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Responsible for the CSR report: Board of Management & CSR Team, led by Roland Muszkiewicz

Report released in May 2021

PROUD GLOBAL DOOSAN

Doosan Way

Leading Global Company for CSR

To be recognised as an outstanding employer and exemplary corporate citizen

Growth of Business



Growth of People

People

are at the centre of everything we do. That is why we place greatest importance on creating an environment for the people we work with that promotes motivation and creativity, as well as sets the highest standards for personal well-

Sustainability

is the foundation of our business model. Our products, services and processes are designed to reduce our environmental impact. We thus pursue a consistent reduction of our CO₂ footprint across all our operations.

Community

reflects our attitude. Wherever possible, we aspire to make a positive difference for others.

CEO Message about the CSR Strategy & Goals



Doosan Lentjes

Estimated Readers,

We are very pleased to share with you our Corporate Social Responsibility (CSR) Report of 2020. 2020 was a special year for all of us, presenting us with unprecedented challenges in the context of the global corona pandemic.

Many of our planned CSR activities were not feasible due to health and safety reasons and corresponding contact restrictions as well as lockdowns. However, we did not stand still but have used this situation to further develop our social responsibility strategy. The aim was to establish an even clearer link to our business activities. We now aspire to state more clearly than ever that we see CSR activities not as an "add on" but as a component firmly integrated into our core business processes.

We take our corporate responsibility very seriously: As an "admired corporate citizen" we aspire to create a world driven by mutual respect. In this world, people live and do business in harmony with the environment and nature. To this end, our CSR strategy is based on three key pillars that have been adapted in line with these goals.

The first pillar addresses issues related to people. People are at the heart of everything we do. Our efforts are focused on all the people we influence through our corporate existence. The aim is to create an environment that promotes motivation and creativity and gives top priority to physical and mental well-being.

The second pillar focuses on sustainability. Here, we not only implement individual measures to improve our environmental performance, but also understand sustainability as the basis of our business model and activities. Along our entire value chain, we prioritize the highest environmental standards and the reduction of our carbon footprint.

Charity forms the third pillar on which our CSR activities are built. With this element in our social responsibility strategy, we follow our conviction that it is our corporate duty to make a positive difference for others. In doing so, we do not limit ourselves to our community, but help where help is urgently needed. Here, too, we do not implement measures from the top down, but do so together with our employees.

Our efforts join those of our colleagues in the global Doosan Group. Together, we aim at becoming a leading company for CSR.

We now hope you enjoy reading this report. For more detailed information, please also look at the Integrated Report of our parent company Doosan Heavy Industries & Construction.

Stay healthy and best regards

Thomas Stetter Chief Executive Officer



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Company Profile & History

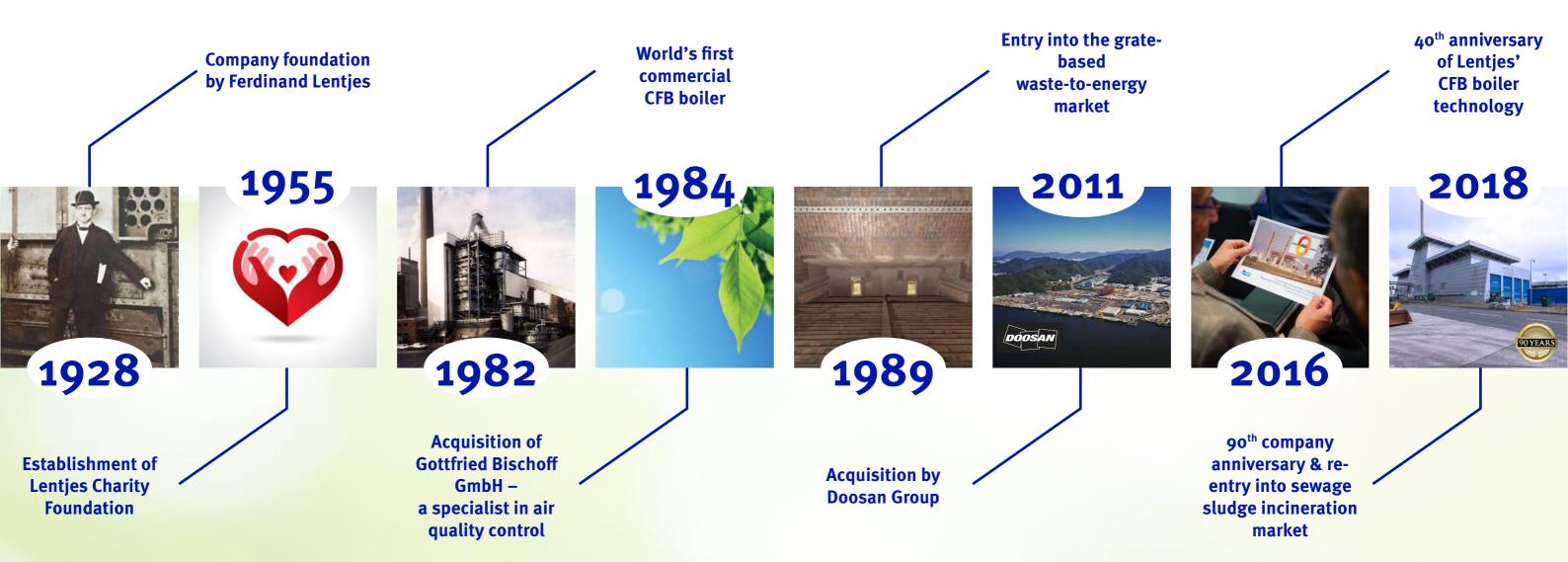
Doosan Lentjes provides proprietary environmental technologies for thermal waste treatment and power generation. Our areas of expertise include the incineration of renewable fuels such as waste, sewage sludge and biomass, heat recovery systems and flue gas cleaning equipment. We deliver flexible solutions for long-term waste disposal safety and climate-friendly steam and power generation.

