○
Independent Director	Bae Hoon	Male	· Co-Representative, LAZAK, Korean Lawyers Association in Japan · Attorney at Law, Orbis Law Firm (Current)	Korea/ Japan	2025-03-26 (2021-03-25)	1 year	· Audit Committee · Internal Control Committee · CEO Recommendation Committee · Subsidiaries' CEO Recommendation Committee				●			○		
Independent Director	Song Seong-joo	Female	· Advisory Professor, Economic Statistics Department, Bank of Korea · Female Member, KRX CCP Risk Management Committee (Current) · Professor, Department of Statistics, Korea University (Current)	Korea	2024-03-26	2 year	· Chairman of Risk Management Committee · Internal Control Committee · Independent Director and Audit Committee Candidate Recommendation Committee	○		○					●	
Independent Director	Yang In-jip	Male	· CEO and President of Ssangyong Fire & Marine Insurance Co., Ltd. · Head of Overseas Business, HiteJinro Co., Ltd. · CEO/Chairperson of Onicom Co., Ltd. (Current)	Korea	2025-03-26	2 year	· Chairman of Independent Director and Audit Committee Candidate Recommendation Committee · Risk Management Committee · Subsidiaries' CEO Recommendation Committee	○	○				●	○		
Independent Director	Lee Yong-gook	Male	· Cleary Gottlieb Steen & Hamilton LLP (Partner Attorney at New York and Hong Kong offices / Head of Seoul office) · Adjunct Professor, Seoul National University School of Law (Current) · Adjunct Professor, Handong Global University Graduate School of International Law (Current)	Korea	2025-03-26 (2021-03-25)	1 year	· ESG Strategy Committee · Audit Committee · Compensation Committee				●			○		
Independent Director	Chun Myo-sang	Female	· KPMG FAS Manager · Researcher and Accounting Advisor at Japan Policy Investment Bank, Head of Planning & Administration at SmartNews Inc. (Current)	Korea/ Japan	2025-03-26	2 year	· ESG Strategy Committee · Compensation Committee · Independent Director and Audit Committee Candidate Recommendation Committee					●		○		
Independent Director	Choi Young kwon	Male	· Head of Fund Management at Government Employees Pension Service · CEO of Woori Asset Management · Adjunct Professor, Sogang University Graduate School of Business (Current)	Korea	2024-03-26	2 year	· Internal Control Committee(Chair) · Compensation Committee(Chair) · Risk Management Committee · CEO Recommendation Committee	○	○					●		
Inside Director (CEO)	Jin Ok-dong	Male	· Vice President of Shinhan Financial Group, CEO of Shinhan Bank · CEO of Shinhan Financial Group (Current)	Korea	2024-03-23	3 year	· Subsidiaries' CEO Recommendation Committee (Chair) · ESG Strategy Committee	●	○					○		
Non-Executive Director	Jeong Sang-hyeok	Male	· Vice President of Shinhan Bank, · CEO of Shinhan Bank (Current)	Korea	2025-03-26 (2023-03-23)	2 year	· ESG Strategy Committee	●	○							

\*As of the end of March 2025

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# Shinhan Financial Group Governance

## Executive Performance and Compensation System

### Remuneration System

Shinhan Financial Group annually reviews and approves the executive compensation and performance evaluation framework, including the CEO, through the Remuneration Committee. The framework comprises fixed compensation and performance-based bonuses. The proportion of long-term incentives increases with seniority, exceeding 50% for executives and 60% for top management.

### Key Performance Indicators of Executive

When assessing the performance of the holding company CEO and Management, both financial indicators (e.g., group KPIs) and non-financial strategic achievements are considered. Executives in risk management, compliance, and audit roles are evaluated using indicators unrelated to financial outcomes to ensure independence.

#### <Key Performance Indicators for Executives>

Classification	Financial KPIs	Non-Financial Performance Indicators
Annual Performance Bonus	· Shareholder Value Related Indicator (Total Shareholder Return)	· Customer Base Expansion
	· Profitability Indicators (ROE, ROTCE)	· Capital Market Position Enhancement
	· Soundness Indicator (Non-Performing Loan Ratio)	· Digital to Value
	· Risk Indicator (RAROC)	· Global Performance
	· Efficiency Indicator (Total Expense to Income Ratio)	· HR Innovation
Long-term Performance Bonus	· Shareholder Value Related Indicator (Total Shareholder Return)	· Internal Control, Risk Management
	· Profitability Indicators (ROE, ROA)	· Value-up
	· Soundness Indicator (Non-Performing Loan Ratio)	· ESG Promotion

### Deferment, Adjustment and Recovery of Performance Bonuses

Annual bonuses are awarded in cash the year following the assessment of the previous year's performance. Long-term incentives are distributed over a four-year period, contingent on performance outcomes, with the amount influenced by stock price variations. Initially, a fixed number of shares is allocated for these incentives, but the final count may adjust based on the results of performance evaluations throughout the four years.

### CEO Compensation

There are 23,587 performance-linked stock compensation (PS) linked to long-term performance that are not included in the total individual compensation figures. The final decision on whether these shares will be paid and the corresponding amounts will depend on the company's long-term performance and stock price upon vesting. The proportion of long-term incentives within the total performance-based compensation amounts to 67%.

#### <Annual CEO-to-Employee Compensation Ratio<sup>1)</sup>>

CEO Total Compensation	Classification	Amount	Ratio (Multiples)
KRW 1,522 million	Employee Remuneration Median	KRW 153 million	9.95 times
	Employee Remuneration Mean	KRW 163 million	9.34 times

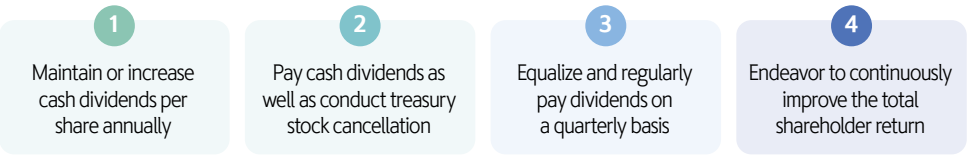
1) Calculated based on Shinhan Financial Group in 2024

## Realization of Shareholder Value

### Shareholder Return

Based on its shareholder return policy, Shinhan Financial Group continuously seeks to enhance shareholder value. The total shareholder return rate increased to 40.2%, up by 4.2 percentage points from the previous year's 36.0%. The group maintains visibility in its capital policy through equal quarterly dividends, distributing a total of KRW 1.1 trillion in cash dividends and acquiring KRW 700 billion worth of treasury shares to address undervaluation. By implementing dividend procedures that align with international standards, the group enhances dividend predictability for shareholders, aiding in informed investment decisions.

#### <Shinhan Financial Group Shareholder Return Policy Direction>



#### <Shinhan Financial Group Shareholder Return Status>

Category	Unit	2018	2019	2020	2021	2022	2023	2024
Treasury Stock Cancellation	KRW Billion	0	0	150	0	300	486	700
Cash Dividends	KRW Billion	753	884	804	1,047	1,093	1,086	1,088
Total Shareholder Return Rate	%	23.9	26.0	27.9	26.0	30.0	36.0	40.2

### Support for the Exercise of Shareholder Rights

Notice of the general shareholders' meeting is posted at least three weeks prior to the meeting date, ensuring shareholders have ample time to review key agenda items, the business report, and the audit report. To support the exercise of voting rights at the shareholders' meeting, Shinhan Financial Group does not exclude the cumulative voting system, offers electronic voting and proxy voting mechanisms, and provides a live video stream of the meeting proceedings for shareholders who cannot attend in person.

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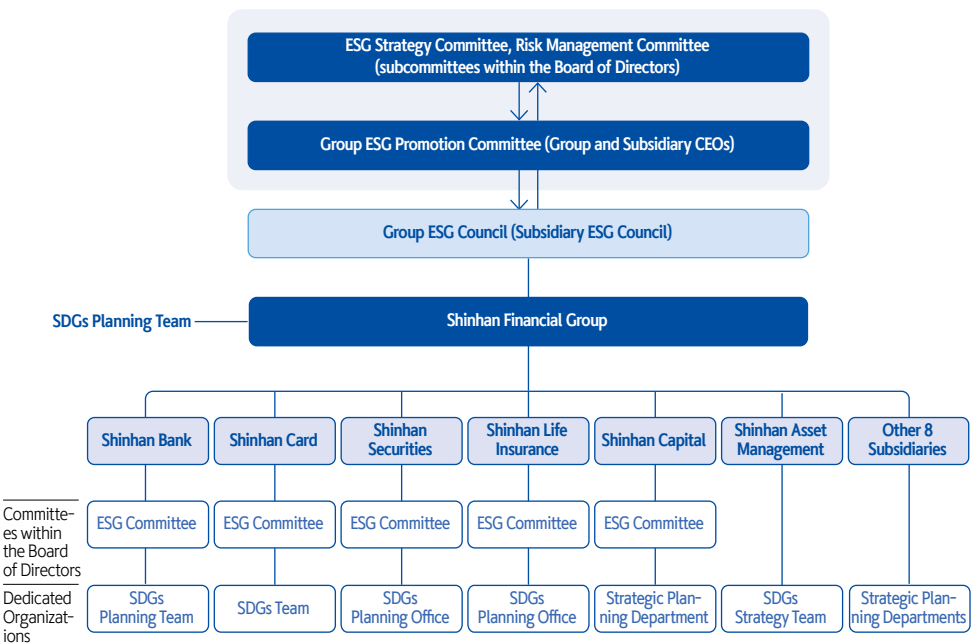
# Shinhan Financial Group Governance

## Sustainable Management Governance

### Shinhan Financial Group Framework for Sustainable Management

Shinhan Financial Group is expanding its ESG strategy with a focus on the United Nations' Sustainable Development Goals (SDGs) and implementing activities aligned with these principles. SDGs represent a broader concept than ESG, emphasizing practical and actionable activities to achieve specific goals. Reflecting this shift, related business and major organizational names have been updated to incorporate SDGs. Through the ESG Strategy Committee and the Risk Management Committee within the Board of Directors, ESG strategies and policies are formulated. Additionally, the Group CEO participates in the Group ESG Promotion Committee and Subsidiary Working Groups to integrate SDGs strategy into the organization.





#### <Shinhan ESG Operating System>



### ESG Performance Management Scheme

Shinhan Financial Group is committed to ensuring all subsidiaries effectively pursue activities aligned with the strategic importance of the Sustainable Development Goals (SDGs). To achieve this, SDGs performance is integrated into the evaluation framework for the Group CEO and each subsidiary's CEO, with the Group CEO assigned a higher ESG strategic weight of 13% compared to subsidiary CEOs. Each subsidiary's CEO ESG initiatives are set in alignment with the Group CEO's strategic weight, with evaluation ranges from 4% to 11% based on subsidiary size. Furthermore, the weighting of specific evaluation criteria is customized according to each subsidiary's key focus areas, encouraging impactful execution.

#### <Strategic Tasks for the Management and Evaluation Proportions in 2024>

Classification	Evaluation Proportion by Company Size	Major Strategic Tasks
 Group CEO	13%	· New climate finance promotion
 Large Subsidiaries	11%	· Reduction of financed emissions intensity
 Medium-sized/listed Subsidiaries	9.5%	· Reduction of internal carbon emissions
 Other Small Subsidiaries	4%~6.5%	· Participation in volunteer and donation activities
		· ESG initiative promotion

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\* As of the end of April 2025

# Enhancing Corporate Risk Management

## Risk Management System

### Risk Management Committee

Shinhan Financial Group manages key risks primarily through the Risk Management Committee within the Board of Directors. The committee surpasses financial industry or corporate law standards by composing all its members as independent directors, enhancing expertise in finance, accounting, and other financial domains. The committee is responsible for establishing fundamental risk management policies and strategies, determining the risk tolerance levels for the company and its subsidiaries, approving appropriate investment limits or loss tolerances, and setting and revising the Group Risk Management Regulations and Group Risk Council Regulations.

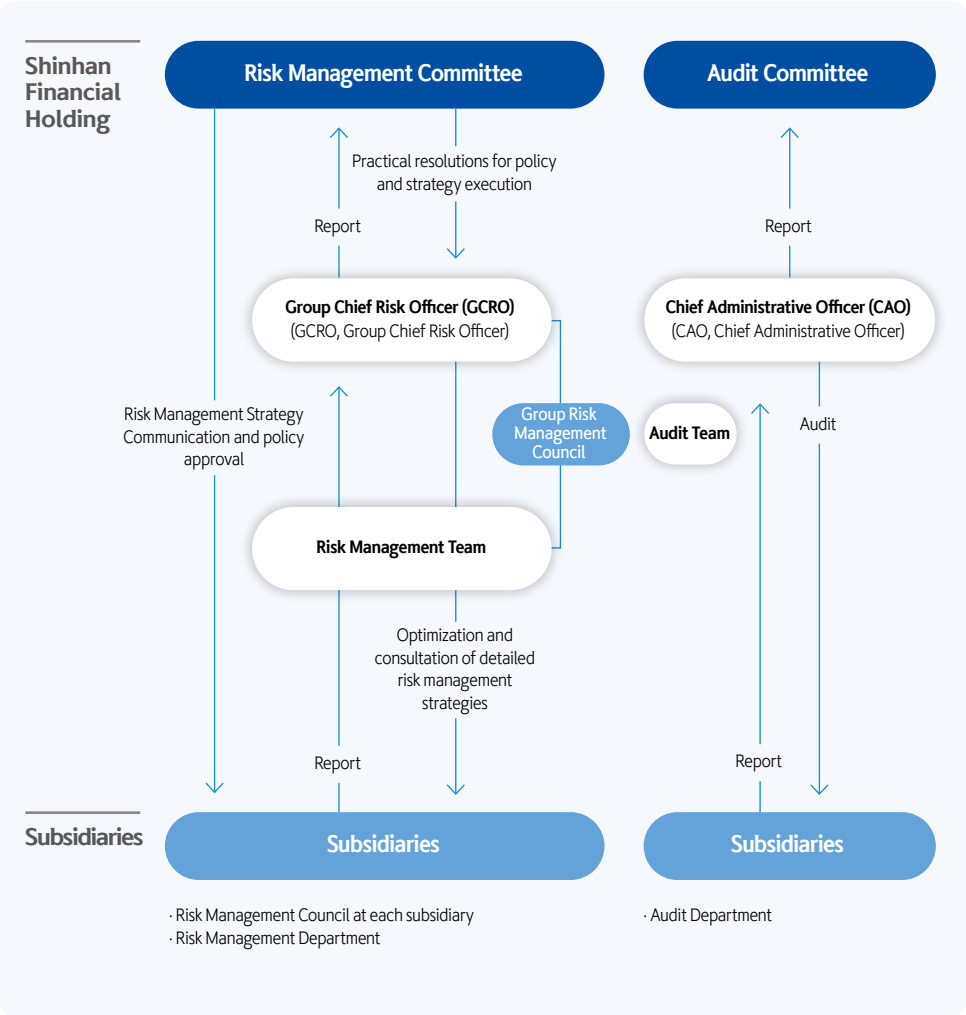
### Group Risk Management Council

The Risk Management Council ensures consistent risk policies and strategies across the Group and its subsidiaries by discussing all risk-related matters and deciding on necessary measures to execute the strategies established by the Risk Management Committee. Key roles include focusing on management areas and setting and managing group exposure limits. The Risk Management Council comprises the Chief Risk Officers from Shinhan Financial Holding Company and its subsidiaries, with the Group Chief Risk Officer dedicated solely to risk management to guarantee operational independence.

### Risk Reporting System and Audit

To enhance the efficiency of risk management and response, a semi-matrix type risk organization has been established between the holding company and the Group. The risk management departments of subsidiaries report major risk management statuses to the Chief Risk Officers of subsidiaries including the holding company, which are then conveyed to the Risk Management Committee through the Group Chief Risk Officer. Furthermore, by having the risk management officer directly report the results of the Risk Management Committee's operations to the Board of Directors, a risk management system connected up to the Board has been implemented.

<Risk Management System Diagram>



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# Enhancing Corporate Risk Management

## Integrated Risk Management

### Integrated Risk Monitoring

Shinhan Financial Group manages the risks of the Group and its affiliates in an integrated manner, operating a system that comprehensively monitors external economic indicators, internal risk indicators, and the status of risk management processes and policies. Additionally, through the 'Risk Dashboard' that monitors internal and external issues related to each affiliate's portfolio, it detects unexpected changes in key indicators and plans to establish the Group Risk Map, a decision-support tool for the Group.

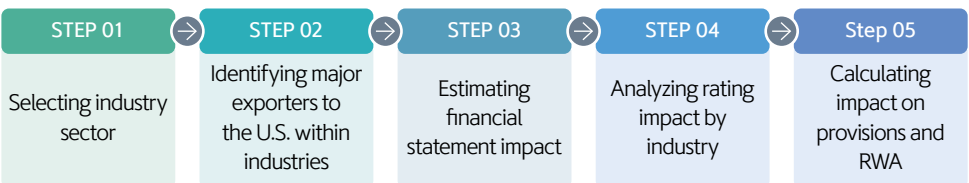
### Management of Major Risks

We manage the key risks of each affiliate by categorizing them into quantitative and non-quantitative risks, ensuring that the required capital for each risk is maintained at an appropriate level within the group's total capital. Furthermore, risk limits reflecting the Group's risk appetite are set within the scope of available capital minus capital buffer, allocating limits by subsidiary and risk type. In 2024, the risk appetite was set at approximately 89.2%, maintaining internal capital adequacy, and the results of the internal capital adequacy assessment are reported to the Risk Management Committee.

