



삼일회계법인

# Samil PwC Transparency Report 2025

For the financial year ended June 30, 2025



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## Message from Leadership





**Hoonsoo Yoon**  
Territory Senior Partner

## Welcome to our 2025 Transparency report

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 136 countries with more than 364,782 people who are committed to delivering quality in assurance, advisory and tax services. We are committed to driving a strong culture of quality and excellence that is core to our purpose.

PwC's approach to building trust is designed to meet rising expectations of transparency, accountability and stakeholder engagement. It combines expertise in audit, tax and compliance activities with a drive to expand specialist capabilities in areas such as cyber security, data privacy, ESG and AI. It also recognises the importance of quality - and that reporting and compliance represent just one link in a chain that includes organizational culture, executive mindset, aligned standards, certified professionals, stringent controls, tailored technologies and appropriate governance. It is part of our public interest commitment to consistently perform quality engagements and be transparent about our system of quality management.

Similar to building trust, delivering sustained outcomes requires us to work in an integrated way. Instead of taking a traditional technology-driven approach to transformation, PwC focuses on the outcomes that our work is seeking to achieve. To deliver the agreed outcomes, we then mobilize our expertise in areas including – among many others – strategy, digital and cloud services, value creation, people and organization, tax, sustainability reporting, deals, business recovery services, legal and compliance.

Our strategy builds on our ongoing commitment to quality.

## **Taking action to lead the profession**

Our role as auditors is to build trust in information that drives the capital markets – its accuracy, reliability, and consistency. As the needs and expectations of users of independent audits continue to evolve and information flows grow increasingly complex, PwC is committing to a series of bold actions in the following areas over the next several years that will further enhance confidence in the independent audit:

**Accountability** – we will implement tangible measures to demonstrate to our stakeholders that the leaders of our firm are accountable for audit quality, which will include firm leadership compensation at risk and public leadership certifications on our system of quality management.

**Quality** – we will execute a series of initiatives to enhance confidence in audit quality with a focus on fraud and going concern and to explore enhancements to the audit report through more expressive content.

**Independence** – we will cease the provision of certain types of permitted “pure” consulting non-audit services to organizations that we audit who are US listed (including Foreign Private Issuers).

**Transparency** – we will continue to increase the level of transparency over key aspects of audit quality performance, including enhancing our audit quality report and communicating information related to our policies and practices with respect to potential conflicts of interest.

**Engagement** – we will execute a series of initiatives to enhance engagement with key sets of stakeholders, including potential talent, audit committees and investors, including investing time to raise awareness of careers in accounting.

We’re approaching these actions in phases – starting with accountability – and expect that each will evolve over time as we consider standard setting and regulatory developments and emerging practice matters.



**Joonki Hong**  
Assurance Leader

## A message from our Assurance Leader

As a leading professional accounting firm in Korea, we recognise that trust is the foundation of our relationships. Trust is vital to our firm's health and essential to fulfilling our purpose. We build trust by being transparent.

**Commitment to Audit Quality** – The quality of our external audits is a critical driver of trust. Our 2025 Transparency Report outlines how we maintain and enhance quality in our audit work. It details our policies, systems, and processes for ensuring quality, the results of key quality monitoring programs and reviews, and how we foster a culture of quality at every level of the firm. We perform our work with integrity and a relentless focus on quality. We invest significant time and resources to maintain and continually enhance quality. We also assess the impacts of changes in the business environment to ensure our practices remain robust and effective.

**Ongoing Investments** – Our audit business is fundamental to our strategy and brand. We are committed to improving audit quality through continuous investment in new systems and technology, risk processes, and learning and development for our people. This includes significant investments in the skills of our people and in the capabilities of our firm in areas such as artificial intelligence and sustainability. We are also developing a platform to power the next generation of audits.

**Engagement and Transparency** – We will continue to increase the level of transparency over key aspects of audit quality performance by enhancing our audit quality report and communicating information related to our policies and practices.

**Looking Forward** – We are reimagining the possibility of delivering Tomorrow's audit, today. We continue to identify new ways for our people to work with one another and with clients to maintain quality and transform the audit experience. Our commitment to audit quality is unwavering, and we will continue to drive improvements to contribute to the success of our clients and stakeholders.

# Year in Review



Average training hours completed per  
Audit Professional

**111** hours

Mandatory training attendance of audit  
professionals who completed all mandatory  
training courses

**100**%

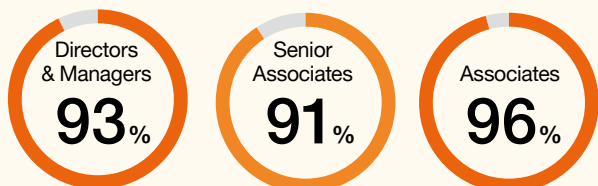
Leverage ratio of Audit team member hours

Partner : Director/Manager 1 : 2.1

Director/Manager : Staff 1 : 7.2

Partner : Staff 1 : 15.2

Average Retention Rate by Staff Level



Partners' average years of Experience at PwC

**21** years

Audit Professionals

**3,073** KICPAs

Partners	Directors / Managers	Senior Associates	Associates
12%	40%	30%	18%

Number of New hires

**486**

KICPA, 332

Specialists, 154

Professionals in the Risk and Quality

**124**

Internal Inspection

Participated Reviewers

**76**

Total Review Hours

**4,840**

Global Mobility Assignment

Outbound

**34**

Inbound

**8**

Percentage of Our Firm composed of Women

**39**%

Specialists in Specific areas

Total Specialists

**544**

RA / Digital Specialists (189)

Forensic & Legal experts (38)

Actuaries (45)

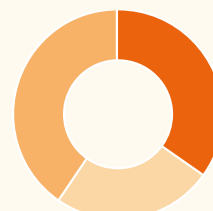
Fulcrum (272)

% of Revenues by Service

Audit (34.8%)

TAX (24.9%)

Advisory (40.3%)



# Our approach to Quality



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# Our approach to Quality

## International Standard on Quality Management 1 (ISQM 1)

In December 2020, the International Auditing and Assurance Standards Board (IAASB), approved and released three new and revised standards that strengthen and modernize a firm's approach to quality management, including ISQM 1. This standard which became effective December 15, 2022 required all firms to have designed and implement the requirements of the standard and evaluate their SoQM under the new standard by December 15, 2023.

ISQM 1 is an objectives-based approach that expects firms to have a system of quality management (SoQM) that operates in a continuous and iterative manner taking into consideration the conditions, events, circumstances, actions and inactions that impact a firm. It enhances the firm's responsibilities around monitoring and remediation, emphasizing the need for more proactive, real time monitoring of the SoQM, a more effective, efficient, and timely root cause analysis process, and timely and effective remediation of deficiencies.

ISQM 1 states that the objective of the firm is to design, implement and operate an SoQM that provides the firm with reasonable assurance that:

- The firm and its personnel fulfill their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements; and
- Engagement reports issued by the firm or engagement partners are appropriate in the circumstances.

The standard goes on to say that the public interest is served by the consistent performance of quality engagements and that this is enabled by an effective system of quality management.



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## A specific focus on audit quality across the Network

### The PwC Network's Assurance QMSE framework

Delivering high-quality work is at the heart of what we do at PwC; it is what our stakeholders rightly expect of us. To deliver services in an effective and efficient manner that meets the expectations of our clients and other stakeholders, the PwC Network has established the Quality Management for Service Excellence (QMSE) framework which integrates quality management into how each firm runs its business and manages risk.

The QMSE framework is designed to align with the objectives and requirements of ISQM 1 and provides a model for quality management in PwC firms that integrates quality management into business processes and the firm-wide risk management process. Under QMSE, our overall quality objective is supported by a series of underlying quality management objectives and each firm's SoQM should be designed and operated so that the overall quality objective, which includes meeting the objectives and requirements of ISQM 1, is achieved with reasonable assurance.



#### Overall quality objective

To have the necessary capabilities in our organization and to deploy our people to consistently use our methodologies, processes and technology to deliver services in an effective and efficient manner to fulfill the expectations of our clients and other stakeholders.

### Integrated and aligned in the right way

Our SoQM includes quality objectives are identified from the following components of ISQM 1 as well as any additional objectives the PwC Network has identified in the QMSE framework :

- Governance and leadership
- Relevant ethical requirements
- Acceptance and continuance of client relationships and specific engagements
- Engagement performance
- Resources
- Information and communication

To help us achieve these objectives, the PwC Network invests significant resources in the continuous enhancement of quality across our network. This includes having a strong quality infrastructure supported by the right people, underlying tools and technology at both the network

level and within our firm, and a program of continuous innovation and investment in our technology. The PwC Network's Global Assurance Quality (GAQ) organization aims to support PwC firms in promoting, enabling, and continuously improving Assurance quality through effective policies, tools, guidance and systems used to further promote and monitor quality and to build an appropriate level of consistency in what we do.

These elements have been integrated and aligned by our network to create a comprehensive, holistic and interconnected quality management framework that each firm tailors to reflect our individual circumstances. Each firm is responsible for utilizing the resources provided by the network as part of our efforts to deliver quality to meet the expectations of our stakeholders.

## **The Quality Management Process**

The achievement of these objectives is supported by a quality management process (QMP) established by our firm and Assurance leadership, business process owners, and partners and staff. This quality management process includes:

- identifying risks to achieving the quality objectives
- designing and implementing responses to the assessed quality risks
- monitoring the design and operating effectiveness of the policies and procedures through the use of process-integrated monitoring activities such as real-time assurance as well as appropriate Assurance Quality Indicators
- continuously improving the system of quality management when areas for improvement are identified by performing root cause analyses and implementing remedial actions and
- establishing a quality-related recognition and accountability framework to both set clear expectations of expected quality behaviors and outcomes and reinforce those expectations through consistent and transparent use in appraisals, remuneration, and career progression decisions.