As a member of the global Doosan Group, Doosan Lentjes is part of a strong international network of companies providing complementary technologies, skills, and value to customers the world over.



Doosan Lentjes GmbH

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Business Performance & Strategy

The Doosan Lentjes Group is active in international plant engineering and is involved in the sale, planning, construction, and commissioning of complete and/or partial plants in the field of environmental technology. In addition to the headquarters in Ratingen, Germany, the company has branches in the Czech Republic and Poland.

There are bidding and execution projects in Western and Eastern Europe as well as Asia. Accordingly, developments in the global framework conditions are of importance to Doosan Lentjes.

The general conditions for 2020 were significantly influenced by the global Corona pandemic, which first became known in China at the beginning of the year and then also appeared in Europe in mid-February. Given the dynamics of the spread, the difficulty in protecting people from transmission, and the dangerous nature of the virus, governments and national authorities took measures that extremely restricted public life and had a major negative impact on the economy. These included, for example, stopping entry and exit, closing national borders, thinning out air and rail traffic, ports and public facilities, and cancelling trade fairs and events of all kinds. Among many other industries, plant engineering was also affected by the Corona pandemic. However, it is also apparent that waste-to-energy projects are nevertheless usually continued due to their long development times. However, this only applies to sales markets where the technology is already established. In countries where the technology is new, however, projects are increasingly being stopped with reference to the impact of the pandemic. Thus, there are signs of a focus on Europe and in power plant construction specifically for the biomass market in Japan.

Doosan Lentjes is involved in projects as technology provider, EPC (engineering, procurement, and construction) or general contractor. The latter includes also, but is not limited to, Doosan Heavy Industries & Construction, to which Doosan Lentjes has belonged since 2011.

As a member of the Doosan Group, Doosan Lentjes has access to its manufacturing facilities in Korea, India, and Vietnam. Plant components designed by Doosan Lentjes are either manufactured there or by subcontractors and delivered to the construction site. Ongoing supervision of manufacturing and assembly is provided by Doosan Lentjes.

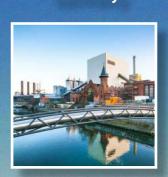
Doosan Lentjes also offers pure engineering services. Customers request additional engineering services, such as for feasibility studies and planning services, which can lead to follow-up orders in the above-mentioned form. Doosan Lentjes has two proprietary laboratories for carrying out experimental investigations, in which process developments and optimizations as well as fluid mechanical investigations on models are carried out. In addition, theoretical and computational approaches are used to investigate ways of improving operating performance and costs, for the technologies offered by Doosan Lentjes.

Doosan Lentjes strongly believes in the "2G" approach developed by the Doosan Group, which sees business growth as a result of employee development and vice versa. Knowing that employees are the most important resource, Doosan Lentjes offers them exciting projects and the opportunity to develop and take on responsibility.