### Pinpoint Scenario Analysis

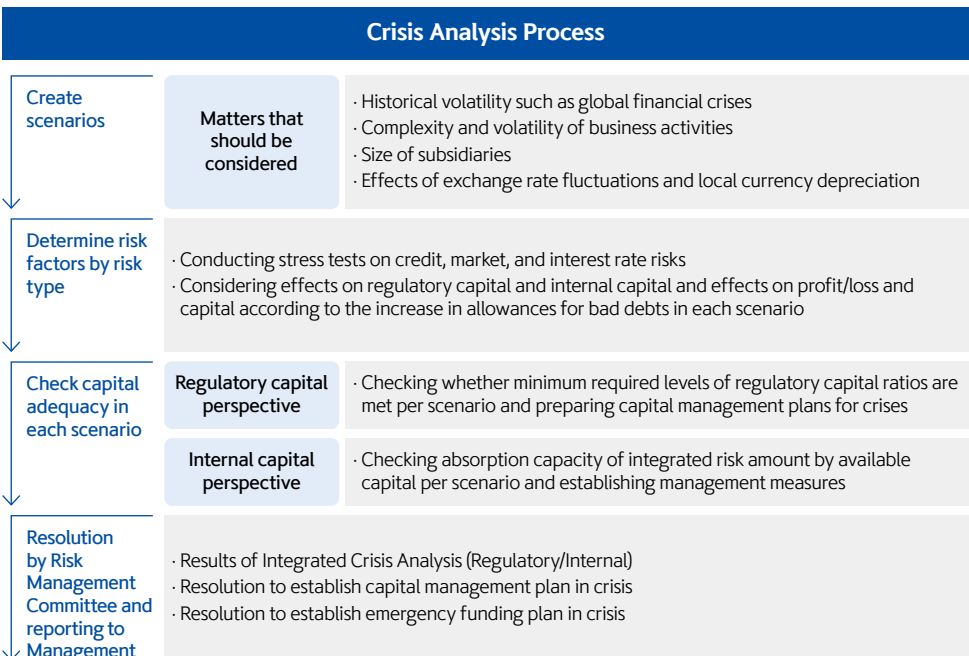
Shinhan Financial Group employs pinpoint scenario analysis to assess the impact of crisis situations on the group. Following the inauguration of the new U.S. administration, the Group considered direct and indirect effects due to reciprocal tariff policies. It identified industries related to U.S. exports, estimated the effects of reduced exports by industry, and analyzed the consequent increases in group provisions and risk-weighted assets (RWA). Based on these analyses, vulnerable areas within subsidiaries are identified, and response measures are devised to enhance credit screening, audits, and prudential management.

#### <Pinpoint Scenario Analysis Process>



### Integrated Crisis Analysis

Shinhan Financial Group establishes various scenarios based on macroeconomic forecasts, such as interest rates and exchange rates, and external environmental changes. These scenarios underpin the semi-annual Integrated Crisis Analysis (Stress Test). The analysis results are reported to the Risk Management Committee and Management, where capital management plans and emergency funding strategies for crisis situations are decided. Additionally, pinpoint scenario analysis is conducted to assess the financial impact on each subsidiary, and results are presented to the Risk Management Committee and Management to support decision-making that accounts for risk factors.



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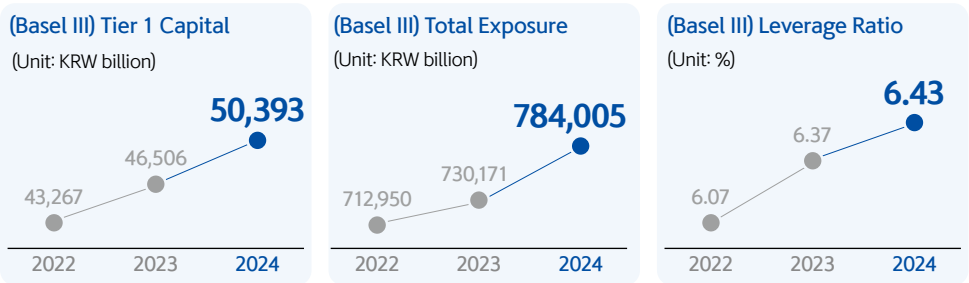
# Enhancing Corporate Risk Management

## Financial System Risk Management

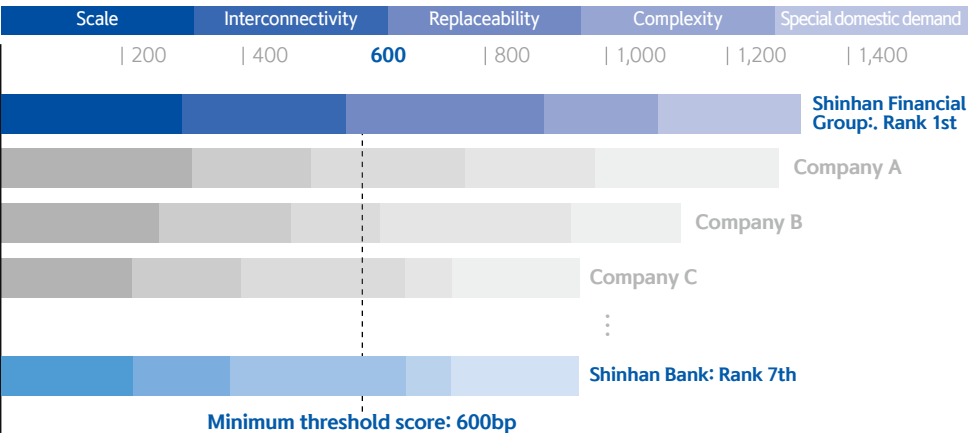
### Current Status of Risk Management

Starting in late 2013, Shinhan Financial Group has been required to disclose banking evaluation indicators and submit relevant data annually to the Basel Committee on Banking Supervision(BCBS) for G-SIB assessment. In 2024, both Shinhan Financial Group and Shinhan Bank were designated as Domestic Systemically Important Banks (D-SIBs) in 2024, requiring them to hold an additional 1.0% in regulatory capital. The group is enhancing its operational risk management system in line with Basel III revisions. By the end of 2024, Shinhan Financial Group's BIS ratio was at 15.79%, and Shinhan Bank's at 17.58%, both of which surpass the Basel III minimum regulatory capital requirement of 12.50%.

#### <BIS Leverage Ratio>



#### <Assessment Results of D-SIB<sup>1)</sup>>



\*Financial Services Commission Press Release (2024.7.5),  
1) D-SIB (Domestic Systemically Important Bank): Banks and bank holding companies important to the domestic financial system

## Enhancement of Risk Management Capabilities

### Risk Management Education

We operate risk management education programs for employees and the Board of Directors, conducting education on customer assets and biodiversity risks in 2024 with a 100% participation rate. New independent directors complete education on the Group's risk management system, and regular education is provided for all independent directors, employees of subsidiaries, and new staff in risk management departments. Additionally, we operate the REN (Risk Expert Network) to foster networking among risk officers.

#### <Status of Risk Management Education>

Target	Program Name	Contents
Risk Management Committee	Customer asset and biodiversity risk education	· Managing group customer asset risks and establishing the relevant system · Understanding the concept of biodiversity and its relationship with financial risks
All Employees Including Independent Directors of Subsidiaries	Regular risk management education	· Implementing education on group risk management philosophy and seven key risk management principles as specified in the 'Group Risk Management Code of Practice' and 'Group Risk Management Regulations'
New Independent Directors	Status of Group risk management system	· Implementing education on the role of the Risk Management Committee and the Group risk management system
Newly Transferred Risk Management Staff	Group risk management system education	· Annual education on the risk management system

### System for Employees' Risk Suggestion and Inspection

All employees of Shinhan Financial Group can proactively report and propose risks identified during their work through each subsidiary's business improvement proposal system. The risk management department reviews these submissions, provides feedback or incorporates them into group policies. Furthermore, through RCSA (Risk & Control Self Assessment), employees self-assess risk levels, and the selected key indicators are incorporated into their performance evaluations. Key risk indicators (KRI) are also selected and monitored.

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# Ethical Compliance Management

## Ethical Compliance Management System

### Ethical Compliance Management Policy

Shinhan Financial Group prioritizes ethical values in all decision-making processes, going beyond mere legal compliance. To guide all employees in ethical judgment and behavior, the group has established a 'Group Code of Ethics,' complemented by distinct ethical standards tailored to each subsidiary's unique operational characteristics and environment. Additionally, the 'Code of Conduct for Employees' and the 'Code of Conduct for Partner Companies' have been developed to reinforce the practice of ethical management.

#### <Ethical Compliance Management Policy>

Category	Definition	Main Contents
<b>Group Code of Ethics</b> 	<ul style="list-style-type: none"> <li>Group's highest-level ethical standard</li> </ul>	<ul style="list-style-type: none"> <li>Standards regarding customers/shareholders and investors/partner companies and competitors/society</li> <li>Standards among employees</li> <li>Work performance standards</li> <li>External communication standards</li> </ul>
<b>Shinhan Ethics Guide</b> 	<ul style="list-style-type: none"> <li>Employee conduct guide based on the Group Code of Ethics</li> </ul>	<ul style="list-style-type: none"> <li>Duty of care</li> <li>Workplace harassment/sexual harassment</li> <li>Examples of conflicts of interest</li> <li>Proper use of expenses</li> <li>Precautions for managing company information, etc.</li> </ul>
<b>Code of Conduct for Employees</b> 	<ul style="list-style-type: none"> <li>Specific behavioral standards employees must follow</li> </ul>	<ul style="list-style-type: none"> <li>Financial consumer protection</li> <li>Maintaining employee dignity</li> <li>Self-development</li> <li>Prohibition of bribery</li> <li>Mutual respect among employees, etc.</li> </ul>
<b>Code of Conduct for Partner Companies</b> 	<ul style="list-style-type: none"> <li>Behavioral standards that partner companies must observe</li> <li>Prevention of corruption through 'Integrity Contract and Win-Win Implementation Confirmation'</li> </ul>	<ul style="list-style-type: none"> <li>Respect for basic human rights of workers</li> <li>Safety and health at business sites</li> <li>Self-assessment surveys and compliance checks</li> <li>Environment</li> <li>Corporate ethics</li> </ul>
<b>Ethics Pledge</b> 	<ul style="list-style-type: none"> <li>Annual ethics pledge by all employees</li> </ul>	<ul style="list-style-type: none"> <li>Pledge to comply with the Group Code of Ethics, laws, and internal regulations</li> </ul>

### Ethical Compliance Management Governance

The Board of Directors serves as the Group's highest decision-making body, overseeing the CEO's fulfillment of internal control and risk management obligations as stipulated by the 'Act on Corporate Governance of Financial Companies'. It deliberates and resolves matters related to internal control regulations and the Group Code of Ethics. In March 2025, with the establishment of an Internal Control Committee within the board, resolutions regarding fundamental internal control policies, strategic plans, and fostering an ethical compliance culture were adopted. Each group subsidiary conducts reviews of its internal control policies through its Internal Control Operations Committee, chaired by the CEO. Furthermore, the Group Compliance Officer reports plans and results related to ethics and compliance activities to the board and the Internal Control Committee. Compliance Officers from each subsidiary share major internal control issues and discuss the direction of the Group's ethics and compliance policies through the Compliance Officer Council. Shinhan Financial Group has established a compliance management framework involving the board, Management, and Compliance Officers, recognized with the international standard certification ISO 37301 in 2021 for its outstanding compliance management system.

#### <Ethical Compliance Management Governance>



#### <Compliance Monitoring and Internal Control Organizational Structure>

Category	Internal Control Committee <sup>1)</sup>	Internal Control Operations Committee	Group Compliance Officers Council	Group Compliance Working-Level Association
Position	Board of Directors	Management	CCO <sup>2)</sup>	Practitioners
Target	Chairman and Members	Chairmen (CEOs) and members of each subsidiary	Compliance officers of each group company	Compliance practitioners responsible for each subsidiary
Remarks	Deliberate and resolve internal control policies, strategies, and measures to establish an ethical compliance culture	Deliberate, resolve, and review key internal control matters	Discussion and direction setting on major group compliance, legal, and ethics policies	Discussion of group compliance, legal, and ethics issues and preparation of implementation plans, etc.

1) Limited to companies subject to the Governance Act  
 2) CCO (Chief Compliance Officer): Compliance Officer, Chief Compliance Officer

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# Ethical Compliance Management

## Ethical Compliance Management System

### Integration of Internal Control Performance Evaluation

Shinhan Financial Group enhances the management of internal controls by incorporating an 'Internal Control Enhancement Index' in the KPIs for Group Management. Internal control elements are included in the evaluations of both Management and the Group Compliance Officer, with compliance adherence reflected in the performance of departmental Compliance Officers. Violations of internal control regulations or related laws may result in disciplinary actions upon review by the Personnel Committee. Furthermore, Shinhan Bank strengthens compliance practices by reflecting compliance performance in branch evaluations.

### Internal Control Review and Audit

Following the Governance Supervisory Regulations and the Group Internal Control Regulations, Shinhan Financial Group conducts annual reviews of its internal control system and reports findings to the Board of Directors. The audit team at Shinhan Financial Holding performs daily and sector audits for the holding company, and comprehensive and sector audits for subsidiaries and overseas entities. Findings are reported to the board, and improvements are shared with the Audit Committee for follow-up actions. The Group Compliance Officer evaluates and monitors each subsidiary's internal control operations and ethics compliance through regular and thematic reviews.

#### <Internal Control Audit Details>

Year	Holding Company Routine Audit	Holding Company Sector Audit	Subsidiary Comprehensive Audit	Subsidiary Sector Audit	Overseas Affiliate Sector Audit
2024	224	15	0	7	2
2023	203	13	1	9	1
2022	184	12	1	10	-

#### CASE | Board of Directors' Internal Control Oversight

The Shinhan Financial Group Board of Directors performs a compliance role by reviewing the internal control system, its status, and key issues. The board regularly receives reports on the state of internal control operations and the activities of the Group Compliance Officer. With the growing importance of internal controls, the board is also enhancing its training and educational programs.

#### <2024 Internal Control Related Board Workshop>

Category	Contents
3rd Extraordinary Board Meeting (May 2024)	Inviting external experts from an accounting firm to conduct training on the Group's internal control system and accountability structure, and discussing related current issues
8th Extraordinary Board Meeting (November 2024)	Training with a global AML expert - The role and responsibilities of the group Board of Directors with a global network.

## Ethical Compliance Management Practice

### Commitment to Ethical Compliance and Self-Assessment

To internalize ethical compliance management, Shinhan Financial Group requires all employees to commit to an annual ethical practice pledge and conducts surveys to assess and enhance awareness. Each subsidiary performs self-assessments to ensure adherence to the Code of Ethics and Internal Regulations, and quarterly ethical compliance activities are organized with employee participation.

### Education for Internalizing Ethical Compliance

Shinhan Financial Group conducts education sessions for all employees, including contract and temporary staff, to enhance understanding and practical implementation of ethical compliance management. Compliance Officers from group subsidiaries receive additional education to strengthen internal control capabilities. Each subsidiary integrates ethical compliance culture through diverse methods such as online and offline education, position-specific and role-specific programs, and regular dissemination of compliance newsletters.

#### <Types of Ethical Compliance Education>

Categor	Target	Contents
Ethics and Compliance Online Education	All Group Subsidiaries · Including regular, contract, and dispatched employees.	· Providing prevention education on workplace harassment and sexual harassment · Providing disability awareness improvement education (disability human rights education)
Operation of Ethics Practice Day	All Employees in Group	· Conducting quarterly ethics and compliance issue education by subsidiaries and encouraging employee participation activities · Providing education on the Group Code of Ethics, insider reporting, prevention of private interest pursuit, information security, and related topics
Compliance Letter	All Employees in Group	· Conducting monthly ethics and compliance education in letter format
Anti-Bribery Education	All Employees in Group	· Distributing guidelines on transparent use of company assets and expenses, prevent private interest pursuit using the Improper Solicitation and Graft Act and undisclosed material information
Ethics and Compliance Awareness Survey	All Employees in Group (once a year)	· Conducting ethics and compliance awareness survey for all Group Employees · Implementing improvement measures based on results from each company

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# Ethical Compliance Management

## Practice of Ethical Compliance Management

### Whistleblower System

Shinhan Financial Group enables employees across all subsidiaries to anonymously report issues through its Anonymous Reporting System. The Compliance Officer handles the reception and investigation of these reports, safeguarding the identity and details of the whistleblower and ensuring no retaliation occurs. The Group boosts anonymity and accessibility through an open external channel available to all employees, offering incentives of up to KRW 2 billion to promote active reporting.

#### <Compliance Reporting System by Subsidiary>

<b>Shinhan Financial Group</b> Shinhan Guardian	<b>Shinhan Capital</b> Whistleblower System	<b>Shinhan Savings Bank</b> Integrity Shinhan
<b>Shinhan Bank</b> Shinhan Guardian	<b>Shinhan Asset Management</b> Sinmungo	<b>Shinhan Asset Management</b> Shinjasin Guardian
<b>Shinhan Card</b> Whistleblower System	<b>Jeju Bank</b> Jeju Guardian	<b>Shinhan EZ Insurance</b> Ethical Compliance Reporting



## Anti-Money Laundering

### Anti-Money Laundering System

Shinhan Financial Group has established an anti-money laundering (AML) framework based on domestic regulations and FATF recommendations to prevent financial crimes, utilizing shared group-wide regulations and guidelines. The Audit Committee independently assesses the adequacy and effectiveness of AML operations annually and reports its findings to the Board through the audit team, having evaluated the internal controls as adequately functioning in 2024. Additionally, the group is enhancing the effectiveness of its AML system through enterprise-wide system upgrades.

