coupang

2024

ESG Spotlight





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The information noted within covers Coupang, Inc.'s sustainable management activities and performance from Jan. 1, 2024 to Dec. 31, 2024, unless stated otherwise, and except for information on page 19 related to the cyber incident that occurred in November 2025. The report contains financial and non-financial data from Coupang, Inc. and certain of its subsidiaries with an overview of the Environmental, Social, and Governance (ESG) considerations related to our risk management, business practices, and long-term value creation.

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About Coupang

Coupang is a technology and Fortune 150 company listed on the New York Stock Exchange (NYSE: CPNG) that provides retail, restaurant delivery, video streaming, and fintech services to customers around the world under brands that include Coupang, Eats, Play, Rocket Now, and Farfetch.

Headquartered in the United States, Coupang has operations and support services in geographies including South Korea, Taiwan, Singapore, China, India, Japan, and Europe. Our reach spans more than 190 countries and territories, connecting millions of customers to the products they love.

17+ million
cooling items distributed to employees across fulfillment and logistics centers during the summer

$5 billion
spent on purchases from small businesses

61,000 tons
polystyrene eliminated through reusable Eco-fresh bags

2,500+ tons
CO_2 emissions saved through consolidating multiple orders into a single delivery

ESG Highlights



Letter from Management

Coupang's end-to-end, artificial intelligence (AI)-powered fulfillment network is designed around one core principle: putting customers at the center of everything we do. Every innovation - whether in logistics, fulfillment, or delivery - is driven by next-generation technology that is designed to not only enhance convenience and reliability but also drive greater efficiency and sustainability. As Coupang grows, we do so with intention, leveraging our unique model to create lasting shared value intended to improve the lives of customers, build stronger, more resilient communities, and help protect the environment for future generations.

One of the most significant ways we advance this commitment is by cutting emissions throughout our operations. By streamlining our delivery network, we eliminate the need for consumers to make separate trips to the store for each order, reducing carbon vehicle emissions by more than 75%, based on our estimates. In 2024, Coupang also nearly doubled our network of electric vehicle (EV) charging stations, scaling the infrastructure that supports cleaner delivery.

In addition, we expanded our global commitment to driving job creation outside metropolitan centers and strengthening employee well-being. Our many initiatives to support our people in 2024 included Cool Zones in Taiwan - large, enclosed rest areas furnished with air conditioning and heating systems, sofas and water stations. We also introduced new features to Coupang Care - a holistic health program developed with healthcare experts to support our team members.

Around the world, we are also proudly working with small businesses, from olive oil artisans in Italy to skilled textile crafters in Japan. We support their growth through a full range of services that help them compete and thrive, including fulfillment and logistics solutions, marketing, customer service, and export assistance that connects their products to global customers.

Our vision is simple: progress that uplifts everyone. Our customers inspire every innovation to make their lives easier and more convenient. Empowered by their confidence and driven by our people and values, we are building a future where growth is inclusive and innovation drives sustainability.



Our People and Communities

At Coupang, we are building a workplace where our 95,000 team members around the world can thrive both professionally and personally. From advanced artificial intelligence and robotics that make operations safer and more efficient to comprehensive support for physical and mental health, we blend technology and humanity to create lasting value for our people. Beyond our workforce, we also empower small- and medium-sized enterprises (SMEs) by providing tools, opportunities, and global market access to help them grow and succeed.

Investing in Our People

Creating a Workplace Built on Safety and Trust

We are continuously investing in advanced systems, training, and infrastructure to empower team members to succeed in a safe, supportive environment whether on the road, in offices, or at fulfillment centers. Coupang's commitment to employee safety is driven in part by our robotics and automation systems, which focus on mitigating human-related risks and simplifying physical tasks.

Our fulfillment centers are powered by an advanced network of intelligent robotics that form a vital part of our AI-driven fulfillment system, including Autonomous Guided Vehicles, sorting robots and depalletizing robots. Our driverless forklifts, for example, are autonomous vehicles handling key inbound and outbound operations with precision, streamlining the flow of goods across our network. Equipped with sophisticated 3D sensors, they continuously detect their surroundings and subtle human movements, enhancing both safety and efficiency on the warehouse floor. Together with an array of other automated systems, these innovations are transforming how work gets done. By reducing manual carrying and transport, Coupang's intelligent robotics fleet helps employees focus on tasks that require human judgment, creativity, and care.

While technology transforms how work gets done, we also safeguard the people who power our operations. We conduct regular safety assessments to protect long-term well-being. We offer extensive training and support for our team members, including work environment assessments and health checkups in Korea and Taiwan, bringing care directly to our employees to improve early detection and prevention of potential health issues.



Case Study

Coupang's Cool Zones Redefine Workplace Comfort

At Coupang, taking care of our people means creating the right environment to work and rest comfortably. That's why we created Cool Zones, which are specially engineered, air-conditioned and heated areas designed to maintain comfort for our employees during their shifts. Each zone, strategically located within work areas, features constant-temperature systems, comfortable seating, and water stations so team members can rest and rehydrate.

Following their successful introduction in Korea, Cool Zones were launched in 2024 in Taiwan. The zones make it easy for team members to take regular comfort breaks and include personal cooling supplies such as vests and frozen treats. During the winter, these Cool Zones convert into heated spaces where workers can relax and pick up a variety of personal supplies such as hand warmers and gloves. We will expand the Cool Zone program as part of a broader investment in employee health and safety, taking proactive steps to protect team members and strengthen supportive work environments.

For our operations team members, we distributed more than 17 million cooling items across fulfillment and logistics centers during the summer of 2024, including iced vests, cool scarves, ice cream, and bottled water. We also partnered with local governments to establish rest sites and hydration stations for workers. When winter arrived, we shifted our focus to warmth and protection. More than five million cold-weather essentials were distributed in 2024, including neck warmers, insulated jackets, and boots.





Partnering for Safe Roads and Workplaces

Coupang continues to prioritize the safety of our logistics operations by further strengthening large truck inspections. In September 2024, we partnered with the Korea Transportation Safety Authority (KOTSA) to provide on-site training for our nationwide team of safety inspectors and managers in Korea. The program combined in-depth instructions on safety regulations with practical, hands-on vehicle inspections as employees learned directly from industry experts.

Daily self-inspections by drivers, alongside the work of specialized safety inspectors, are the foundation of Coupang's accident prevention strategy. The systematic training provided by KOTSA's experts ensures that inspection teams are equipped with the latest regulatory knowledge, technical skills, and practical expertise.