Waste-to-energy plant in Krakow, Poland



Combined heat and power plant in Berlin, Germany



Sewage sludge incineration plant in Belfast, Ireland



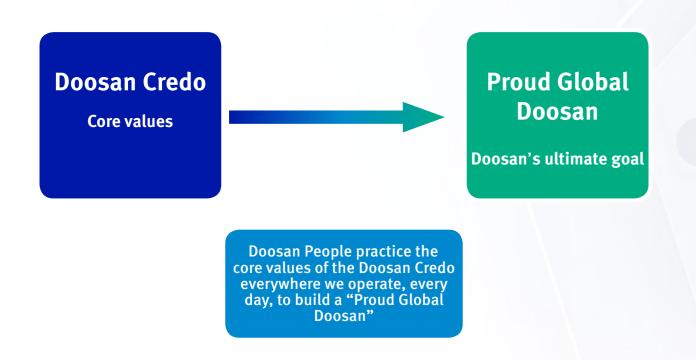


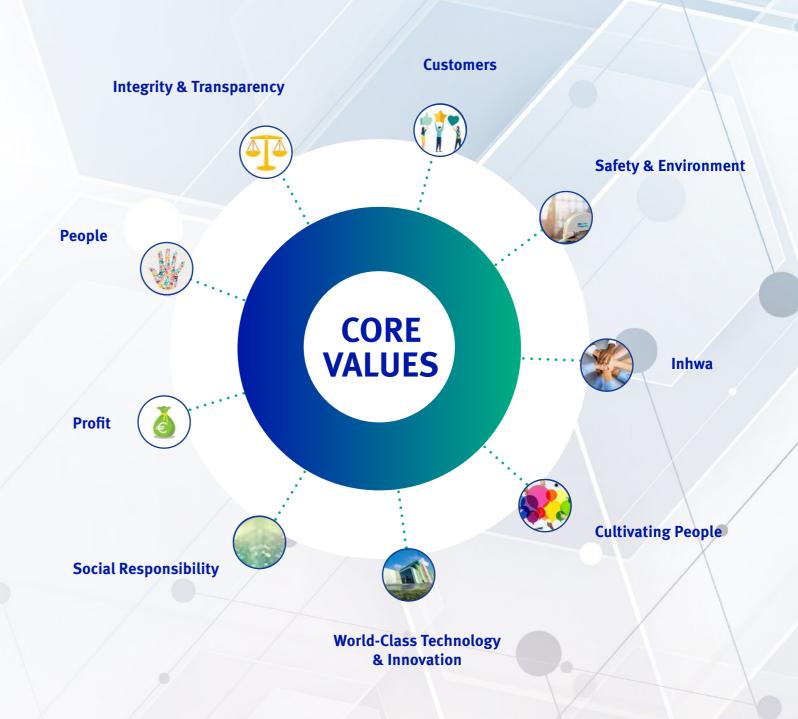
Manufacturing facilities of Doosan Heavy Industries & Construction in Changwon, Korea

Doosan Credo

Doosan Lentjes is committed to the Doosan Credo, which represents our corporate philosophy. The Doosan Credo is the DNA of our business activities and is the guideline for all our behaviours and decisions.

We practice these core values wherever and whenever we operate to achieve our ultimate goal, which is to build a "Proud Global Doosan" – a leading innovator of products and services that improve the quality of life for people and communities around the world. In doing so, we are always mindful of ethical and social responsibilities and commit to sustainable and legally compliant business practices along our entire value chain.





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Management System & **Stakeholder Communication**

Doosan Lentjes has developed its CSR strategy based on the interests of its stakeholders. The Integrated Management System (IMS) as a strategic management tool, summarizes methods and tools for compliance with the respective requirements from different areas such as quality, occupational safety and health and environment in a uniform structure and forms the basis for all management decisions. The IMS of Doosan Lentjes is certified by TÜV in accordance with applicable guidelines as per ISO 45001:2018 (occupational health and safety), ISO 9001:2015 (quality) and ISO 14001:2015 (environmental protection).

We use a variety of carefully selected communication channels to engage with our stakeholders. The primary objective of our corporate governance efforts is not only to meet expectations but also to exceed them. The individual stakeholders and the communication channels used in each case are shown in the illustration.





TYPE OF STAKEHOLDER

INDIVIDUAL STAKEHOLDER

COMMUNICATION **CHANNELS**

Shareholders



- Doosan Heavy Industries & Construction
- Personal meetings / video conferences
- Workshops
- Intranet

Customers



- Doosan Heavy Industries & Construction
- **EPC** companies / utilities / IPPs
- Waste management companies
- Local / regional governments
- Roadshows, exhibitions & conferences
- Personal meetings / video conferences
 - Local & global trade press
 - Website & social media

Employees



- Headquarter employees
- Branch offices' employees
- Subsidiaries' employees
- Staff assemblies
- **Health & Safety Committee**
- **Work Council meetings**
- Intranet & staff magazine