#### Anti-Money Laundering Risk Assessment and Monitoring

Shinhan Financial Group conducts pre-assessments of money laundering and terrorist financing risks before launching products and services, taking actions such as product redesign if risks are high. Risk management intensity is adjusted based on risk levels, with dedicated staff continuously monitoring high-risk transactions. Shinhan Card uses digital solutions to prevent omissions in the reporting of suspicious or large cash transactions and has strengthened its AML risk assessment process for new products.

#### Anti-Money Laundering Education

Shinhan Financial Group conducts regular anti-money laundering (AML) education for all employees to promote a culture of compliance. Annual education is also provided for independent directors, with customized programs tailored to specific positions and roles. Shinhan Bank offers enterprise-wide online education, including for the board, using internally developed content. Additionally, it collaborates with the world's largest association of anti-money laundering professionals, ACAMS, to deliver global AML education programs.

#### Customer Verification Policy

Shinhan Financial Group implements a Know Your Customer (KYC) policy, conducting thorough identity verification processes before establishing business relationships with customers. Specialized staff within a dedicated department perform post-verification of beneficial ownership. Throughout the transactional relationship, customer information is regularly updated through periodic checks and notifications based on assessed money laundering risk levels.

#### <Major Activities for Customer Verification by Subsidiary>

- Shinhan Bank** · Integrating ESG factors into the Know Your Customer (KYC) process
- Shinhan Card** · Using digital solutions, such as RPA, to create systems that prevent lapses in monitoring suspicious and large cash transactions
- Jeju Bank** · Conducting customer risk evaluations using a risk-based approach and performing enhanced due diligence based on the findings

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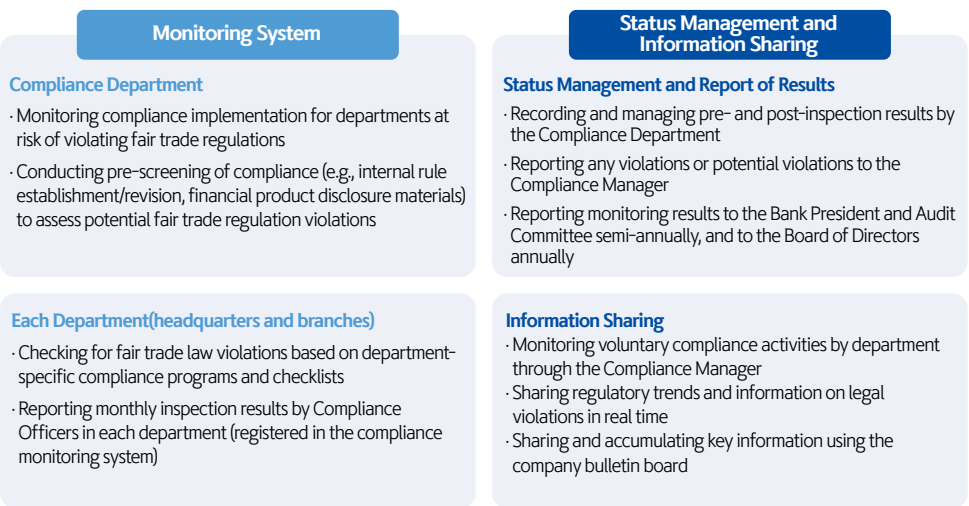
# Ethical Compliance Management

## Fair Trade

### Fair Trade Compliance Management System

Shinhan Financial Group operates a compliance oversight and rapid response system to prevent violations of fair trade regulations. The Group implements a Fair Trade Compliance Program and has established a dual-track compliance monitoring system composed of "monitoring" and "status management and information sharing." Inspection results and improvement plans are reported semi-annually and annually. Shinhan Bank's Compliance Manager oversees the system and reports to the Board of Directors. Through the Compliance Program (CP), the Group has also established systems for procedures, manuals, training, and internal inspections to help employees comply with fair trade regulations.

#### <Shinhan Bank Compliance Monitoring System>

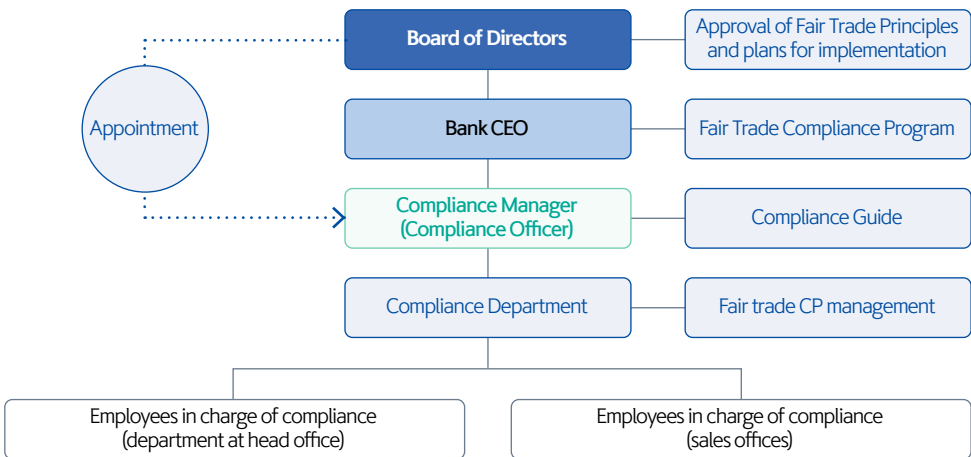


#### <Shinhan Bank's 8 Elements of Compliance Program>

1	Establishment and implementation of CP standards and procedures	5	Continuous and systematic compliance education
2	CEO's commitment and support for compliance	6	Establishment of internal monitoring system
3	Appointment of compliance manager in charge of operation of CP	7	Strict sanctions against employee's violation of fair trade laws
4	Creation and utilization of compliance guide	8	Effectiveness evaluation and improvement measures

### Fair Trade Governance

To ensure fair competition and prevent legal risks, Shinhan Bank monitors its fair trade compliance program. Shinhan Bank has a fair trade management system linking the Board of Directors, Bank CEO, and Compliance Officer. Compliance results are reported semi-annually to the Bank CEO and the Group Compliance Officer, and annually to the Board of Directors for oversight.



### Fair Trade Principles

Shinhan Life includes fair trade clauses in contracts with partner companies to prohibit providing entertainment or undue benefits. Upon contracting, partner companies submit a 'Fair Trade Compliance Pledge' to foster mutual understanding of fair trade practices. The pledge stipulates five obligations including prohibition of monetary and non-monetary benefit demands and unfair instructions.

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# Ethical Compliance Management

## Prevention of Unfair and Fraudulent Trade

### Embedding Fair Trade Culture

Shinhan Financial Group offers annual education to ensure fair trade compliance among employees. Departments within the subsidiaries use monthly checklists to identify and unfair trade practices such as collusion. Shinhan Bank also holds regular education sessions for staff tasked with fair trade adherence and provides departmental education and consultations as necessary.

#### <Shinhan Bank Fair Trade Compliance Education Status>

Category	Frequency	Education Hour	Education Target	Education Contents
Education for Each Department	As needed	1 hour	All employees	· Regulatory trends and recent trial cases
Consultation	As needed	-	All employees	· Consulting on questions regarding compliance issues arising in the course of practical business operation
Group Education	Once a year	1 hour	Employees in departments with high risk of legal violations	· Lectures from inside and outside experts · Analysis of trial cases and communication of fair competition issues

### Fostering a Win-Win Culture with Partner Companies

Through the 'Group Code of Ethics,' Shinhan Financial Group practices fair trade and ethical management with partner companies. The 'Code of Conduct for Partner Companies,' applicable to all partners, helps cultivate a culture of ethics and fair transactions. Shinhan Bank endeavors to maintain transparent relationships with partner companies, implementing integrity contract clauses and utilizing various communication channels (phone, email, etc.) to address any improper demands that may arise.

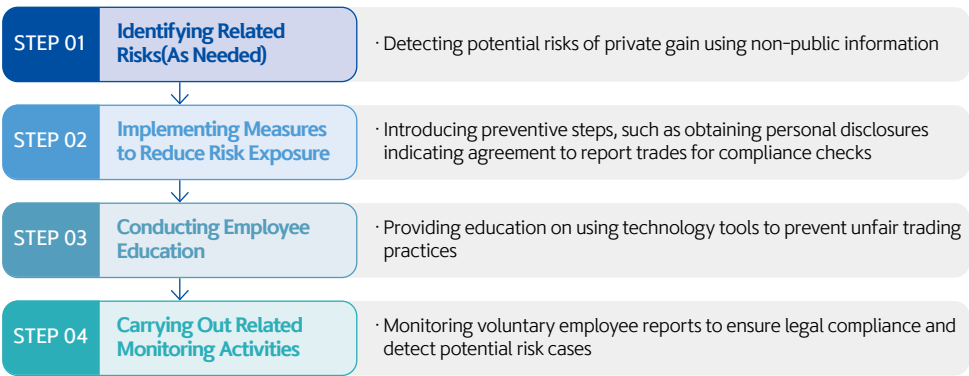
### Prevention Education for Unfair Trade

With heightened regulations against unfair trade under the Capital Markets Act, Shinhan Card offers education to prevent the misuse of non-public critical information in stock trading. This program is directed at employees who may have access to sensitive information, including those working in departments handling corporate credit limits or investment-related activities. Furthermore, employees are encouraged to routinely and voluntarily report their trades involving financial investment products.

### Assessing Risks of Unfair Trade

Shinhan Financial Group frequently identifies and evaluates risks related to unfair trade and anti-competitive practices to prevent them, utilizing various systems for effective oversight. Specifically, the 'Private Interest Prevention System' has been introduced to deter personal gain actions, such as using non-public information, with this system included in internal regulations across subsidiaries. Furthermore, internal controls are reinforced by requiring employees in high-risk positions to sign relevant pledges.

#### <2024 Unfair Trade Risk Assessment Process>



### Reducing Risks of Unfair Trade

Shinhan Financial Group has established a Fair Trade Compliance Checklist and a checklist for presumed collusion through unfair joint actions, reflecting potential risks related to unfair trade and unfair competition that may arise during business processes. These measures are applied in actual operations to mitigate risks. Systematic inspections and education are conducted to ensure fair trade compliance. Shinhan Bank conducts monthly inspections in high-risk areas and uses a collusion checklist at branches. Annual fair trade education is provided to employees, with mandatory education targets designated and voluntary participation encouraged, resulting in no non-compliance cases. Shinhan Card established the 'Fair Finance Council', reviewing 24 unfair practices and improving 17, continuously strengthening customer rights through ongoing operations. Jeju Bank prevents fair trade risks through education to prevent information leakage and collection of written pledges, reinforcing internal controls for high-risk positions.

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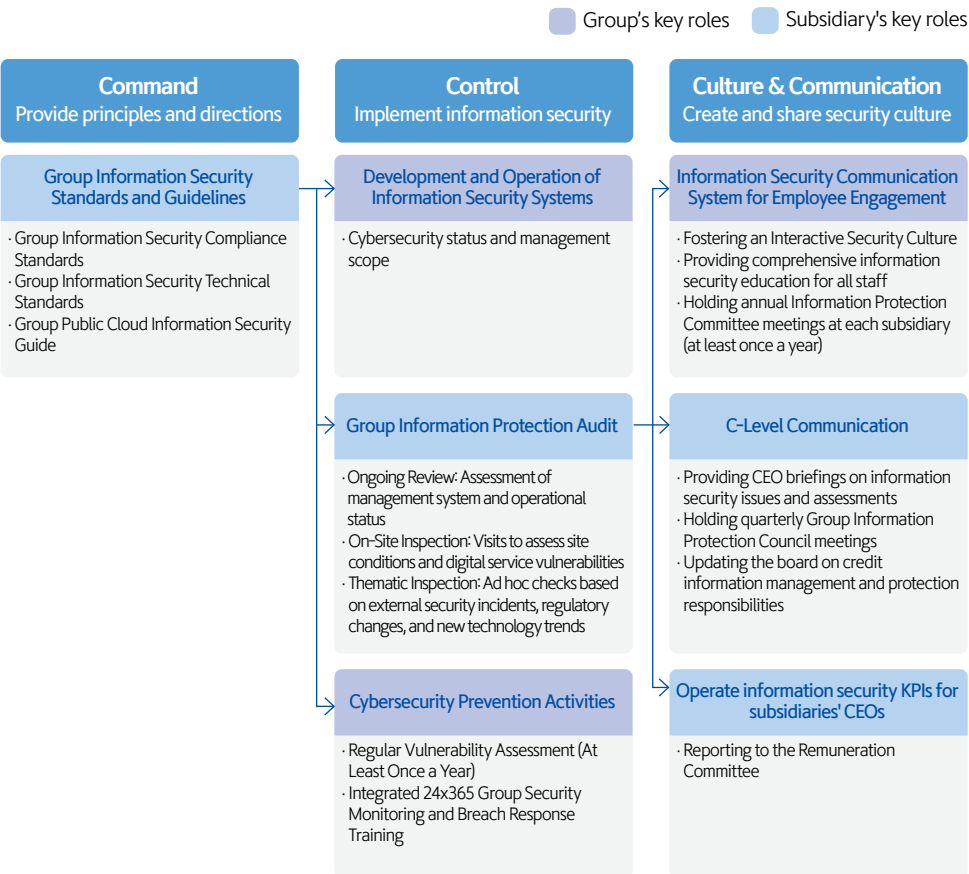
# Information Protection and Personal Information protection

## Information Security Principles and Direction

### Information Security Framework

Based on the 3C Principle, Shinhan Financial Group has established group-wide information protection policies and standards, including the 'Group Information Protection Management Regulation' and the 'Group Information Security Management Guideline.' These serve as the foundation for formulating and operating tailored regulations, guidelines, and procedures on information protection and personal (credit) information protection for the holding company and each subsidiary. These policies apply to all stakeholders, including subsidiaries, employees, service providers, partners, and customers.

#### <Group's Information Security 3C Principles>



### Privacy Policy

Shinhan Financial Group has established a comprehensive policy for Privacy Policy applicable across all business domains. This internal policy, including the 'Group Information Protection Management Regulations,' adheres to relevant laws such as the Personal Information Protection Act, the Credit Information Use and Protection Act, and the Financial Holding Companies Act, and applies to all subsidiaries. Each subsidiary implements its own internal regulations and information protection policies based on this framework, with employee standards for personal information protection publicly disclosed through 'Group Code of Ethics for employees' on its website and specified in internal manuals. The policy outlines the procedures for collecting, using, providing, destructing, entrusting, and sharing personal (credit) information with third parties, ensuring transparency in customer information processing and protective measures. It supports customers' rights to access, correct, delete, and halt the processing of their personal (credit) information, guaranteeing their rights and interests. The 'Group Information Protection Management Regulations,' the highest-level internal regulation, are established at the discretion of the CEO to cover information asset management and personal (credit) information processing activities across all group subsidiaries, including compliance requirements for employees and external contractors.

- [Privacy Policy](#)
- [Credit Info Utilization Policy](#)
- [Customer Information Handling Policy](#)

### Collection, Use, and Disposal of Personal Information

Based on the personal (credit) information protection management framework, Shinhan Financial Group collects only the minimal amount of personal information necessary for business operations, strictly adhering to legal grounds or obtaining customer consent. Information obtained from third parties is used only when prior consent from the customer is acquired. Collected information is processed within the intended scope and is subject to at least annual reviews to ensure proper management.

### Personal Information Access Control and Protection Measures Implementation

Shinhan Financial Group ensures customers have control over their personal information, allowing them to directly manage and oversee their data. Customers have the ability to view the usage history of their personal (credit) information and can request access, correction, or deletion of their personal data, supported by established rights protection systems. Furthermore, upon achieving the collection purposes or reaching the retention period, personal data is immediately destroyed upon customer request, unless legal obligations require its preservation.

