SUSTAINABLE MANAGEMENT

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OCI Holdings ESG Strategies

OCI Group-wide ESG Management Framework

Making Sustainability Possible

OCI Holdings plays a vital role across industries by delivering essential components that power progress. Guided by our ESG vision Making Sustainability Possible we focus on providing products and services that help customers achieve both operational efficiency and environmental responsibility. As a holding company, we oversee a diverse portfolio spanning core PV materials, PV power generation, advanced materials, urban development, and life sciences. Our ESG strategy comprises three pillars: Green Innovation, People-Oriented, and Sustainable Growth, summarized by the acronym GPS. Through this framework, we embed ESG principles across all subsidiaries and maintain transparent communication with stakeholders, including employees, partners, and customers, reinforcing our commitment to long-term sustainable value.

OCI Holdings ESG Strategy Framework

ESG Vision

MAKING SUSTAINABILITY POSSIBLE

Strategic Directions

ENVIRONMENT

Green Innovation

We achieve sustainability through **eco-friendly innovation.**

SOCIAL

People-oriented

We achieve sustainability by **respecting people.**

GOVERNANCE

Sustainable Growth

We pursue **sustainable growth.**

Key Focus Areas

Climate Change Response

Establish goals to respond to climate change and conduct GHG and energy reduction activities

Enhancing Environmental Impact Management

Strengthen environmental impact management governance and set environmental impact reduction targets

Expanding Eco-Friendly Products and Investments

Increase green procurement and investment, and implement green business practices

Human Rights Protections and Human Resources Management

Strengthen human resource development, promote labor-management cooperation and welfare, and enhance our human rights management system

Strengthening Workplace Health & Safety Systems

Modernize safety and health management and risk management systems, and monitor safety and health management performance

Building a Sustainable Supply Chain

Modernize both the supply chain and our supply chain risk management system and measure performance

Enhancing Governance

Strengthen risk management governance and enhance operations at the Board of Directors with more diversity and modern evaluation and remuneration systems

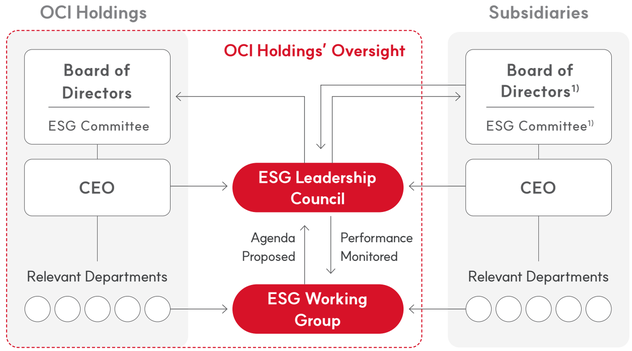
Practicing Ethics and Compliance Management

Modernize ethics and compliance management, enhance risk management systems, and manage ethics and compliance performance

ESG Governance

In May 2024, OCI Holdings launched the ESG Leadership Council to steer group-wide ESG strategy and strengthen risk oversight across subsidiaries. We activated the ESG Working Group to foster collaboration on ESG performance, emerging issues, and responsive actions. With regular reports to both the Council and the ESG Committee, we ensure strategic alignment, monitor ESG progress, and review key resolutions reinforcing our commitment to sustainable value creation and long-term resilience.

OCI Group ESG Management Organizational Structure



ESG Leadership Council

- Identify key ESG issues across all subsidiaries and determine response measures
- Monitor ESG implementation and review of group-wide resolutions

ESG Working Group

- Share ESG performance between OCI Holdings and its subsidiaries, monitor and support ESG management execution

1) In the case of subsidiaries without a Board of Directors or ESG Committee, management performs these roles.

OCI Group ESG Management Principles

OCI Group ESG Management Principles

01. Minimizing Environmental Impact	02. Promotion of Health and Safety	03. Respect for Human Rights	04. Cooperative Supplier Relationships	05. Reinforcing Ethical Management
We continuously explore ways to minimize the environmental impact of business activities and establish policies and goals to implement these measures.	We prioritize employee and community health and safety and establish policies to prevent accidents and disasters based on international safety and health standards.	We publicly endorse international human rights standards, including those set by the ILO and the UN Global Compact. We set objectives and implement policies to ensure that all employees are treated with respect and dignity, irrespective of differences, and establish channels to address any arising issues effectively.	We ensure transparency and fairness in dealings with suppliers and strive to enhance their labor, environmental, and ethical management systems by establishing supply chain management processes that incorporate OCI's ESG vision.	We establish ethical conduct guidelines for transparent and fair operations, and ensure that all group employees adhere to these guidelines by establishing compliance-based risk management processes.

OCI Holdings ESG Strategies

OCI TerraSus ESG Strategy Framework

Empowering Change, Driving Sustainability

In 2025, OCI TerraSus rebranded and unveiled a bold ESG vision: Empowering Change, Driving Sustainability. Through this renewed identity, we aim to lead sustainable transformation and deliver meaningful impact around the world by advancing the development of innovative technologies and solutions. Guided by our ESG strategy framework, we're building a future-focused company that generates environmental and social value through active collaboration with diverse stakeholders reinforcing our commitment to responsible growth and long-term resilience.

OCI TerraSus ESG Strategy Framework

ESG Vision

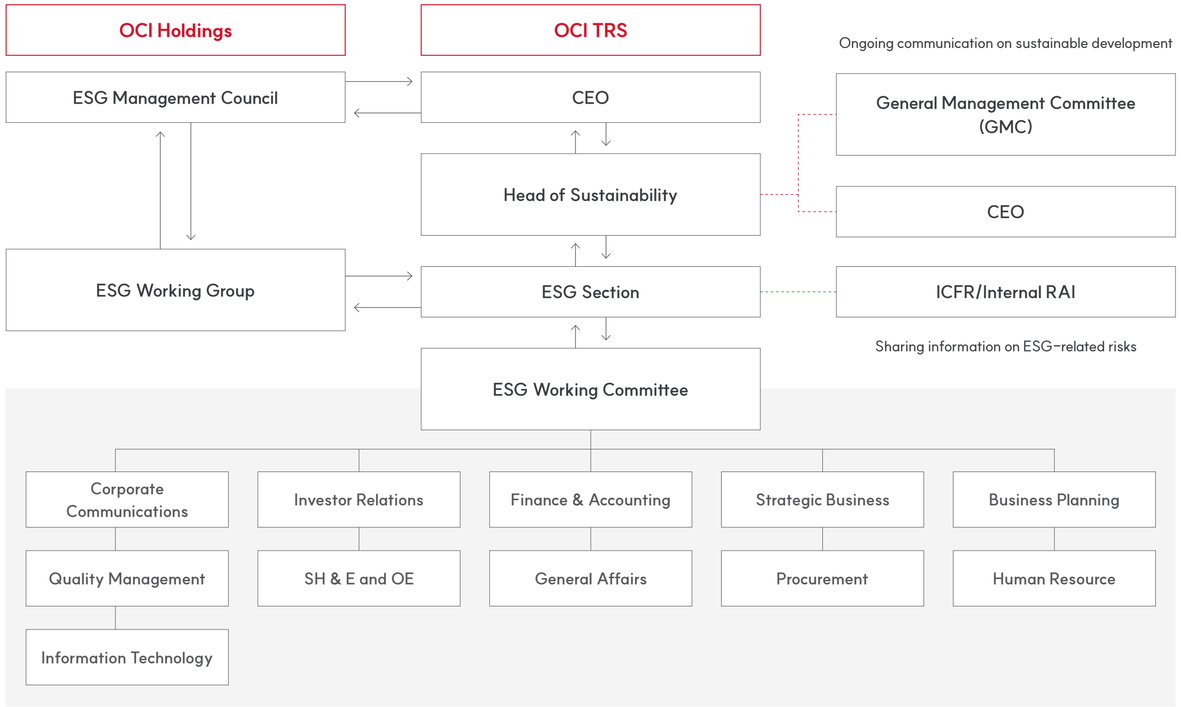
Empowering Change, Driving Sustainability

Strategic Directions and Focus Areas

Environment – Efficient Resource Use	Social – Safety as a Core Value	Governance – Building Trust
Goal 1	Goal 3	Goal 5
Efficient Resource Management Focus Areas • Energy Consumption • Waste Management • GHG Emissions	**Occupational Safety and Health** Focus Areas • Occupational Safety and Health • Training and Development	**Ethical Business Practices** Focus Areas • Ethics and Integrity • Data Privacy and Security • Product Innovation
Goal 2	Goal 4	
Energy Consumption Focus Areas • Water Stewardship • Air Pollutant Emissions	**Talent Development** Focus Areas • Protecting Human Rights, Diversity and Equality • Community Development	

OCI TerraSus ESG Governance

Aligned with OCI Holdings' group-wide ESG strategy, OCI TerraSus has built its own internal ESG governance system to accelerate sustainable transformation. We appointed a new Head of Sustainability to lead this effort and maintain continuous communication internally and with OCI Holdings. By actively sharing ESG-related risk information, we strengthen transparency, reinforce accountability, and drive meaningful change throughout the organization.