This involves the integrated use of Assurance Quality Indicators to aim to predict quality issues, Real-Time Assurance to aim to prevent quality issues, Root Cause Analysis to learn from quality issues and a Recognition and Accountability Framework to establish, communicate and reinforce quality behaviors, culture and actions.

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# Our firm's system of quality management

Our system of quality management (SoQM) must be designed, implemented and operating on an ongoing basis to achieve the quality objectives. This ongoing process includes monitoring, assessing, evaluating, reporting, and being responsive to changes in quality risks, driven by the firm's internal and external environment. This is our Quality Management Process (QMP).

Our focus on quality management is therefore not to apply prescribed rules but rather to design and implement risk responses which are fit for purpose to manage the risks we identify in our own risk assessment and achieve the quality objective taking into consideration the conditions, events, circumstances, actions and/or inactions that may impact our SoQM.

## Our risk assessment process

The past several years have seen unprecedented challenges and our firm's SoQM has helped us navigate and respond to the impact that identified factors had on our ability to achieve the overall assurance quality objective - to deliver quality audit engagements.

Our SoQM includes the performance of a risk assessment over the quality objectives identified in the QMSE framework. We consider how and the degree to which a condition, event, circumstance, action or inaction may adversely affect the achievement of the quality objectives which may result in:

- New or changing quality risks to achieving one or more of the quality objectives
- Changes to the risk assessment of existing quality risks
- Changes to the design of the firm's SoQM, including the risk responses

A quality risk is one that has a reasonable possibility of occurring and individually, or in combination with other quality risks, could adversely affect the achievement of one or more quality objectives.

## 2025 key factors impacting our SoQM

This year, we have seen various factors impact our SoQM but in particular, some of the more meaningful conditions, events, circumstances actions and/or inactions that have necessitated changes into our SoQM include regulatory reforms to Korea's financial reporting and external audit practices that has been effective since November 2018. Since the significant changes are introduced by the Act on External Audit of Stock Companies due to regulatory reform, we comply with the Mandatory External Auditor Designation System, Standard Audit Hours

System, and Registration requirements for external auditors of stock-listed corporations. We maintain a high level of SoQM in order to meet the local and foreign regulatory requirements and network standards.

#### **Aim to Predict: Assurance Quality Indicators**

We have identified a set of Assurance Quality Indicators (AQIs) that support our Assurance leadership team in the early identification of potential risks to quality, using metrics to aim to predict quality issues. This quality risk analysis is an essential part of our SoQM, and the AQIs also provide a key tool in the ongoing monitoring and continuous improvement of our SoQM.

The Assurance Risk and Quality Group, led by the Assurance Quality Leader, monitors the firm's AQIs on a regular basis and the results of the AQIs are reported to the Assurance Leader.

Throughout this transparency report, we have provided insight into the policies and procedures we have designed, implemented and are operating to reduce the quality risks we have identified to an acceptable level and help us achieve reasonable assurance over the firm's SoQM.

As mentioned above, some of our policies and procedures are provided by the PwC Network which we have assessed to determine that these resources are appropriate for use as part of our SoQM and in the performance of engagements. The following sections of the report cover the following ISQM 1 quality objectives:

- **Cultures and values** – Governance and leadership, relevant ethical requirements, acceptance and continuance of client relationships and specific engagements
- **Our people** – Human resources
- **Our approach** – Intellectual and technological resources, engagement performance, information and communication

## Our monitoring and remediation process

In the section, Monitoring, found on page 38, we have described the types of ongoing and periodic monitoring our firm has designed, implemented and are operating to provide relevant and reliable information about our firm's SoQM and to help us take appropriate actions over any identified deficiencies so we can remediate those deficiencies effectively and on a timely basis. To support the timely and effective remediation of identified deficiencies, our firm has designed, implemented and are operating a root cause analysis program that is described further on page 41.

The information gathered from our monitoring and remediation process along with other sources of information, such as external reviews, is used to help us evaluate our SoQM.

### Statement on the effectiveness of the firm's system of quality management

During the year, we completed our evaluation of the firm's system of quality management under ISQM 1. On behalf of Samil PwC, the Territory Senior Partner and Territory Assurance Leader have evaluated whether our firm's SoQM provides reasonable assurance that:

- The firm and its personnel fulfill their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements; and
- Engagement reports issued by the firm or engagement partners are appropriate in the circumstances.

Based on all the relevant information of the firm's SoQM, as at June 30, 2025, we believe our SoQM provides us reasonable assurance that the quality objectives of ISQM 1 noted above have been achieved.

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## Cultures and Values





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# Our culture and Values

## Definition and Culture

At PwC, we define quality service as consistently meeting the expectations of our stakeholders and complying with all applicable standards and policies. An important part of our ability to deliver against this quality definition is building a culture across a network of 364,782 people. This culture of quality emphasizes that quality is the responsibility of everyone. Continuing to enhance this culture of quality is a significant area of focus for our global and local leadership teams and one which plays a key part in the measurement of their performance.

## Measurement and Transparency

For all our businesses, each PwC firm – as part of the agreement by which they are members of the PwC Network – is required to have in place a comprehensive system of quality management (SoQM); to annually complete a SoQM performance assessment; and to communicate the results of these assessments to global leadership. These results are then discussed in detail with the leadership of each local firm and if they are not at the level expected, a remediation plan is agreed with local leadership taking personal responsibility for its successful implementation.

As the services that our network provides change and develop, and the needs and expectations of our stakeholders also change, the PwC Network is continually reviewing and updating the scale, scope and operations of our PwC firms' systems of quality management and investing in programs to enhance the quality of the services that the PwC Network provides.



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# Our firm's commitment to Quality

## Leadership and tone at the top

Our purpose and values are the foundation of our success. Our purpose is to build trust in society and solve important problems, and our values help us deliver on that purpose. Our purpose reflects 'why' we do what we do, and our strategy provides us with the 'what' we do. 'How' we deliver our purpose and strategy is driven by our culture, values and behaviors. This forms the foundation of our system of quality management and permeates how we operate, including guiding our leadership actions, and how we deliver 'trust in what matters'.

### *Trust in what matters*

Today companies are judged on far more than financial outcomes. A company's performance in areas like ESG and cybersecurity, can affect its reputation, staff retention, access to capital, and ultimately enterprise value.

That's why we're evolving our assurance offering to provide confidence not just in companies' financial statements but in their broader impact.

We call this 'trust in what matters'. We apply rigorous standards to analyze companies' performance on issues such as climate and diversity. This helps companies demonstrate their progress, enabling these firms to build trust, enhance their corporate reputations, and grow enterprise value.

We encourage our clients to understand what matters to their stakeholders, and we deliver assured information about the company's performance on these measures. We believe that if it needs to be trusted, it needs to be assured. High-quality assurance heightens accountability and trust while giving companies a robust basis for tracking and working to improve their performance.

When working with our clients and our colleagues to build trust in society and solve important problems, we:



Act with integrity



Make a difference



Care



Work together



Reimagine the possible

This culture is supported by appropriate tone at the top through regular communication from leadership to all partners and staff about the firm's commitment to quality. Key messages are communicated to our firm by our Senior Partner and our leadership team and are reinforced by engagement partners. These communications focus on what we do well and actions we can take to make enhancements. Leadership and engagement partners take the lead on these actions as they role

model the expected behaviors in interactions with clients and teams. We measure whether our people believe that our leaders' messaging conveys the importance of quality to the success of our firm. Based on this tracking, we are confident our people understand our quality objectives. Delivering service of the highest quality is core to our purpose and our Assurance strategy, the focus of which is to strengthen trust and transparency in our clients, in the capital markets and wider society.

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## Cultures and Values, continued

### Reinforce: Recognition and Accountability Framework

Our Recognition and Accountability Framework (RAF) reinforces quality in everything our people do in delivering on our strategy, with a focus on the provision of services to our clients, how we work with our people and driving a high-quality culture. Our RAF has been designed to both set clear expectations of expected quality behaviors and outcomes and reinforce those expectations by holding Partners accountable for quality behaviors and quality outcomes beyond compliance. Our RAF considers and addresses the following key elements:

- **Quality outcomes:** We provide transparent quality outcomes to measure the achievement of the quality objectives. Our quality outcomes take into account meeting professional standards and the PwC Network and our firm's standards and policies
- **Behaviors:** We have set expectations of the right behaviors that support the right attitude to quality, the right tone from the top and a strong engagement with the quality objective
- **Interventions/recognition:** We have put in place interventions and recognition that promotes and reinforces positive behaviors and drives a culture of quality
- **Consequences/reward:** We have implemented financial and non-financial consequences and rewards that are commensurate to outcome and behavior and sufficient to incentivise the right behaviors to achieve the quality objectives

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# Ethics, Independence and Objectivity

## Ethics

At PwC, we adhere to the fundamental principles of ethics set out in the International Ethics Standards Board for Accountants (IESBA) Code of Ethics for Professional Accountants (the Code), which are:

- i. **Integrity** – to be straightforward and honest in all professional and business relationships.
- ii. **Objectivity** – to not allow bias, conflict of interest or undue influence of others to override professional or business judgements.
- iii. **Professional Competence and Due Care** – to maintain professional knowledge and skill at the level required to ensure that a client or employer receives competent professional service based on current developments in practice, legislation and techniques and act diligently and in accordance with applicable technical and professional standards.
- iv. **Confidentiality** – to respect the confidentiality of information acquired as a result of professional and business relationships and, therefore, not disclose any such information to third parties without proper and specific authority, unless there is a legal or professional right or duty to disclose, nor use the information for the personal advantage of the professional accountant or third parties.
- v. **Professional Behavior** – to comply with relevant laws and regulations and avoid any action that discredits the profession.