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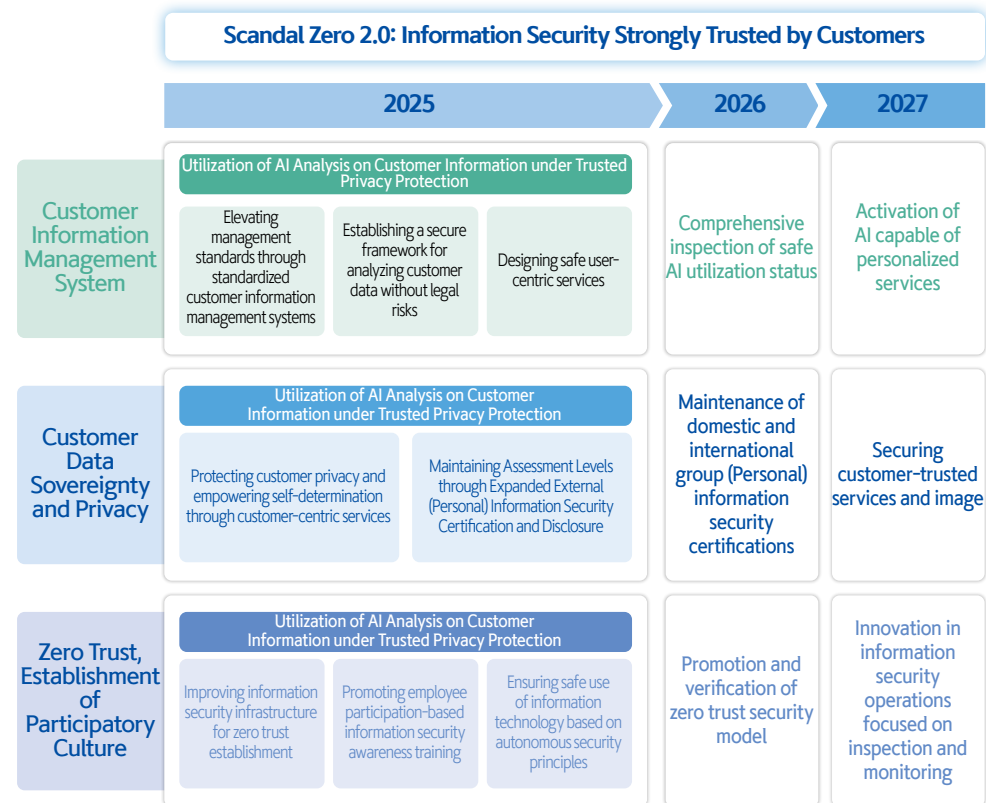
# Information Protection and Personal Information protection

## Information Security Goals

### Mid- and Long-Term Privacy Goals

To enhance customer trust, Shinhan Financial Group has set systemic mid- and long-term goals for information protection. In 2022, the focus was on 'establishment of an information security system from the Zero Trust perspective,' aiming to integrate information protection as a daily cultural practice by 2027 through the 'Scandal Zero 2.0' strategy starting in 2025. Key initiatives include developing AI-based personalized services, building a trustworthy image, and promoting innovation in operations through inspection and monitoring. Strategies are tailored to reflect the systems and characteristics of each subsidiary within the group.

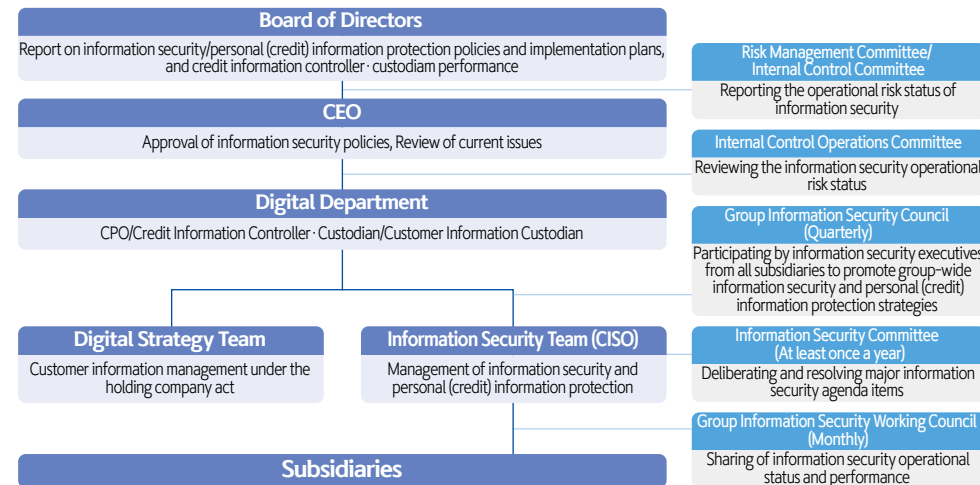
#### <Group's Mid- and Long-Term Privacy Goals>



## Information Security Framework

### Information Security Governance and Management Framework

Shinhan Financial Group has developed an extensive governance framework for information security, which covers everything from the Board of Directors to the information protection departments within each subsidiary. Professionals designated as CISO, CPO, and Credit Information Management Officers manage the group's information security activities. The 'Group Information Security Council' convenes quarterly to assess the status and management of information security measures.



### Information Protection Certification

Each subsidiary within Shinhan Financial Group obtains certification for its information protection management system. The effectiveness of these management systems is reviewed annually to verify ongoing maintenance, and recertification is conducted every three years.

#### <Information Protection and Personal Information Protection Certifications<sup>1)</sup>>

Shinhan Bank	ISMS-P 2 services, ISO27001	Shinhan Asset Management	Shinhan Fund Partners	ISO 27001, BS10012
Shinhan Card	ISMS-P, ISO 27001, PCI-DSS	Shinhan Life Insurance	Shinhan Capital	ISO 27001
Shinhan Securities	ISMS-P 2 services, ISO27001, ISO27701	Jeju Bank		ISMS
Shinhan DS	ISMS-P, ISO 27001, ISO 27701, ISO27017, Information Security Professional Service Company, Security Monitoring Specialist Company			

1) The scope and coverage include infrastructure systems for major customer-facing services as well as customer information processing systems and handlers, thus applying to most (over 80%) business locations.

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# Information Protection and Personal Information protection

## Information Security Framework

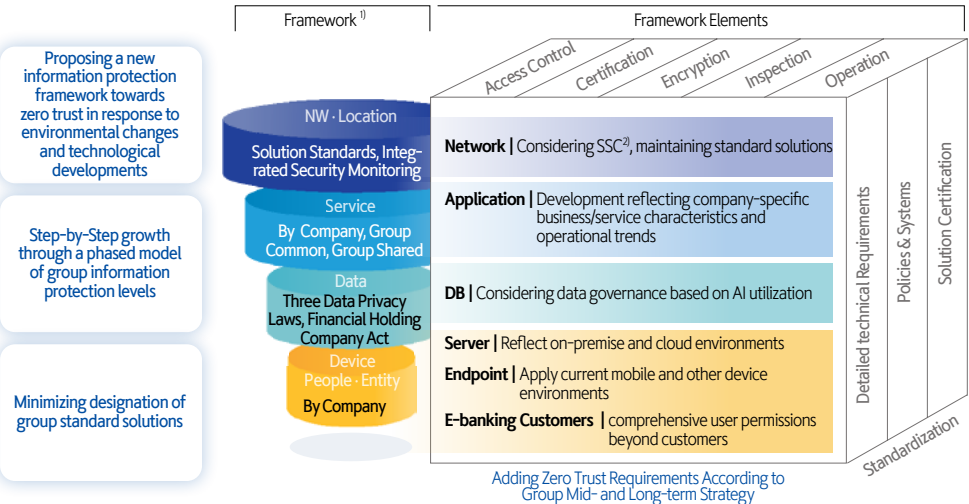
### Information Security Standards and Guidelines

Shinhan Financial Group applies information protection standards and guidelines across all subsidiaries to establish company-wide principles and directions for information security. Based on information protection compliance standards, common assessment criteria have been developed to ensure legal compliance and strengthen management systems. The group continually reviews and updates information protection technical standards to maintain balanced security levels among subsidiaries and prevent the spread of risks. Furthermore, in response to the growing adoption of cloud-based services, the scope of security monitoring has been expanded to include cloud environments, and a Group Standard Cloud Usage and Security Guide has been established to provide unified directives for group-wide response.

#### <Information Security Compliance Standards>



#### <Information Security Technical Standards>

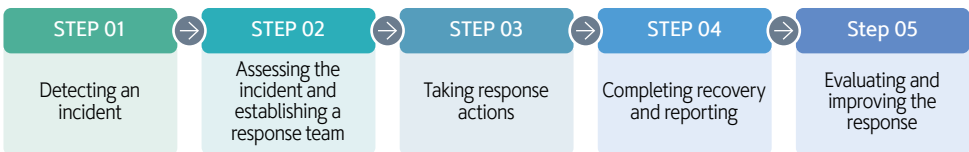


1) According to the framework, roles between the Group and subsidiaries are distinguished to operate the Group's information security technical standards.  
2) Shared Service Center: The Group's security division notably provides integrated security monitoring services.  
\* Introduction status, configuration verification, and improvements through subsidiary audits and security inspections

## Strengthening Information Security Execution

### Operation of Security Incident Response System

Shinhan Financial Group classifies security incidents into four types with specific response procedures and communication systems. Annual training is conducted for Advanced Persistent Threat(APT) and ICT emergencies under Business Contingency Plan(BCP) and ICT manuals. To prevent cyber intrusions and data leaks, an Intelligent Security Monitoring System detects external threats, while an anomaly detection system continuously monitors personal data, systems, access rights, and control policies.



### Cybersecurity Prevention Activities

To combat cybersecurity threats, Shinhan Financial Group has implemented an AI-based intelligent integrated security monitoring system, conducting regular vulnerability assessments, penetration tests, breach response drills, and emergency response training. In 2024, the Group focused on enhancing the AI-based security monitoring framework, standardizing and automating operations through the introduction of Security Orchestration, Automation and Response(SOAR), and developing a security framework for SaaS to adapt to the relaxation of network separation regulations.

#### <Cybersecurity Response Framework>

Positive Risk (Prevention)	Control	· Operation of an integrated security control system that conducts monitoring 24/365
	Vulnerability Assessment	· Vulnerability assessments including such as server and network attacks (at least once annually) · Cloud security inspections (AWS, AZURE, etc.)
	Mock Hacking	· Web, App (including falsification and forgery) checks (at least once annually) · Vulnerability analysis conducted by a third-party specialized organization including hacker attack simulations · Management threats of new attack points and monitor information leakage due to changes in the work environment
Simulation (Drills)	Breach Response Drills	· Response to server hacking attacks · APT attack response drills (malicious email response training) · DDoS attack response drills
	Emergency Response Drills	· Simulation of emergency response drills and backup recovery for key systems · Monthly ICT emergency response drills: system failure backup recovery drills due to emergency situations

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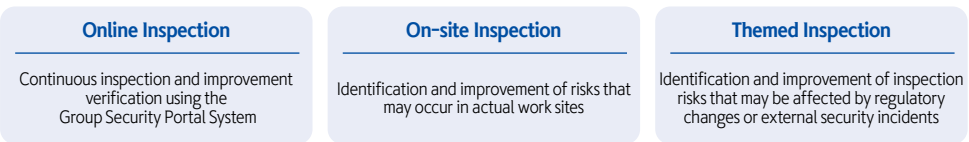


# Information Protection and Personal Information protection

## Strengthening Information Security Execution

### Information Security Compliance Inspection

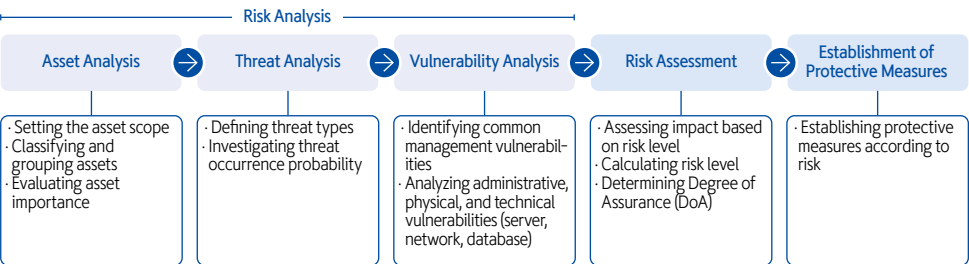
Shinhan Financial Group enhances its information protection policies and risk management by bifurcating compliance audits online and on-site inspections, conducted annually for all group subsidiaries. It evaluates information protection risks using audits by external firms, internal teams, and certification bodies. In response to changes in regulations or security incidents, swift thematic inspections are conducted to address any issues promptly.



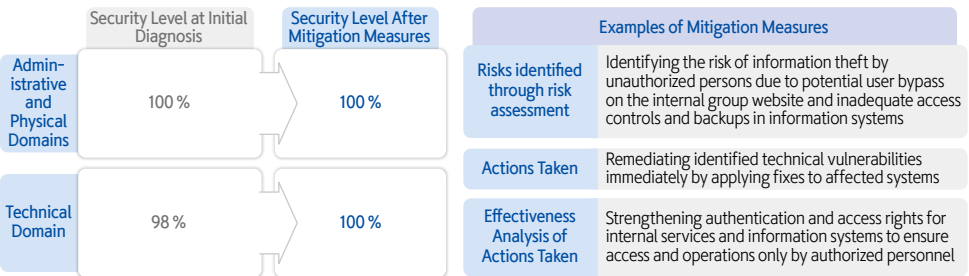
### Information Security Risk Assessment

Shinhan Financial Group conducts annual group-wide security assessments and works with the Financial Security Institute, external consultants, and internal reviews to prevent risks and improve vulnerabilities. For risks rated 'moderate' or higher, response plans are set with measures applied immediately or over set timelines.

#### <Information Security Risk Assessment Process>



#### <Risk Assessment Areas and Mitigation Results in 2024>



## Security Culture Formation and Communication

### Promoting Participatory Security Culture

Shinhan Financial Group promotes proactive information security through voluntary participation. Since 2022, it has conducted focus group surveys with staff in security, ICT, digital, and business departments and security items are included in company-wide culture surveys to monitor awareness regularly.

### Rewards and Penalties to Foster a Culture of Information Security Compliance

Information security metrics are included in CEO performance evaluations, with disadvantages for legal compliance risks and incentives for activities that strengthen information security. Employee KPIs and Rewards and Penalties also reflect participation in security activities. Shinhan Securities specifically includes education completion, rule compliance, and incident response in individual KPIs to systematically promote a security culture.

### Information Security Education & Training for Employees and Partner Companies

Shinhan Financial Group conducts tailored information protection and role-specific education at least once a year for all employees, including regular and contract workers, and partner company staff. Regular sessions include online education with content developed in-house and simulated malicious email drills. For contractors and partner companies, compliance education is integrated into contracts, and information protection levels are monitored at least annually. Any deficiencies identified are addressed with improvement guidelines, and adherence to these guidelines is tracked.

#### <Details of Mandatory Information Security Education by Job Position>

Position	Mandatory Education Hours	Main Education Content
Executive	3 hours or more	· Education on general information leakage and breach prevention
General Employees	6 hours or more	· Secure handling of customer personal information · Security rules Remote work, PC and other work systems, and financial company-related laws (network separation, entrusted management)
Information Technology Department Employee	9 hours or more	· Measures to ensure the safety of personal information processing systems IT infrastructure security · Cloud, open source new technology security management
Information Security Employee	12 hours or more	· Recent security trends · Role of information security solutions Encryption and encryption violation cases · Personal information destruction
Outsourced Staff (Partners/ Contractors)	1 hour or more	· Precautions when handling entrusted personal information tasks Precautions when handling entrusted development tasks

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## Customer Personal Data Protection

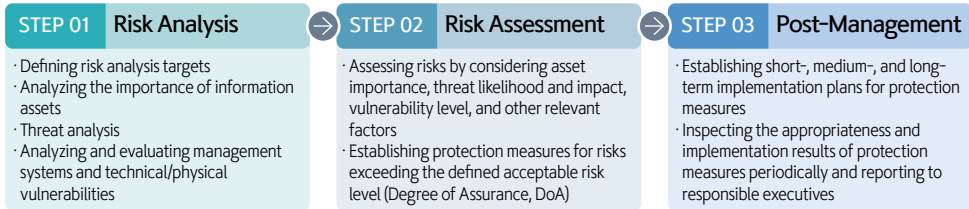
### Management When Outsourcing Personal Information Processing

Shinhan Financial Group signs a 'Security Management Agreement' when outsourcing personal data processing to ensure compliance with the Personal Information Protection Act. The agreement covers restrictions on data use, encryption, security programs, and bans on third-party sharing. Annual checks on data encryption, access control, disposal, and training are conducted, with results reported to the Data Protection Officer.

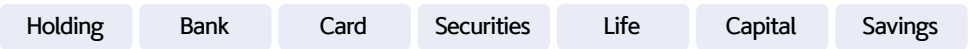
### Privacy Risk Management

Shinhan Financial Group manages personal data protection risks through group-wide and each subsidiary's internal controls, using regular online and offline inspections via its security management portal. Anomaly detection systems monitor for data leaks or misuse by employees. Risks are also managed through internal and external audits. The Group received top ratings from the Financial Services Commission, with Shinhan Bank recognized for information security investments in 2024 and Shinhan Securities awarded as an excellent disclosure institution for three consecutive years.

#### <Risk Management Process>



### <2024 Financial Services Commission Information Security Continuous Assessment<sup>1)</sup> Top Grade (S) Subsidiaries>



1) Information Security Continuous Assessment: Evaluation of financial companies' personal credit information utilization and management practices

### Activities to Raise Awareness of Personal (Credit) Information Subjects

To help customers easily check personal data processing status, updates to the Privacy Policy and Credit Info Utilization Policy are announced on the website and via pop-ups. Visual policies for children and teens are also provided. Customer awareness and rights are supported through electronic financial guidelines and the '10 Commandments for Smartphone Financial Transactions.'

[Shinhan Bank Easy-to-understand Privacy Policy](#)

[Privacy Policy](#)

### Channels for Complaints Related to Personal Data Infringement

To protect customer personal data, a Personal Data Protection Officer is designated under Article 31 of the Personal Information Protection Act to handle inquiries, complaints, and remedies efficiently. For questions or issues related to personal data, customers can contact the Officer and responsible department listed in the Privacy Policy.