Suppliers



- National & international suppliers
- Strategic partners
- Occupational medical services
- **Manufacturers Doosan Group**
- Trade shows
- Conventions & expert conferences
- Local & global trade press

Local Community



- Local residents
- **Social organisations**
- NGO's

- Programs affiliated with social welfare centres
- Local business forum
- Social day
- Local media

Government/ **Authorities**



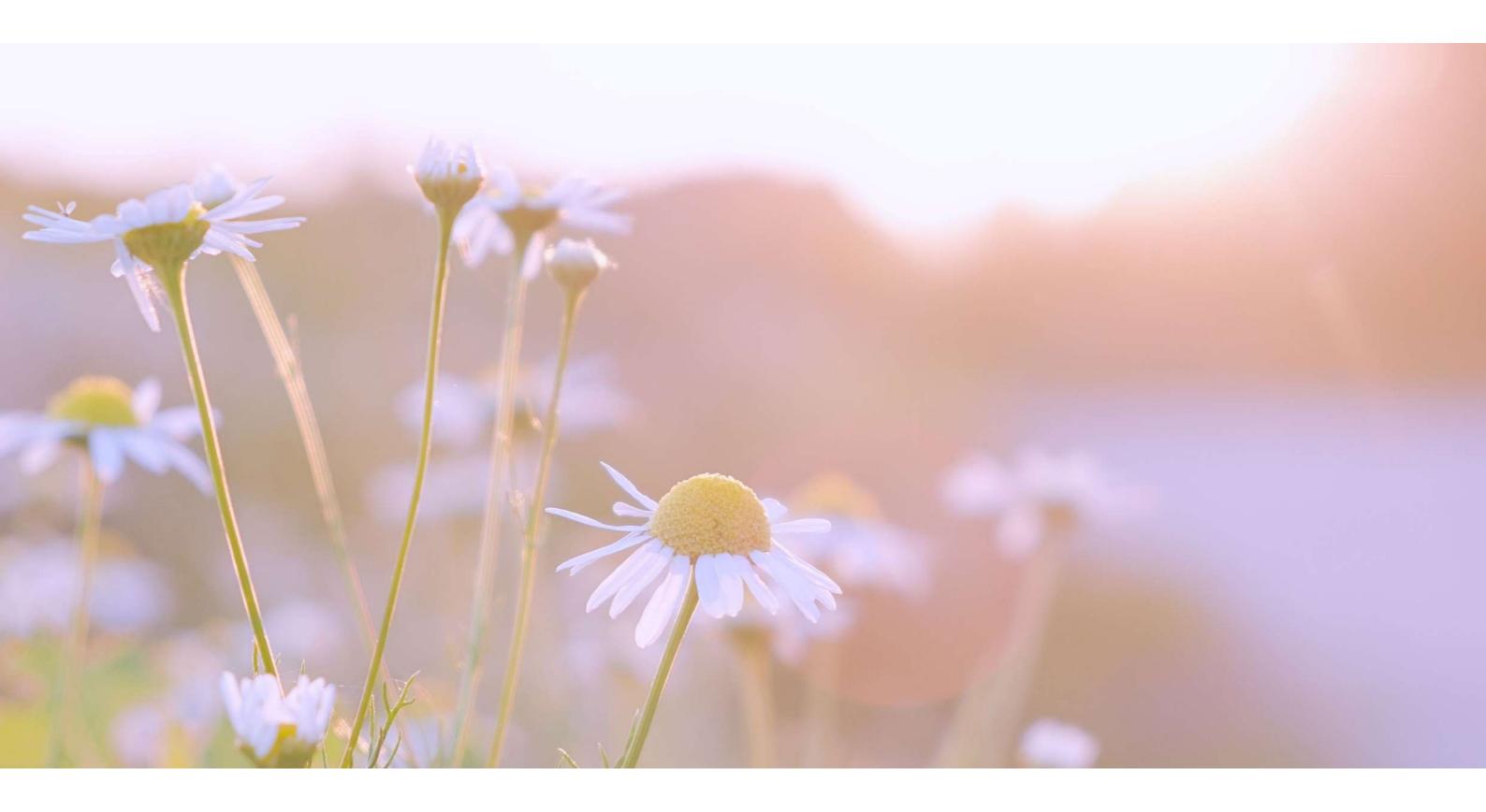
- Central / local governments
- **Authorities / related organisations**
- Insurance companies
- **■** Website
- Local & global trade press
- Trade associations

Competitors



- National & international competitors
- **Exhibitions & conferences**
- Local & global trade press
- Website & social media
- Trade associations

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Implementation of the global CSR Strategy

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Environmentally-sound waste disposal and power generation solutions

For Doosan Lentjes, protecting people and the environment is a top priority, anchored in the business model. The company's environmental technologies contribute in various ways to reducing humanity's ecological footprint and to shaping a green and healthy future for human beings.