Ensuring a Safe Future for Coupang Eats Delivery Partners

In 2024, we expanded the Free Safety Inspection and Replacement Program for our Coupang Eats delivery partners in Korea, which, at no cost, replaces vehicle parts and materials that wear out - such as brake pads, tires and coolants - for two-wheeled vehicles to increase safety. Now available in 13 regions, the program provides delivery partners with complimentary inspections and essential maintenance services for two-wheel vehicles as we continue to expand its reach.

To create a safer environment for delivery partners, we also signed a Memorandum of Understanding with the Korea Motorcycle Maintenance Association in 2024. Additionally, we signed an agreement with Gyeonggi Province and the Gyeonggido Job Foundation to enhance safe delivery environments. These collaborations offer free motorcycle safety inspections in both summer and winter, along with hands-on motorcycle safety training with the Ministry of Employment and Labor to help partners navigate road risks with confidence. Our seasonal safety programs also include vehicle inspections and checks on exhaust, gas, and noise reduction devices to improve safety and reduce environmental impacts.



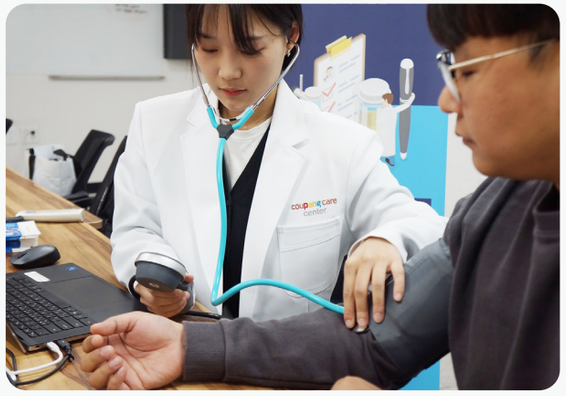
Fostering a Culture of Care Spanning the Globe

At Coupang, we believe that investing in our employees' well-being, both inside and outside of work, is essential to building a strong global organization. Across all of our major geographies, we provide a comprehensive range of benefits that promote health, family life, and long-term engagement while also tailoring programs to meet local regulations and individual needs.

Our health and wellness offerings include annual medical checkups, access to on-site or partnered wellness centers, and confidential counseling through our global Employee Assistance Program. In 2024, this program was available to employees across Korea, Taiwan, the United States, China, Hong Kong, Portugal, and the United Kingdom.

Coupang Care, introduced in Korea and expanded to Taiwan in 2024, builds on these resources as a holistic well-being initiative that strengthens physical, mental, and emotional health. The program offers on-site medical consultations, a 24-hour counseling hotline, and personalized health guidance from medical professionals.

We also help employees care for their families and communities with paid leave for life events, parental benefits aligned with local laws, and, in select regions, flexible work options, daycare support, and sabbaticals. Beyond these essentials, Coupang invests in programs that recognize and enrich everyday life, from financial wellness tools and purchase discounts to meal allowances, club activities, and long-service recognition.







Diversity, Equity, and Human Rights

Advancing Diversity, Equity, and Inclusion

At Coupang, diversity is a source of innovation and strength. In 2024, we increased our investment across Asia to advance opportunities for women by more than $95 million compared to 2023, more than doubling our prior commitment. Women now represent more than 43% of Coupang's global workforce, up 5 percentage points over the last two years, with female tech employees increasing by nearly 55% compared to the previous year. Patent filings by women also increased more than 75% over the past year, reflecting a growing impact on innovation at Coupang.

Employee-led initiatives like CREW (Coupang Rocket Engagement for Women) and the Ads Better Group continue to foster belonging and leadership across teams. In 2024 alone, the Ads Better Group engaged employees through 20 inclusion-focused events, strengthening community and awareness within the business segment, where female representation now exceeds 50%.

As part of our commitment to accessibility, Coupang also became one of the first companies in Korea's retail industry to create dedicated positions for disabled e-sports players in 2024. Through our Inclusive Management Team, Coupang hired 10 employees, including nine players and one captain. The team of disabled e-sports athletes train and compete in titles as they pursue professional e-sports careers. With flexible work-from-home arrangements, players are based across various regions in South Korea. The team has already celebrated early success, including a victory at the Korea-Japan Para Esports Match just months after launch.

43%
female representation in global workforce.

~55%
increase in female tech employees.

Championing Human Rights

At Coupang, respect for human rights is fundamental to how we do business. Guided by our Code of Business Conduct and Ethics, we uphold internationally recognized principles, including the Universal Declaration of Human Rights and the International Labour Organization's Declaration of Fundamental Principles and Rights at Work.

Every director, officer, and employee across Coupang is expected to act with dignity, fairness, and integrity, ensuring that these values are reflected in daily decisions and interactions. Beyond our own operations, we also expect all third parties to act ethically and in alignment with our Code of Business Conduct and Ethics, reinforcing a culture of safety, respect, and inclusion throughout our value chain.



Supporting Our Communities

We are helping communities prosper by creating quality jobs, expanding access to essential and affordable goods, and supporting the small businesses that power local economies. We embrace the responsibility that comes with our scale and the opportunity we bring to our communities to drive lasting, inclusive growth. Through our resources, technology, and expertise, we are expanding into new markets, strengthening local industries, and ensuring that the benefits of progress are shared by all.





Driving Small Business Growth Through Access and Delivery Innovation

Coupang is helping small- and medium-sized enterprises (SMEs) grow by giving them the tools, reach, and support they need to succeed in global markets. Through our one-stop export model, we make it easy for small businesses to sell overseas with comprehensive end-to-end support - including logistics, customs clearance, translation, and customer service. Today, Coupang connects SMEs to customers in more than 190 countries and territories, enabling them to expand beyond their local markets and unlock new growth opportunities.

We've also reimagined traditional online commerce to strengthen local businesses. By streamlining the delivery process through direct sourcing and mobile fulfillment sites, Coupang enables faster delivery of high-volume, locally sourced products. This helps small businesses reach more customers, grow sustainably, and thrive in an increasingly connected marketplace. In 2024, Coupang helped U.S. SMEs export goods and produce overseas. In Korea alone, our purchases from small businesses reached nearly $5 billion. Through our partnerships, Coupang is driving inclusive growth and strengthening local economies. For example, more than 75% of our SME sellers in Korea are based outside Seoul as we support regional businesses and more balanced economic development.