### Customer Information Security Activities Against Cyber Threats

Shinhan Financial Group implements various technical measures to protect customers from phishing, pharming, and other threats. Key actions include phishing detection, mobile security settings, overseas IP blocking, and device registration. Financial information is further protected through malicious app blocking, AI-based abnormal transaction detection, information leakage monitoring, and phishing site takedowns.

#### <Shinhan Financial Group Cyber Threat Response Activities>



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## Key Issue Selection

### Stakeholder Communication

Shinhan Financial Group identifies its primary stakeholders as customers, shareholders and investors, employees, partner companies, and local communities. The group actively listens to stakeholder feedback through various communication channels and incorporates significant opinions into its ESG strategy and activities.

Category	Key Interest Issues	Communication channels and action status
Customer	<ul style="list-style-type: none"> <li>Financial Products and Services Focused on Customers</li> <li>Enhancing Customer Experience with Digital Finance</li> <li>Proper Management of Customer Information</li> <li>Protection of Financial Consumer Rights and Interests</li> </ul>	<ul style="list-style-type: none"> <li>Customer Satisfaction Survey</li> <li>Mystery Shopping, Product Enrollment Happy Calls</li> <li>Panel of customer and external experts</li> <li>Receive praises, complaints, and suggestions (Internet, mobile, customer service, etc.)</li> <li>Operation of financial consumer protection information portal</li> <li>Operation of official YouTube and SNS channels (Holding, Bank, Card, Securities, Life)</li> </ul>
Shareholders & Investors	<ul style="list-style-type: none"> <li>Transparency and Reliability in Management</li> <li>Sound Governance</li> <li>Enhancement of Shareholder Value</li> <li>Development and Expansion of Products Considering a Sustainable Financial Ecosystem</li> <li>Strengthening Management of Financed Emissions</li> </ul>	<ul style="list-style-type: none"> <li>General Shareholder Meetings and Board Meetings</li> <li>IR investor information portal &amp; mobile IR: Business Performance Status, Annual Report, E-brochure, etc.</li> <li>IR Activities, Investor Consultations</li> <li>Regular, occasional, and voluntary disclosure (DART, KRX, SEC, etc.)                             <ul style="list-style-type: none"> <li>Publication of sustainability reports and annual corporate governance reports for each subsidiary, including holding companies (Bank, Card, Securities, Life)</li> </ul> </li> </ul>
Employee	<ul style="list-style-type: none"> <li>Enhancement of Employee Expertise</li> <li>Fair Organizational Culture without Discrimination</li> <li>Work-Life Balance and Welfare</li> </ul>	<ul style="list-style-type: none"> <li>Operate an internal employee education program</li> <li>Women Leadership Development Program 'Shinhan SHeroes'</li> <li>Compliance Reporting System 'Shinhan Keeper'</li> <li>Shinhan Culture Index (biannual): conducting employee survey</li> <li>Intranet and portal internal suggestions</li> <li>Mental health care for employees</li> <li>Labor-Management Councils, CoP-company clubs, internal broadcasts, headquarter-to-branch communication events/workshops, etc.</li> </ul>
Partner Companies	<ul style="list-style-type: none"> <li>Focus on win-win value</li> <li>Fair Trade</li> <li>Enhancing Communication</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring through roundtables and surveys</li> <li>Operation of reporting channel (website)</li> <li>Operation of emotional laborer protection system</li> <li>Operation of VOC channels for partner companies</li> <li>Diagnosis of CSR management, implementation of ICT purchase contract system reflecting ESG performance, etc.</li> </ul>
Local Community and Government	<ul style="list-style-type: none"> <li>Social Contribution Activities and Support for Vulnerable Groups</li> <li>Enhancement of Financial Accessibility</li> <li>Compliance and Financial Decision-Making Considering Community Impact</li> <li>Response to Major Government Policies and Compliance with Laws and Regulations</li> <li>Transparent Tax Payment and Corporate Information Disclosure</li> </ul>	<ul style="list-style-type: none"> <li>Social contribution foundations and the company's internal programs</li> <li>Employee Volunteering and Social Contribution Donation Platforms</li> <li>Financial education: Group-integrated platform (Shinhan Easy), 1 Company, 1 School Financial Education, on-site education for each subsidiary, etc.</li> <li>Financial Accessibility: Professional Counseling for Vulnerable Groups (Teller, Video Consultation, Customer Center)</li> <li>Investment and loan engagement: sending carbon neutral shareholder letters, stewardship codes, Equator Principles, Environmental and Social Risk Review</li> <li>Press releases, meetings, councils, briefings, policy proposals</li> </ul>

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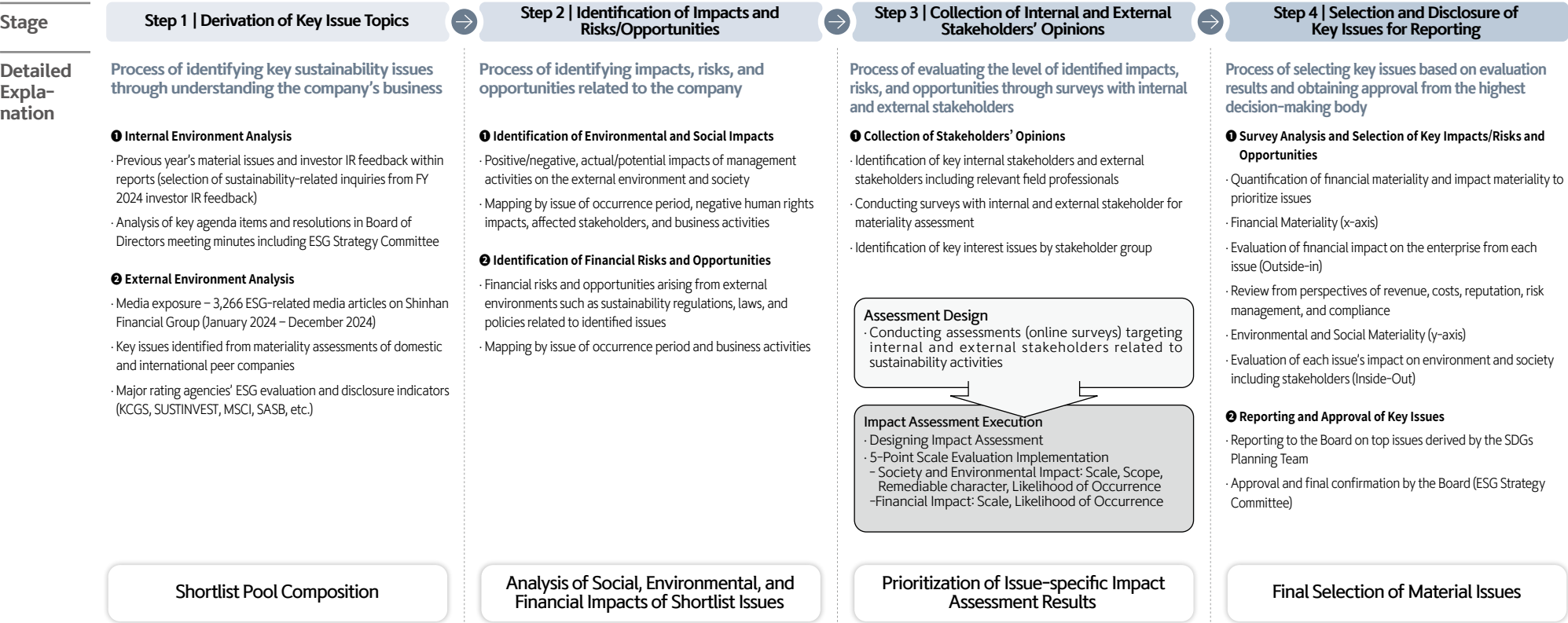
# Materiality Assessment

## Double Materiality Assessment Process

### Double Materiality Assessment

Shinhan Financial Group annually performs a Double Materiality Assessment to identify significant issues by evaluating both financial and impact materiality. This approach assesses the financial risks and opportunities posed by external factors on the company's revenue, costs, reputation, risk management, and regulatory compliance, as well as the company's impacts on the environment and society. These identified issues are integrated into the group's sustainability strategy, risk management processes, and executive KPIs, facilitating strategic execution and stakeholder engagement through the sustainability report. The assessment involves reviewing media articles, sustainability reports, external disclosures, board minutes, evaluator requirements, investor inquiries, and materiality evaluations from peer companies, considering the priorities and demands of stakeholders to pinpoint crucial issues. Shinhan Financial Group reports these key impacts, risks, and opportunities to its Management and Board, selecting and detailing 10 core issues in its sustainability report, aligning these with strategic plans, activities, and outcomes.

### <Double Materiality Assessment Process>



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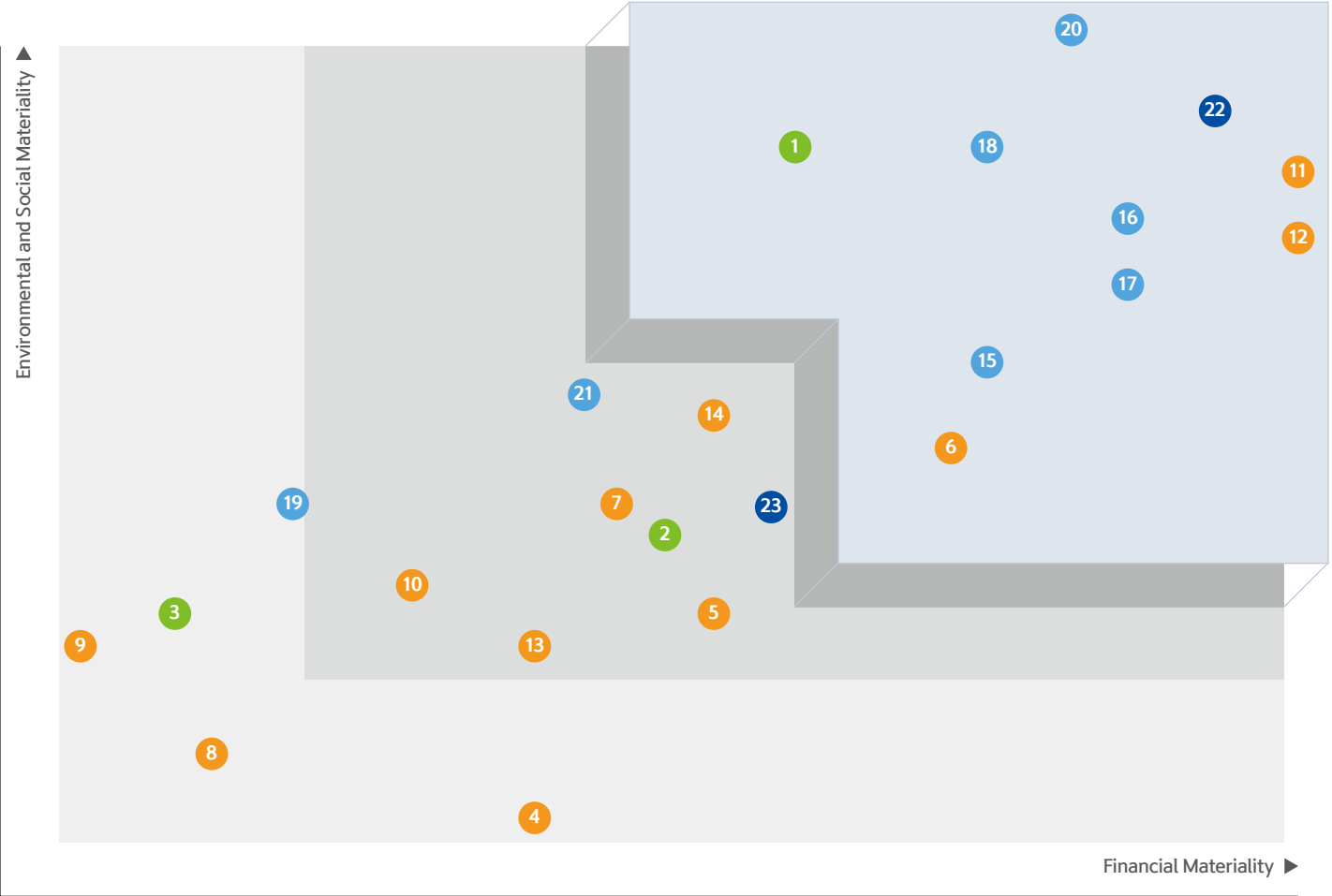
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# Materiality Assessment

## Issue Pool Identification and Selection of Key Issues

We identified 23 issues related to ESG management activities and conducted a double materiality assessment to select the top 10 issues with the highest significance.



No.	Issue Name
1	Response to Climate Change
2	Energy Management and Reduction Activities
3	Development and Expansion of Climate Finance
4	Human Rights Management
5	Employee Education and Training
6	Strengthening Employees' Diversity
7	Recruiting and Retaining Outstanding Talent
8	Employee Safety & health Management
9	Management of Partner Company
10	Local Community Participation and Support
11	Financial Consumer Protection
12	Improving Financial Accessibility
13	Improving Customer Experience
14	Developing Social Finance Products (Inclusive and Win-Win Finance)
15	Establishing Information Security System
16	Customer Privacy
17	Compliance
18	Compliance with Business Ethics
19	Establishing Corporate Governance
20	Strengthening Risk Management
21	Strengthening ESG Governance
22	Digital Innovation
23	Transparent Disclosure of Information about Products

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## Reporting and Management of Key Issues

For each issue, Shinhan Financial Group identifies both environmental/social importance and financial materiality and has developed specific response strategies to mitigate or enhance these impacts. By incorporating critical issues into the Management KPI framework, the group ensures effective implementation. Key KPIs include reducing internal emissions (Scope 1, 2), cutting down financial emissions (Scope 3), and expanding climate finance performance, thereby strengthening the execution of sustainable management.

Key Issues (Year-over-Year)		Environmental and Social Impact	Financial Impact	Opportunities and Risks	Business Strategy Development	Current Status of Shinhan Financial Group Responses	Report Location
		Importance	Importance				
New	Improving Financial Accessibility	●	●	Enhancing financial accessibility is expected to increase customer satisfaction while securing a broader customer base, leading to market expansion and improved profitability.	· Practicing sustainable finance through customer-centric services and tailored financial offerings.	· Expanding accessibility improvement services based on digital technology; expanding alternative channels to strengthen on-site accessibility; advancing financial education programs for financially marginalized groups.	p.39-40
Maintained	Financial Consumer Protection	●	●	Information asymmetry and mis-selling of financial products infringe on consumer rights and increase legal and financial risks.	· Set 'Development of customer-centric win-win financial products and enhancement of financial consumer accessibility' as a core task.	· Conduct policy and business reviews from the perspective of financial consumer protection through Ombudsman activities. · Advance financial fraud prevention activities using AI, including AI-based abnormal (financial) transaction detection system (FDS) · Carry out customer experience improvement activities based on customer participation, such as customer panel programs.	p.35-38
Maintained	Digital Innovation	●	●	Enhancing customer convenience through digital transformation contributes to expanding financial accessibility and improving profitability.	· To respond to the rapid changes in financial trends centered on digital culture, set three directions for digital transformation: 'Easier Finance', 'More Comfortable Finance', and 'Newer Finance.'	· Strengthening corporate competitiveness through digital innovation based on AI technology; establishing AI Ethics Principles; expanding customer-centric digital services utilizing AI technology.	p.53-54
Maintained	Customer Privacy	●	●	Reducing the risk of personal information leakage by strengthening the customer information protection system, enhancing trust, and minimizing legal risks.	· Established the 'Scandal Zero 2.0' strategy aiming to build a proactive and routine culture of information protection so that customers can strongly trust us.	· Systematically advancing mid- and long-term goals for customer information protection; managing and regularly inspecting privacy protection risks based on internal control systems; preemptively applying technical protection measures for customer information protection.	p.77-81
Maintained	Compliance	●	●	Inadequate internal controls can lead to diminished trust and disrupt financial market order, potentially resulting in financial losses, such as lawsuits and fines.	· Improving internal control through advancement of internal control management systems.	· Promoting an advanced anti-money laundering system project; submitted the first accountability structure in the financial sector to financial authorities.	p.72-76
Maintained	Strengthening Risk Management	●	①	Enhancing integrated risk management to increase trust among stakeholders and minimize the risk of operating profit decline by maintaining capital soundness.	· Strengthening risk management systems to prepare for uncertainties in internal and external business environments.	· Strengthening risk management governance; assessing and managing risk factors through scenario-based integrated crisis analysis; advancing crisis analysis processes.	p.69-71
Maintained	Establishing Information Security System	●	●	Strengthening cybersecurity capabilities to secure competitiveness through enhanced customer trust and expecting increased sales from attracting new customers.	· 'Command Principles and Direction Presentation', 'Control Information Security Execution', 'Culture & Communication Security Culture Formation and Communication' Declaration of the 3C Principles of Information Security	· Establishment of Group Information Security Policy and Standards based on the 3C Principles · Dual approach to compliance through online and on-site inspections to elevate the implementation of Group Information Security Policy, standards, and risk management · Identification, assessment, and management of information security-related risks through information security risk assessment	p.77-81
Maintained	Compliance with Business Ethics	●	●	Strengthening employees' ethical behavior contributes to enhancing trust among stakeholders, reducing legal risks, and preventing financial losses	· Enhancement of company-wide ethical awareness to prevent financial incidents	· Operation of ethics and compliance internalization education programs for all subsidiaries · Whistleblower system guaranteeing anonymity for all employees including regular and contract staff	p.72-76
New	Strengthening Employees' Diversity	●	①	Enhancing diversity contributes to building an inclusive society and improves profitability by strengthening talent acquisition and organizational competitiveness.	· Setting three strategic directions for promoting DEI (Diversity, Equity, and Inclusion) values: 'Resolving internal discrimination issues,' 'Linking diversity to business,' and 'Social responsibility'	· Management and target setting of female ratio by position · Operation of work-family balance support programs for employees · Operation and performance management of programs to establish a horizontal organizational culture	p.49-52
New	Response to Climate Change	①	●	Greenhouse gas emissions cause environmental risks and financial burdens by worsening climate change and increasing costs	· Promotion of projects to strengthen Net Zero execution capability and achieve scientific reduction targets (SBTi)	· Board of Directors review based on climate risk response process; conducting climate risk materiality assessment and scenario analysis; setting group risk appetite and total risk limits based on climate risk scenario analysis results	p.18-24