OCI Holdings ESG Strategies

ESG Value Chain Synergy

Since the May 2023 spin-off, OCI Holdings has built a robust holding company structure with subsidiaries spanning renewable energy and energy solutions, advanced materials, chemical materials, urban development, and life sciences. Leveraging this foundation, we continue to sharpen our core strengths as a global leader in renewable energy and advanced materials. As market dynamics evolve, we actively pursue future-oriented businesses that align with long-term growth opportunities. Rather than focusing solely on financial performance, we aim to generate sustainable value by creating synergies across subsidiaries integrating their unique capabilities with the broader social and environmental impact of our operations.

Renewable Energy & Energy Solutions

Photovoltaic Module Production

OCI TerraSus

- PV-grade Polysilicon Sales: Approx. KRW 517.1 billion (as of Dec 2024)
- Established a stable supply system for polysilicon, a key material in PV modules

Mission Solar Energy

- PV Module Sales: Approx. KRW 43.0 billion (as of Dec 2024)
- Manufactures high-output, high-efficiency PV modules for residential, commercial and industrial use

Photovoltaic Systems Installation & Energy Infrastructure

OCI Enterprises / OCI Energy / OCI Power

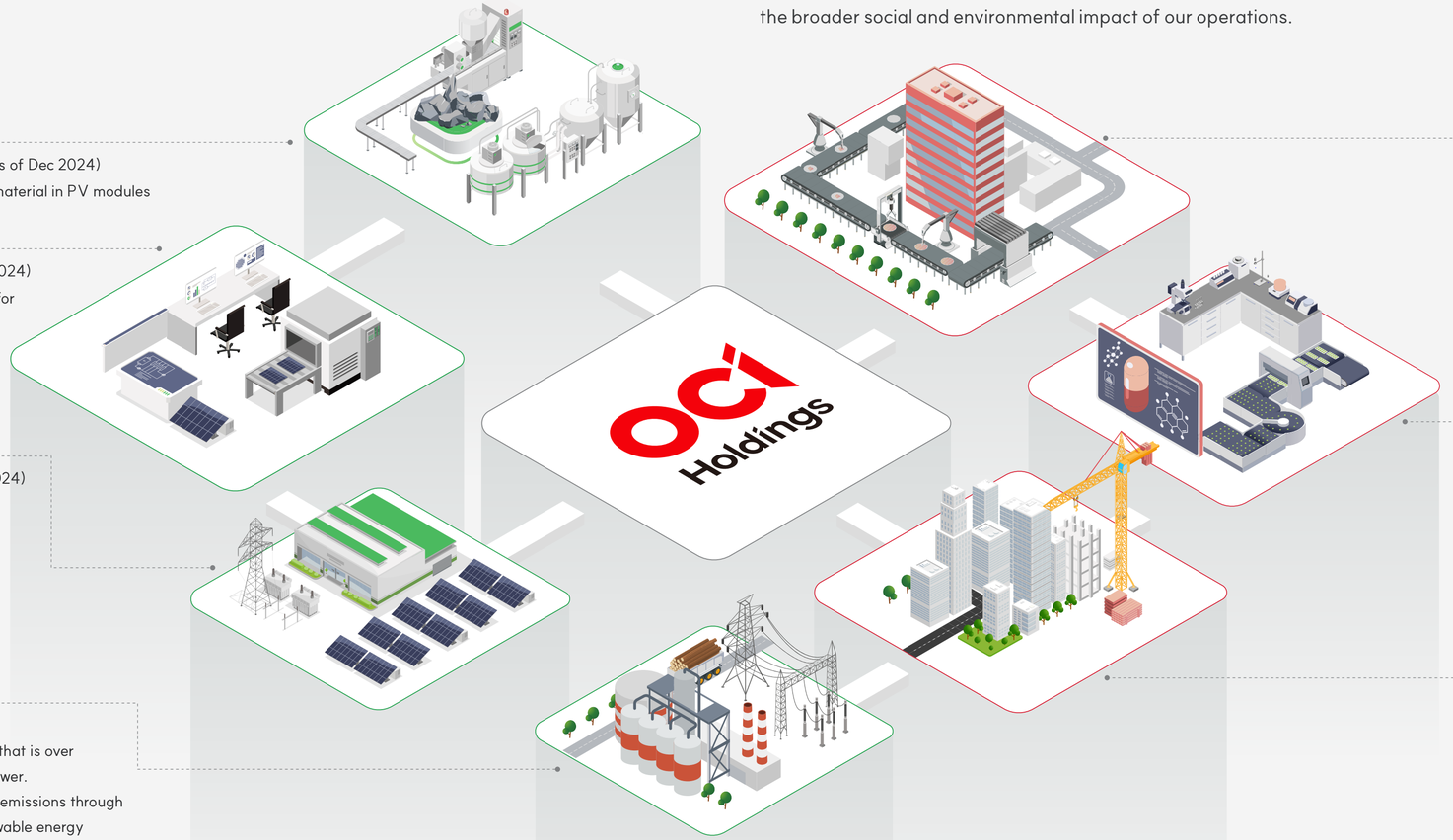
- PV Power Sales: Approx. KRW 152.5 billion (as of Dec 2024)
- Has annual PV power generation capacity of 5.2 GW. Promotes transition to eco-friendly energy by enabling annual greenhouse gas reduction of approximately 470 thousand tCO_2eq.

Combined Power and Heat Plant

OCI SE

- REC Sales: Approx. KRW 69.9 billion (as of Dec 2024)
- Operates a combined heat and power generation system that is over 30% more energy-efficient than conventional thermal power.
- Enhances energy efficiency and reduces greenhouse gas emissions through co-firing biomass fuel and securing RECs to supply renewable energy in an eco-friendly and sustainable manner.

Establishing a Renewable Energy Value Chain



Advanced Materials and Next-Generation Growth Sectors

Advanced Materials

OCI Company

- Expanded use of eco-friendly raw materials and implementation of sustainable product development to minimize environmental impact
- Obtained ISCC PLUS certification for carbon black
- Acquired a pyrolysis oil producer specializing in recycling waste plastic film

Life Sciences

Bukwang Pharm Co Ltd

- Diversified business model across over-the-counter medicines, consumer goods, and health supplements to contribute to human health and well-being
- Expanded new drug pipeline through R&D open innovation strategy

Urban Development

DCRE

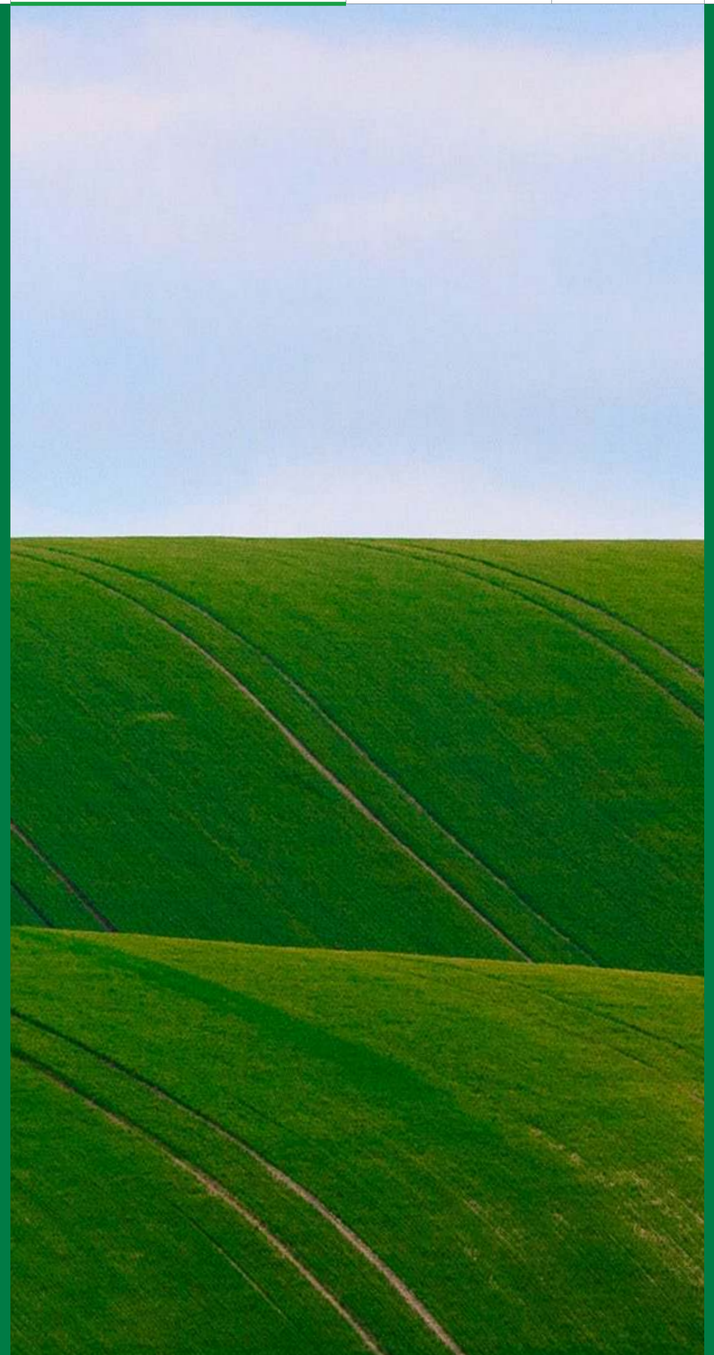
- Creating sustainable urban spaces by building eco-friendly infrastructure and designing smart cities that address climate change and promote resource efficiency
- Developing future-oriented cities that integrate residential, commercial, and cultural elements in harmony with the local community, while supporting both environmental protection and inclusive economic growth

Generating Organic Synergies Across Business Divisions

Environment | Strategic Direction

GREEN / INNOVATION

We realize sustainability through eco-friendly innovation.