Our network standards applicable to all network firms cover a variety of areas including ethics and business conduct, independence, anti-money laundering, anti-trust/fair-competition, anti-corruption, information protection, firm's and partner's taxes, sanctions laws, internal audit and insider trading. We take compliance with these ethical requirements seriously and strive to embrace the spirit and not just the letter of those requirements. All partners and staff undertake annual mandatory training, as well as submitting annual compliance confirmations, as part of the system to support appropriate understanding of the ethical requirements under which we operate. Partners and staff comply with the standards developed by the PwC Network and leadership in Samil PwC monitors compliance with these obligations.

In addition to the PwC Values (Act with integrity, Make a difference, Care, Work together, Reimagine the possible) and PwC Purpose, Samil PwC has adopted PwC's Global Code of Conduct, Network Standards and related policies that clearly describe the behaviors expected of our partners and other professionals-behaviors that will enable us to build public trust. Because of the wide variety of situations that our professionals may face, our standards provide guidance under a broad range of circumstances, but all with a common goal-to do the right thing.



Upon hiring or admittance, Samil PwC provides an overview of the PwC Global Code of Conduct and the expected behaviors for all partners and staff, who should follow these expectations throughout their professional careers at our firm. As part of the values and expectations in the Code, they also have a responsibility to report and express concerns, and to do so fairly, honestly, and professionally when dealing with a difficult situation or when observing conduct inconsistent with the Code. In addition, every partner and staff are required to complete new hire training, which covers the ethics and compliance network standards, including ethics and the Code of Conduct.

PwC has implemented a network-wide confidential ethics helpline for the reporting of questions or concerns related to behaviors that are inconsistent with the Code of Conduct and related policies. Every PwC firm has a separate and secure tier of the ethics helpline for their confidential matters and investigations. The ethics helpline is also available for third parties, including clients. The ethics helpline allows our partners, staff and third parties to feel safe raising a question or concern without fear of retaliation.

The PwC Code of Conduct and the ethics helpline are available online for all internal and external stakeholders at <https://www.pwc.com/ethics>.

Samil PwC has adopted an accountability framework to facilitate remediation of behaviors that are inconsistent with the Code of Conduct.

Finally, the Organization for Economic Co-operation and Development (OECD) provides guidance, including the OECD Guidelines for Multinational Enterprises (the OECD Guidelines), by way of non-binding principles and standards for responsible business conduct when operating globally. The OECD Guidelines provide a valuable framework for setting applicable compliance requirements and standards. Although the PwC Network consists of firms that are separate legal entities which do not form a multinational corporation or enterprise, PwC's network standards and policies are informed by and meet the goals and objectives of the OECD Guidelines.

## Objectivity and Independence

As auditors of financial statements and providers of other types of professional services, PwC firms and their partners and staff are expected to comply with the fundamental principles of objectivity, integrity and professional behavior. In relation to assurance clients, independence underpins these requirements. Compliance with these principles is fundamental to serving the capital markets and our clients.

The PwC Global Independence Policy, which is based on the Code, including International Independence Standards, contains minimum standards with which PwC firms have agreed to comply, including processes that are to be followed to maintain independence from clients, when necessary.

The independence requirements of the United States Securities and Exchange Commission (SEC) are, in certain instances, more restrictive than the Global Independence Policy. Given the reach of these requirements and their impact on PwC firms in the network, the Policy identifies key areas where an SEC requirement is more restrictive. Provisions that are specifically identified as applicable to SEC restricted entities must be followed in addition to, or instead of, the Policy in the associated paragraph.

Samit PwC has a designated partner (known as the “Partner Responsible for Independence” or “PRI”) with appropriate seniority and standing, who is responsible for implementation of the PwC Global Independence Policy including managing the related independence processes and providing support to the business. The partner is supported by a team of independence specialists. The PRI reports directly to the leadership.

## Independence policies and practices

The PwC Global Independence Policy covers, among others, the following areas:

- personal and firm independence, including policies and guidance on the holding of financial interests and other financial arrangements, e.g., bank accounts and loans by partners, staff, the firm and its pension schemes;



- non-audit services and fee arrangements. The policy is supported by Statements of Permitted Services (SOPS), which provide practical guidance on the application of the policy in respect of non-audit services to audit clients and related entities;
- business relationships, including policies and guidance on joint business relationships (such as joint ventures and joint marketing) and on purchasing of goods and services acquired in the normal course of business; and
- acceptance of new audit and assurance clients, and the subsequent acceptance of any non-assurance services to be provided to those clients.

In addition, there is a Network Risk Management Policy governing the independence requirements related to the rotation of key audit partners.

These policies and processes are designed to help PwC firms comply with relevant professional and regulatory standards of independence that apply to the provision of assurance services. Policies and supporting guidance are reviewed and revised when changes arise such as updates to laws and regulations, including any changes to the Code or in response to operational matters.

Samil PwC supplements the PwC Global Independence Policy as required by applicable local and foreign regulations where they are more restrictive than the network's policy.

## Independence-related systems and tools

As a member of the PwC Network, Samil PwC has access to a number of systems and tools which support PwC firms and their personnel in executing and complying with their independence policies and procedures. These include:

- The Central Entity Service (CES), which contains information about corporate entities including all PwC audit clients and their related entities (including all public interest audit clients and SEC restricted entities) as well as their related securities. CES assists in determining the independence restriction status of clients of the PwC firm and those of other PwC firms before entering into a new non-audit service or business relationship. This system also feeds Independence Checkpoint and the Authorization for Services system;



- ‘Independence Checkpoint’ which facilitates the pre-clearance of publicly traded securities by all partners and managerial practice staff before acquisition and is used to record their subsequent purchases and disposals. Where a PwC firm wins a new audit client or there is a change in the restriction status of a security, this system automatically informs those holding relevant securities of the requirement to sell the security where required;
- Authorization for Services (AFS) which is a global system that facilitates communication between a non-audit services engagement leader and the audit engagement leader, regarding a proposed non-audit service, documenting the analysis of any potential independence threats created by the service and proposed safeguards, where deemed necessary, and acts as a record of the audit partner’s conclusion on the permissibility of the service;
- Joint Business Relationships (JBR) which is a global system used to clear joint (close) business relationships from an independence perspective. JBR is used to facilitate PwC firms’ compliance with JBR requirements for new and existing joint business relationships. It assists independence specialists in gathering information to assess, from an independence perspective, the permissibility of proposed joint business relationships and in monitoring the continued permissibility of previously approved existing joint business relationships;
- My Compliance Dashboard (MCD) which is a global compliance system that facilitates annual compliance confirmations and reporting; and
- Global Breaches Reporting System which is designed to be used to report any breaches of external auditor independence regulations (e.g., those set by regulation or professional requirements) where the breach has cross-border implications (e.g., where a breach occurs in one territory which affects an audit relationship in another territory). All breaches reported are evaluated and addressed in line with the Code or relevant independence regulations.

Samil PwC also has Korea-specific systems which includes:

- ‘My Stock’ which is equivalent to ‘Independence Checkpoint’ to comply with local regulations. The pre-clearance, acquisition, and/or disposal of publicly traded securities by all partners and practice staff are maintained and recorded in the system.

## **Independence training and confirmations**

Samil PwC provides all partners and practice staff with annual or ongoing training in independence matters. Training typically focuses on milestone training relevant to a change in position or role, changes in policy or external regulation and, as relevant, provision of services. Partners and staff receive training on Samil PwC’s independence policy and related topics.

All partners and practice staff are required to complete an annual compliance confirmation, whereby they confirm their compliance with relevant aspects of the PwC firm's independence policy, including their own personal independence. In addition, all partners confirm that all non-audit services and business relationships for which they are responsible comply with policy and that the required processes have been followed in accepting these engagements and relationships. These annual confirmations are supplemented by periodic and ad-hoc engagement level confirmations for audit clients.

## **Independence monitoring and disciplinary policy**

Samil PwC is responsible for monitoring the effectiveness of its system of quality management in managing compliance with independence requirements. In addition to the confirmations described above, as part of this monitoring, we perform:

- Compliance testing of independence controls and processes;
- Personal independence compliance testing of a random selection of partners and managerial practice staff as a means of monitoring compliance with independence policies; and
- An annual assessment of our PwC firm's adherence with the PwC Network's standard relating to independence.

The results of Samil PwC's monitoring and testing are reported to the firm's management on a regular basis.

Samil PwC has an Accountability Framework and supporting disciplinary policies and mechanisms in place that promote compliance with independence policies and processes, and that require any breaches of independence requirements to be reported and addressed.

This would include discussion with the client's audit committee regarding the nature of a breach, an evaluation of the impact of the breach on the independence of the PwC firm and the engagement team and the need for actions or safeguards to maintain objectivity. Although most breaches are minor and attributable to an oversight, all breaches are taken seriously and investigated as appropriate. Samil PwC also follows supplemental local requirements relating to the reporting of breaches. The investigations of any identified breaches of independence policies also serve to identify the need for improvements in Samil PwC's systems and processes and for additional guidance and training.

## **Considerations in undertaking the audit**

Our principles for determining whether to accept a new client or continue serving an existing client are fundamental to delivering quality,



which we believe goes hand-in-hand with our purpose to build trust in society. We have established policies and procedures for the acceptance of client relationships and audit engagements that consider whether we are competent to perform the engagement and have the necessary capabilities including time and resources, can comply with relevant ethical requirements, including independence, and have appropriately considered the integrity of the client. We reassess these considerations in determining whether we should continue with the client engagement and have in place policies and procedures related to withdrawing from an engagement or a client relationship when necessary. The policies and processes we have in place emphasize risk and quality considerations such that financial and operational priorities do not lead to inappropriate judgments about whether to accept or continue a client relationship.

### **Client and Engagement Acceptance and Continuance**

Samil PwC has a process in place to identify acceptable clients based on the PwC Network's proprietary decision support systems for audit client acceptance and retention (called Acceptance). Acceptance facilitates a determination by the engagement team, business management and risk management specialists of whether the risks related to an existing client or a potential client are manageable, and whether or not PwC should be associated with the particular client and its management. More specifically, this system enables:

#### *Engagement teams:*

- To document their consideration of matters required by professional standards related to acceptance and continuance;
- To identify and document issues or risk factors and their resolution, for example through consultation, by adjusting the resource plan or audit approach or putting in place other safeguards to mitigate identified risks or by declining to perform the engagement; and
- To facilitate the evaluation of the risks associated with accepting or continuing with a client and engagement.