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## GRI Content Index

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	2-2 Entities included in the organization's sustainability reporting	p.2
	2-3 Reporting period, frequency and contact point	
	2-4 Restatement of information	2024 ESG DATA PACK p.3
	2-5 External assurance	p.104-105
	2-6 Activities, value chain and other business relationships	p.8
	2-7 Employees	p.7, 2024 ESG DATA PACK p.20,28
	2-8 Workers who are not employees	2024 ESG DATA PACK p.20
	2-9 Governance structure and composition	p.64-66, 2024 Annual Report on Governance and Remuneration System p.9-11
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	2-14 Role of the highest governance body in sustainability reporting	p.68, 84
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Universal Standards		
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	2-17 Collective knowledge of the highest governance body	2024 Annual Report on Governance and Remuneration System p.106-113
	2-18 Evaluation of the performance of the highest governance body	2024 Annual Report on Governance and Remuneration System p.113-117
	2-19 Remuneration policies	
	2-20 Process to determine remuneration	p.67
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	2-22 Statement on sustainable development strategy	p.5-6
	2-23 Policy commitments	p.28,35,46,50,72,77
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	2-25 Processes to remediate negative impacts	p.51
	2-26 Mechanisms for seeking advice and raising concerns	p.37, 74
	2-27 Compliance with laws and regulations	24th BUSINESS REPORT p.738-740
	2-28 Membership associations	p.16
	2-29 Approach to stakeholder engagement	p.83
	2-30 Collective bargaining agreements	2024 ESG DATA PACK p.25
	3-1 Process to determine material topics	p.84
	3-2 List of material issues	p.85-86
	3-3 Managing material issues	p.18-24,35-38,39-40, 49-52,53-54,69-71,72-76, 77-81,86, 2024 SPECIAL REPORT p.10-12, 57-58, 96-109

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GRI Standard	Disclosure		Page
Topic Standards			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	p.76
	205-3	Confirmed incidents of corruption and actions taken	2024 ESG DATA PACK p.30
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	2024 ESG DATA PACK p.11, 2024 SPECIAL REPORT p.29, 35
	305-2	Energy indirect (Scope 2) GHG emissions	
	305-3	Other indirect (Scope 3) GHG emissions	2024 ESG DATA PACK p.11-12
	305-4	GHG emissions intensity	2024 ESG DATA PACK p.11, 2024 SPECIAL REPORT p.29, 35
	305-5	Reduction of GHG emissions	2024 ESG DATA PACK p.11, 2024 SPECIAL REPORT p.29
GRI 401: Employment 2016	401-3	Parental Leave	2024 ESG DATA PACK p.24
GRI 403: Occupational Health and Safety 2018	403-2	Hazard identification, risk assessment, and incident investigation	p.47
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	p.49, 2024 ESG DATA PACK p.20
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2024 ESG DATA PACK p.18

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### IFRS Climate-related Disclosures (S2)

Classification	IFRS S2 Climate-Related Disclosures	Reference Page
<b>Governance</b>		
6 (a)	The highest decision-making body overseeing climate-related risks and opportunities	2024 SPECIAL REPORT p.6
6 (a)	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information	2024 SPECIAL REPORT p.6-8
6 (b)	Executives managing climate-related risks and opportunities	2024 SPECIAL REPORT p.7
6 (b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information	2024 SPECIAL REPORT p.7
<b>Strategy</b>		
10	An entity shall disclose information that enables users of general purpose financial reports to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall:	
10 (a)	Describe climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	2024 SPECIAL REPORT p.11-13
10 (b)	Explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk	2024 SPECIAL REPORT p.11
10 (c)	Specify, for each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term— the effects of each climate-related risk and opportunity could reasonably be expected to occur	2024 SPECIAL REPORT p.11-13
10 (d)	Explain how the entity defines 'short term', 'medium term' and 'long term' How these definitions are linked to the planning horizons used by the entity for strategic decision-making	2024 SPECIAL REPORT p.10
13	An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of climate related risks and opportunities on the entity's business model and value chain. Specifically, the entity shall disclose:	
13 (a)	A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model A description of the current and anticipated effects of climate-related risks and opportunities on the entity's value chain	2024 SPECIAL REPORT p.11-13, 16, 19-21
13 (b)	A description of where in the entity's business model climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). A description of where in the entity's value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	2024 SPECIAL REPORT p.14-16, 19-21
14	An entity shall disclose information that enables users of general purpose financial reports to understand the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose:	
14 (b)	Information about how the entity is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 14(a).	2024 SPECIAL REPORT p.14-15
14 (c)	Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 14(a).	2024 SPECIAL REPORT p.4, 29, 35

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### IFRS Climate-related Disclosures (S2)

Classification	IFRS S2 Climate-Related Disclosures	Reference Page
<b>Strategy</b>		
16	Financial position, financial performance and cash flows affected	
16 (a)	How climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period	2024 SPECIAL REPORT p.16
16 (b)	The climate-related risks and opportunities identified in paragraph 16(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements	
16 (c)	How the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration	2024 SPECIAL REPORT p.19-22
16 (d)	How the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities (for example, increased revenue from products and services aligned with a lower-carbon economy; costs arising from physical damage to assets from climate events; and expenses associated with climate adaptation or mitigation)	
22	Climate Resilience	
22 (a)	The entity's assessment of its climate resilience as at the reporting date	2024 SPECIAL REPORT p.22
22 (b)	How and when the climate-related scenario analysis was carried out	2024 SPECIAL REPORT p.16-18
<b>Risk management</b>		
25	An entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities	
25 (a)	The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks	2024 SPECIAL REPORT p.10-11, 24-27
25 (b)	The processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities	2024 SPECIAL REPORT p.10, 12, 27
25 (b)	How the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities	2024 SPECIAL REPORT p.27
25 (c)	The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process	2024 SPECIAL REPORT p.25-26
<b>Metrics and targets</b>		
29 (a)	Scope 1 greenhouse gas emissions	2024 DATA PACK p.11, 2024 SPECIAL REPORT p.29
29 (a)	Scope 2 greenhouse gas emissions	
29 (a)	Scope 3 greenhouse gas emissions	2024 DATA PACK p.11-12, 2024 SPECIAL REPORT p.29-32
29 (b)	Climate-related transition risks	2024 SPECIAL REPORT p.18-20, 30-31
29 (b)	The amount and percentage of assets vulnerable to climate-related transition risks	2024 SPECIAL REPORT p.30-31
	The amount and percentage of business activities vulnerable to climate-related transition risks	

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### IFRS Climate-related Disclosures (S2)

Classification	IFRS S2 Climate-Related Disclosures	Reference Page
<b>Metrics and targets</b>		
29 (e)	Capital Deployment	
29 (e)	The amount of capital expenditure, financing, or investments deployed to address climate-related risks and opportunities	2024 SPECIAL REPORT p.14, 27
29 (f)	Internal carbon prices	
29 (f)	An explanation of whether and how the entity is applying a carbon price in decision-making (for example, investment decisions, transfer pricing and scenario analysis) The price for each metric tonne of greenhouse gas emissions the entity uses to assess the costs of its greenhouse gas emissions	2024 SPECIAL REPORT p.33
29 (g)	Remuneration	
29 (g)	A description of whether and how climate-related considerations are factored into executive remuneration The percentage of management remuneration recognised in the current period that is linked to climate-related considerations	2024 SPECIAL REPORT p.8
33	Climate-related Targets	
33 (a)	The metric used to set the target	2024 SPECIAL REPORT p.29-32, 34-35
33 (b)	The objective of the target	2024 SPECIAL REPORT p.29, 34-35
33 (c)	The part of the entity to which the target applies	
33 (d)	The period over which the target applies	2024 SPECIAL REPORT p.29, 34-35
33 (e)	The base period from which progress is measured	2024 SPECIAL REPORT p.35
33 (f)	Any milestones and interim targets	2024 SPECIAL REPORT p.29, 34-35
33 (g)	If the target is quantitative, whether it is an absolute target or an intensity target	2024 SPECIAL REPORT p.29, 35
33 (h)	How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target	2024 SPECIAL REPORT p.35

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### IFRS Climate-related Disclosures (S2)

Classification	IFRS S2 Climate-Related Disclosures	Reference Page
Metrics and targets		
34	An entity shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:	
34 (a)	Whether the target and the methodology for setting the target has been validated by a third party	2024 SPECIAL REPORT p.4, 35
34 (b)	The entity's processes for reviewing the target	2024 SPECIAL REPORT p.34-35
34 (c)	The metrics used to monitor progress towards reaching the target	2024 SPECIAL REPORT p.29-32, 34-35
34 (d)	Any revisions to the target and an explanation for those revisions	-
35	An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance	2024 SPECIAL REPORT p.29, 35
36	For each greenhouse gas emissions target disclosed in accordance with paragraphs 33–35, an entity shall disclose:	
36 (a)	Which greenhouse gases are covered by the target	
36 (b)	Whether scope 1, scope 2 or scope 3 greenhouse gas emissions are covered by the target	
36 (c)	Whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse gas emissions target	2024 SPECIAL REPORT p.29, 35
36 (d)	Whether the target was derived using a sectoral decarbonization approach	
36	The entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target.	
36 (e)	The extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits	2024 SPECIAL REPORT p.29, 35

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## TCFD Index

Classification	Framework	Reference Page
Governance	(a) Describe the board’s oversight of climate-related risks and opportunities	2024 SPECIAL REPORT p.5-8
	(b) Describe management’s role in assessing and managing climate-related risks and opportunities	
Strategy	(a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	2024 SPECIAL REPORT p.9-22
	(b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning	
	(c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	
Risk Management	(a) Describe the organization’s processes for identifying and assessing climate-related risks	2024 SPECIAL REPORT p.23-27
	(b) Describe the organization’s processes for managing climate-related risks	
	(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management	
Metrics and Targets	(a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	2024 SPECIAL REPORT p.28-35
	(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	
	(c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	

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## TNFD Index

Classification	Framework	Reference Page
Governance	(a) Describe the board's oversight of nature-related dependencies, impacts, risks and opportunities.	2024 SPECIAL REPORT p.44-46
	(b) Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.	
	(c) Describe the organization's human rights policies and engagement activities, and oversight by the Board and Management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organization's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	
Strategy	(a) Describe the nature-related dependencies, impacts, risks and opportunities the organization has identified over the short, medium and long term.	2024 SPECIAL REPORT p.47-59, 70-77
	(b) Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organization's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	
	(c) Describe the resilience of the organisation's strategy to nature-related risks and opportunities, taking into consideration different scenarios.	
	(d) Disclose the locations of assets and/or activities in the organisation's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	
Risk Management	(a) (i) Describe the organisation's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its direct operations.	2024 SPECIAL REPORT p.60-66
	(a) (ii) Describe the organisation's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s).	
	(b) Describe the organisation's processes for managing nature-related dependencies, impacts, risks and opportunities.	
	(c) Describe how processes for identifying, assessing, prioritising and monitoring nature-related risks are integrated into and inform the organisation's overall risk management processes.	
Metrics and Targets	(a) Disclose the metrics used by the organisation to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	2024 SPECIAL REPORT p.67-69, 70-77
	(b) Disclose the metrics used by the organisation to assess and manage dependencies and impacts on nature.	
	(c) Describe the targets and goals used by the organisation to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	

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Topic	Code	Category	Uni of Measure	Reference Page
Commercial Banks				
Data Security	FN-CB-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of account holders affected	Number, Percentage (%)	2024 ESG DATA PACK p.18
	FN-CB-230a.2	Description of approach to identifying and addressing data security risks	-	p.80
Financial Inclusion & Capacity Building	FN-CB-240a.1	(1) Number and (2) amount of loans outstanding qualified to programs designed to promote SMEs and community development	Number, Reporting currency	p.33-34,59-62
	FN-CB-240a.2	(1) Number and (2) amount of past due and nonaccrual loans qualified to programs designed to promote SMEs and community development	Number, Reporting currency	-
	FN-CB-240a.3	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Number	2024 ESG DATA PACK p.8
	FN-CB-240a.4	Number of participants in financial literacy Standards for unbanked, underbanked, or underserved customers	Number	2024 ESG DATA PACK p.19
Incorporation of Environmental, Social, and Governance Factors in Credit Analysis	FN-CB-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	-	p.14,25-27
Financed Emissions	FN-CB-410b.1	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	tCO <sub>2</sub> eq	2024 SPECIAL REPORT p.29
	FN-CB-410b.2	Gross exposure for each industry by asset class	Reporting currency	2024 SPECIAL REPORT p.31
	FN-CB-410b.3	Percentage of gross exposure included in the financed emissions calculation	Percentage (%)	
	FN-CB-410b.4	Description of the methodology used to calculate financed emissions	-	2024 SPECIAL REPORT p.29, 31
Business Ethics	FN-CB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Reporting currency	24th BUSINESS REPORT p.739-768
	FN-CB-510a.2	Description of whistleblower policies and procedures	-	p.74
Systemic Risk	FN-CB-550a.1	Global Systemically Important Bank (G-SIB) score, by category	Basis Points (bps)	p.71
	FN-CB-550a.2	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	-	p.70
Asset Management & Custody Activities				
Transparent Information & Fair Advice for Customers	FN-AC-270a.1	(1) Number and (2) percentage of covered employees with a record of investment-related investigations, consumer-initiated complaints, private civil litigations, or other regulatory proceedings	Number, Percentage (%)	-
	FN-AC-270a.2	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of financial product-related information to new and returning customers	Reporting currency	24th BUSINESS REPORT p.739-768
	FN-AC-270a.3	Description of approach to informing customers about products and services	-	p.38
Employee Diversity & Inclusion	FN-AC-330a.1	Percentage of gender and racial/ethnic group representation for (1) management, (2) non-executive management, (3) professionals, and (4) all other employees	Percentage (%)	2024 SPECIAL REPORT p.100, 107
Integration of Environmental, Social, and Governance Factors in Investment Management & Advisory	FN-AC-410a.1	Amount of assets under management, by asset class, that employ (1) integration of environmental, social, and governance (ESG) issues, (2) sustainability themed investing, and (3) screening	Reporting currency	2024 ESG DATA PACK p.4-10
	FN-AC-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment and/or wealth management processes and strategies	-	p.14, 25-27
	FN-AC-410a.3	Description of proxy voting and investee engagement policies and procedures	-	-

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Topic	Code	Category	Uni of Measure	Reference Page
Financial Emissions	FN-AC-410b.1	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	tCO <sub>2</sub> eq	2024 SPECIAL REPORT p.29
	FN-AC-410b.2	Total amount of assets under management (AUM) included in the financed emissions disclosure	Reporting currency	2024 SPECIAL REPORT p.31
	FN-AC-410b.3	Percentage of total assets under management (AUM) included in the financed emissions calculation	Percentage (%)	
	FN-AC-410b.4	Description of the methodology used to calculate financed emissions	-	2024 SPECIAL REPORT p.29, 31
Business Ethics	FN-AC-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Reporting currency	24th BUSINESS REPORT p.739-768
	FN-AC-510a.2	Description of whistleblower policies and procedures	-	p.74
Consumer Finance				
Customer Privacy	FN-CF-220a.1	Number of account holders whose information is used for secondary purposes	Number	-
	FN-CF-220a.2	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	Reporting currency	2024 ESG DATA PACK p.18
Data Security	FN-CF-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of account holders affected	Number, Percentage (%)	
	FN-CF-230a.2	Card-related fraud losses from (1) card-not-present fraud and (2) card-present and other fraud	Reporting currency	-
	FN-CF-230a.3	Description of approach to identifying and addressing data security risks	-	p.80
Sales Practices	FN-CF-270a.1	Percentage of total remuneration for covered employees that is variable and linked to the amount of products and services sold	Percentage (%)	-
	FN-CF-270a.2	Approval rate for (1) credit and (2) pre-paid products for applicants with FICO scores above and below 660	Percentage (%)	
	FN-CF-270a.3	(1) Average fees from add-on products, (2) average APR, (3) average age of accounts, (4) average number of trade lines, and (5) average annual fees for pre-paid products, for customers with FICO scores above and below 660	Percentage (%) Reporting currency, Percentage (%), Months, Number, Reporting currency	2024 ESG DATA PACK p.17
	FN-CF-270a.4	(1) Number of customer complaints filed, (2) percentage with monetary or nonmonetary relief	Number, Percentage (%)	
	FN-CF-270a.5	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	Reporting currency	24th BUSINESS REPORT p.739-768
Insurance				
Transparent Information & Fair Advice for Customers	FN-IN-270a.1	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance productrelated information to new and returning customers	Reporting currency	24th BUSINESS REPORT p.739-768
	FN-IN-270a.2	Complaints-to-claims ratio	Rate	-
	FN-IN-270a.3	Customer retention rate	Rate	
	FN-IN-270a.4	Description of approach to informing customers about products	-	p.38
Incorporation of Environmental, Social, and Governance Factors in Investment Management	FN-IN-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment management processes and strategies	-	p.14, 25-27
Policies Designed to Incentivize Responsible Behavior	FN-IN-410b.1	Net premiums written related to energy efficiency and low carbon technology	Reporting currency	-
	FN-IN-410b.2	Discussion of products and/or product features that incentivize health, safety, and/or environmentally responsible actions and/or behaviors n	-	