Key Achievements in 2024

+ Eco-friendly Management
Developed expansion plans for renewable energy businesses and adopted of eco-friendly fuels

+ Climate Change Response
Established a 2050 carbon neutrality target (OCI Company)

+ Biodiversity Conservation
Strengthened initiatives to raise employee awareness of biodiversity conservation

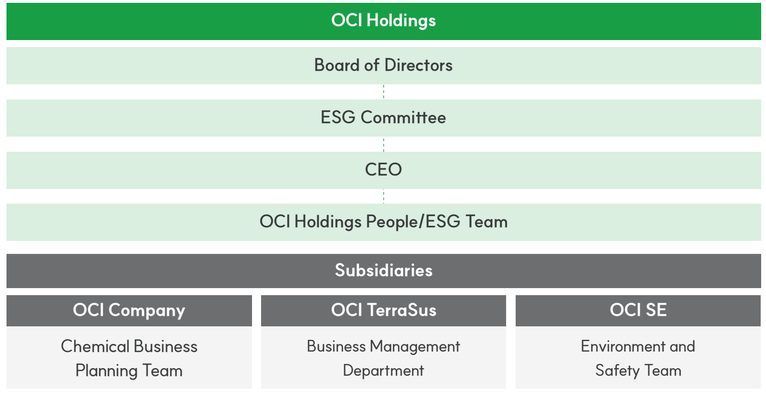
Climate Change Response

TCFD

Governance

OCI Holdings has built a comprehensive management system to identify and address climate change impacts across its entire business portfolio. To guide climate-related decision-making at the group level, we operate an ESG Committee that oversees subsidiary efforts and deliberates on key issues. While each subsidiary maintains its own governance structure, we coordinate significant matters through group-level consultative bodies ensuring a unified, strategic response to climate risks and opportunities.

OCI Holdings' Organization Structure for Climate Change Response



OCI Company [Climate Incentives]

To strengthen ESG performance, OCI Company integrates at least one ESG-related KPI including environmental targets into the performance evaluations of all executives. This includes top leadership, and we hold executives accountable for advancing sustainability in their areas of responsibility, from cutting carbon emissions and developing eco-friendly products to ensuring regulatory compliance. In 2024, we set carbon reduction KPIs for both the CEO and CMO, underscoring leadership engagement and reinforcing our commitment to company-wide low-carbon management.

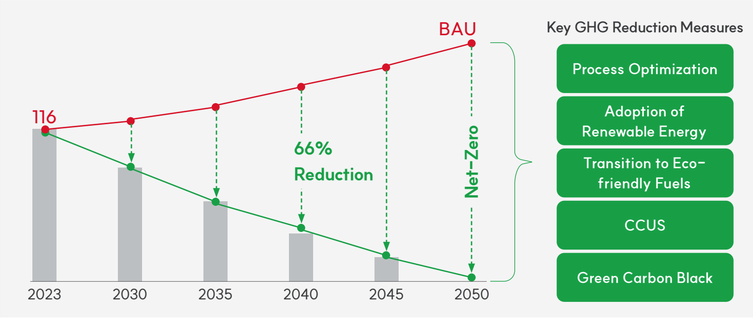
Strategies

Departments and functions across OCI Holdings and subsidiaries set clear climate response goals and strategies, including reducing greenhouse gas emissions and cutting energy consumption. We actively implement initiatives aligned with these targets, reinforcing our commitment to environmental stewardship. To strengthen our enterprise-wide capabilities, we integrate climate-related factors into strategic planning and continue to diversify our portfolio and position the company for resilient, sustainable growth.

OCI Company [Climate Action Policy and Carbon Neutrality Targets]

In May 2024, OCI Company set a goal to achieve carbon neutrality by 2050, using 2023 emissions as a baseline. While production growth may increase emissions, we plan to offset this with strategies to improve process efficiency, adopt renewable energy, transition to hydrogen fuel, implement carbon capture and utilization (CCUS), develop eco-friendly products like green carbon black, and by purchasing emission allowances. We're actively deploying reduction measures, including expanded heat recovery and optimized operations, while systematically tracking emissions and energy use by site. In 2024, our Pohang and Gwangyang plants supplied a combined 319 TJ of steam through combined heat and power generation. That's equivalent to the annual energy use of roughly 8,000 households.

Climate Change Response and Carbon Neutrality Roadmap (Unit: 10,000 tCO_2eq)



OCI SE [Establish and Implement Carbon Reduction Roadmap]

OCI SE operates a combined heat and power plant in the Saemangeum Industrial Complex, supplying 303 MW of electricity and 860 tons of steam per hour. Since June 2017, we've co-fired biomass fuel (wood pellets), cutting greenhouse gas emissions by 50% in power and steam generation. We're developing a mid-to-long-term carbon reduction roadmap focused on low-carbon raw materials and transitioning to 100% wood pellet combustion. To meet short-term targets, we monitor projected GHG emissions monthly and track performance closely.

OCI Company [Climate Scenario Analysis and Risk Assessment]

OCI Company assessed climate-related risks using Korea Meteorological Administration data aligned with greenhouse gas scenarios SSP1-2.6 through SSP5-8.5. The analysis covered eight hazard factors, with heavy snow, heatwaves, and intense rainfall identified as key risks across domestic sites. For each, we quantified potential financial impacts, reviewed relevant loss cases, and developed targeted response and management strategies.

OCI Company Climate Scenario Analysis Process

Identify Physical Risk Factors	• Identify physical risks • 8 major risks selected based on severity and response priorities
Select Analysis Targets	• Focus on domestic subsidiaries and business sites with major production facilities
Scenario Analysis	• Based on scenarios SSP1-2.6, SSP2-4.5, SSP3-7.0 and SSP5-8.5 • Time frames: Short-term, mid-term and long-term (20 years)
Develop Response Measures	• Financial impact analysis • Establish response measures based on analysis results

Climate Change Response

TCFD

OCI Company Physical Risk Analysis Results

Total Score	Risk Level	Description
8 points or higher	Critical Issue	Highly probable, high impact, insufficient response capabilities, requires immediate action. May significantly affect business operations.
5~7 points	Moderate Issue	Moderate risk level, partially manageable. Requires continuous monitoring and improvement measures.
4 points or less	Minor Issue	Low likelihood or limited impact. Minimal effect on business operations since adequate response capabilities are present

Physical Risks			Short-term (2021~2040)					Mid-term (2041~2070)					Long-term (2071~2100)				
Classification Risk		Climate Element	Gunsan	Iksan	Pohang	Gwangyang	Jeongeup	Gunsan	Iksan	Pohang	Gwangyang	Jeongeup	Gunsan	Iksan	Pohang	Gwangyang	Jeongeup
Short-term Risks	Humidit	Relative Humidity (%)	1	1	1	1	0	1	1	1	1	0	1	1	1	1	0
	Typhoon	Wind Speed (m/s)	1	-[1]	-[1]	1	2	1	-[1]	-[1]	1	2	1	-[1]	-[1]	1	1
	Heavy Snowfall	Days of 5 cm or more of new snow cover (days)	8	7	4	4	8	8	7	4	4	8	8	7	4	4	8
	Heavy Rain (Flooding)	Precipitation Intensity (mm/day)	3	2	1	2	2	3	3	2	3	3	4	4	3	3	4
		Precipitation (mm)	2	2	2	2	2	2	2	3	3	2	3	3	4	4	3
		Number of Heavy Rain Days (days)	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
	Heatwave	Maximum Temperature (℃)	4	4	4	4	4	5	5	4	5	5	6	6	6	6	6
		Number of Heatwave Days (days)	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
	Cold Wave	Number of Cold Wave Days (days)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
Long-term Risks	Rise in Average Temperature	Average Temperature (℃)	2	2	2	2	2	3	3	3	3	3	4	4	4	4	4
	Rise in Sea Level	Sea Level Rise	1	0	1	1	1	1	0	1	1	1	1	0	1	1	1

1) Physical risk analysis could not be conducted due to the absence of weather forecast data.