#### *PwC firms (including PwC firm leadership and risk management):*

- To facilitate the evaluation of the risks associated with accepting or continuing with clients and engagements;
- To provide an overview of the risks associated with accepting or continuing with clients and engagements across the client portfolio; and
- To understand the methodology, basis and minimum considerations all other PwC firms in the network have applied in assessing audit acceptance and continuance.

# Our people



# Our people

## People strategy

Our people strategy was developed in support of our broader business strategy, The New Equation. We are focused on being the world's leading developer of talent and enabling our people with greater agility and confidence in a rapidly changing world. Specific focus areas include creating a resilient foundation for times of change through supporting the well-being of our people and enabling effective delivery; developing inclusive leaders for a shifting world; and, enabling our workforce for today's realities and tomorrow's possibilities.

### Leverage ratio of audit team member hours

	FY25	FY24
Partner : Director/Manager	1 : 2.1	1 : 2.4
Director/Manager : Staff	1 : 7.2	1 : 7.3
Partner : Staff	1 : 15.2	1 : 17.3

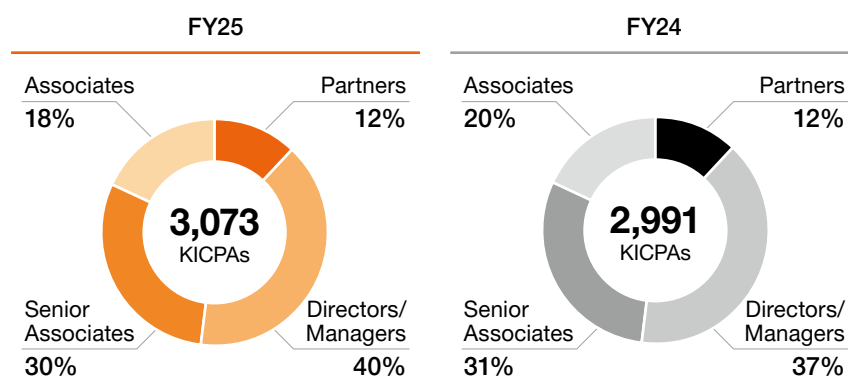
### Global mobility assignment

FY25		FY24	
34	8	41	9
Outbound	Inbound	Outbound	Inbound

## The PwC Professional

The PwC Professional is the set of behaviors we expect of all our people, at all levels, to demonstrate with each other and with our clients and other stakeholders. When we focus on the behaviors that guide our interactions, we create opportunities to build trust and empower our teams to deliver distinctive outcomes. This is how we build trust in society and solve important problems.

### KICPA by level



## Inclusion and diversity

At PwC, we're an organization that fosters a culture of belonging and equity where our diverse workforce can thrive and feel like they belong. We do this by delivering on our Inclusion First strategy, which is centered on action, accountability and advocacy, in each of our member firms, across the PwC Network.

We embrace and encourage differences and help our people actively develop the skills to work and lead inclusively with our focus on gender equity, disability inclusion, LGBT+ inclusion and social inclusion. Underpinning this is ensuring our systems and behaviors are inclusive.

### Percentage of our firm composed of women



## Recruitment

Samil PwC aims to recruit, train, develop and retain the best and the brightest staff who share in the firm's strong sense of responsibility for delivering high-quality services. Our hiring standards include a structured interview process with behavior-based questions built from The PwC Professional framework, assessment of academic records. Across the firm in FY25, we recruited 486 new people including 332 KICPAs.

### Number of new hires

	FY25	FY24
KICPA	332	296
Specialists	154	116
Total	486	412

## Team selection, experience and supervision

Our audit engagements are staffed based on expertise, capabilities and years of experience. Engagement leaders determine the extent of direction, supervision and review of junior staff.

## Feedback and continuous development

Our team members obtain feedback on their overall performance, including factors related to audit quality, such as technical knowledge, auditing skills and professional skepticism. Audit quality is an important factor in performance evaluation and career progression decisions for both our partners and staff. Feedback on performance and progression is collected via H-Link, our local performance evaluation tool. We also use Workday to record career development discussions. Ongoing feedback conversations help our people grow and learn faster, adapt to new and complex environments, and bring the best to our clients and firm.

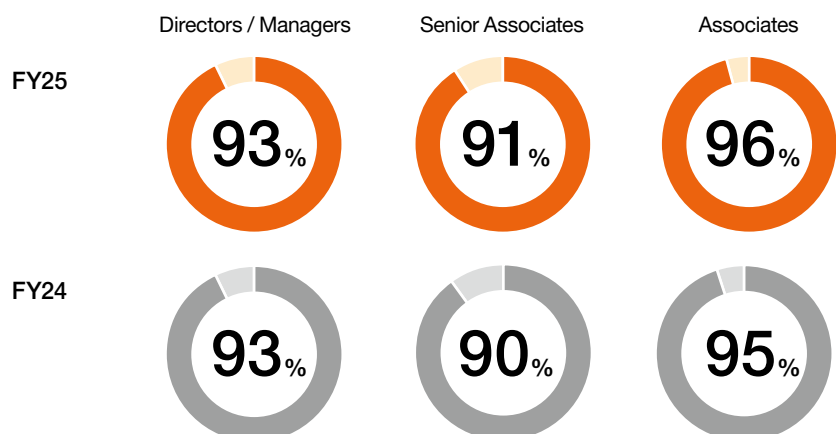
## Career progression

Samil PwC uses The PwC Professional, our global career progression framework, which sets out clear expectations at all staff levels across five key dimensions. The framework underpins all elements of career development and helps our people develop into well-rounded professionals and leaders with the capabilities and confidence to produce high-quality work, deliver an efficient and effective experience for our clients, execute our strategy, and support our brand. Our annual performance cycle is supported by continuous feedback conversations and regular check-ins with the individual's Team Leader to discuss their development, progression and performance.

## Retention

Turnover in the public accounting profession is often high because as accounting standards and regulations change, accountants are in demand and the development experience we provide makes our staff highly sought after in the external market. Our voluntary turnover rate fluctuates based on many factors, including the overall market demand for talent.

### Average retention rate by staff level



## **Global People Survey**

Each PwC firm participates in an annual Global People Survey, administered across the network to all our partners and staff. Samil PwC is responsible for analyzing and communicating results locally, along with clearly defined actions to address feedback.

## **Partners Accountability and Compensation**

Partners are evaluated based on their contributions to people, quality, and profitable growth. Our accountability program holds partners, including lead audit partners and quality review partners, accountable for audit areas requiring their review that are found by external or internal inspections to have deficiencies. Partner accomplishments are measured based on the partner's relative performance against established goals. Partners receive the firm's profits based on their level of responsibility, the firm's performance, and the partner's performance.

## **Professional development**

We are committed to putting the right people in the right place at the right time. Throughout our people's careers, they are presented with career development opportunities, through various learning and development methods, including on-demand learning and on-the-job real time coaching/development. Our flexible training portfolio facilitates personalized learning with access to a variety of educational materials, including webcasts, articles, videos, and courses.

Achieving a professional credential supports our firm's commitment to quality through consistent examination and certification standards. Our goal is to provide our staff with a more individualized path to promotion and support them in prioritizing and managing their time more effectively when preparing for professional exams. Providing our people with the ability to meet their professional and personal commitments is a critical component of our people experience and retention strategy.

## **Continuing education**

We, and other PwC firms, are committed to delivering quality assurance services around the world. To maximize consistency in the network, the formal curricula, developed at the Network level, provide access to training materials covering the PwC audit approach and tools, as well as areas of audit risk and areas of focus for quality improvement.

This formal learning is delivered using a blend of delivery approaches, which include remote access, classroom learning, virtual classroom and on-the-job support. The curricula supports our primary training objective of quality, while providing practitioners with the opportunity to strengthen their technical and professional skills, including professional judgment while applying a skeptical mindset.

The design of the curricula allows us to select, based on local needs, when we will deliver the training. Our Learning & Education leader then considers what additional training is appropriate – formal and/or informal – to address any additional specific local needs.

# 05

## Our approach







As a member of the PwC Network, Samil PwC has access to and uses PwC Audit, a common audit methodology and process. This methodology is based on the International Standards on Auditing (ISAs), with additional PwC policy and guidance provided where appropriate. PwC Audit policies and procedures are designed to facilitate audits conducted in compliance with all ISA requirements that are relevant to each individual audit engagement. Our common audit methodology provides the framework to enable PwC firms to consistently comply in all respects with applicable professional standards, regulations and legal requirements. Samil PwC also applies additional policies and guidance, where appropriate, to ensure that each engagement is also compliant with Korean Standards on Auditing.

As technological change accelerates, our clients want to trust their information with organizations that don't merely keep up but lead the way. We've made a global commitment to offer leading audit technology, and we've invested heavily in tools to match our approach. The result is greater quality and insight to our clients.

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## Tools and Technologies to support our audit

### Our technology

- **Aura**, our global audit documentation platform, is used across the PwC Network. Aura helps drive how we build and execute our audit plans by supporting teams in applying our methodology effectively, by creating transparent linkage between risks, required procedures, controls and the work performed to address those risks, as well as providing comprehensive guidance and project management capabilities. Targeted audit plans specify risk levels, controls reliance and substantive testing. Real time dashboards show teams audit progress and the impact of scoping decisions more quickly.
- **Connect** is our collaborative platform that allows clients to quickly and securely share audit documents and deliverables. Connect also eases the burden of tracking the status of deliverables and resolving issues by automatically flagging and tracking outstanding items and issues identified through the audit for more immediate attention and resolution. Clients are also able to see audit adjustments, control deficiencies, and statutory audit progress for all locations- in real time.
- **Connect Audit Manager** streamlines, standardizes and automates group and component teams coordination for group and statutory/regulatory audits. It provides a single digital platform to see all outbound and inbound work and digitizes the entire coordination process which facilitates greater transparency, compliance and quality for complex multi-location audits.