$5 billion
in purchases in Korea were sourced from small businesses.

75%+
of our SME sellers in Korea are based outside Seoul.

Expanding Access to Capital and Market Visibility

We also continue to empower SMEs by providing many different forms of financial and promotional support. This includes early payment programs - accelerating receivables for eligible sellers - along with advertising campaigns that increase product exposure. We also provide access to accounts receivable-secured loans that leverage Coupang's credit profile to unlock new financing opportunities, as well as tailored promotional assistance for retail partners.

Empowering Manufacturers Through Collaboration

In addition, Coupang's Private Label Brand (CPLB) helps manufacturers deliver exceptional products to customers. Together, we combine their expertise in product creation with our operational and technical support. CPLB guides partners on everything from inspection standards and contamination prevention to packaging and freshness control. These collaborations have produced some of Coupang's best-selling items, combining high quality with affordable prices.

For example, in 2024, CPLB partnered with Geumsan County in South Chungcheong Province to develop a new product made with the region's signature ginseng. By pairing Geumsan's centuries-old cultivation techniques with Coupang's marketing and distribution expertise, sales grew by nearly 500% in less than a year compared to the initial launch period.

CPLB suppliers supported more than 27,000 jobs in Korea[1], strengthening local industries and supporting sustainable growth across the supply chain.





[1] As of February 2025.

Strengthening Small Business Success

Coupang's continued investment in small businesses - including direct sourcing, marketing visibility, and streamlined logistics - is helping entrepreneurs scale and succeed. Overall, SME sales on Coupang grew more than 30% year-over-year in 2024 in Korea, significantly outpacing growth in the broader retail sector which recorded a national average growth rate of 1.5%[2]. Coupang's Good Store partners, which are qualifying SMEs promoted by Coupang to increase their visibility, reached $2 billion in cumulative sales. In 2024 alone, product listings on Good Store increased over 25%. Through initiatives like Good Store we are empowering SMEs with the tools, opportunities, and visibility to succeed.

30%+

year-over-year growth was recorded in SME sales on Coupang in Korea in 2024.

25%+

increase in product listings on Good Store in 2024.

[2] Based on Korea Credit Data sales figures.

Case Study



Strengthening Coastal Economies Through Direct Seafood Sourcing

Coupang is helping revitalize coastal communities by bringing locally caught seafood directly from the shore to customers' doors through Rocket Fresh. In 2024, we purchased more than 1,000 tons of fresh seafood straight from regional fisheries, a threefold increase compared to just three years ago. This effort is creating new opportunities for small-scale producers in areas like Taean, Busan, Wando, and Shinan-gun in Korea, where shifting ocean conditions have challenged traditional fishing livelihoods. By optimizing logistics and cutting distribution costs, Coupang makes sea-to-table possible where fresh seafood is caught and delivered to customers within 24 hours, maintaining exceptional quality while expanding the reach of local fisheries.

The diversity of seafood available to Coupang customers has grown dramatically, from only a handful of species in 2021 to more than 30 in 2024, including crab, mackerel, halibut, and abalone.

Boosting Revenue and Employment for Restaurant Partners

We are also helping restaurant owners grow by expanding customer reach and creating new income opportunities. Since introducing free delivery, restaurants outside of Seoul classified as small businesses have seen their revenues increase by 80%. This is impactful for small restaurants in regional cities where access to stable delivery demand directly supports long-term business sustainability. Customer demand has also surged. By making delivery more affordable and accessible, we are helping restaurant owners and drivers benefit from stronger sales and a growing customer base.



Bringing Essential Goods and Jobs to Rural and Mountainous Regions

Coupang is investing in the future by bringing quality jobs and goods to rural and mountainous communities in Korea where many residents face higher costs, limited accessibility, and long delivery times for basic necessities. We are working to expand Rocket Delivery nationwide, making same- or next-day delivery more accessible in areas with shrinking populations. By building and upgrading fulfillment and logistics centers and hiring local workers and delivery drivers, Coupang is helping strengthen local economies and improve quality of life across the country.

About 85% of Coupang's fulfillment and logistics centers are located outside Seoul, and more than 95% of our operations team members work outside of the capital, helping to distribute opportunities nationwide. These facilities not only provide stable, high-quality employment but also serve as regional innovation hubs for training and career development.

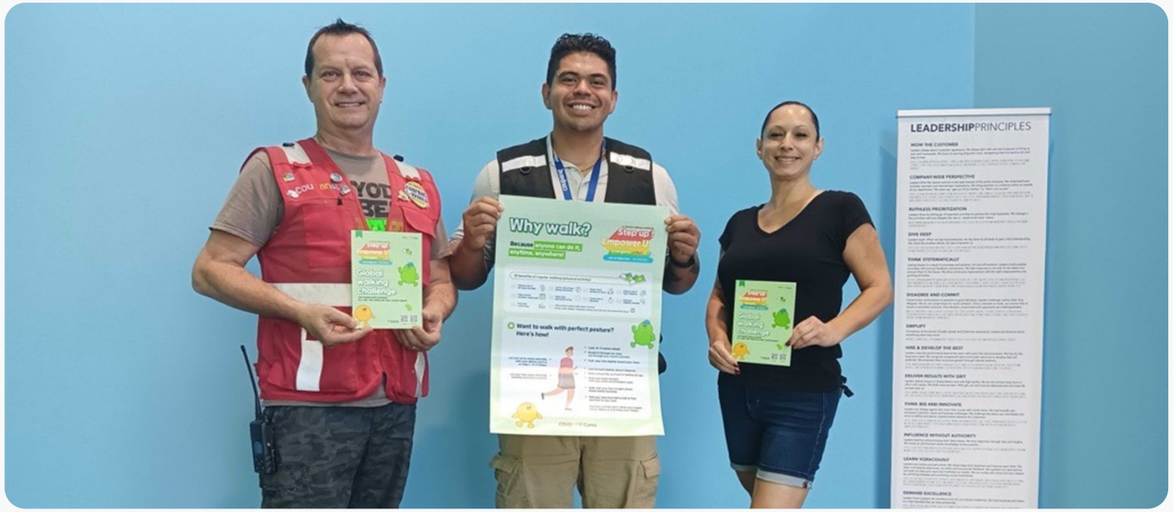
Developing Local Talent Through Education and Innovation

To prepare the next generation of logistics professionals, Coupang is partnering with regional universities to foster expertise in smart logistics, automation, and AI. In 2024, we signed a Memorandum of Understanding with Pyeongtaek University, Baekseok University, and two other institutions to create specialized courses, internships, and career pathways. These collaborations give students hands-on experience with advanced logistics systems and equip them with skills to thrive in a rapidly evolving industry.