Risk Assessment		Heatwaves (Number of Heatwave Days)	Heavy Snowfall (Days with Snow Accumulation of 5cm or More)	Heavy Rain (Number of Heavy Rainfall Days)
Risk Overview	Scenario Risk Assessment Results	• Under the SSP5-8.5 scenario, the projected number of extreme heat days is as follows: Iksan with 111.5 days, Gwangyang with 90.4 days, and Pohang with 80.6 days. Based on this projection, heatwaves are expected to become the highest-priority climate risk in the future.	• All business sites are exposed to a risk of heavy snowfall up to three times greater than current climate levels, based on the RCP 4.5 and 8.5 scenarios. • The number of heavy snowfall days is projected to range from a minimum of 50 to a maximum of 71 days. • In particular, the Gunsan Plant and Saehan Recycle are expected to be more significantly affected by heavy snow due to their internal vulnerability.	• Under the SSP 5-8.5 scenario, the number of heavy rainfall days at the Gwangyang Plant is projected to increase by up to 3.3 days. This is expected to heighten the risk of flooding and operational shutdowns due to intense downpours.
	Impact	• Increased fire risk • Increased cooling costs • Potential for heat-related illnesses among workers	• Damage to on-site equipment • Disruption of production operations • Blockage of logistics networks	• Flood damage within the plant • Suspension of production
Risk Assessment Results	Potential Financial Impact	• Reduced production processes efficiency • Increased fire and explosion risk • Higher cooling and operational costs	• Suspension of production processes and revenue loss • Disruptions in raw material supply and logistics delays • Damage to facilities and infrastructure, leading to increased recovery costs	• Suspension of production and process disruptions • Raw material supply issues and logistics delays • Damage to buildings and infrastructure • Increased insurance premiums and growing financial burden
Response and Management Strategy		① 1. Installation of flood prevention facilities (e.g., flood barriers installed at the Pohang plant in May 2023, along with facility inspections and improvement investments) ② Enhancement of climate risk forecasting and monitoring systems using Korea Meteorological Administration (KMA) data and early warning systems ③ Establishment of emergency response teams at each site, with regular scenario-based response drills ④ Joint fire and disaster response drills in cooperation with local fire departments to ensure swift action in the event of a natural disaster ⑤ Implementation of heat illness prevention measures during heatwaves, including strengthening cooling equipment, adjusting work hours, and providing rest periods to protect worker health and safety ⑥ Awareness campaigns to improve understanding of proper safety actions during extreme heat events		

Risk Management

OCI Holdings actively manages climate-related risks and impacts across all subsidiaries. We conduct annual reviews to identify and assess emerging risks and opportunities. When material risks arise, we implement targeted response measures and continuously monitor progress. Key issues, including each subsidiary's climate strategies, are reported to both subsidiary leadership and OCI Holdings' management and ESG Committee-ensuring coordinated oversight and accountability.

Climate Risk Identification and Management Process

Risk Identification

- Oversee quantitative indicators related to climate change
- Identify risks by monitoring environmental and energy policy trends, including climate change

▼

Identify and Analyze Risks

- Analyze and manage climate risks using the TCFD-recommended classification framework
- Risk assessment process for each business

▼

Establish Risk Mitigation

- Establish and execute strategies that align with business strategies for GHG reduction, energy efficiency, new business development

▼

Monitoring and Response

- Incorporate climate change-related tasks in group-wide environmental goals
- Report key matters to management and the ESG Committee

OCI TRS [Monitoring of Malaysian Regulatory Developments]

In December 2024, the Sarawak state government passed the Natural Resources and Environment Bill, granting full regulatory authority to the Sarawak Natural Resources and Environment Board (NREB) from 2025. This shift transfers environmental oversight from the federal Ministry to the state level, marking a significant change in governance. OCI TerraSus continues to monitor for potential risk in the evolving regulatory environment, closely monitoring legal and compliance developments to stay ahead of transitions and ensure operational continuity.

Indicators and Targets

As an Emissions Trading Scheme participant, OCI Holdings reports its greenhouse gas emissions and discloses them to stakeholders. It also monitors the emissions management performance at key subsidiaries.

GHG Emissions

Category	Unit	2021[1]	2022[1]	2023[2]	2024[2]
Scope 1	tCO_2eq	661,434	644,402	1,969,776	1,912,733
Scope 2		531,280	565,572	549,926	566,207
Total[3]		1,192,714	1,209,974	2,519,700	2,478,935

* 2024 emissions may be subject to change following compliance assessment by the relevant authorities.
1) Emissions for 2021 and 2022 are based on the standalone figures of OCI Company before the spin-off.
2) 2023 and 2024 emissions are based on figures from companies subject to the Emissions Trading Scheme (OCI Holdings, OCI Company, OCI SE).
3) For 2023 and 2024, the 'total emissions' figures may differ from the sum of direct and indirect emissions due to the application of site-level rounding down before aggregation.

Climate Change Response

Climate Change Response Activities

Climate Change Response by Key Subsidiaries

Driven by growing global urgency, OCI Holdings is implementing proactive climate action across its subsidiaries, with key initiatives designed to cut carbon emissions by prioritizing energy conservation and efficiency improvements.

OCI Company [Greenhouse Gas Reduction Activities by Business Sites]

OCI Company develops annual GHG reduction initiatives at both site and departmental levels, implementing facility upgrades and energy-saving measures. In 2024, we invested approximately KRW 14 billion in emissions-reduction projects, including steam recovery and process optimization to boost energy efficiency. These efforts led to a reduction of roughly 25,741 tCO_2eq in greenhouse gas emissions, with results regularly reported to company management.

OCI Company 2024 GHG Reduction Activities by Business Site

Site	Activity	Energy Source	Scope	GHG Reduction Volume (tCO_2eq)	Investment (1million KRW)	Product
Gunsan	Recovery of unused heat (steam) through the installation of a new incinerator and hydration tower	Steam	2	3,733	11,931	Phosphoric Acid
	Reduced Steam and power consumption through process operation improvements, along with five additional cases	Steam, Electricity	2	18,425	0	Polysilicon
Pohang	Energy savings through process optimization and the adoption of high-efficiency equipment	LNG	1	5	0	Polyol
		Electricity	2	176	160	Power (Utilities)
		Indene	1	34	280	Phthalic Anhydride(PA)
	Reduced electricity consumption through improvements in power generation operation methods	Electricity	2	1,955	0	Power (Utilities)
Gwang-yang	Recovery of unused heat (steam) through condensated water reuse, along with one additional initiative.	Steam	2	426	0	Carbon Black, BTX
	Reduction of greenhouse gas emissions by replacing conventional materials with eco-friendly raw materials	FCC	1	838	1,600	Carbon Black
	Electricity reduction through optimization of power generation operations with one additional case	Electricity	2	76	0	TAR, Power (Utilities)
	Reduction in LNG consumption through improvements to power generation facilities	LNG	1	37	0	Power (Utilities)
Iksan	Reduction in LNG consumption through optimization of odor control facility operations	LNG	1	36	0	Hydrogen Peroxide
Total				25,741	13,971	

OCI SE [Use of Biomass Fuel]

OCI SE delivers around 30% energy savings over conventional thermal power generation by operating a combined heat and power (CHP) system that produces both electricity and steam. Since 2017, we have co-fired biomass fuel specifically wood pellets to supply energy to the Saemangeum Industrial Complex. We are now advancing toward full biomass combustion, reinforcing our commitment to carbon neutrality.

OCI TRS [Optimization of Energy Use]

OCI TerraSus identified targeted actions to reduce carbon emissions and improve energy efficiency, focusing on facility upgrades, operational optimization, and production efficiency. The company incorporated required investments into its annual CAPEX. In 2024, OCI TerraSus expanded equipment upgrades to enhance process safety and production efficiency, effectively lowering electricity consumption per unit. It achieved industry-leading heat recovery by continuously improving its reactor heat utilization system. The company also invested in replacing aging heat exchangers to strengthen waste heat recovery. It managed thermal efficiency systematically and implemented technical measures to maintain reactor radiant heat recovery performance. Energy consumption was aggregated and analyzed weekly, while performance management was monitored to ensure that monthly energy savings targets were being met consistently.

OCI Company [Raising Climate Awareness]

As part of its greenhouse gas reduction efforts, OCI Company conducted climate action training for site-level managers and relevant department staff. In May 2024, it held a session on carbon neutrality planning, followed by training on internal carbon pricing in September. These initiatives reflect the company's ongoing commitment to raising awareness and strengthening climate response capabilities.