- **Halo**, our data auditing tools, address large volumes of data, analyzing whole populations to improve risk assessment, analysis and testing. For example, Halo for Journals enables the identification of relevant journals based on defined criteria making it easier for engagement teams to explore and visualize the data to identify client journal entries to analyze and start the testing process.
- **Count**, which facilitates the end-to-end process for observing inventory counts, allows our engagement teams to create and manage count procedures, counters to record results directly onto their mobile device or tablet and engagement teams to export final results into Aura.
- **PwC Confirmations**, our global, secure, web-based confirmation platform providing a guided experience to preparing, sending, monitoring and receiving electronic and paper responses for our auditors and third-party confirmers as well as a dashboard view to assist in status updates. The Confirmer portal allows confirmers to easily navigate and provide responses.
- **Halo Platform** enables our engagement teams to manage all data extractions, executions and storage for all applications through one central location, allowing our engagement teams to monitor the status of data uploads and use the acquired entity data for multiple applications during the audit.
- **Halo for Crypto** supports the engagement team in obtaining sufficient appropriate evidence over the crypto asset-related balances and transactions. The Halo solution provides substantive evidence to establish that an entity has access to the digital wallets containing its crypto asset transactions and balances. The application can also securely extract blockchain transactions from public addresses to independently and reliably gather corroborating information about blockchain transactions and balances.

## Our next generation audit

As part of our commitment to building trust and delivering sustained outcomes, the PwC Network is investing in a multi-year effort to deliver a new global audit platform to power our next generation audit, ultimately replacing our legacy technologies such as Aura and Connect. By exploring and investing in new technologies and redefining underlying audit processes, PwC will further standardize, simplify, centralize, and automate our audit work. PwC's investment will accelerate ongoing innovation and enable us to respond to changing stakeholders' needs while taking advantage of emerging technologies, including generative AI, providing a transformed audit experience focusing on continuous quality enhancement. PwC's vision for NGA is to provide efficient, robust and independent assurance and audit insights across financial and non-financial information, helping to build trust in what matters to our stakeholders. As PwC gains momentum around the next generation audit

program, we will continue to release new capabilities on an ongoing basis to enhance quality and the overall audit experience.

There have been significant investments across the PwC Network into Generative AI as we seek to reimagine how we further enable our people by leveraging the power of AI. We are focused on promoting a culture of responsible usage of AI while supporting ongoing interest and quickly evolving potential use cases for AI including Generative AI.

## **Reliability and auditability of audit technologies**

Our firm has designed and implemented processes and controls to underpin the reliability of these audit technologies. This includes clarification of the roles and responsibilities of audit technology owners and users. In addition, we have guidance focused on the sufficiency of audit documentation included in the workpapers related to the use of these audit technologies, including consideration of the reliability of the solution, and the documentation needed to assist the reviewer in meeting their direction, supervision and review responsibilities as part of the normal course of the audit.

## **Confidentiality and information security**

Confidentiality and information security are key elements of our professional responsibilities. Misuse or loss of confidential client information or personal data may expose the firm to legal proceedings, and it may also adversely impact our reputation. We take the protection of confidential and personal data very seriously.

Our focus on our clients requires a holistic and collaborative approach to reducing security, privacy and confidentiality risks with significant investment in appropriate controls and monitoring to embed an effective three lines of defense model. This model has enabled us to strengthen our information security organization, align to industry good practice and improve our internal control frameworks.

## **Data Privacy**

The firm maintains a robust and consistent approach to the management of all personal data, with everyone in our organization having a role to play in safeguarding personal data. We have continued to build on our extensive GDPR readiness program, and are committed to embedding good data management practices across our business.

## Information Security

Information Security is a high priority for the PwC Network. Our firm is accountable to our people, clients, suppliers, and other stakeholders to protect information that is entrusted to us.

Failure to protect information could potentially harm the individuals whose information our firm holds, lead our firm to suffer regulatory sanctions or other financial losses, and impact the PwC reputation and brand. As such, our firm complies with the Information Security Policy (ISP) which outlines the minimum security requirements for all PwC Firms.

## Supporting engagement performance

### Evolving delivery model

We continue to evolve the way we deliver our services, so our people give our clients an even better experience, further enhance the quality of what we do and create economic capacity to invest in the future. We use Shared Delivery Center (SDC) to streamline, standardize, automate, and centralize portions of the audit.

### Direction, coaching and supervision

Engagement leaders and senior engagement team members are responsible and accountable for supervising junior team members, providing ongoing coaching throughout the audit, and ensuring the consistent delivery of high-quality audit work. Engagement teams utilize Aura which has capabilities to effectively monitor the progress of the engagement to determine that all work has been completed and reviewed by appropriate individuals, including the engagement leader.



## Consultation culture

Consultation is key to maintaining high audit quality. We have formal protocols about mandatory consultation, in the pursuit of quality. For example, our engagement teams consult with appropriate groups in areas such as taxation, risk, valuation, actuarial and other specialties, as well as individuals within our Assurance Risk and Quality Group (the “Group”).

The Group comprises technical accounting, auditing, and financial reporting specialists as well as risk and quality. These specialists play a vital role in keeping our policies and guidance in these areas current by tracking new developments in accounting and auditing, and providing those updates to professional staff.

## Professionals in the Risk and Quality

**124 Professionals**  
FY25

**102 Professionals**  
FY24

## Quality Review Partners (QRP)

Specific audit engagements are assigned a QRP as part of the member firm’s SoQM as required by professional standards. These partners, who have the necessary experience and technical knowledge, are involved in the most critical aspects of the audit. For example, they may advise on matters of firm independence, significant risks and a team’s responses to those risks, and specific accounting, auditing, and financial reporting and disclosure issues.

## Differences of opinion

Protocols exist to resolve the situations where a difference of opinion arises between the engagement leader and the QRP, another Assurance partner. These include the use of technical panels consisting of partners independent of the engagement. If the difference in views still cannot be reconciled, a final decision should be made by the engagement leader and the Assurance Leader in consultation with the Assurance Risk and Quality Group partner and others they deem appropriate.

## Use of specialists

Data and technology can help reveal insights, but it takes an inquisitive person with well-rounded business knowledge to understand what those insights mean. We recruit professionals with these capabilities-people who can deliver the highest quality outcomes in terms of client service and compliance. To deliver highest quality outcomes in an effective and efficient manner, the auditors concentrate on sophisticated accounting and auditing standards, and use works of specialists in areas such as risk, valuation, taxation, actuarial, forensic, law and other.

### Specialists in specific areas

Risk Assurance / Digital Specialists	189
Forensic & Legal experts	38
Actuaries	45
Fulcrum*	272
<b>Total</b>	<b>544</b>
<b>FY25</b>	

Risk Assurance / Digital Specialists	190
Forensic & Legal experts	40
Actuaries	39
Fulcrum*	110
<b>Total</b>	<b>379</b>
<b>FY24</b>	

\* Fulcrum supports audit engagement teams in highly complex accounting areas such as valuation, taxation, lease, global coordination and consolidation.

# 06

## Monitoring





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# Monitoring of Assurance quality

We recognize that quality in the Assurance services we deliver to clients is key to maintaining the confidence of investors and other stakeholders in the integrity of our work. It is a key element to our Assurance strategy.

Responsibility for appropriate quality management lies with the leadership of Samil PwC. This includes the design and operation of an effective System of Quality Management (SoQM) that is responsive to our specific risks to delivering quality audit engagements, using the network's QMSE framework.

The overall quality objective under the QMSE framework is to have the necessary capabilities in our firm and to deploy our people to consistently use our methodologies, processes and technology in the delivery of Assurance services in an effective and efficient manner to fulfill the valid expectations of our clients and other stakeholders.

Our firm's monitoring includes an ongoing assessment aimed at evaluating whether the policies and procedures which constitute our SoQM are designed appropriately and operating effectively to provide reasonable assurance that our audit, non-audit assurance and related services engagements are performed in compliance with laws, regulations and professional standards (also referred to as our ongoing monitoring). This includes the use of Real-Time Assurance.

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## **Aim to Predict: Real Time Assurance**

We have developed a Real-Time Assurance (RTA) program designed to provide preventative monitoring that helps coach and support engagement teams get the 'right work' completed in real-time, during the audit.

We review audit work on certain audit engagements prior to the issuance of their respective audit report. Each year we reassess the scope and areas of focus of these reviews, taking into consideration of recent inspection results and knowledge gained by the Assurance Risk and Quality Group in supporting engagement teams.

In addition to the ongoing monitoring noted above, our monitoring also encompasses periodic assessment of our SoQM which includes the review of completed engagements (Engagement Compliance Reviews - ECR) as well as periodic monitoring of our SoQM by an objective team within our firm. The results of these procedures, together with our ongoing monitoring, form the basis for the continuous improvement of our SoQM. ECRs are performed under a network-wide inspection program based on professional standards and PwC audit methodology.

ECRs are risk-focused reviews of completed engagements covering, on a periodic basis, individuals in our firm who are authorized to sign audit, non-audit assurance or related services reports. The review assesses whether an engagement was performed in compliance with PwC Audit



guidance, applicable professional standards and other applicable engagement-related policies and procedures. Each audit engagement leader is reviewed at least once every three years due to local regulatory requirements.

Reviews are led by experienced Assurance partners, supported by objective teams of partners, directors, senior managers and other specialists. ECR reviewers may be sourced from other PwC firms if needed to provide appropriate expertise or objectivity. Review teams receive training to support them in fulfilling their responsibilities, and utilize a range of checklists and tools developed at the network level when conducting their inspection procedures. The network inspection team supports review teams by monitoring the consistent application of guidance on classification of engagement findings and engagement assessments across the network.