Creating Value and Impact

Delivering Greater Value to Every Customer

Coupang continues to strengthen the benefits of our WOW membership program, ensuring that convenience and affordability reach every corner of Korea. In 2024, WOW members collectively saved billions of dollars in benefits. With 99% of orders delivered ahead of the promised delivery time, Coupang is redefining accessibility and reliability, helping Koreans - no matter where they live - enjoy a faster, more connected way of life.



Building Stronger Communities, Together

Our commitment to community extends across every region where our employees live and work. In 2024, teams in Korea, the United States, and Taiwan came together for initiatives that celebrated environmental stewardship, inclusion, and care for others. Employees showed what it means to turn compassion into action - from global blood drives and tree-planting events to welcoming children from underserved communities and powerchair football players to the Coupang Play Series match with Save the Children. In addition, more than 2,800 colleagues joined our Global Walking Challenge, walking together to support UNICEF programs that promote children's health and education worldwide.

When crises struck, we responded quickly. In the U.S., our fulfillment center donated over $95,000 worth of food and essential supplies to support those impacted by the Los Angeles fires. In Taiwan, Coupang contributed over $60,000 to the Taoyuan City Government to aid relief efforts following the Hualien earthquake. Across borders and communities, these collective efforts reflect Coupang's shared belief that when we grow, we grow together.

Our Planet

Coupang's technology-driven model is at the heart of our sustainability story. Our end-to-end system powers Rocket Delivery, cutting the traditional seven-step online commerce journey- from manufacturing to delivery- by nearly half. As we manage everything from sourcing and storage to delivery, we're able to reduce unnecessary transportation and packaging, minimize waste, and lower emissions every day.



Reducing Emissions Through Smart Delivery

Coupang's integrated logistics system is designed to move more with less resources. By consolidating hundreds of packages into a single truckload, this efficiency eliminates the need for consumers to make separate trips to the store for each order, which we estimate results in a reduction of more than 75% in vehicle-related carbon emissions.

In addition, our merged delivery option decreases transportation-related emissions by consolidating multiple orders into a single, scheduled delivery. Through the Coupang app, customers can opt to merge separate orders placed within a compatible timeframe into a single delivery, minimizing redundant trips without compromising customer experience. In 2024, our merged delivery program contributed to a reduction of an estimated 20 million kilometers in total driving distance. This efficiency led to a savings of over 2,500 tons of CO_2 emissions.



Sustainable Packaging and Delivery



Coupang is committed to minimizing our environmental impact by using data-driven packaging systems that optimize packaging size, materials and minimize waste. In 2024, nearly 85% of global shipments were sent without extra box packaging, and one in five products were shipped in their original manufacturer packaging through our Shipping in Own Container (SIOC) model. In Taiwan, SIOC adoption rose by 15 percentage points year-over-year, while our U.S. fulfillment center cut traditional box use by 30% over two years. Through Eco-fresh bags, our reusable cooling bags, Coupang eliminated an estimated 61,000 tons of polystyrene in 2024, and wider use of polybag packaging reduced global cardboard consumption by about 100,000 tons. Together, these innovations make our operations cleaner, more efficient, and better for the planet one package at a time.

75%+

reduction in vehicle-related carbon emissions, driven by consolidated deliveries and fewer trips.



Case Study

Advancing Low-Carbon Restaurant Delivery

Coupang continues to integrate environmental responsibility into our restaurant food delivery network by reducing emissions and improving efficiency. In 2024, our progress was recognized by the Korea Climate Management Award and the Korea Supply Chain Management Society's Industry Award for climate-conscious logistics.

Our upgraded dispatch and route optimization systems reduced average delivery distance per order by 35%, avoiding nearly 10,000 tons of CO_2 emissions in 2024. To accelerate emissions progress, we launched a nationwide discount program enabling delivery partners to purchase electric motorcycles at lower prices. By the end of 2024, 78% of restaurant food delivery in Korea - and 92% in Seoul - were completed by two-wheel vehicles or on foot, significantly lowering greenhouse gas emissions in high-traffic areas.



10,000 tons

of CO_2 emissions were avoided in 2024.



Promoting Sustainable Transportation Through EV Integration

Coupang is investing in infrastructure and operations to enable more efficient, lower-emission last-mile delivery. We have built EV-enabled logistics centers equipped with advanced ceiling charging infrastructure that directly support the deployment of electric vehicles within our Rocket Delivery network. Across Korea, we estimate that approximately one in five last-mile deliveries by independent contractors are now completed using an electric vehicle, and we expect that trajectory to continue. By improving last-mile delivery, where emissions are most concentrated, we can reduce the carbon footprint of our delivery operations.

Coupang is also committed to building a sustainable logistics network in environments such as Jeju Island, aligning innovation with environmental stewardship. Renowned for its pristine coastlines and natural beauty, Jeju is a treasured destination where Coupang is also pioneering greener delivery practices. In 2024, more than 40% of Coupang's deliveries on the island were completed using EVs- supporting Jeju's vision of becoming a leading eco-friendly region- while still providing next-day delivery of everyday items to WOW members.

Emissions

We are designing and deploying systems at Coupang that enhance environmental stewardship while delivering the fast, reliable service our customers expect. Our initiatives range from rethinking last-mile delivery to harnessing operational innovation - driving measurable progress across every stage of the delivery chain. As our business continues to grow and evolve, so does our commitment to long-term climate responsibility. In 2024, our direct greenhouse gas (GHG) emissions totaled 58,911 tCO_2e, while our indirect GHG emissions were 300,639 tCO_2e[3]. In addition, our carbon emissions intensity was 11.88 tCO_2e/1mn USD.

[3] Scope 1 and 2 GHG emissions data was externally verified by DNV, as referenced in the Appendix.

Sustainable Products and Circularity

Making Sustainable Products More Accessible for Everyone

We continue to innovate our sustainable product design by partnering closely with suppliers and leveraging our private-label capabilities. In collaboration with CPLB, Coupang has expanded our portfolio of Eco-Label certified products, from reusable cups and durable kitchen utensils to toilet rolls made with responsibly sourced materials. These products are certified by Korea's Ministry of Environment, ensuring they align with national standards for resource efficiency, recyclability, and low-emissions production. Consumer engagement with our Eco-Label line has been strong and in 2024, 40% of new Eco-Label products ranked among the top 10 best-sellers in their respective categories.