Our grate-based waste-to-energy (WtE) technologies help to ensure a circular, low-carbon and low-emission waste disposal in line with the European Waste Hierarchy. However, only waste that cannot be recycled, i.e. residual waste, is fed into this process. The thermal treatment reduces the volume of waste by more than 90%, thus reducing the landfill areas required. This has a positive impact on the environment, as landfilling produces toxic methane gases (greenhouse gases) that are 86 times more harmful than CO₂ over a 20-year period.

The technology also helps to exploit the resource potential of the waste: The WtE process converts the waste, around 60% of whose contained energy comes from sustainable sources, into heat, steam, and electricity. This saves CO2 emissions that would otherwise be generated by incinerating fossil fuels. The recovered energy can be used for domestic or industrial applications. In addition, the ash produced during the combustion is increasingly fed into recycling processes. The recycled metals and minerals can be used for various purposes, e.g. as road construction materials, additives for cement raw materials and in concrete production.

Our solutions for the mono-incineration of sewage sludge, based on bubbling bed technology, help to ensure a sustainable and safe disposal of municipal sewage sludge. Sewage sludge contains valuable phosphorus, which is listed by the EU as a critical raw material and which cannot be recovered by co-incineration, but only by mono-incineration.

In addition, sewage sludge contains significant amounts of harmful endocrine disruptors, such as painkillers, ovulation inhibitors, and antibiotics. When disposed of in simple landfills or applied in agriculture, the endocrine disruptors therefore remain in the food chain and can cause serious damage to human health by disrupting growth and development or negatively affecting reproduction. However, our sewage sludge incineration processes contribute to the destruction of these substances through the high temperatures and thus remove them from the chain.

With our circulating fluidised bed (CFB) boiler technology, we offer a flexible solution for the (co-)combustion of alternative fuels. These include Solid Recovered Fuels (SRF) and Refuse Derived Fuels (RDF), biomass, paper sludge or waste coal, petroleum, and refinery by-products. These fuels not only contain valuable energy that can be used to make efficient use of existing resources. Their use also supports efforts to become less dependent on fossil fuels and to shape the global energy transition. In addition, feeding these products into thermal recycling enables a reduction in landfill requirements, which has a positive impact on the methane gas balance. A low combustion temperature of 850° and a staged air supply prevents the formation of thermal NO_x. By adding limestone directly into the furnace, sulphur dioxide emissions can be reduced.

For WtE and sewage sludge incineration plants, power stations as well as industrial facilities, Doosan Lentjes offers modern flue gas cleaning systems. These ensure compliance with the revised, more stringent BREF (Best Available Techniques Reference Documents) emission directives of the EU. Depending on the application, emerging pollutants such as acid gases, hydrocarbons, heavy metals, and nitrogen oxides (NO.) are reliably removed.

We are proud that our environmental technologies support the ideas of a circular economy and make an important contribution to the implementation of the energy transition.



Environmental Management

Doosan Lentjes has implemented an environmental management system that aims to reduce the environmental impact of the business activities and processes. In doing so, our environmental management system is certified by TÜV Nord in accordance with the revised ISO 14001:2015, which means our efforts are in line with internationally recognized standards. The standard gives priority to continuous improvement of environmental performance, which we prove to achieve with the measures we implement.

Initially, our focus is on the consistent optimization of our products and technologies from an environmental perspective. In doing so, we consider the entire cycle of our plants from engineering and planning through operation to demolition. Regarding engineering, we strive to consistently reduce the need for building and construction materials for our plants, for example through resource-saving value engineering.

We have implemented various projects in our product areas. For example, the design of our waste-to-energy boilers was optimized. The aim was to increase the overall efficiencies of boiler and process in order to better exploit the performance potential of the steam generated from the fuel used.

Apart from this, we have further optimized our flue gas cleaning systems to ensure compliance with even stricter emission requirements. Our new plant configuration with multiple cleaning stages makes it possible to achieve emission limits largely below the revised EU BREF emission values (Best Available Techniques Reference Documents). These improved concepts will be applied, e.g., in new waste incineration plants in Dinslaken, Germany and Olsztyn, Poland, which will be among the first of their kind to be BREF-compliant. Multi-stage flue gas cleaning systems, which Doosan Lentjes was commissioned to supply during the reporting period, will reliably remove acid gases, hydrocarbons, and heavy metals as well as nitrogen oxides.