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Financial Emissions	FN-IN-410c.1	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	tCO <sub>2</sub> eq	2024 SPECIAL REPORT p.29
	FN-IN-410c.2	Gross exposure for each industry by asset class	Reporting currency	2024 SPECIAL REPORT p.31
	FN-IN-410c.3	Percentage of gross exposure included in the financed emissions calculation	Percentage (%)	2024 SPECIAL REPORT p.31
	FN-IN-410c.4	Description of the methodology used to calculate financed emissions	-	2024 SPECIAL REPORT p.29, 31
Environmental Risk Exposure	FN-IN-450a.1	Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes	Reporting currency	
	FN-IN-450a.2	Total amount of monetary losses attributable to insurance payouts from (1) modeled natural catastrophes and (2) non-modeled natural catastrophes, by type of event and geographic segment (net and gross of reinsurance)	Reporting currency	
	FN-IN-450a.3	Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of firm-level risks and capital adequacy	-	-
Systemic Risk Management	FN-IN-550a.1	Exposure to derivative instruments by category: (1) total potential exposure to noncentrally cleared derivative products, (2) total fair value of acceptable collateral posted with the Central Clearinghouse, and (3) total potential exposure to centrally cleared derivative products	Reporting currency	
	FN-IN-550a.2	Total fair value of securities lending collateral assets	Reporting currency	
	FN-IN-550a.3	Description of approach to managing capital- and liquidity-related risks associated with systemic non-insurance activities	-	p.70
Investment Banking & Brokerage				
Employee Diversity & Inclusion	FN-IB-330a.1	Percentage of gender and racial/ethnic group representation for (1) management, (2) non-executive management, (3) professionals, and (4) all other employees	Percentage (%)	2024 SPECIAL REPORT p.100, 107
Incorporation of Environmental, Social, and Governance Factors in Investment Banking & Brokerage Activities	FN-IB-410a.1	Revenue from (1) underwriting, (2) advisory, and (3) securitization transactions incorporating integration of environmental, social, and governance (ESG) factors, by industry	Reporting currency	-
	FN-IB-410a.2	(1) Number and (2) total value of investments and loans incorporating integration of environmental, social, and governance (ESG) factors, by industry	Number, Reporting currency	2024 ESG DATA PACK p.4-10
	FN-IB-410a.3	(1) Number and (2) total value of investments and loans incorporating integration of environmental, social, and governance (ESG) factors, by industry	-	p.14,25-27
Business Ethics	FN-IB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Reporting currency	24th BUSINESS REPORT p.739-768
	FN-IB-510a.2	Description of whistleblower policies and procedures	-	p.74
Professional Integrity	FN-IB-510b.1	(1) Number and (2) percentage of covered employees with a record of investment-related investigations, consumer-initiated complaints, private civil litigations, or other regulatory proceedings	Number, Percentage (%)	-
	FN-IB-510b.2	Number of mediation and arbitration cases associated with professional integrity, including duty of care, by party	Number	
	FN-IB-510b.3	Total amount of monetary losses as a result of legal proceedings associated with professional integrity, including duty of care	Reporting currency	2024 ESG DATA PACK p.30
	FN-IB-510b.4	Description of approach to ensuring professional integrity, including duty of care	-	p.72-76
Systemic Risk Management	FN-IB-550a.1	Global Systemically Important Bank (G-SIB) score, by category	Basis points (bps)	-
	FN-IB-550a.2	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	-	p.70
Employee Incentives and Risk Taking	FN-IB-550b.1	Percentage of total remuneration that is variable for Material Risk Takers (MRTs)	Percentage (%)	
	FN-IB-550b.2	Percentage of variable remuneration of Material Risk Takers (MRTs) to which malus or clawback provisions were applied	Percentage (%)	-
	FN-IB-550b.3	Discussion of policies around supervision, control, and validation of traders' pricing of Level 3 assets and liabilities	-	

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Reporting Framework			Page
Part A: Governance of Respect for Human Rights			
Policy commitment	A1	What does the company say publicly about its commitment to respect human rights?	
	A1.1	How has the public commitment been developed?	2024 SPECIAL REPORT p.111
	A1.2	Whose human rights does the public commitment address?	
	A1.3	How is the public commitment disseminated?	2024 SPECIAL REPORT p.115
Embedding respect for human rights	A2	How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	2024 SPECIAL REPORT p.110-111, 115
	A2.1	How is day-to-day responsibility for human rights performance organized within the company, and why?	2024 SPECIAL REPORT p.110
	A2.2	What kinds of human rights issues are discussed by senior management and by the Board and why?	
	A2.3	How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions?	2024 SPECIAL REPORT p.115
	A2.4	How does the company make clear in its business relationships the importance it places on respect for human rights?	
	A2.5	What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result?	2024 SPECIAL REPORT p.113
Part B: Defining the Focus of Reporting			
Statement of Salient Issues	B1	State the salient human rights issues associated with the company's activities and business relationships during the reporting period	2024 SPECIAL REPORT p.112
Determination of Salient Issues	B2	Describe how the salient human rights issues were determined, including any input from stakeholders	p.51, 2024 SPECIAL REPORT p.112
Choice of Focal Geographies	B3	If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made	-
Additional Severe Impacts	B4	Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues, and explain how they have been addressed	

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Part C: Management of Salient Human Rights Issues			
Specific Policies	C1	Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	2024 SPECIAL REPORT p.111
	C1.1	How does the company make clear the relevance and significance of such policies to those who need to implement them?	2024 SPECIAL REPORT p.115
Stakeholder Engagement	C2	What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?	p.51
	C2.1	How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?	
	C2.2	During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	
	C2.3	During the reporting period, how have the views of stakeholders influenced the company's understanding of each salient issue and/or its approach to addressing it?	p.51, 2024 SPECIAL REPORT p.112
Assessing Impacts	C3	How does the company identify any changes in the nature of each salient human rights issue over time?	
	C3.1	During the reporting period, were there any noticeable trends or patterns in impacts related to core issues (from enterprise activities)? If so, what were they?	2024 SPECIAL REPORT p.112-113
	C3.2	During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	
Integrating Findings and Taking Action	C4	How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?	2024 SPECIAL REPORT p.110-111
	C4.1	How are those parts of the company whose decisions and actions can affect the management of salient issues, involved in finding and implementing solutions?	
	C4.2	When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed?	2024 SPECIAL REPORT p.110
	C4.3	During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?	
Tracking Performance	C5	How does the company know if its efforts to address each salient human rights issue are effective in practice?	2024 SPECIAL REPORT p.113
	C5.1	What specific examples from the reporting period illustrate if each salient issue is being managed effectively?	
Remediation	C6	How does the company enable effective remedy if people are harmed by its actions or decisions in relation to the salient human rights issues?	
	C6.1	Through what means can the company receive complaints or concerns related to each salient issue?	
	C6.2	How does the company know if people feel able and empowered to raise complaints or concerns?	2024 SPECIAL REPORT p.115
	C6.3	How does the company process complaints and assess the effectiveness of outcomes?	
	C6.4	During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?	p.51, 2024 SPECIAL REPORT p.115
	C6.5	During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical or significant examples?	2024 SPECIAL REPORT p.115

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## PRB Index

Reporting and Self-Assessment Requirements			Reference Page
Principle 1: Alignment	We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.		
	1.1	Describe (high-level) your bank's business model, including the main customer segments served, types of products and services provided, the main sectors and types of activities, and where relevant the technologies financed across the main geographies in which your bank has operations or provides products and services.	p.7-8, 24th BUSINESS REPORT p.36-97
	1.2	Describe how your bank has aligned and/or is planning to align its strategy to be consistent with and contribute to society's goals, as expressed in the Sustainable Development Goals (SDGs), the Paris Climate Agreement, and relevant national and regional frameworks.	p.12
Principle 2: Impact and Target Setting	We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.		
	2.1	Impact Analysis: Show that your bank has identified the areas in which it has its most significant (potential) positive and negative impact through an impact analysis that fulfills the following elements: a) Scope: The bank's core business areas, products/services across the main geographies that the bank operates in have been as described under 1.1. have been considered in the scope of the analysis. b) Scale of Exposure: In identifying its areas of most significant impact the bank has considered where its core business/its major activities lie in terms of industries, technologies and geographies. c) Context & Relevance: Your bank has taken into account the most relevant challenges and priorities related to sustainable development in the countries/regions in which it operates. d) Scale and intensity/salience of impact: In identifying its areas of most significant impact, the bank has considered the scale and intensity/salience of the (potential) social, economic and environmental impacts resulting from the bank's activities and provision of products and services.	2024 SPECIAL REPORT p.10-13, 57-58
	2.2	Target Setting: Show that the bank has set and published a minimum of two Specific, Measurable (can be qualitative or quantitative), Achievable, Relevant and Time-bound (SMART) targets Show that these targets are linked to and drive alignment with and greater contribution to appropriate Sustainable Development Goals, the goals of the Paris Agreement, and other relevant international, national or regional frameworks.	2024 SPECIAL REPORT p.4, 43, 46
	2.3	Plans for Target Implementation and Monitoring: Show that your bank has defined actions and milestones to meet the set targets.	2024 SPECIAL REPORT p.4, 34, 43, 69
	We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.		
Principle 3: Clients and Customers	3.1	Provide an overview of the policies and practices your bank has in place and/or is planning to put in place to promote responsible relationships with its customers.	p.35-38
	3.2	Describe how your bank has worked with and/or is planning to work with its clients and customers to encourage sustainable practices and enable sustainable economic activities.	p.14
Principle 4: Stakeholders	We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society's goals.		
	4.1	Describe which stakeholders (or groups/types of stakeholders) your bank has consulted, engaged, collaborated or partnered with for the purpose of implementing these Principles and improving your bank's impacts.	p.83
Principle 5: Governance & Culture	We will implement our commitment to these Principles through effective governance and a culture of responsible banking.		
	5.1	Describe the relevant governance structures, policies and procedures your bank has in place/is planning to put in place to manage significant positive and negative (potential) impacts and support effective implementation of the Principles.	p.68
	5.2	Describe the Standards and measures your bank has implemented or is planning to implement to foster a culture of responsible banking among its employees.	p.67-68
	5.3	Governance Structure for Implementation of the Principles. a) target-setting and actions to achieve targets set. b) remedial action in the event of targets or milestones not being achieved or unexpected negative impacts being detected.	p.68
Principle 6: Transparency & Accountability	We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.		
	6.1	verification	p.104-108
	6.2	Reporting framework	p.87-102
	6.3	Prospect	-

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## KRX Disclosure Guidelines

Item	Index	Content	Reference Page
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ESG Response	Roles of the management	Roles of the management in relation to the identification and management of ESG issues	p.68
ESG Evaluation	ESG Risks and Opportunities	Assessment of ESG-related risks and opportunities	p.84-86
Stakeholder	Stakeholder participation	Method of stakeholder participation in ESG process	p.83
<b>Part B: Environment</b>			
Greenhouse Gas Emissions	Direct GHG emissions (Scope 1)	Amount of GHG emitted into the air by physical devices or factories that are owned and managed by the company	2024 ESG DATA PACK p.11
	Indirect GHG emissions (Scope 2)	Amount of GHG emissions caused by electricity, cooling and heating, and steam emissions that were purchased or 41 obtained for company use	
	GHG emissions intensity	Amount of GHG emitted per unit of activity, production, and other organizational-level metric system	
Energy Consumption	Direct energy consumption	Amount of energy consumption of subjects owned or managed by an organization	2024 ESG DATA PACK p.14
	Indirect energy consumption	Amount of energy consumed outside the organization, such as use and disposal and treatment of sold products	-
	Energy consumption intensity	Amount of energy consumption needed per unit of activity, production, and other organizational-level metric system	2024 ESG DATA PACK p.14
Water Consumption	Total volume of water used	Total volume of water used by the organization	2024 ESG DATA PACK p.15
Waste Discharge	Total volume of waste discharged	Total weight of wastes by treatment method, such as reclamation and recycling	
Violation of Law and Incident	Violation of environmental law	No. of violations of environmental law, environment-related incidents, and measures taken and incident	No violations
<b>Part C: Society</b>			
Employee Status	Equality and diversity	Status of employees by gender and employment type, and no. of discrimination-related sanctions and measures taken	2024 ESG DATA PACK p.20,24,26
	New employee hires and employee turnover	Status of new employee hires and employee turnover	2024 ESG DATA PACK p.21-22
	Hiring of young interns	Status of hiring young interns and ratio of change to regular positions	Not applicable
	Parental Leave	Status of employees who use parental leave	2024 ESG DATA PACK p.24
Health & Safety	Industrial Accidents	No. of work-related deaths, injuries, and diseases, and measures	p.46
	Product Safety	No. of product recalls (pickup, destruction, collection, corrective measure, etc.) and measures taken	p.37
	Labeling and Advertising	No. of violations labeling and advertising regulations, and measures taken	24th BUSINESS REPORT p.738-759
Information Security	Personal Information Protection	No. of personal information protection violations and measures taken	2024 ESG DATA PACK p.18
Fair Competition	Fair Competition and Abuse of Market Dominance	No. of violations of law related to internal trading, subcontracting, franchise business, and agency trading, and measures taken	24th BUSINESS REPORT p.754

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## WEF Index

Pillar	Theme	Core metrics	Reference Page
Principle of Governance	Governing purpose	Setting purpose	p.68
	Quality of governing body	Governance body composition	p.65-66
	Stakeholder Engagement	Material issues impacting stakeholders	p.83-86
	Ethical behaviour	Anti-corruption	p.72-74, 2024 ESG DATA PACK p.30
		Protected ethics advice and reporting mechanisms	p.72-74
	Risk and opportunity oversight	Integrating risk and opportunity into business process	p.69-71
Planet	Climate change	Greenhouse gas (GHG) emissions	2024 ESG DATA PACK p.11-12
		TCFD implementation	2024 SPECIAL REPORT p.3-35
	Nature loss	Land use and ecological sensitivity	2024 SPECIAL REPORT p.49-56
	Fresh water availability	Water consumption and withdrawal in water-stressed areas	-
People	Dignity and equality	Diversity and inclusion (Percentage of employees per employee category, per age group, gender and other indicators of diversity)	2024 SPECIAL REPORT p.100, 107
		Pay equality (Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men; minor to major ethnic groups; and other relevant equality areas)	2024 SPECIAL REPORT p.100
		Wage level (Ratios of standard entry-level wage by gender compared to local minimum wage, etc.)	-
		Risk for incidents of child, forced or compulsory labour	-
	Health & wellbeing	Health and safety	p.46-48
	Skills for the future	Training provided (Average hours of training per person, average training and development expenditure per full time employee, etc.)	2024 ESG DATA PACK p.23
Prosperity	Employment and wealth generation	Absolute number and rate of employment (Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity, etc.)	2024 ESG DATA PACK p.21-22
		Economic contribution (Revenue, operating costs, employee wages and benefits, payments to providers of capital, payments to government, etc.)	Refer to the 24th BUSINESS REPORT
		Financial investment contribution disclosure (Share buybacks, dividend payments, etc.)	p.67
	Innovation in better products and services	Total R&D Expenses	Refer to the 24th BUSINESS REPORT
	Community and social vitality	Total tax paid (corporate income taxes, property taxes, non-creditable VAT, etc.)	2024 ESG DATA PACK p.28-29

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# ESG External Evaluation

Shinhan Financial Group transparently discloses its management status to advance its ESG framework, and through these efforts, it has been recognized for excellence by ESG assessment institutions.

MSCI

7 consecutive years of AA rating  
Achieved AAA rating in 2024

MSCI

CDP

12 consecutive years of Leadership  
A-/A in Climate Change Response,  
7 consecutive years in the Hall of Fame  
4 consecutive years listed in the Platinum Club

CDP

KCGS

The only domestic entity to  
achieve A+ integrated ESG rating for  
10 consecutive years

KCGS

SUSTINVEST

6 consecutive years of AA/A rating

SUSTINVEST

ISS

ISS Quality Score Grade  
Governance 1, Environment 1, Social 2

ISS

DJSI

16 consecutive years included in Asia Pacific,  
11 consecutive years included in DJSI World

S&P Dow Jones Indices

Bloomberg Gender

Included in Gender Equality Index for  
5 consecutive years

Bloomberg

\* As of the end of January 2025

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# Independent Assurance Statement

## [PRJN-10563751-2025-AST-KOR]

DNV Business Assurance Korea Co., Ltd. (hereinafter 'DNV' or 'the Company') was commissioned by Shinhan Financial Group (hereinafter 'Shinhan Financial Group' or 'the Company') to conduct an independent limited assurance engagement on the Shinhan Financial Group 2024 Sustainability Report (hereinafter 'the Report'). The intended users of this assurance statement are the Management and stakeholders of Shinhan Financial Group.