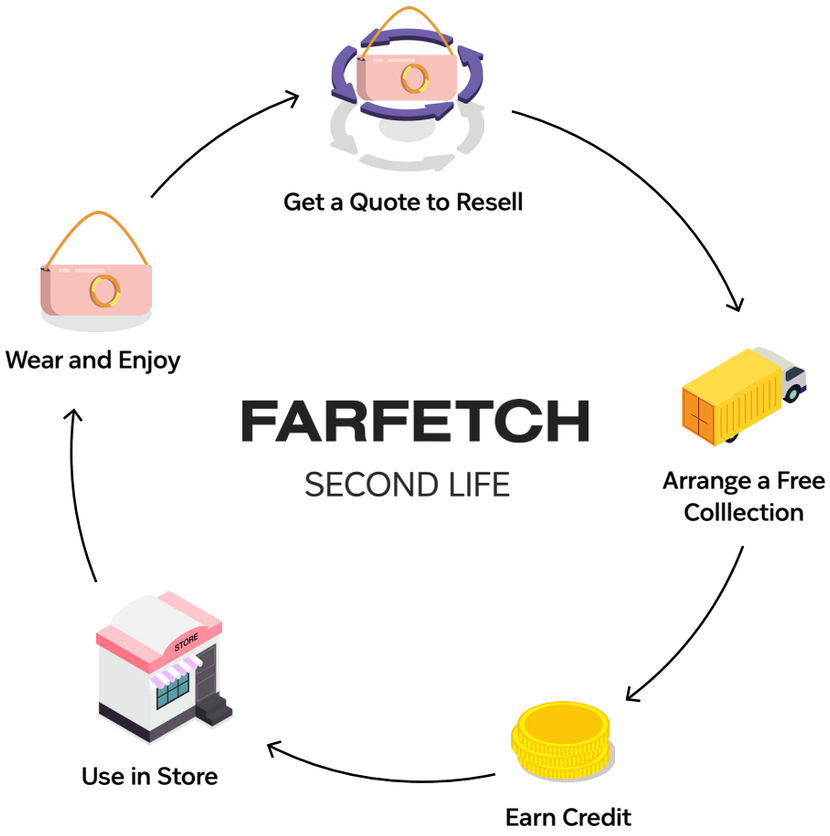
Championing Fashionable Circularity and Operations

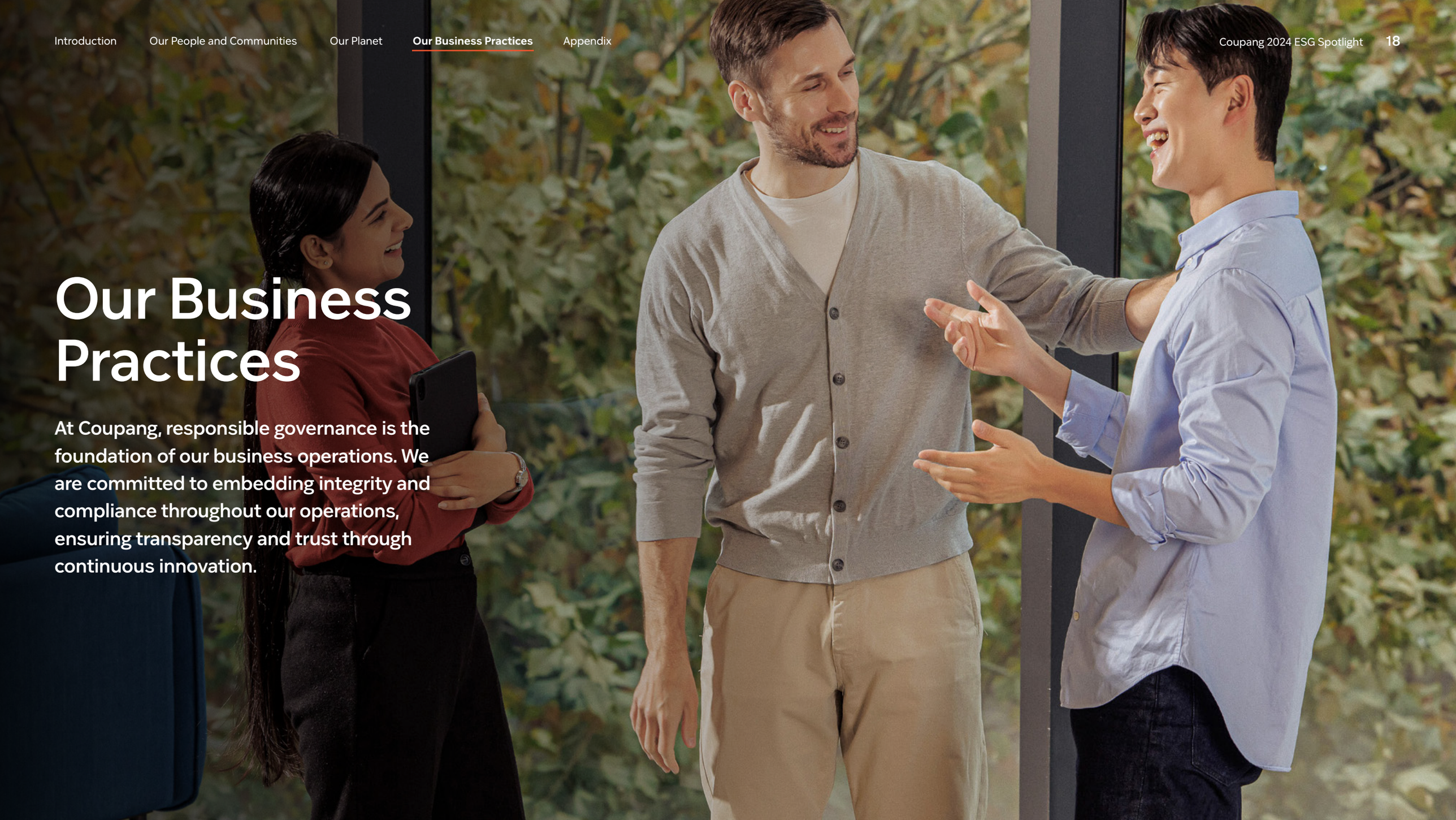
Farfetch, Coupang's luxury fashion marketplace, offers circular services to extend the life of items where we empower customers to resell their pre-owned items in exchange for Farfetch credits. Farfetch Second Life is a buyback service for luxury second-hand bags, while Farfetch Refresh is a closet clear-out service run by our partners which enables customers to refresh their closets by sending in their pre-owned clothes, diverting clothing waste from landfills and incinerators. Interest in pre-owned items has been strong. In 2024, the number of pre-owned products sold on Farfetch increased by more than 60% year-over-year, and more than $2 million in Farfetch credits were provided to customers.