Implementation of Internal Carbon Pricing

OCI Company

OCI Company implemented Internal Carbon Pricing (ICP) to factor the economic cost of greenhouse gas emissions into investment decisions. It applies an implicit carbon price to Scope 1 and Scope 2 emissions, calculated from actual costs incurred through reduction measures. By quantifying the financial impact of emissions, ICP served as a strategic tool to drive environmentally responsible investments.

Investment Decisions Reflecting Internal Carbon Pricing in 2024

Identify Investment Factors & Analyze Effectiveness	▶	Review Economic Feasibility	▶	Investment & Management
Identify CO_2 impact and establish offset plans to evaluate investment effects		Review feasibility of carbon reduction equipment or projects based on internal carbon pricing		Monitor investment progress and analyze outcomes

OCI Company Investments for Climate Change Response in 2024

Investment	Investment Cost (KRW million)	Expected Reduction Volume (tCO_2eq)
Facility upgrade to increase waste heat recovery in carbon black production at Gwangyang Plant	200	7,975
Replacement of CA electrolyzer electrodes & membranes at Gunsan Plant	1,422	435

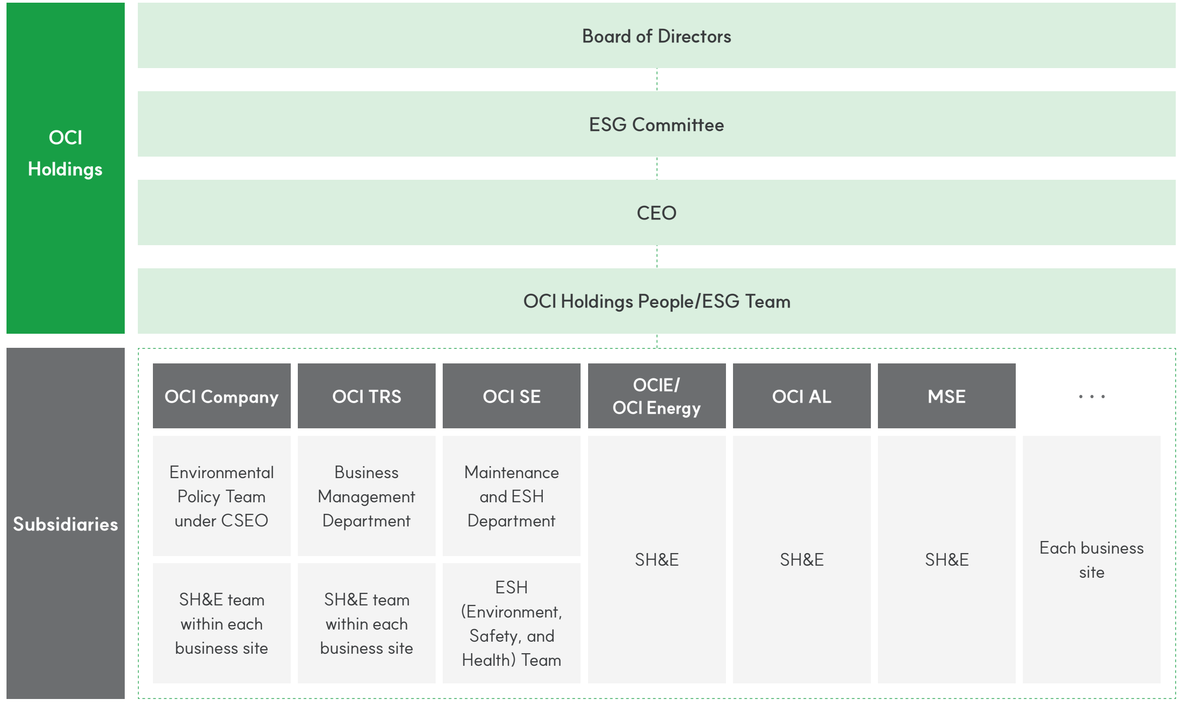
Environmental Management

Environmental Governance

Environmental Management Body

To ensure effective environmental management, OCI Holdings has established dedicated environmental departments and teams within each subsidiary, creating a structured system for environmental decision-making. Key environmental issues including air, water, waste, and chemical management are handled based on a tiered approval process that reflects the significance and impact of each issue. Continuous communication between relevant departments and teams enables the identification of areas for improvement and supports swift, efficient decision-making.

Environmental Management Structure



Environmental Management Strategies

OCI Holdings has established internal operational management policies to minimize the negative environmental impacts that may arise during business activities. These policies cover the management of air, water, waste, and hazardous chemicals at each site, and ensure compliance with environmental impact assessment guidelines. Based on these guidelines, designated personnel at each site are responsible for implementing environmental protection activities both within the facilities and in the surrounding areas. In addition, OCI Holdings analyzes the results of environmental impact assessments for each site and formulates improvement plans to enhance the overall level of environmental management across the organization.

OCI Company [Environment Management Policy]

OCI Company has designated environmental responsibility as a core value to implement sustainable management. To fulfill its corporate social responsibility for environmental protection, the company has incorporated the ECO Principles into its Environmental Management Policy, which has been publicly declared. OCI Company ensures that all employees are instructed to adhere to this policy in the course of their work duties. Based on this framework, the company continuously drives forward environmental improvement initiatives.

ECO Principles for Environment Management

OCI Company Environment Management Policy

ENVIRONMENT	COOPERATION	OUTCOME
We consider the Environmental aspect in overall management activities, and minimize the environmental impact of all production processes such as procurement, manufacturing, warehousing, transport and sale. We implement environmental improvement activities such as reduction of the use of raw materials and subsidiary materials and energy, and recycling of waste to promote the sustainability of the limited resources of the earth.	We build social trust through communication with stakeholders including suppliers and customers, and actively participate in activities to mitigate climate change, as well as ecological preservation and forest protection with the Cooperation of our employees.	Our employees observe the law and other requirements with a positive and voluntary attitude, and we continuously improve our environmental management systems to enhance environmental Outcomes.

OCI TRS [Environment Policy and Principles]

OCI TRS is implementing an ESG framework to fulfill its environmental responsibilities and systematically establish environmental management policies and operating principles. As the framework takes root, the company will introduce internal guidelines that employees can reference in their daily work, enabling organization-wide eco-friendly management and more structured, ongoing environmental improvement initiatives.

Environmental Management

Pollutant Management

Pollutant Management System

OCI Holdings recognizes the severity of various environmental pollutants including noise, vibration, odor, and soil pollutants generated during work processes and is committed to managing these pollutants. Business sites equipped with pollutant-emitting facilities have established pollutant management systems and processes in accordance with their respective internal guidelines to ensure proper control.

OCI Company

OCI Company systematically operates its internal guidelines for pollutant management, including the Environmental Impact Assessment Rules, Management System Objective Control Rules, and Pollution Management Rules. Starting in 2025, the company plans to implement an Environment Management Information System (MIS) to integrate and manage environmental facility data and to establish a data-driven environmental management framework.

OCI SE

OCI SE obtained an integrated environmental permit for its facility in 2020 and has since promoted major equipment upgrades in accordance with the Integrated Environmental Management System, taking into account the comprehensive impact on air, water, and human health. The company has implemented Best Available Techniques (BAT), considering both technical and economic feasibility, to manage pollutants across all operations. In addition, chemical substances and environmental pollutants are continuously monitored and managed in accordance with internal policies.

OCI TRS [Pollutant Management System]

OCI TerraSus operates a Pollution Management System to ensure environmental protection and regulatory compliance, systematically monitoring key environmental factors such as air, water, and noise. In accordance with Malaysia's Environmental Quality Act 1974, water quality is inspected weekly, while air and noise levels are monitored quarterly. In 2024, all monitoring results met legal standards, demonstrating the adequacy and effectiveness of OCI TerraSus' pollution management framework. Moving forward, OCI TerraSus plans to enhance its management system by adding new monitoring points and gradually expanding its coverage in line with project development and operational growth

Pollutant Management Activities

OCI Holdings implements pollutant management activities not only to protect the environment in areas where its business sites are located, but also to safeguard the health of nearby residents and on-site employees.

Pollutant Management Activities by Key Subsidiaries

OCI Company

OCI Company has installed and monitors facilities for the control of air and water pollutants as well as odor-causing substances. The company applies stricter internal standards than those required by law and sets site-specific management targets to manage emissions effectively. As a mid- to long-term goal, OCI Company aims to reduce sulfur oxide (SOx) emissions by 70% and nitrogen oxide (NOx) emissions by 50% by 2030 compared to 2019 levels. Each production site is carrying out management activities in alignment with these targets. To enhance air pollutant control, OCI Company upgraded environmental facilities at the Gunsan and Gwangyang plants in 2024, resulting in lower atmospheric emission concentrations. In 2025, the company plans to invest in desulfurization facility enhancements at the Pohang plant to further improve air emissions. Regarding water pollution control, OCI Company installed a condensate recovery system in the environmental area of the Pohang plant in 2024, enabling the reuse of recovered condensate. The Gwangyang plant also improved its environmental facilities to reduce nitrogen concentration in wastewater. In 2025, OCI Company will invest in a condensate recovery system at the Gwangyang plant as part of its efforts to strengthen water resource management.