Internal inspections

FY25		FY24	
76	4,840	73	4,795
Participated reviewers	Total review hours	Participated reviewers	Total review hours

Additionally, the PwC Network undertakes periodic reviews to evaluate certain elements of PwC firms’ systems of quality management. The network also looks at the PwC firm leadership’s own assessment of the effectiveness of their system of quality management and their determination of whether the overall quality objective has been achieved.

The inspection results are reported to our firm’s leadership who are responsible for analyzing the results of the inspections along with quality findings identified from all sources of information, for performing timely root cause analysis and for implementing remedial actions as necessary. In situations where adverse quality matters on engagements are identified, based on the nature and circumstances of the issues, the responsible engagement leader or our firm’s Assurance leadership personnel may be subject to additional mentoring, training or further sanctions in accordance with our firm’s Recognition and Accountability Framework.

Assurance engagement leaders of our firm receive information on the results of the network inspection program, designed for their use in assessing the scope of audit work they determine needs to be performed and their reliance on work performed by PwC firms in connection with their audit of a client’s consolidated financial statements.

## Learn: Root cause analysis

We perform analyses to identify potential factors contributing to our firm's audit quality so that we can take actions to continuously improve. Our primary objectives when conducting such analyses are to understand what our findings tell us about our SoQM and to identify how our firm can provide an effective environment for our engagement teams to deliver a quality audit. We look at quality findings from all sources including our own ongoing monitoring of our SoQM as well as Network inspection of our SoQM, audits both with and without deficiencies—whether identified through our own internal inspections process or through external inspections and other inputs such as our Global People Survey and financial statement restatements and accounting errors—to help identify possible distinctions and learning opportunities.

For individual audits, an objective team of root cause specialists identifies potential factors contributing to the overall quality of the audit. We consider factors relevant to technical knowledge, supervision and review, professional skepticism, engagement resources, and training, amongst others. Potential causal factors are identified by evaluating engagement information, performing interviews, and reviewing selected audit working papers to understand the factors that may have contributed to audit quality.

In addition, the data compiled for audits both with and without engagement-level findings is compared and contrasted to identify whether certain factors appear to correlate to audit quality. Examples of this data include audit hours and industries.

Our goal is to understand how quality audits may differ from those with engagement-level findings, and to evaluate how these learnings may be used to continuously improve all of our audits. We evaluate the results of these analyses to identify enhancements that may be useful to implement across the practice. We believe these analyses contribute significantly to the continuing effectiveness of our quality management.

## Audit quality reviews - External

Samit PwC and our partners are subject to review by the Financial Supervisory Service (FSS). The inspection is undertaken every two years, which covers both the firm-level and engagement-level quality management reviews.

The Public Company Accounting Oversight Board (PCAOB) performs its inspection in cooperation with FSS. The FSS and PCAOB commenced its most recent inspection from October 10, 2023 to November 17, 2023. In July 2024, the FSS issued the final inspection report with recommendations to enhance our system of quality management and the PCAOB issued to the firm its final inspection report in September 2024. PCAOB reports are publicly available on their website.

# 07

## PwC Network



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# Pricewater- houseCoopers International Limited

PwC is the brand under which the member firms of PricewaterhouseCoopers International Limited (PwCIL) operate and provide professional services. Together, these firms form the PwC Network. 'PwC' is often used to refer either to individual firms within the PwC Network or to several or all of them collectively.

In many parts of the world, accounting firms are required by law to be locally owned and independent. Although regulatory attitudes on this issue are changing, PwC member firms do not and cannot currently operate as a corporate multinational. The PwC Network is not a global partnership, a single firm, or a multinational corporation.

For these reasons, the PwC Network consists of firms which are separate legal entities. The firms that make up the network are committed to working together to provide quality service offerings for clients throughout the world. Firms in the PwC Network are members in, or have other connections to PricewaterhouseCoopers International Limited (PwCIL), an English private company limited by guarantee. PwCIL does not practice accountancy or provide services to clients. Rather its purpose is to facilitate coordination between member firms in the PwC Network. Focusing on key areas such as strategy, brand, and risk and quality, the Network Leadership Team and Board of PwCIL coordinates the development and implementation of policies and initiatives to achieve a common and coordinated approach amongst individual PwC firms where appropriate. Member firms of PwCIL can use the PwC name and the resources and methodologies of the PwC Network. In addition, member firms may request the resources of other member firms and/or secure the provision of professional services by other member firms and/or other entities. In return, member firms are bound to abide by certain common policies and to maintain the standards of the PwC Network as put forward by PwCIL.

The PwC Network is not one international partnership and PwC member firms are not otherwise legal partners with each other. Many of the member firms have legally registered names which contain "PricewaterhouseCoopers", however there is no ownership by PwCIL. A member firm cannot act as agent of PwCIL or any other member firm, cannot obligate PwCIL or any other member firm, and is liable only for its own acts or omissions and not those of PwCIL or any other PwC firm. Similarly, PwCIL cannot act as an agent of any member firm, cannot obligate any member firm, and is liable only for its own acts or omissions.

## **The governance bodies of PwCIL are:**

- **Global Board**, which is responsible for the governance of PwCIL, the oversight of the Network Leadership Team and the approval of network standards. The Board does not have an external role. The Board is composed of elected partners from PwC firms around the world and one or more external independent directors. Please refer to the following [page on the PwC Global website](#) for a list of the current members of the Global Board.
- **Network Leadership Team**, which is responsible for setting the overall strategy for the PwC Network and the standards to which the PwC firms agree to adhere.
- **Strategy Council**, which is made up of the leaders of the largest PwC firms and regions of the network, agrees on the strategic direction of the network and facilitates alignment for the execution of strategy.
- **Global Leadership Team**, which is appointed by and reports to the Network Leadership Team and the Chairman of the PwC Network. Its members are responsible for leading teams drawn from PwC firms to coordinate activities across all areas of our business.

The Territory Senior Partner of Samil PwC is a member of the Strategy Council and maintains our relationships with the Network Leadership Team.

# Legal and Governance structure





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# Legal structure and ownership of Samil PwC

Samil PricewaterhouseCoopers (the “Firm”) is a limited partnership company and is wholly owned by its members, who are commonly referred to as partners. Samil PwC is a network firm of PricewaterhouseCoopers. The Firm has 362 partners. The Firm also operates and controls a number of corporate entities that are required for legal and operational purposes.

## Governance structure of Samil PwC

The firm’s Senior Partner serves as Chairman and Chief Executive Officer and manages the firm pursuant to the powers delegated to him by the firm’s partners.

### Partner General Committee

Partner General Committee (the “General Committee”) is composed of all partners of the firm. The General Committee determines the basic policies of the firm’s management and resolves important matters related to management, including decisions on the appointment and dismissal of the CEO. The firm’s Senior Partner serves as the Chairman of the General Committee.

### Oversight Board

Oversight Board (the “Board”) represents the partners with respect to the business and operations conducted. The Board is also responsible to the partners on internal partnership matters (including partnership admissions and withdrawals), acts as a sounding board for early discussions of strategic matters affecting partners, provides feedback and advice to the management on issues of concern to the partners, and advises the management on policies which may affect the rights, responsibilities, benefits and obligations of partners.

### Executive Committee

Samil PwC has a leadership team referred to as the Executive Committee (the “Committee”). Members of the Committee are appointed by the Senior Partner and are responsible for the management of the firm’s operations. The Committee is led by the Senior Partner who is responsible for leading and managing the firm, including the setting and implementation of the overall firm’s strategy, establishing and determining the effectiveness of the firm’s system of internal control. Changes to the Committee are determined by the Senior Partner. The Committee members meet monthly, with additional meetings called when required.

Members of the Executive Committee



**Hoonsoo Yoon**  
CEO, Territory Senior Partner



**Joonki Hong**  
Assurance Leader



**Alex Joong-Hyun Lee**  
Tax Leader



**Joon-Seon Min**  
Deals Leader



**Seung-Ho Lee**  
FS Leader



**Jeong-Seon Park**  
Risk and Quality Leader



# Appendix



# Appendix I

## EU Article 13 Considerations

We have prepared this Appendix, in respect of the financial year ended June 30, 2025, in accordance with the requirements of Article 13 of the EU regulation No. 537/2014 and UK regulations.

### List of EU and UK Public Interest Entities

A list of the EU/EEA and UK Public Interest Entities (defined as those incorporated outside of the EU/EEA and UK that have transferable securities listed on an EU/EEA or UK regulated market) for which we carried out a statutory audit during the year ended June 30, 2025 can be found below:

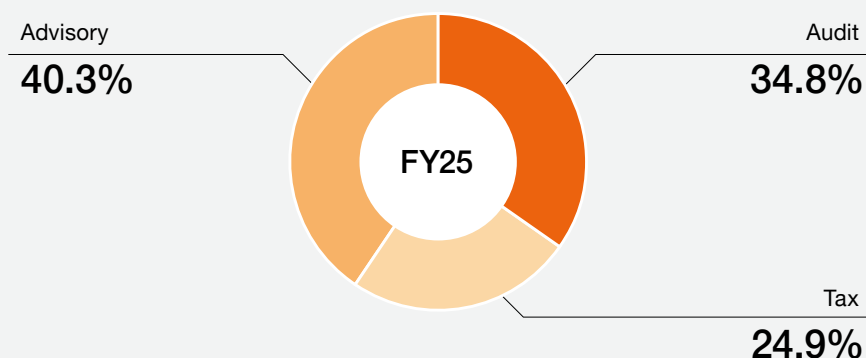
- Kookmin Bank
- Industrial Bank of Korea
- Samsung SDI

### Financial information

Revenue disclosures required by Article 13 Item 2(k) are as follows:

Gross Revenue for year ended June 30, 2025	Total in millions of Korean Won
Audit Revenues earned by EU/EEA and UK Public Interest Entity audit clients	9,544
Audit Revenues earned by all other audit clients	376,418
Non-Audit Services Revenues earned by EU/EEA and UK Public Interest Entity audit clients	997
Non-Audit Services Revenues earned by all other clients	722,407
<b>Gross Revenue</b>	<b>1,109,366</b>

### Gross Revenue Mix - By Service:



## EU EEA Member firms

The table below is a list of audit firms and statutory auditors within the network i.e., from EU or EEA Member States as of June 30, 2025.