Furthermore, Doosan Lentjes has implemented a project to optimize the design of its dust filters. The aim was to minimize the insulating surfaces. By means of value engineering, more than 10% of the material used could be saved.

In addition to these measures, another focus is on improving internal communications in the area of environmental protection. Reports on environmental issues are published regularly via internal communication channels such as the intranet or the employee magazine. The aim is to raise awareness of environmental issues among the workforce and promote environmentally conscious behaviour.





Code of Conduct for Contractors

Our "Code of Conduct for Contractors of Doosan Lentjes" has been developed to ensure that our sub suppliers or service providers fulfil highest standards through their part of the value chain. The paper defines our basic requirements in the areas of human rights working conditions, the environment and corporate integrity. It is based on the Doosan Code of Conduct, which outlines the guidelines for responsible corporate governance that apply to all Doosan subsidiaries, and the principles of the United Nations (UN) Global Compact.

Human right topics comprise the prohibition of child and forced labour, as well as the freedom of employees to associate with each other and bargain collectively. What is more, employees must not be discriminated against because of their skin colour, gender, language, religion, or a number of other distinguishing factors. Our suppliers also need to commit to provide a workplace free of harassment and abuse and need to pay their employees' working time according to applicable laws or industry standards. In addition, it shall be ensured that a safe and healthy working environment is provided, including protection against fire, accidents, and toxic substances. Our contractors must also maintain awareness of current environmental requirements regarding the ecological impacts of their activities, products and services and ensure compliance with the law. And it is important, that companies intending to work for us follow ethical approaches in every aspect of their business, including relationships, practices, sourcing, and operations. In this context, the business integrity is to be guaranteed, relevant information to be disclosed and Intellectual Property to be protected.

In negotiations and when awarding contracts with our subcontractors and service providers, their signature is required under the "Doosan Lentjes Code of Conduct for Contractors", thus promoting awareness and a more intensive discussion of the issues addressed.



Credit: United Nations



Company Bikes

Since 2020, Doosan Lentjes has offered its employees the opportunity to purchase high-quality leased bicycles or e-bikes through the company. The company bicycles can be used in both a professional and private context. Other family members can also take advantage of the offer.

With the offer, the company wants to specifically promote the health of its employees. The company bicycles enable greater integration of exercise into everyday (work) life and increase resilience and motivation.

In addition, sustainable mobility management makes an important contribution to air pollution control and traffic relief, which is especially important in metropolitan areas such as the Rhineland / Ruhr region. Company bicycles produce no exhaust gases, cause no traffic jams, make no noise and are not responsible for parked-up areas. Nevertheless, they guarantee mobility – a concept that we would like to continue to support and expand in the future.





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Electric Cars

Doosan Lentjes is in the process of replacing its fleet of company cars with environmentally friendly (partially) electric drive systems (e-cars and hybrid vehicles). Vehicles should have lowest possible CO₂ emissions and comply with energy efficiency class A, or at least class B.

In the reporting period, 9 out of 25 company cars were already replaced by (partially) electric systems. These models emit less than <0.521 g/km CO₂ emissions.

In addition, efforts are currently being implemented to install charging points for the cars at the company site that run on green electricity.





Health & Safety

Our occupational health and safety management system is certified by TÜV Nord as compatible with the requirements of the new ISO 45001 – an international standard that replaced the previous OHSAS 18001 at the end of 2020. We have therefore proven that we effectively integrate occupational health and safety procedures into our corporate practices.

In order to prevent accidents on construction sites in which Doosan Lentjes is involved, we develop a holistic HSE (Health, Safety and Environment) plan for every contract we execute. It defines basic principles and procedures to be followed in relation to safety, health, and environment. Both employees and subcontractors must be aware of the established rules and strictly adhere to them. A zero-tolerance policy is applied during implementation and, thus, unsafe acts or dangerous behaviour by individuals on the construction site is being penalized. The system uses color-coded cards, including white, yellow, or red cards, which are issued depending on the severity of the misconduct. White cards are issued, for example, when employees fail to keep a work area clean and safe, fail to wear safety glasses on site, or use stairs without holding onto handrails. Issuance of a White Card results in a verbal warning. Using mobile phones while operating equipment or not wearing proper PPE (Personal Protective Equipment) are some of the behaviours that are punishable by Yellow Cards. Red cards mean immediate exclusion from the worksite. Reasons for issuing Red Cards include threatening or violent behaviour, climbing in outdoor scaffolding, or alcohol or non-prescribed medication in the body and/or being under the influence of alcohol/drugs during work hours.