Pollutant Management Activities by OCI Company's Business Site

Site	Activity
Gunsan	• Improved waste treatment methods (incineration/landfilling → recycling) • Reduced air pollutant emissions through the installation of additional THC (Total Hydrocarbon) removal systems • Upgraded air pollutant emission facilities (including replacement with new waste heat boilers)
Pohang	• Improved process waste treatment method (incineration/landfilling → recycling) • Water reuse through installation of a steam condensate recovery system
Gwang-yang	• Enhanced air pollutant monitoring through the installation of additional continuous emission monitoring systems (CEMS) • Improved waste treatment methods (from incineration /landfilling → recycling)
Iksan	• Installation of facilities to reduce initial stormwater non-point source pollution

OCI SE

OCI SE applies Best Available Techniques (BAT) to reduce air pollutants generated during fuel combustion. The company utilizes Selective Catalytic Reduction (SCR) and Spray Dry Absorber (SDA) systems to significantly reduce emissions of key pollutants such as nitrogen oxides (NO_x) and sulfur oxides (SO_x). In addition, Electrostatic Precipitators (ESP) are operated to control and reduce dust and heavy metal emissions into the atmosphere. To minimize fugitive dust, OCI SE operates cleaning vehicles inside and outside raw material storage areas and implements cleaning processes around boiler facilities. The company also conducts regular monitoring of effluent water quality to control concentrations of water pollutants. Furthermore, Tele-Monitoring Systems (TMS) have been installed on stacks to enable real-time measurement of air pollutants, and the measurement data is publicly disclosed. For water pollution control, OCI SE performs routine water quality analysis of discharged wastewater, monitors effluent flow and quality, and manages self-measured data through regular analysis and oversight.

OCI Specialty

OCI Specialty conducts regular monitoring of air and water pollutants to minimize the environmental impact generated during its operations. In addition, the company engages external certified agencies to assess pollutant emissions, enabling the early identification and prevention of potential environmental risks at its sites.

OCI TRS

To minimize the environmental impact of its effluent discharge, OCI TerraSus collected weekly water samples and conducted regular analyses through accredited external institutions. The results were submitted monthly to the Malaysian Department of Environment (DOE) via the Online Environmental Reporting (OER) system, and in 2024, all legal water quality standards were met. In addition, the company installed and operates proper pollution prevention facilities in compliance with the Industrial Effluent Regulations 2009 and continues to maintain treatment systems and implement pollutant reduction activities to improve water quality.

Environmental Management

Waste Management

Waste Management System

OCI Holdings and its subsidiaries identify, classify, and manage all waste generated from business activities and operational processes in compliance with applicable regulations. Each company adheres to its own internal protocols for waste handling and disposal. At domestic sites, all waste disposal processes are systematically managed through the Korean government's "Allbaro System."

Waste Management Activities

OCI Holdings has designated "waste reduction and resource recycling" as a core strategic objective of its environmental management efforts and actively supports its subsidiaries and business sites in implementing related initiatives effectively.

Waste Management Activities by Key Subsidiaries

OCI Company

OCI Company is actively promoting various resource circulation initiatives to raise its waste recycling rate to 80% by 2030. Organic and inorganic sludge is recycled as alternative raw materials for cement production, and sludge generated during raw material tank cleaning is collected, reprocessed, and reused as products, contributing to resource efficiency. In 2024, OCI Company converted the treatment method of HBR waste at its Pohang plant from landfill to recycling, and improved the sludge treatment methods at the Gunsan and Gwangyang plants from incineration and landfill to recycling. As a result, the company reduced incinerated and landfilled waste by 320 tons in 2024, with an expected reduction of 1,280 tons in 2025. Additionally, OCI Company strengthens transparency and accountability by conducting on-site audits to verify the legal compliance of its waste disposal contractors, such as those at the Gwangyang plant.

OCI TRS

OCI TerraSus complies with Malaysian waste-related regulations, managing general waste under the jurisdiction of the state council and scheduled (hazardous) waste in accordance with the guidelines of the Department of Environment (DOE) and the Sarawak Natural Resources and Environment Board (NREB). In Q4 2024, fluctuations were observed due to shutdown and maintenance (SDM) activities plastic waste decreased while waste oil increased. However, through continuous improvements to the waste management system, OCI TerraSus was able to recycle 77 tons of plastic and 21 tons of waste oil. The waste recycling program, which was fully implemented in 2023, has laid the groundwork for realizing a circular economy. Building on this foundation, OCI TerraSus plans to further its environmental improvement efforts by minimizing single-use plastics by 2025 and installing recycling bins in office areas to reduce waste and increase recycling rates.

OCI SE

OCI SE uses raw materials with low ash content to reduce coal ash which constitutes a large portion of its total waste and recycles coal ash as admixtures or lightweight aggregates.

OCI Power **OCI Specialty**

OCI Power systematically manages waste generated, discharged and processed at the Gunsan plant through the Ministry of Environment's "Allbaro System." OCI Specialty actively recycles synthetic resin and waste wood to contribute to a circular economy. Waste at the plant is lawfully managed through the "Allbaro System" to prevent environmental pollution.

Water Resource Management

Water Resource Management System

Water Resource Management Policy

OCI Holdings has established a water resource management policy to enhance the importance and cyclical value of water use. Based on this policy, OCI Holdings' subsidiaries carry out water resource management activities, and each company follows detailed processes in accordance with its own internal policies and guidelines.

Water Resource Management Systems of Key Subsidiaries

OCI Company

OCI Company has set a target to increase its water reuse rate by 10% by 2030 compared to 2019. In 2023, the company conducted a comparative analysis of water stress levels at all domestic sites using the World Resources Institute's (WRI) Aqueduct Water Risk Atlas, assessing both 2023 and projected 2030 conditions. For the 2030 outlook, the analysis applied the most pessimistic models SSP1[1] and RCP8.5[2] to simulate maximum physical water risk. The results indicated that the Gunsan and Iksan plants are located in regions expected to experience increased water stress by 2030. In response, OCI Company plans to implement targeted management and mitigation measures at high-risk sites to address water-related risks such as desertification and rising sea levels.

1) SSP (Shared Socioeconomic Pathways): Climate change scenarios incorporating future changes in population, economy, etc., used for the IPCC Sixth Assessment Report.
2) RCP (Representative Concentration Pathways): Scenarios showing greenhouse gas concentration trajectories based on emission reduction levels.

OCI Company Water Risk Assessment Results and Water Consumption in 2024

(Unit: tons)

Site	Watershed	Water Risk Assessment Results		Withdrawal (A)	Discharge (B)	Consumption (A-B)
		2023	2030			
Gunsan	Geumgang River	Medium to high	High	5,689,211	1,861,207	3,828,004
Pohang	Nakdonggang River	Medium to high	Medium to high	2,047,028	408,362	1,638,666
Gwangyang	Seomjingang River	Medium to high	Medium to high	1,354,928	390,362	964,566
Iksan	Geumgang River	Medium to high	High	615,064	141,234	473,830

OCI SE

OCI SE systematically manages the entire process of water use and wastewater treatment based on the Water Quality Management Guidelines established by the Power Plant Operations Team, in strict compliance with internal policies. The company operates a real-time monitoring system, conducts biweekly inspections and water quality analyses, and checks daily discharge volumes from wastewater and cooling tower systems to manage both water quality and quantity. In addition, OCI SE sets annual water usage targets and regularly tracks performance against those goals. In 2024, the company used 4,812,000 tons of water, achieving 97% of its target of 4,945,000 tons.

Environmental Management

Water Resource Management

Water Resource Management Activities

OCI Holdings fulfills its environmental responsibilities by carrying out activities aimed at reducing water usage and increasing wastewater reuse and recycling throughout its business operations.

Water Resource Management Activities by Key Subsidiaries

OCI Company

OCI Company reduces water consumption by recycling wastewater and concentrated cooling water blowdown. At the Gwangyang plant, rainwater collected within the site is filtered through a sand filter and reused as cleaning water or in dewatering equipment. As a result, in 2024, the company used a total of 9,719,039 tons of water, of which 554,147 tons were recycled, achieving a water recycling rate of 5.7%.

OCI TRS

OCI TerraSus is working to improve the efficiency of water use by optimizing the operating conditions of its cooling towers and implementing ongoing monitoring. During the scheduled shutdown in the fourth quarter of 2024, the company reassessed the total volume of water used in operations and took steps to establish a more effective water resource management system.

Biodiversity Conservation

Biodiversity Management System

Biodiversity Protection and Deforestation Prohibition Policy

OCI Holdings recognizes the value of biodiversity and the importance of ecosystem conservation. To prevent biodiversity loss due to business activities, OCI Holdings has established a Biodiversity Protection and Deforestation Prohibition Policy and makes key decisions according to this policy. Also, OCI Holdings identifies biodiversity-related risks annually using the LEAP (Locate, Evaluate, Assess, and Prepare) approach recommended by the TNFD (Taskforce on Nature-related Financial Disclosures) Framework and carries out various biodiversity and forest conservation activities.