### Verification Criteria

The verification activities were conducted as a limited assurance engagement based on DNV's VeriSustain V6.0, a sustainability report verification protocol reflecting international verification standards such as the International Standard on Assurance Engagements (ISAE 3000)<sup>1)</sup> issued by the International Auditing and Assurance Standards Board (IAASB)<sup>2)</sup>. DNV reviewed whether the Report complies with the principles of VeriSustain, which are detailed in the following opinions, observations, and recommendations. Our protocol requires that we comply with ethical requirements and plan and perform the verification to obtain limited or reasonable assurance. The nature, timing, and extent of procedures for limited assurance engagements differ from those for reasonable assurance engagements, with a relatively narrower scope. Accordingly, the level of assurance obtained from limited assurance is significantly lower than that from reasonable assurance. Therefore, while DNV planned and performed work to reduce the risk of material misstatement in our opinion by gathering sufficient appropriate evidence, this risk cannot be entirely eliminated. DNV has not performed any review or work on other information that may be published outside the Report or on the Company's website during this reporting period and does not express any conclusion thereon.

### Verification Scope

We were commissioned to perform an independent limited assurance engagement on the Report. The scope included domestic business locations and operations of 15 subsidiaries, with some data covering overseas business locations.

- We reviewed the GRI Topic Standards related to the Material Topics identified through Shinhan Financial Group's materiality assessment.
- We reviewed the quality and reliability of reported sustainability performance information for certain topics including Anti-corruption (205-1, 205-3), Parental Leave (401-3), Diversity and Equal Opportunity (405-1), and Customer Personal Information Protection (418-1).

### Opinions, Observations, and Recommendations

As a result of our verification, DNV found no matters indicating that the information and data included in Shinhan Financial Group's Report were inappropriately described in terms of VeriSustain principles. Regarding the reliability of performance data, we found no matters indicating that reported data were not properly reconciled with operational data managed by Shinhan Financial Group or that assumptions applied were inappropriate. DNV also found no matters indicating that the Report was not prepared in accordance with the 'in accordance' criteria of the GRI Standards from a materiality perspective. Without affecting our verification opinion, DNV provides the following observations on information included within the 'Verification Scope' based on VeriSustain principles:

**Stakeholder Inclusivity:** Establishing responsible and strategic approaches to sustainability and engaging stakeholders throughout the achievement process.

Shinhan Financial Group defines employees, customers, suppliers, shareholders and investors, partner companies, communities, and government as key stakeholder groups and reports major concerns and communication channels for each group. Notably, during the materiality assessment process, Shinhan Financial Group identified key concerns per stakeholder group and reflected their impact on society and environment as well as opinions from investors and ESG professionals to prioritize these issues.

**Materiality:** The process of determining issues most relevant to the company and its stakeholders.

Shinhan Financial Group conducted a double materiality assessment considering both the impact of its management activities on corporate value and financial performance as well as on society and environment, identifying a total of 10 key issues. DNV confirmed that the Report reflects the company's approach strategies and related activities for these key issues selected through the materiality assessment. However, grouping similar or overlapping items among these 10 key issues into 5 to 6 categories and mapping them to the company's mid-to long-term strategy would help stakeholders better understand how the company manages its key issues.

**Sustainability Context:** The organization's performance and its linkage within a broader sustainability perspective.

Shinhan Financial Group reports its ESG strategy outlining the company's ESG management development direction along with related performance. It adopts carbon neutrality, inclusion, and cooperation as its three core ESG strategic directions and presents 13 ESG strategic indicators to facilitate understanding among interested parties. DNV confirmed that the company's 2024 ESG performance is appropriately reported within the sustainability context and that each activity is reflected in the Report from a sustainability perspective.

**Completeness:** The level of reporting on issues important to the company and its stakeholders.

Shinhan Financial Group specifically discloses the background for selecting material issues reflecting the expectations of stakeholders and related activities. The reporting boundary covers a total of 15 subsidiaries, including Shinhan Financial Group Co., Ltd. and Shinhan Bank, operating in the Republic of Korea. When the reporting scope differs, it is separately distinguished and explained. The Verification Team confirmed through the Materiality Assessment that the selected important topics were appropriately reflected within the physical and temporal reporting boundaries.

1) International Auditing and Assurance Standard Board

2) International Standard on Assurance Engagements (ISAE) 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' (revised)

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# Independent Assurance Statement

**Reliability and Quality:** In addition to the quality of the fundamental data management system, the Verification Team confirmed the accuracy and comparability of the information included in the report based on sampling data verification.

To verify the information and data, in-person interviews were conducted with responsible personnel to understand the data processing procedures, and sampling techniques were used to review data collection and processing procedures, supporting documents, and records. Based on the verification results, no intentional errors or misstatements were found in the sustainability performance information stated in the report. Shinhan Financial Group can explain the source and meaning of sustainability performance in a reliable manner and with trustworthy data, and identification and traceability of related data were possible. Shinhan Financial Group reported sustainability performance over the past three years to enable comparisons over time, and errors or unclear expressions found during the verification process were corrected before the final report publication.

### Eligibility, Independence and Quality Management

DNV maintains a comprehensive quality management system by applying its own management standards and compliance policies for quality control in accordance with ISO/IEC 17029:2019<sup>3)</sup> conformity assessment, including documented policies and procedures regarding ethical requirements, professional standards, and compliance with applicable laws and regulatory requirements.

The policies and procedures established by DNV are designed to apply independence requirements to DNV and its employees, as well as all other relevant personnel (including employees of other DNV entities where applicable), ensuring independence is maintained according to related ethical requirements. This verification activity was conducted by an independent verification team composed of sustainability professionals. DNV conducted the 2024 verification of Shinhan Financial Group's greenhouse gas emissions and determined that this does not affect the independence or fairness of the report verification.

### Limitations

The verification was conducted based on the assumption that the data and information provided by Shinhan Financial Group to DNV are complete, sufficient, factual, and free from material misstatement. However, due to sampling and other inherent limitations of internal control procedures and systems, there is an unavoidable risk that material errors or irregularities may not have been detected.

Sustainable management, performance, and reporting practices of Shinhan Financial Group's suppliers, partners, and third parties mentioned in the report are outside the scope of this verification. DNV did not conduct interviews with external stakeholders during the verification activities.

DNV understands that reported financial data, governance, and related information are based on statutory disclosures and audited financial statements subject to separate independent statutory audit processes. Financial disclosures and data are excluded from the verification scope, which is limited to data and information within the defined reporting period; data outside this period are not included in the verification scope.

DNV disclaims any liability or joint responsibility to any individual or entity making decisions based on this statement.

### Responsibilities of Shinhan Financial Group Managers and Certification Bodies

Shinhan Financial Group holds full responsibility for the report contents, including data collection, analysis, aggregation, preparation, fair presentation of information, and design, implementation, and maintenance of internal controls ensuring data is free from material misstatement.

DNV's responsibility is to plan and perform work to provide limited assurance that relevant information described in the 'Verification Scope' has been prepared in accordance with reporting requirements, and to report independently to Shinhan Financial Group in the form of a verification statement based on collected evidence.

Our statement should be considered an independent opinion prepared to provide necessary information to Shinhan Financial Group's Management and stakeholders. Except for this statement, DNV was not involved in preparing any statements or data included in the report.

### Opinion Assessment Criteria

This verification activity was conducted using a risk-based approach focusing on material issues relevant to Shinhan Financial Group's business and key stakeholders. As part of limited verification procedures, the following activities were performed.

- Peer reviews and media reviews to identify sustainability issues related to the company during the reporting period.
- Review of disclosure contents according to requirements focusing on materiality assessment procedures and results, topic criteria, and related management processes.
- Understanding and evaluation of key systems, processes, and controls for integration, management, and reporting of information and KPIs included in the report.
- Review of documents supporting reporting principles and requirement compliance.
- Interviews with ESG team members responsible for information monitoring, data aggregation, reporting, and related department personnel.
- Visit to Shinhan Financial Group headquarters (Seoul, Republic of Korea) to review sustainability data sampling by business locations and management systems related to strategy implementation.

DNV Business Assurance Korea Co., Ltd.,  
Seoul, Republic of Korea  
June 24, 2025

Yun,  
Chang Rok

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Kim So Hyun,  
Technical Reviewer

DNV Business Assurance Korea, a member of the DNV Group, is a global company providing certification, verification, assessment, and training services to help customers achieve sustainable business performance. Supply Chain and Product Assurance - DNV

## SHINHAN FINANCIAL GROUP 2024 SUSTAINABILITY REPORT

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3) Conformity assessment — General principles and requirements for validation and verification bodies

# GHG Assurance Statement

### Introduction

DNV Business Assurance Korea Ltd. ('DNV') was commissioned by 15 companies including Shinhan Financial Group Co., Ltd. ('Company') to perform third party verification for the Company's Greenhouse Gas Statement. The Company is responsible for the preparation of the GHG statement on the basis set out within Audit Standard, 'WRI/WBCSD GHG Protocol: A Corporate Accounting and Reporting Standard', 'IPCC Guidelines: 2006'. The Company has full responsibility of the GHG statement. According to terms of contract, DNV expressly disclaims any liability or responsibility for any decisions, based upon the verification opinion.

### Objective and Scope of Verification

The objective of the verification is to present an independent verification opinion on the company's GHG statement, and the scope of verification is as follows;

- Organizational Boundary : Shinhan Financial Group Co., Ltd. and Subsidiaries\*  
\* Subsidiaries : Shinhan Bank, Shinhan Card, Shinhan Securities, Shinhan Life, Shinhan Capital, Shinhan Asset Management, JEJU BANK, Shinhan Savings Bank, Shinhan Asset Trust, Shinhan DS, Shinhan Fund Partners, Shinhan REITs Management, Shinhan Venture Investment, Shinhan EZ General Insurance
- Reporting Boundary : Scope 1 (Direct emissions), Scope 2 (Indirect emissions)
- Reporting Period : 2024.01.01 ~ 2024.12.31

### Verification Approach

The verification has been conducted in accordance with the verification principles and tasks outlined in the 'ISO 14064-3:2019', based upon a Reasonable Level of assurance. DNV planned and concluded our work so as to obtain all the information and explanations deemed necessary to provide us with sufficient evidence to provide a verification opinion with 5% materiality level.

- As part of the verification process, we have reviewed as follows;
- Adequacy of GHG data control, collection and emission calculation and report process
  - The GHG inventory is based on measurements and has inherent limitations that may arise from the process of calculating, estimating, and finalizing the reported data.

### Conclusions

Based on the verification conducted, the information related to the GHG statement has been properly calculated and reported.

- DNV represents 'unmodified' opinion on Greenhouse Gas Emissions.

(Unit: ton CO<sub>2</sub>eq)

Shinhan Financial Group (Year 2024)	Direct Emissions (Scope 1)	Emissions (Scope 2)	Total Emissions
Domestic (Location-based)*	13,575	79,683	93,249
Domestic (Market-based)**		53,934	67,502

May 30th, 2025  
Seoul, Republic of Korea

 Lee Jang-seop  
Country Representative  
DNV Business Assurance Korea Co., Ltd.

Attachment. Appendix to the 'PRJN-955640-01-AST-KOR' Verification Statement (Unit: ton CO<sub>2</sub>eq)

Company	Greenhouse Gas Emission Reporting Scope		
	Direct Emissions (Scope 1)	Indirect Emissions (Scope 2)	Total Emissions
Shinhan Finance Holdings	166	242	408
Shinhan Bank	9,496	50,594	60,090
Shinhan Card	1,586	10,560	12,145
Shinhan Securities	372	6,828	7,199
Shinhan Life	1,287	7,300	8,587
Shinhan Capital	111	617	727
Shinhan Asset Management	109	523	631
Jeju Bank	102	1,297	1,398
Shinhan Savings Bank	106	324	430
Shinhan Asset Management	84	140	223
Shinhan DS	52	385	437
Shinhan Fund Partners	45	263	307
Shinhan REITs Management	18	101	118
Shinhan Venture Investment	36	220	255
Shinhan EZ General Insurance	6	288	294
Total (Location-based)*	13,575	79,683	93,249
Total (Market-based)**	13,575	53,934	67,502

※ In order to report the GHG emissions as an integer, the rounded number might be different from the number on the calculation tool with ± 1 tCO<sub>2</sub>eq.  
\* Location-based: Includes GHG emissions reported as Scope 2 by the Company under the domestic GHG emissions trading scheme, using electricity  
\*\* Market-based: Includes GHG emissions from Scope 2, reflecting the purchase of electricity generated through renewable energy (RECs and Green premiums) in 2024.

This Assurance Opinion is valid as of the date of the issuance. Please note that this Assurance Opinion would be revised if any material discrepancy which may impact the Greenhouse Gas Emissions of the Company is subsequently brought to our attention.

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# GHG Assurance Statement

### Introduction

DNV Business Assurance Korea Ltd. ('DNV') was commissioned by 15 companies including Shinhan Financial Group Co., Ltd ('Company') to perform third party verification for the Company's Greenhouse Gas Statement. The Company is responsible for the preparation of the GHG statement on the basis set out within Audit Standard, 'WRI/WBCSD GHG Protocol: A Corporate Accounting and Reporting Standard', 'The Corporate Value Chain (Scope 3) Accounting and Reporting Standard'. The Company has full responsibility of the GHG statement. According to terms of contract, DNV expressly disclaims any liability or coresponsibility for any decisions a 3rd party may make based on the verification opinion.

### Objective and Scope of Verification

The objective of the verification is to present an independent verification opinion on the company's GHG statement, and the scope of verification is as follows;

- Organizational Boundary : Shinhan Financial Group Co., Ltd and subsidiaries
  - \* Subsidiaries: Shinhan Bank, Shinhan Card, Shinhan Securities, Shinhan Life, Shinhan Capital, Shinhan Asset Management, Jeju Bank, Shinhan Savings Bank, Shinhan Asset Trust, Shinhan DS, Shinhan Fund Partners, Shinhan REITs Management, Shinhan Venture Investment, Shinhan EZ General Insurance
- Reporting Boundary : Scope 3 (Other Indirect emissions – Category 1, 2, 3, 4, 5, 6, 7, 11, 12, 15)
- Reporting Period : 2024.01.01 ~ 2024.12.31

### Verification Approach

The verification has been conducted in accordance with the verification principles and tasks outlined in the 'ISO 14064-3:2019', based upon a Limited Level of assurance. DNV planned and concluded our work so as to obtain all the information and explanations deemed necessary to provide us with sufficient evidence to provide a verification opinion with 5% materiality level. As part of the verification process, we have reviewed as follows;

- Adequacy of GHG data control, collection and emission calculation and report process
- The GHG inventory is based on measurements and has inherent limitations that may arise from the process of calculating, estimating, and finalizing the reported data.

### Conclusions

Based on the verification, there is no evidence that the GHG statement is not materially correct and is not a fair representation of GHG data and information.

- DNV represents 'unmodified' opinion on Greenhouse Gas Emissions.

(Unit: ton CO<sub>2</sub>eq)

Year	Other Indirect Emissions (Scope 3)		
	Upstream	Downstream	Total Emissions
2024	25,693	57,484,487	57,510,180

※ The above greenhouse gas emissions may have differences of less than ± 1 tCO<sub>2</sub>eq due to rounding for reporting as whole numbers.  
※ Upstream: Categories 1, 2, 3, 4, 5, 6, 7 / Downstream: Categories 11, 12, 15

May 30th, 2025  
Seoul, Republic of Korea

 Lee Jang-seop  
Country Representative  
DNV Business Assurance Korea Co., Ltd.

Attachment. Appendix to Verification Statement 'PRJN-955640-01-AST-KOR'

Shinhan Financial Group's indirect emissions (Scope 3) greenhouse gas emissions (Unit: ton CO<sub>2</sub>eq)

Category	Category	Total emissions
Upstream	1 Purchased goods and services	1,380
	2 Capital goods	638
	3 Fuel and energy-related activities not included in Scope 1 and 2	13,064
	4 Upstream transportation and distribution	427
	5 Waste generated during operations	197
	6 Employee business travel	1,651
	7 Employee commuting	8,337
Downstream	11 Use of sold products	1,930
	12 Disposal of sold prolducts	140
	15 Investments	57,482,417 <sup>1)</sup>
Total Emissions		57,510,180

1) The total category 15 emissions for Shinhan Financial Group including Shinhan Asset Management's financed emissions (6,177,013 tCO<sub>2</sub>eq) were calculated.  
※ The above greenhouse gas emissions may have differences of less than ± 1 tCO<sub>2</sub>eq due to rounding for reporting as whole numbers.  
※ Based on the methodology of PCAF (Partnership for Carbon Accounting Financials), emissions were calculated for six asset classes: Listed Stocks/Bonds, Corporate Loans/Unlisted Stocks, Project Finance, Commercial Real Estate, Mortgage, and Auto Loans, limited to assets for which emission data is currently available.

This external assurance statement is valid as of the date of issuance. Events or circumstances that could significantly affect the calculation of greenhouse gas emissions may occur between the issuance date and the time this statement is reviewed, which could result in revisions to this verification statement.

## SHINHAN FINANCIAL GROUP 2024 SUSTAINABILITY REPORT

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