In addition, Doosan Lentjes uses a Last-Minute Risk Analysis (LMRA) card as another measure to prevent accidents. A LMRA is a short risk assessment that is performed on site immediately before work starts. The main objective of the analysis is to raise awareness of potential safety hazards and reduce the likelihood of unsafe situations occurring. Safety Certificate Contractor (SCC) training is also provided for all operational employees. Our efforts have paid off, as we did not have a single accident during the reporting period.

In the wake of the Corona crisis, the company implemented various measures to reduce the risk of infection with Sars-Cov2 in the reporting period as part of its pandemic management. The goal was to protect employees, customers, business partners and other stakeholders as best as possible from infection with the virus. For this purpose, a Corona Committee was established, consisting of members of the Executive Board, QHSE, HR, the Works Council, and other parties. The Committee conducted a regular company-specific risk assessment of the situation in order to derive and adapt appropriate measures and rules of conduct depending on the respective developments. All employees were informed of the results via email communication. In addition, all rules of conduct were available as downloadable documents on the intranet and as printouts.

The company also expanded the possibility of mobile working. All employees were equipped with their own notebooks and could work from home up to five days a week. Thanks to a well-developed IT infrastructure and a culture of mobile working that was already firmly established before the crisis, this measure could be implemented quickly and efficiently. Additionally created capacities for video conferencing facilitated internal exchange, but also communication with external stakeholders.

Further measures to reduce the risk of infection included, among others, the restriction of business trips in addition to the distance and hygiene rules. These were only permitted in extremely urgent cases and required explicit approval by the management. In the company buildings, wearing mouth-nose coverings was obligatory if distances could not be kept. Appropriate information on the correct use of the masks was provided.

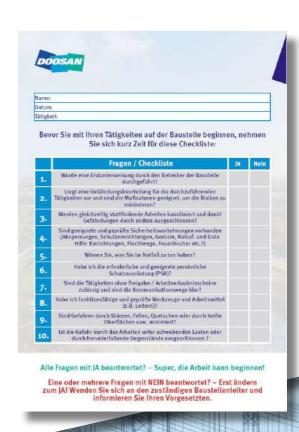


Personal contacts at the workplace were to be limited. If operational issues made face-to-face appointments necessary, the names of the contact persons had to be recorded. Visitors from risk areas needed to show a negative Sars-Cov2 test to enter the premises.

Disinfectants available at the workplaces, in the kitchens and in frequented areas were regularly refilled and were ready for use. Furthermore, the recommendation was made to install the Corona warning app on business mobile phones. In order to counteract bad posture caused by sitting for too long, various recommendations were given on ergonomic workplace design and health promotion. All employees were equipped with height-adjustable motorised desks in the office.