OCI Holdings Biodiversity Risk Management Process

Set Management Scope	Identify key industries, business sites and value chains
Identify Natural Capital Dependencies and Impacts	Assess the natural capital dependencies and impacts of OCI's major industrial sectors using global tools
Check Biodiversity	Check the presence of key species habitats near business sites
Biodiversity Risk Assessment	Analyze biodiversity-related risks at each domestic and international business site
Mitigation Measures and Monitoring	Implement mitigation measures at domestic and international sites to minimize biodiversity risks

OCI Holdings' Dependency and Impact on Natural Capital by Industry

Dependence on natural capital[1)]

Area	Solar PV	Chemical
Ground water	Very Low	High
Surface water	Very Low	High
Ventilation	-	Very Low
Water flow maintenance	-	Low
Water quality	-	Low
Bio-remediation	-	Very Low
Filtration	-	Very Low
Mediation of sensory impacts	-	Low
Climate regulation	Very High	Low
Flood and storm protection	Moderate	Moderate
Mass stabilisation and erosion control	Moderate	Low

Impact on natural capital[2)]

Area	Solar PV	Chemical
Water use	Very High	High
Terrestrial ecosystem use	Very High	High
GHG emissions	-	High
Non-GHG air pollutants	-	High
Water pollutants	Low	High
Soil pollutants	Low	High
Solid waste	-	High

1) The extent to which the loss of natural capital affects the company's production processes and the resulting financial losses
2) The extent to which the company's production processes contribute to the loss of natural capital (considering factors such as frequency, timing, and severity of the impact)

Environmental Management

Biodiversity Conservation

Ecological Surveys Near Business Sites

In order to identify the environmental impact of business site operations and understand the habitats of endangered and local species, ecological surveys were conducted on the subsidiaries' business sites. Based on these surveys, ecological vulnerability of the countries and cities/states where each site is located was assessed. Domestic sites were classified according to the National Institute of Ecology Standards and "Wildlife Protection and Management Act", and overseas sites were classified based on the IUCN(International Union for Conservation of Nature) Red List. OCI Holdings will continue to contribute to biodiversity conservation by carrying out ecological monitoring and protection activities in collaboration with its subsidiaries.

OCI Group's Ecological Surveys of Areas Near Domestic Business Sites in 2024 (Based on the National Institute of Ecology Standards)

City	Grade I	Grade 2	Total
Iksan	4	17	21
Gunsan	9	22	31
Pohang	4	18	22
Gwangyang	3	19	22
Incheon	12	54	66
Total	**32**	**130**	**162**

※ Endangered wildlife classifications in accordance with the Wildlife Protection and Management Act.
- Grade I Endangered Wildlife: Species designated by Presidential Decree that are at risk of extinction due to a significant population decline from natural or human threats.
- Grade II Endangered Wildlife: Species designated by Presidential Decree that are experiencing population decline and are likely to become endangered in the near future if threats are not addressed or mitigated.

OCI Group's Ecological Surveys of Areas Near Overseas Business Sites in 2024 (Based on the IUCN Red List)

Subsidiaries	Country	City/ Province	Vulnerable	Endangered	Critically Endangered	Total
Shandong OCI Co., Ltd. Shandong OCI Jianyang Carbon Black Co., Ltd.	China	Shandong	2	1	5	8
MaSteel OCI Chemical Co., Ltd.	China	Anhui	8	11	30	49
Philko Peroxide Corp.	Philippines	-	435	917	583	1935
OCI TerraSus Sdn. Bhd.	Malaysia	Sarawak	97	301	449	847
OCI Vietnam Co., Ltd.	Vietnam	-	209	547	461	1217
Mission Solar Energy LLC OCI Energy LLC	USA	Texas	63	97	72	232
Total			**861**	**1,940**	**1,637**	**4,438**

※ IUCN Red List Categories: Critically Endangered (CR), Endangered (EN), or Vulnerable (VU)

Biodiversity Conservation Activities

Since 2023, OCI Holdings has designated an annual "OCI Biodiversity Conservation Week" to support the conservation of local ecosystems and promote collaborative efforts with local communities for sustainable environmental stewardship. With its employees and community members, OCI Holdings carry out biodiversity conservation activities in areas where the group's subsidiaries operate. In 2023, OCI Holdings signed a multilateral MOU for marine biodiversity conservation with OCI Company, OCI SE, Gunsan City Hall and Kunsan National University, and has been holding marine biodiversity conservation experience programs with about 100 participants including employees' families and local residents in the Jeonbuk region. Also, OCI Holdings launched a group-wide biodiversity-themed campaign and started creating the "OCI Forest" to raise biodiversity awareness among employees and expand local environmental protection efforts.

In 2024, OCI Holdings designated the week that includes the International Day for Biological Diversity (May 22) as the "OCI Biodiversity Conservation Week" and held endangered species exhibitions and biodiversity conservation camps involving all domestic subsidiaries and local residents. Notably, OCI Holdings hosted the exhibition "What Animals Do You Like?" in Incheon, OCI Holdings' founding region. The exhibition was organized by the OCI Museum and Incheon National University's formative art institute, "ART SPACE IN" and featured works by Shin Soo-sung, an artist with developmental disabilities who specializes in animal paintings. The exhibition showcased over 50 paintings of endangered species, such as the Malayan sun bear, white-handed gibbon and American bison, which inhabit areas near OCI Group's domestic and overseas business sites in Malaysia, the U.S. and China. It helped raise awareness among employees' families and local gallery visitors about animals threatened by severe climate change. Through these programs involving employees, their children, local communities and vulnerable groups, OCI Holdings is enhancing environmental awareness and promoting harmony between business operations and environmental conservation.

Going forward, OCI Holdings will continue to expand its biodiversity conservation efforts cooperating with local communities and strengthen the participation of employees and residents to build a sustainable business model where companies and the environment grow together.

Environmental Management

Biodiversity Conservation

Multicampus Staff Training

- **Date**: May 20–26, 2024 (7 days)
- **Location**: Online
- **Content**: Climate change and biodiversity conservation

Participation:
Employees across all OCI Group subsidiaries including Bukwang Pharm Co
Voluntary Training Participation

Year	Participants	Completed
2023	1,465	408
2024	2,230	172

Corporate Campaign

- **Date**: May 20 – May 24, 2024 (5 days)
- **Location**: OCI Company's Pohang Plant and Gwangyang Plant
- **Content**: Ecosystem conservation activities at the Pohang and Gwangyang plants

Participation:
2023: Employees of OCI Holdings, OCI Company (head office, Gunsan and Iksan sites), OCI SE, OCI Power, OCI Information & Communications, and OCI Dream.
2024: Employees of OCI Company's Pohang and Gwangyang sites.

Global Endangered Species Exhibition

- **Date**: May 20 – May 25, 2024 (6 days)
- **Location**: Incheon National University, Songdo Campus
- **Content**: "What Animals Do You Like?"–An exhibition of endangered animal artwork by artist Shin Soo-sung, a painter with developmental disabilities specializing in animal drawings

Participation:
Total of 332 visitors

Biodiversity Conservation Camp "2024 Jangsucheon Stream Biodiversity Exploration Contest"

- **Date**: May 25, 2024
- **Location**: Incheon National University Songdo Campus and Jangsucheon Stream
- **Content**: Indoor education on biodiversity and ecosystems, outdoor ecological exploration and cleanup activities at Jangsucheon Stream

Participation:
100 Incheon-based families with adolescent children (Employees of OCI Holdings' subsidiaries within the Seoul Metropolitan Area)

OCI Company's 2024 Gwangyang Plant Campaign During the Biodiversity Conservation Week

2024 Jangsucheon Stream Biodiversity Exploration Contest

2024 Global Endangered Species Exhibition

Biodiversity Management Activities by Key Subsidiaries

OCI Company [Establishing a Biodiversity Conservation Management System]

OCI Company seeks to minimize the impact of its business operations on biodiversity (No Net Loss, NNL) and further aims to make positive ecological contributions (Net Positive Impact, NPI) through a variety of initiatives. The company regularly identifies and assesses biodiversity-related risks and opportunities, and annually engages in ecosystem and forest conservation initiatives. In 2024, in line with OCI Holdings' Biodiversity Policy, ecological surveys were conducted at major business sites to identify habitats and endangered species in the surrounding areas and to review appropriate protection measures. To prevent biodiversity loss from natural habitat degradation and deforestation, OCI Company has established internal conservation and exclusion policies, which are publicly disclosed. The company also monitors local ecological characteristics and related regulations in areas where its facilities are located and remains committed to continuously evaluating and mitigating its impact on regional ecosystems.