Member State	Name of firm
Austria	PwC Wirtschaftsprüfung GmbH, Wien
	PwC Wirtschaftsprüfungs- und Steuerberatungsgesellschaft GmbH, Linz
	PwC Tax & Audit Services Wirtschaftsprüfung und Steuerberatung GmbH, Graz
	PwC Österreich GmbH, Wien
Belgium	PwC Bedrijfsrevisoren bv/Reviseurs d'enterprises srl
Bulgaria	PricewaterhouseCoopers Audit OOD
Croatia	PricewaterhouseCoopers d.o.o
	PricewaterhouseCoopers Savjetovanje d.o.o
Cyprus	PricewaterhouseCoopers Limited
Czech Republic	PricewaterhouseCoopers Audit, s.r.o.
Denmark	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab
Estonia	AS PricewaterhouseCoopers
Finland	PricewaterhouseCoopers Oy
France	PricewaterhouseCoopers Audit
	PricewaterhouseCoopers France
	M. Antoine Priollaud
Germany	PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft
	Wibera Wirtschaftsberatung Aktiengesellschaft Wirtschaftsprüfungsgesellschaft
Greece	PricewaterhouseCoopers Auditing Company SA
Hungary	PricewaterhouseCoopers Könyvvizsgáló Kft.
Iceland	PricewaterhouseCoopers ehf
Ireland	PricewaterhouseCoopers
	PricewaterhouseCoopers (Northern Ireland) LLP
Italy	PricewaterhouseCoopers SpA
Latvia	PricewaterhouseCoopers SIA
Liechtenstein	PricewaterhouseCoopers GmbH, Ruggell
Lithuania	PricewaterhouseCoopers UAB
Luxembourg	PricewaterhouseCoopers, Société coopérative
Malta	PricewaterhouseCoopers

Member State	Name of firm
Netherlands	PricewaterhouseCoopers Accountants N.V.
	PricewaterhouseCoopers AS
Norway	PwC Assurance AS
	PwC Assurance II AS
Poland	PricewaterhouseCoopers Polska sp. z. o.o.
	PricewaterhouseCoopers Polska spółka z ograniczoną odpowiedzialnością Audyt sp. k.
Portugal	PricewaterhouseCoopers & Associados - Sociedade de Revisores Oficiais de Contas, Lda
Romania	PricewaterhouseCoopers Audit S.R.L.
Slovakia Slovak Republic	PricewaterhouseCoopers Slovensko, s.r.o.
Slovenia	PricewaterhouseCoopers d.o.o.
Spain	PricewaterhouseCoopers Auditores, S.L.
Sweden	PricewaterhouseCoopers AB
	Öhrlings PricewaterhouseCoopers AB

Total turnover achieved by statutory auditors and audit firms from EU/EEA Member States that are members of the PwC Network resulting, to the best extent calculable, from the statutory audit of annual and consolidated financial statements is approximately Euros 3 billion. This represents the turnover from each entity's most recent financial year converted to Euros at the exchange rate prevailing as of June 30, 2025.

# Appendix II

## List of Public Interest Entities

Adjacent is a list of Public Interest Entities (as defined by IESBA Code) for which we carried out audits (i.e. issued an audit report) between July 1, 2024, and June 30, 2025.

3 Billion Inc.	CS Wind Corporation	Double U Games Co., Ltd.
ABOV Semiconductor Co., Ltd.	CTR Mobility Co., Ltd.	DoubleDown Interactive Co., Ltd.
Ace Technologies Corp.	DAEBO MAGNETIC Co., Ltd.	Dragonfly GF Co., Ltd.
Advanced Process Systems Corporation	DAEJEON SHINSEGAE Inc.	Dream CIS Inc.
Agabang & Company	Daelim B & Co Co., Ltd.	DRTECH Corporation
Air Busan Co., Ltd.	DAELIM Co., Ltd.	DSR Wire Corp.
Alteogen Inc.	Daelim Trading Co., Ltd.	e-Credible Co., Ltd.
Anic Inc.	DAESUNG HI-TECH Co., Ltd.	ECS Telecom Co., Ltd.
Artist Studio Inc.	Daewon Kangup Co., Ltd.	E-LAND WORLD Co., Ltd.
Asiana Airlines Inc.	Daewoo Engineering & Construction Co., Ltd.	ELC Co., Ltd.
Asiana IDT Inc.	Danal Co., Ltd.	Elentec Co., Ltd.
Baiksan Co., Ltd.	Dasan Solueta Co., Ltd.	E-MART24 Inc.
BARREL Co., Ltd.	Datasolution Inc.	EMRO Inc.
BFLABS Co., Ltd.	DB HiTek Co., Ltd.	ENCELL Co., Ltd.
BL Pharmtech Corp.	DB INSURANCE Co., Ltd.	ENEX Co., Ltd.
BOOK CLUB MILLIE	DB Securities Co., Ltd.	Eomji House Co., Ltd.
CAPE INDUSTRIES Ltd.	DE & T Co., Ltd.	EQCELL Co., Ltd.
Capro Corporation	DEUTSCH MOTORS INC.	EUBIO LOGICS Co., Ltd.
Cell Biotech Co., Ltd.	DGB Financial Group Co., Ltd.	EV ADVANCED MATERIAL Co., Ltd.
Cellfie Global Co., Ltd.	Didim E&F Inc.	E-WORLD Co., Ltd.
Cellromax Science Co., Ltd.	DIT Corp.	EyeGene, Inc.
Celltrion Inc.	DL Chemical Co., Ltd.	Farm Hannong Co., Ltd.
CHERYONG ELECTRIC Co., Ltd.	DL Construction	Flask Co., Ltd.
Chips&Media, Inc.	DL ENERGY Co., Ltd.	FOODWELL CORPORATION
Chorokbaem Media Co., Ltd.	DL Holdings Co., Ltd.	Fubon Hyundai Life Insurance Co., Ltd.
Chosun Refractories Co., Ltd.	DNF Co., Ltd.	GenNBio Inc.
CJ CheilJedang Corporation	DOBU Inc.	Geumhwa PSC Co., Ltd.
CJ Corp.	Dong-A Socio Holdings Co., Ltd.	GH Advanced Materials Inc.
CJ LOGISTICS Corporation	DONG-A ST Co., Ltd.	GI Innovation Inc.
CJ SEAFOOD CORPORATION	Dong-Ah Geological Engineering Company Ltd.	GNCO Co., Ltd.
CoAsia CM Co., Ltd.	Dongsuh Companies Inc.	Gravity Co., Ltd.
CoAsia Corporation	Dongwon Industries Co., Ltd.	Gwangju Shinsegae Co., Ltd.
Com2us Corporation	Dongwon Systems Corporation	Hana Micron Inc.
Coupang, Inc.	Doosan Corporation	HANA TECHNOLOGY Co., Ltd.
CR Holdings Co., Ltd.		Hanchang Paper Co., Ltd.

Hanil Iron & Steel Co., Ltd.

Hanjin Transportation Co., Ltd.

Hankook Shell Oil Co., Ltd.

HANKOOK TIRE & TECHNOLOGY CO., LTD.

Hanmi Global Co., Ltd.

Hanmi Semiconductor Co., Ltd.

Hannet Co., Ltd.

Hans Bio Med Corporation

Hanshin Machinery Co., Ltd.

Hansol Chemical Co., Ltd.

Hansol Home Deco Co., Ltd.

Hansol Inticube Co., Ltd.

Hansol IONES Co., Ltd.

Hansol Logistics Co., Ltd.

Hanwha General Insurance Co., Ltd.

Hanwha Industrial solutions Co., Ltd.

Hanwha Ocean Co., Ltd.

HanWool & Jeju, Inc.

HanWool Materials Science, Inc.

HanWool Semiconductor, Inc.

Hanyang Eng. Co., Ltd.

HARIM Co., Ltd.

Harim Holdings Co., Ltd.

HB Technology Co., Ltd.

HD HYUNDAI CHEMICAL CO., LTD.

HD Hyundai Marine Solution Co., Ltd.

HD HYUNDAI OILBANK CO., LTD.

HDC HOLDINGS CO., LTD.

HDC Hyundai Engineering Plastics Co., Ltd.

HDC LABS CO., LTD.

Hecto Financial Co., Ltd.

Hecto Innovation Co., Ltd.

Heungkuk Life Insurance Co., Ltd.

HL KLEMOVE CORP.

HL MANDO CORPORATION

HMM CO., LTD.

HS Ad Inc.

HS Hyosung Advanced Materials Corporation

HS Hyosung Corporation

HS VALVE CO., LTD.

Hugel Inc.

HuM&C Co., Ltd.

Humax Holdings Co., Ltd.

HUONS CO., LTD.

Huons Global Co., Ltd.

Huvitz Co., Ltd.

HYBE Co., Ltd.

Hyosung Chemical Corporation

HYOSUNG ITX CO., LTD.

HYOSUNG TNC CORPORATION

HYUNDAI AUTOEVER CORP.

HYUNDAI BNG STEEL CO., LTD.

Hyundai Corporation

Hyundai Elevator Co., Ltd.

Hyundai Engineering & Construction Co., Ltd.

HYUNDAI EVERDIGM Corp.

HYUNDAI FEED Inc.

HYUNDAI G.F. HOLDINGS CO., LTD.

HYUNDAI GREEN FOOD CO., LTD.

HYUNDAI HYMS CO., LTD.

HYUNDAI MOVEX Co., Ltd.