This commitment to sustainability extends beyond products to the way Farfetch operates. At our Guimarães office in Portugal, rooftop solar panels power the site with renewable energy and generate surplus electricity. Since 2022, this initiative has helped avoid over 200 tons of CO_2 emissions, advancing our goal of building a more sustainable, more circular future across every part of our business.

60%+

year-over-year growth in pre-owned product sales on Farfetch in 2024.





Our Business Practices

At Coupang, responsible governance is the foundation of our business operations. We are committed to embedding integrity and compliance throughout our operations, ensuring transparency and trust through continuous innovation.

Governance

Leadership Oversight

Our Board provides oversight of risk management, while the Chief Executive Officer (CEO) and senior management assess and manage financial, regulatory, technological, competitive, and operational risks that we may face in executing our business plans. Beyond risk oversight, the Board is responsible for reviewing, approving, and monitoring the Company's fundamental financial and business strategies; selecting and overseeing senior management; and establishing and overseeing processes to maintain the Company's integrity. In 2024, 75% of our Board of Directors identified as ethnically diverse and 25% are women. In addition, 88% of our Board was independent. For more information, including the roles and responsibilities of each of our Board committees, please visit our website.



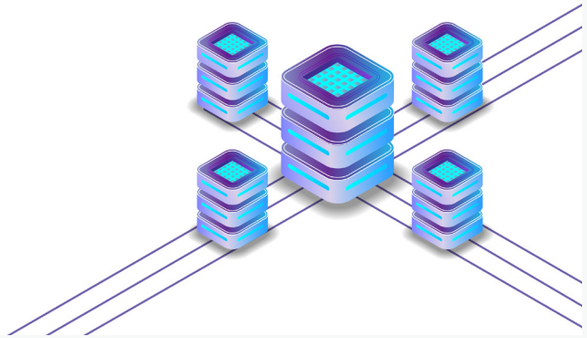
Ethical Management

Coupang is committed to conducting business in an ethical, transparent, and professional manner - ensuring compliance with laws, regulations, and internal policies. This commitment applies to relationships within the company and with our customers, suppliers, merchants, and other third parties. For example, we have various "Speak-up Channels" empowering our employees and business partners to anonymously report any unfair practices or ethical issues they may observe. We also offer a dedicated website, email, and phone numbers available in 11 countries. Additionally, all Coupang employees receive systematic training on our Code of Business Conduct and Ethics, and other compliance policies including anti-corruption, human resources, fair trade, privacy, and financial crimes. In 2024, we achieved a completion rate of 99% among employees required to complete ethics and compliance training, ensuring that ethical conduct is embedded across our global operations.

Safeguarding Trust Through Cybersecurity

Coupang recognizes the critical importance of cybersecurity in protecting the personal information of our employees, customers and partners. To this end, we have established a comprehensive risk management framework that diligently assesses, identifies, and manages cyber threats. This framework is rigorously enforced through regular audits, vulnerability scans, and penetration testing. We also engage certified third-party assessors to conduct annual reviews aligned with industry-recognized standards[4] as required by applicable regulations and certification scope.

In November 2025, Coupang disclosed a data incident involving unauthorized access to customer information including name, phone number, delivery address, and email address. No Coupang customer payment card information or login credentials were obtained or otherwise compromised. We are taking comprehensive steps to address the incident while continuing to strengthen our information security safeguards. Protecting personal information and maintaining customer trust remains a top priority.



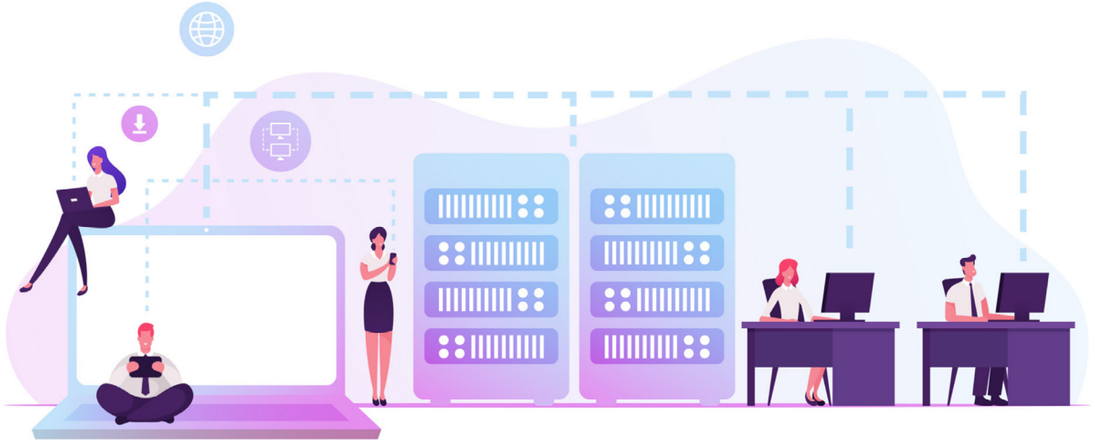
[4] ISO 27001, 27017, 27701, and ISMS-P.

Global Security

At Coupang, our Coupang Global Security (CGS) organization is at the forefront of security, resilience, and corporate responsibility. Comprised of world-class security professionals, our team plays a vital role in crisis management, business continuity, corporate security, supply chain asset protection, and security and loss prevention - ensuring that our people, assets, and brand are safeguarded at all times.

Recognizing the need for a more resilient and prepared enterprise, CGS operates a comprehensive Business Continuity Management program spanning the entire organization. This initiative includes conducting Business Impact Analyses and Risk Assessments across all key business functions, developing robust continuity strategies to mitigate operational disruptions, and implementing new technology and solutions to enhance collaboration and ensure seamless communication during crises. With this structured and scalable approach, we are embedding resilience into the core of our operations, ensuring that our business can withstand and recover from disruptions while maintaining service continuity.