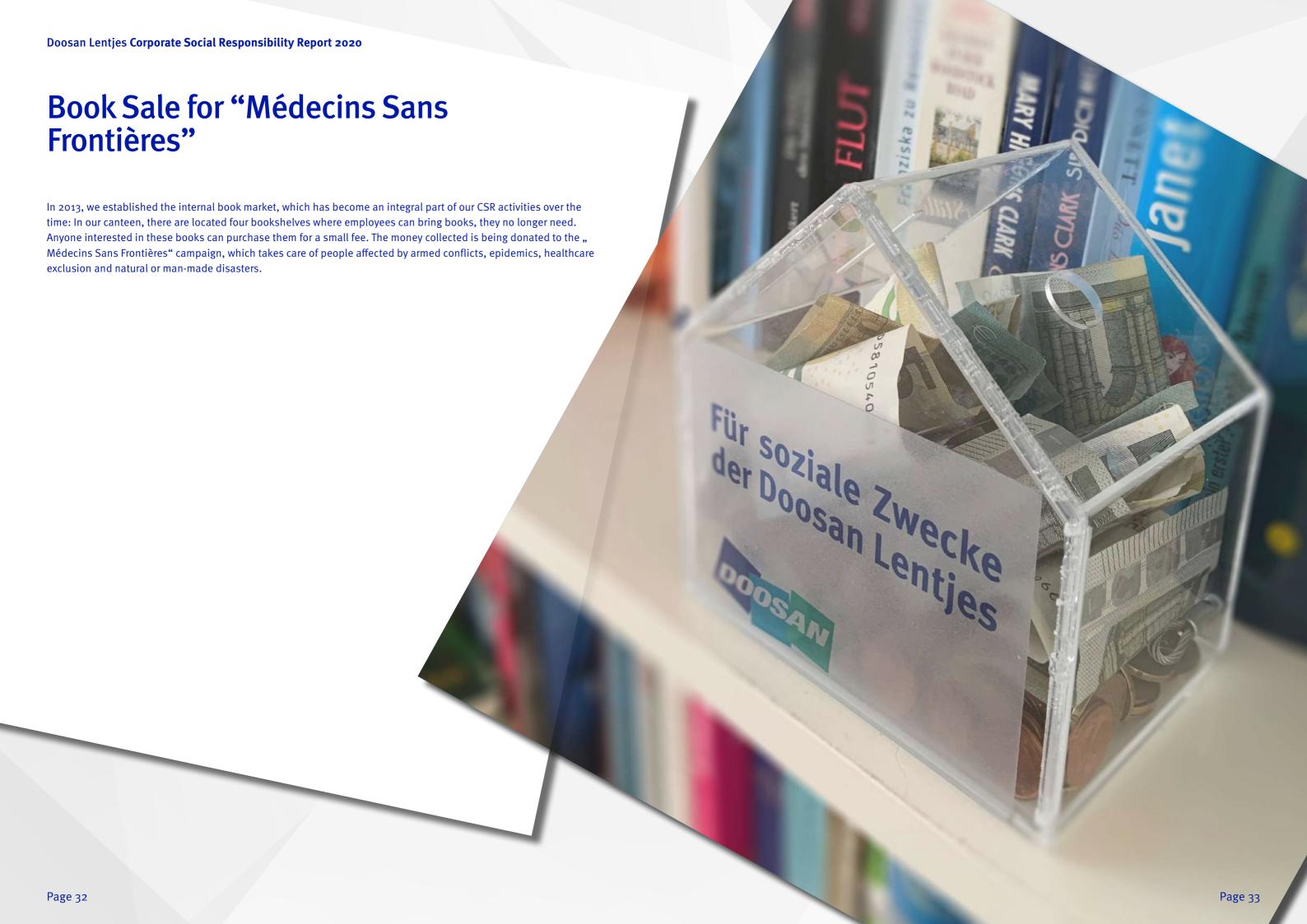
ISO 45001 offers the opportunity to involve employees even more than before in the topics of occupational safety and health. We are therefore focusing on increasing the acceptance of the topics in the workforce by reflecting more on where the standard is applied in everyday work and motivating colleagues to make an important contribution to the implementation and effectiveness of this standard.





LMRA-Card





Furniture Donations

In the course of reducing our administrative space, a large part of our office material became obsolete. The aim was to distribute all usable office furniture and materials to social parties and only dispose of what was not needed by them.

During the reporting period, about 80% of the available furniture and office materials were given away, such as writing and side tables, chairs, lamps, cupboards, mobile containers, meeting tables and chairs, sideboards, glass tables, standing desks, coat racks, reception desk post office, wall boards, terminal, office supplies such as hole punches, filing cabinets, outdated stationery, used folders, crockery, old coffee machines, bathroom supplies.

Of these materials, 50% were taken by the Fliedner Hospital in Ratingen; approx. 25% was donated to various schools. Another 20% was used in different institutions such as sports clubs, the Neander Diakonie as well as the Food Bank in Ratingen and the Association of Artists in Mülheim an der Ruhr. Only 5% was finally disposed of.

The institutions were truly grateful about the donations, which, at the same time, allowed for a responsible use of valuable resources.



Christmas Activities

As part of our Christmas activities, we engaged in some activities for both the local Food Bank and the Neander Diakonie. The local Food Bank distributes food to people in need, while the Neander Diakonie is responsible for the social work of the Protestant church.

The Food Bank received a large cupboard for their new premises, which we helped to build by contributing to the carpentry costs. In addition, we donated vouchers for a local supermarket and a bookshop to the children from financially weak families who are cared for by the institution. The Neander Diakonie received cinema vouchers and a video game for their children.

Due to Corona, the gifts could not be handed over in a small celebration – as it is usually the tradition at Doosan Lenties.

Photo Credits: Neander Diakonie & Ratinger Tafel









Doosan Lentjes

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The company's Corporate Social Responsibility (CSR) programme is built on three pillars: Peoply, Sustainability and Community. People are at the centre of everything we do. That is why we place greatest importance on creating an environment for the people we work with that promotes motivation and creativity, as well as sets the highest standards for personal well-being. Sustainability is the foundation of our business model. Our products, services and processes are designed to reduce our environmental impact. Charity reflects our attitude. Wherever possible, we aspire to make a positive difference for others.

As a member of the global Doosan Group, Doosan Lentjes is part of a strong international network of companies providing complementary technologies, skills, and value to customers the world over.



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