HYUNDAI WIA CORPORATION

I3 System Inc.

IBK CAPITAL CORPORATION

ICD CO., LTD.

IGE Co., Ltd.

ILDONG HOLDINGS CO., LTD.

Ildong Pharmaceutical Co., Ltd.

Iljin Diamond Co., Ltd.

Iljin Holdings Co., Ltd.

ILWOUL GML CO., LTD.

iM Bank Co., Ltd.

iM Capital Co., Ltd.

Industrial Bank Of Korea

InkredibleBuzz Inc.

INNOSPACE CO., LTD.

Inspien, Inc.

Interjo Co., Ltd.

INVENIA Co., Ltd.

Isaac Engineering Co., Ltd.

JB FINANCIAL GROUP CO., LTD.

JB Woori Capital Co., Ltd.

JC CHEMICAL CO., LTD.

Jeonbuk Bank Co., Ltd.

JMT CO., LTD.

Jokwang I.L.I Co., Ltd.

JUNJIN CONSTRUCTION & ROBOT CO., LTD.

JVM CO., LTD.

K CAR CO., LTD.

Kakao Bank Corp.

Kakao Corp.

Kakaopay Corp.

KANGNAM JEVISCO CO., LTD.

Kaon Group Co., Ltd.

KB CAPITAL CO., LTD.

KB FINANCIAL GROUP INC.

KB Insurance Co., Ltd.

KB Kookmin Card Co., Ltd.

KB LIFE INSURANCE CO., LTD.

KB Securities Co., Ltd.

KBI DONGKOOK IND. CO., LTD.

KC GREEN HOLDINGS CO., LTD.

KEC HOLDINGS CO., LTD.

KG CHEMICAL CORPORATION

KGINICIS CO., LTD.

KH Mirae Corporation Co., Ltd.

KISWIRE Ltd.

Kohyoung Technology Inc.

KOLON LIFE SCIENCE INC.

Komico Ltd.

Kookmin Bank Co., Ltd.

Kooksoondang Co., Ltd.

Korea District Heating Corp.

Korea Environment Technology Co., Ltd.

KOREA INFORMATION CERTIFICATE AUTHORITY, INCORPORATED

Korea Ratings Corp.

Korea Seven Co., Ltd.

Korea Zinc Company Ltd.

KPS Corporation

KS Industry Co., Ltd.

KT Alpha Co., Ltd.

kt nasmedia Co., Ltd.

KT Skylife Co., Ltd.

Ktis Corporation

Kukdong Oil & Chemicals Co., Ltd.

KUKIL METAL CO., LTD.

KUK-IL PAPER MFG CO., LTD.

KUMYANG GREEN POWER CO., LTD.

Kwangju Bank Co., Ltd.
Kwangmu Co., Ltd.
Kyobo Life Insurance Co., Ltd.
KYUNGdong CITY GAS CO., LTD.
LAT CO., LTD.
LDT Inc.
LG Chem, Ltd.
LG CNS CO., LTD.
LG Corp.
LG Display Co., Ltd.
LG H&H CO., LTD.
LIG Nex1 Co., Ltd.
LMS CO., LTD.
LOGISYS INC.
LOTTE CAPITAL CO., LTD.
Lotte Card CO., LTD.
Lotte Corporation
Lotte Global Logistics Co., Ltd.
Lotte Insurance Co., Ltd.
LOTTE WELLFOOD CO., LTD.
LS SECURITIES Co., Ltd.
Lumir Inc.
LX Semicon Co., Ltd.
M2N Co., Ltd.
Maeil Dairies Co., Ltd.
MAEIL HOLDINGS CO., LTD.
Magnachip Semiconductor, Ltd.
Makus Inc.
MANYO FACTORY CO., LTD.
MEDIANA CO., LTD.
MEDICOX Co., Ltd.
Medy-Tox Inc.
METACARE Co., Ltd.
MGEN SOLUTIONS CO., LTD.
MICUBE Solution, Inc.
Mirae Asset Life Insurance Co., Ltd.
MiraeN Edupartner Co., Ltd.
Mobiis Co., Ltd.
MOORIM P&P CO., LTD.
Moorim Paper Co., Ltd.
Multicampus Corporation
N CITRON, INC.
Nano Chem Tech Inc.

NARAE ENERGY SERVICE CO., LTD.
NATURE CELL CO., LTD.
NDFOS CO., LTD.
Neo Cremar Co., Ltd.
NEOWIZ Corporation
NEOWIZ HOLDINGS Corporation
Nepes Ark Corporation
NEPES Corporation
NEXON Games Co., Ltd.
NEXT ENTERTAINMENT WORLD CO., LTD.
NEXTCHIP CO., LTD.
NHN BUGS Corporation
NHN Corporation
NHN KCP CORP.
NIBEC CO., LTD.
Nice D&B Co., Ltd.
Nongshim Holdings Co., Ltd.
Noul Co., Ltd.
NOVAREX CO., LTD.
Nuintek Co., Ltd.
NUVOTEC Co., Ltd.
NVH Korea, Inc.
Okins Electronics Co., Ltd.
ONE 4U CO., LTD.
ONTIDE Corp.
Openbase Inc.
OSANG HEALTHCARE CO., LTD.
Paju Energy Service Co., Ltd.
PANENTERTAINMENT CO., LTD.
PCL INC.
PearlAbyss Corp.
Pharmicell Co., Ltd.
PI Advanced Materials Co., Ltd.
PJ METAL CO., LTD.
Progen Co., Ltd.
PS Tec Co., Ltd.
Pulmuone Corporate
Pulmuone Foods Co., Ltd.
QUANTAPIA INC.
RANIX INC.
RedcapTour Co., Ltd.
RF Materials Co., Ltd.
RFHIC CORPORATION

RFTech Co., Ltd.
ROBOSTAR CO., LTD.
RORZE SYSTEMS CORPORATION
S1 CORPORATION
Saeron Automotive Corp.
SAMBU ENGINEERING & CONSTRUCTION CO., LTD.
Samchully Co., Ltd.
Samhwa Paints Ind. Co., Ltd.
Samji Electronics Co., Ltd.
Sammi Metal Products Co., Ltd.
SAMSUNG BIOLOGICS CO., LTD.
Samsung Heavy Industries Co., Ltd.
Samsung Life Insurance Co., Ltd.
Samsung SDI Co., Ltd.
Samsung SDS Co., Ltd.
SAMT CO., LTD.
SAMYANG PACKAGING CORPORATION
SAMYOUNG S & C CO., LTD.
SANGSHIN ELECTRONICS CO., LTD.
SANIL ELECTRIC CO., LTD.
Sapien Semiconductors Inc.
Saramin Co., Ltd.
SATREC INITIATIVE CO., LTD.
SBW Inc.
SDN Company Ltd.
SeAH Besteel Corporation
SeAH Besteel Holdings Corporation
SeAH Changwon Integrated Special Steel Corporation
Seah Holdings Corporation
Seah Special Steel Co., Ltd.
SEBANG GLOBAL BATTERY CO., LTD.
SECUCEN CO., LTD.
Seobu T&D Co., Ltd.
Seoul Pharma Co., Ltd.
Seoul Semiconductor Co., Ltd.
SEOUL VIOSYS CO., LTD.
Seungil Corporation
SEWON E&C CO., LTD.
SG CO., LTD.
SGC Energy Co., Ltd.
SHINPOONG PHARMACEUTICAL CO., LTD.

Shinsegae Central City Inc.
SHINSEGAE INFORMATION & COMMUNICATION Inc.
SHINSEGAE Inc.
SHINWHA INTERTEK CORP.
Shinyoung Wacoal Inc.
Sillajen Inc.
SIMMTECH CO., LTD.
SINGSONG HOLDINGS CO., LTD.
SJ GROUP CO., LTD.
SK Securities Co., Ltd.
SM Culture & Contents Co., Ltd.
S-Oil Corporation
Sonokong Co., Ltd.
Soosan Industries Co., Ltd.
ST PHARM CO., LTD.
Sun Kwang Co., Ltd.
SUNGWOO CO., LTD.
Suprema HQ Inc.
SY Co., Ltd.
SYSTEEL TECH CO., LTD.
T'way Air Co., Ltd.
Taekwang Industrial Co., Ltd.
TAEKYUNG CHEMICAL CO., LTD.
TAEYANG CORPORATION
TAPEX INC.
TechL Co., Ltd.
THE BORN KOREA CO., LTD.
The Korea Economic Broadcasting CO., LTD.
The Leadcorp, Inc.
THIRA-UTECH CO., LTD.
Thumbage Co., Ltd.
Tilon Co., Ltd.
TN entertainment Co., Ltd.
Tobe Soft Co., Ltd.
TYM CORPORATION
Uni Test Inc.
UNICK CORPORATION
Unid Co., Ltd.
UNITEKNO Co., Ltd
Vieworks Co., Ltd.
VISANG EDUCATION INC.
Vitzro Tech Co., Ltd.

VITZROCELL CO., LTD.
VIVOZON PHARMACEUTICAL CO., LTD.
Webtoon Entertainment Inc.
Wemade Co., Ltd.
WIN PAC INC.
WONIK IPS CO., LTD.
Woongjin Thinkbig Co.,Ltd.
WOOSUNG CO., LTD.
Xi S&D Inc.
Xperix Inc.
Y-Entec Co., Ltd.
Yeochoon NCC Co., Ltd.
Yeoju Energy Service Co., Ltd.
Yesco Co., Ltd.
Yesco Holdings Co., Ltd.
Yest Co., Ltd.
YeSUN Tech Co., Ltd.
Youil Energy Tech Co., Ltd.
Young Poong Precision Corporation
YOUNGLIMWONSOFT LAB. CO., LTD.
YOUNGONE CORPORATION
YOUNGONE HOLDINGS CO., LTD.
Yuanta Securities Korea Inc.
YUJIN TECHNOLOGY CO., LTD.





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