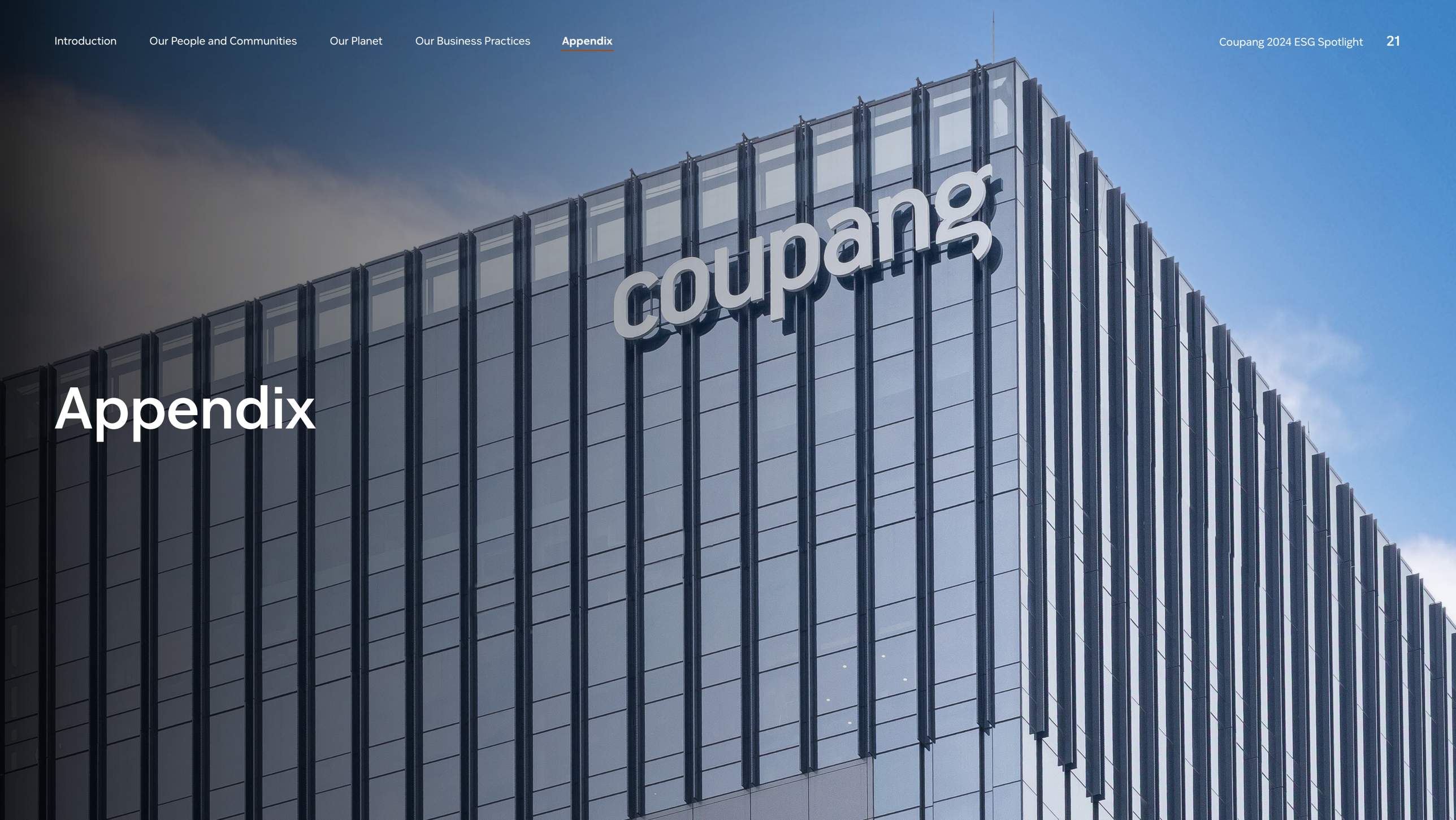




Privacy Notice

Coupang has established and publicized its Privacy Notice to support the transparent processing of the personal information of customers, sellers, suppliers, and employees. We strive to guarantee the data subjects' rights promptly and effectively in accordance with all applicable regulations and laws and make data privacy a priority. We also regularly review our privacy policies, guidelines, and procedures in accordance with legal requirements. In addition to conducting annual reviews, the team continuously monitors regulatory changes and incorporates updates.

To uphold this commitment, we regularly review our privacy policies, guidelines, and procedures in accordance with legal requirements. In addition to conducting annual reviews, the team continuously monitors regulatory changes and incorporates updates.



Appendix

Assurance Statements

DNV

INDEPENDENT VERIFICATION OPINION

COUPANG INC.

Introduction

DNV Business Assurance Korea Ltd. ("DNV") was commissioned by Coupang Inc. ("The 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 the 'WRI/WBCSD GHG Protocol: A Corporate Accounting and Reporting Standard ', 'IPCC Guidelines: 2006'. The Company has full responsibility of the GHG statement. According to the 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 : Coupang Inc. and its domestic and foreign subsidiaries
- 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 Limited Level of assurance. We 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 the following:

- The adequacy of GHG data control, collection and emission calculation and reporting 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_2 equivalent)

2024	Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total Emissions*
Coupang Inc.	**58,911**	**300,639**	**359,528**

* The reported total emissions may differ from the sum of direct and indirect emissions due to the application of summation standards following truncation at the business site level.

2025. 7. 25
Lee, Jang Sup
Country Representative
DNV Business Assurance Korea Ltd.

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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PRJN-891777-AST-ENG

Greenhouse Gas Emissions Assurance

DNV

WHEN TRUST MATTERS

Independent Verification Limited Opinion

To the Management of Coupang Inc.

DNV Assurance Korea ("DNV", "us", "we") were engaged by Coupang Inc. ("Coupang", "the company") to conduct a limited assurance engagement over selected information presented in Coupang's 2024 ESG Spotlight ("Report") and selected information, covering the reporting year ended 31st December 2024.

Our Conclusion: Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information is not fairly stated and has not been prepared, in all material respects, in accordance with the Assurance Standard. This conclusion relates only to the Selected Information, and is to be read in the context of this Independent Limited Assurance Statement, in particular the inherent limitations explained overleaf.

Selected Information

The scope and boundary of our work is restricted to the Key Performance Indicators (KPIs) included within Coupang's 2024 ESG Spotlight (the "selected information").

The KPIs subject to verification are those disclosed in the Report, specifically within the following sections and pages. The verified KPIs are grouped as follows, as disclosed in the Report:

- About Coupang & Letter from Management 7 KPIs: pp. 3, 4
- Our People and Communities 26 KPIs: pp. 5, 6, 7, 9, 10, 11, 12, 13
- Our Planet 19 KPIs: pp. 14, 15, 16, 17,
- Our Business Practices 3 KPIs: pp. 19

All other data and information in the Report that are not part of these KPIs are excluded from the scope of this assurance engagement.

Our observations and areas for improvement will be communicated separately to Coupang Management and do not affect our conclusion set out below.

- Within the scope of this data-only assurance, we verified that the selected KPIs were measured, recorded, and reported in a manner that supports their reliability and accuracy.
- The verification was limited to the finalized figures and supporting evidence for the specific KPIs listed in the scope.
- No assessment was made regarding the overall ESG data management system or procedures beyond the selected information.

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Standard and level of assurance

We performed a limited assurance engagement for Data Only Verification in accordance with DNV's sustainability assurance protocol, VeriSustain V6.0, which incorporates international standards such as ISAE 3000 (IAASB). DNV assessed whether the data complied with the principles of Reliability and Accuracy, as specified for data-only engagements under VeriSustain. DNV applies its own quality management standards and compliance policies in line with ISO/IEC 17029:2019, maintaining a comprehensive system for ethical, professional, legal, and regulatory compliance.

The scope of this assurance excludes subsidiaries, affiliates, business partners, and third parties outside the reporting boundary, as well as Coupang's financial statements and disclosures to regulatory authorities. All data and information in the Report that are not part of the KPIs in scope are excluded.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement; and the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our opinion, so that the risk of this conclusion being in error is reduced but not reduced to very low.

Limitations

The engagement is limited to the verification of data points reported in Coupang's 2024 ESG Spotlight, based on finalized figures such as those for the data collection period. DNV does not guarantee the reliability of the data if any material discrepancy that could impact the results is subsequently brought to our attention after verification is completed. This assurance engagement does not include any matters related to the customer information breach reported by Coupang on November 18, 2025, nor did DNV assess Coupang's information security management systems.

Basis of our conclusion

We are required to plan and perform work to consider the risk of material misstatement of the Selected information; our work included, but was not restricted to:

- Conducting interviews with Coupang's ESG data managers to understand key processes for reporting selected information. Performing an on-site review at the Jamsil office on November 14th to assess site-level data management.
- Performing limited substantive testing to confirm that selected information was appropriately measured, recorded, and reported.
- Reviewing the specified data collected at corporate level and statements made in the Report.
- Reviewing that the evidence, measurements and their scope provided to us by Coupang is prepared in line with the Assurance Standards.
- Assessing the appropriateness of the Criteria for the Selected Information, limited to the principles of Reliability and Accuracy.

DNV Business Assurance Korea
Seoul, Korea
15th December 2025

Country Representative
Jang-sup Lee

Responsibilities of the Management of Coupang and DNV

The Management of Coupang have sole responsibility for the performance results disclosed in the 2024 ESG Spotlight, DNV conducted the verification of Coupang's GHG emissions; however, we consider that this does not affect the independence or impartiality of our assurance of the Report. The verification was conducted on the assumption that the data and information provided by Coupang to DNV were complete, sufficient, and accurate. DNV expressly disclaims any liability or co-responsibility for any decisions made by individuals or organizations based on this Independent Verification Opinion.

Competence and Independence

DNV's established policies and procedures are designed to ensure that DNV, its personnel, and, where applicable, all other relevant individuals (including personnel of other DNV entities) are subject to independence requirements and maintain independence in accordance with relevant ethical standards. This assurance engagement was conducted by an independent team of verification professionals with expertise in greenhouse gas and sustainability assurance.

DNV – Supply Chain and Product Assurance

DNV Business Assurance Korea Ltd. is part of DNV Group, a global provider of certification, verification, assessment and training services, assisting customers to achieve sustainable business performance.

Supply chain and product assurance - DNV - DNV

Third-Party Assurance

Forward-Looking Statement

This ESG Spotlight does not cover all information about our business, and inclusion of information herein is not an indication that the subject or information is material to our business or operating results for purposes of U.S. securities laws and regulations. This ESG Spotlight represents current Coupang policy and intent and is not intended to create legal rights or obligations. Statements other than statements of historical or current facts, including statements and images about our ESG targets, goals, initiatives, commitments and programs, and other business plans, initiatives, and objectives are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 and are based on Coupang management's current assumptions and expectations. These statements are typically accompanied by the words "aim," "believe," "can," "commit," "ensure," "goal," "anticipate," "drive," "expect," "intend," "mission," "project," "seek," "target," "estimate," "hope," "may," "plan," "strive," "will," or other similar words. All such statements are intended to enjoy the protection of the safe harbor for forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements are inherently uncertain and difficult to predict and our actual future results, including the achievement of our targets, goals, or commitments, could differ materially from our projected results as the result of a variety of factors, including, but not limited to, changes in circumstances, assumptions not being realized, changing climate-related conditions and weather events, scientific or technological developments, evolving sustainability strategies, changes in carbon markets, evolving government regulations or policies, our expansion into new products, services, technologies, and geographic regions, or other changes in circumstances or other risks, uncertainties, and factors, many of which are outside of our control. Such risks, uncertainties and factors include the risk factors discussed in Item 1A of our most recent Annual Report on Form 10-K and in subsequent filings with the Securities and Exchange Commission.

We urge you to consider all of the risks, uncertainties, and factors identified above or discussed in this ESG Spotlight carefully in evaluating the forward-looking statements therein. Coupang cannot assure you that the results reflected or implied by any forward-looking statement will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects. Unless expressly stated otherwise, the forward-looking statements in this ESG Spotlight are made as of the date identified in the document, and we undertake no obligation to update or revise these forward-looking statements to reflect subsequent events or circumstances. This ESG Spotlight may contain, or incorporate by reference, public information not separately reviewed, approved, or endorsed by Coupang, and no representation, warranty, or undertaking is made by Coupang as to the accuracy, reasonableness, or completeness of such information. Standards of measurement and performance made in reference to the goals, aspirations, and objectives referred to in this ESG Spotlight are developing and based on protocols, processes, and assumptions that continue to evolve and are subject to change in the future, and no assurances can be given that any plan, initiative, projection, goal, commitment, expectation, or prospect set forth in this ESG Spotlight can or will be achieved.


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