OCI TRS [Marine Sediment and Macrobenthos Analysis]

Since 2024, OCI TerraSus has conducted monthly monitoring of marine sediments and macrobenthos to assess the ecological impact of its plant expansion and operations on the marine ecosystem. This ongoing observation enables the company to track ecological changes in surrounding waters and strengthens protective measures as needed to safeguard marine biodiversity.

In 2024, sampling analysis identified various species of Polychaeta, and the ecological characteristics of the marine environment were assessed based on population counts and species diversity. These findings serve as a key reference for evaluating the health of the marine ecosystem. Leveraging this data, OCI TerraSus is working to minimize environmental impacts and develop sustainable operational strategies.

Environmental Management

Management of Chemical Substances

Chemical Substance Management System

OCI Company Chemical Substance Management Policy

All subsidiaries of OCI Holdings keep an inventory of all chemical substances they handle and establish internal procedures for managing chemical substances to comply with increasingly stringent domestic and international regulations. In December 2023, OCI Company established a Chemical Substance Management Policy based on existing procedures. This policy was disclosed to stakeholders through the company's website and internal groupware. The policy ensures that all chemical substances purchased by OCI Company from manufacturers and suppliers are reviewed and managed in accordance with OCI Company's policies and procedures.

OCI TerraSus has also developed Chemical Toxicity Management Procedures to comply with the Poisons Act of the Malaysian Ministry of Health and applies these procedures to managing chemical substances. As of 2024, OCI TerraSus has obtained poison licenses for the purchase, use and sale of approximately 10 chemical substances, including NaOH and HCl. OCI TerraSus requires the same level of license management from customers, suppliers, and partners, and continues to strengthen chemical substance management across the supply chain. Through monthly inspections, OCI TerraSus monitors the production, purchase, usage, and sale volumes of these substances, and an annual audit by Malaysia's Ministry of Health is conducted to continually review and improve OCI TerraSus' management capabilities.

Chemical Substance Registration and Management Process

Since June 2019, OCI Holdings has been operating a Chemical Management System (CMS) to pre-review legal compliance before purchasing chemicals and has been using the regulatory database of the system to monitor whether the substances handled by OCI Holdings and its subsidiaries are designated as harmful chemical substances and are subject to regulatory updates. When a substance is newly designated as hazardous, the company proactively informs relevant departments, customers, and suppliers so that product distribution and raw material procurement are not interrupted.

Chemical Substance Management Process

Inbound Management	Storage Management	Outbound Management
• Conduct preliminary safety assessments for hazardous chemicals • Select appropriate storage locations and handle inbound • Conduct training for handlers of hazardous chemicals	• Conduct regular inspections for hazardous chemical storage facilities • Install leak prevention and detection systems • Establish and train emergency response teams for fires, explosions or leakage	• Conduct routine vehicle inspections and driver training • Conduct emergency response training (with logistics companies) to prepare for transport-related incidents

OCI Company [Assessment of Chemical Substance Management Risks]

OCI Company conducts risk assessments at least once a year, taking into account the characteristics and hazardous properties of chemical substances. In addition, ad-hoc assessments are carried out when there are changes in handled substances or processes. Through these assessments, OCI Company identifies potential hazards related to chemical handling and establishes mitigation measures based on the assessed risk levels.

OCI Company Chemical Substance Risk Assessment Process

1	Identification of Hazards and Risk Assessment	• Identify hazards through Material Safety Data Sheets (MSDS) and the internal Chemical Management System (CMS). • Assess risks by comprehensively considering the characteristics and impact of identified hazards.
2	Analysis of Assessment Results	• Derive assessment results and determine whether the level of risk is acceptable.
3	Prioritization and Implementation of Mitigation Measures	• Establish and implement risk mitigation measures based on prioritization of assessment results Priority 1 : Measures such as substitution of hazardous substances Priority 2 : Engineering controls such as installation of ventilation systems Priority 3 : Administrative controls such as revising work procedures Priority 4 : Use of personal protective equipment (PPE)

OCI Company [Compliance with Domestic and International Chemical Regulations]

In 2024, OCI Company registered a total of 76 chemical substances and plans to register 49 additional substances by 2030. In accordance with the Consumer Chemical Products and Biocides Safety Control Act, two biocidal substances and three product types have been approved. The company aims to obtain approval for three additional biocidal products by 2025. The company also complies with international regulations such as EU REACH (Registration, Evaluation, Authorization and Restriction of Chemicals)[1] and have registered 6 substances. In addition, pre-registration of 3 substances for Turkey REACH and 1 for UK REACH has been completed, with full registrations to follow within the grace periods.

1) A chemical management framework requiring all chemical substances manufactured or imported into the EU in quantities over 1 ton/year to be registered, evaluated, authorized and restricted based on their distribution volume and risks.

OCI Specialty [Chemical Inventory Management]

OCI Specialty keeps an inventory of all chemical substances handled at its facilities. All chemical substances purchased are managed through a pre-evaluation process.

Environmental Management

Management of Chemical Substances

Chemical Substance Management Activities

OCI Company

OCI Company regularly provides training for sales and procurement personnel on changes in chemical regulations and compliance requirements. The company also appoints hazardous chemical managers for each production process to ensure proper safety management tailored to specific operations. In addition, emergency response scenarios are established to prepare for potential chemical leaks, with designated response teams and regular drills conducted as part of a comprehensive preparedness program.

OCI Company Systems and Activities for Preventing Chemical Accidents

Category	Activities
Smart Environmental Management System	• Installation of detectors using high-sensitivity, low-power semiconductor gas sensors and LoRa (Long Range) low-power wireless communication technology within the workplace • Prevention of chemical accidents through monitoring of chemical substance leakage
Prevention of AccidentsDuring Transportation of Chemical Substances	• Establishment of a manual for preventing accidents during transportation of chemical substances • Regular training on transportation and instructions on product shipment procedures • Installation of safety signs in the workplace so that workers can easily check the safety rules at all times • Establishment of transportation accident response plans in accordance with in-house emergency management manuals and conducting emergency drills at least once every six months
Safety Management of Chemical Handling Facilities	• Operation of a dedicated facility inspection team • Regular inspection of facilities and safety training for responsible personnel • Thorough management of the use, storage and disposal of all chemical substances in accordance with legal standards

OCI TRS

OCI TerraSus conducts systematic Chemical Health Risk Assessments (CHRA) and Chemical Exposure Monitoring (CEM) to ensure the safe handling of chemical substances and to protect workers, in compliance with Malaysia's Occupational Safety and Health Act (OSHA 1994).

In 2024, a CHRA was conducted for the MP6 project, identifying 24 chemical substances with potential exposure risks through inhalation and skin contact. Based on the findings, OCI TerraSus implemented preventive measures, including reinforced use of personal protective equipment (PPE) for high-risk workers, improved workplace ventilation systems, and expanded safety training.

Additionally, CEM was conducted in 2024 for coal boiler operations to assess workers' exposure levels and the surrounding air quality. The results were used to verify the adequacy of PPE usage and to establish further improvement measures. OCI TerraSus plans to conduct a second round of monitoring in 2025 and aims to proactively manage chemical-related risks through the establishment of a continuous monitoring system.

OCI SE **[Safe Storage and Distribution of Chemicals]**

OCI SE has been strengthening its chemical storage and distribution systems by improving processes and equipment operations. In addition to obtaining necessary permits and conducting process hazard assessments, OCI SE holds meetings such as the Technical Review Committee and the Management of Change (MOC) Committee to review chemical management practices within production facilities. Improvement activities are also carried out to enhance the performance of tanks, dikes, and pipelines, including inspections and the adoption of upgraded materials.

Training on Hazardous Chemical Substances and Leak Prevention Activities by Key Subsidiaries

OCI Company **[Substitution of Hazardous Substances and Management of Customer Satisfaction]**

OCI Company reviews the feasibility of substituting hazardous chemicals in raw and subsidiary materials and implements reduction initiatives where applicable. In response to customer requests, the company also regularly analyzes certain products for the presence of SVHCs (Substances of Very High Concern), RoHS (Restriction of Hazardous Substances) regulated substances, and polycyclic aromatic hydrocarbons (PAHs), confirming that these hazardous substances are not present.

In addition, OCI Company has discontinued the production of dioctyl phthalate (DEHP), a substance classified domestically as hazardous and internationally as an SVHC under EU REACH Annex XIV (Authorization List) and as a restricted substance under Annex XVII, thereby reducing both emissions and usage of hazardous chemicals. The company also regularly conducts customer satisfaction surveys targeting customers who continuously purchase its products. In 2024, a survey covering customers representing 55% of total sales showed a high satisfaction score, averaging 90 points.

OCI SE

OCI SE provides hazardous chemical substance training to all employees every year. To prevent chemical leaks, the company conducts quarterly emergency response drills, weekly internal compliance inspections, and continuously operates leak detection monitoring systems.

Training on Hazardous Chemical Substances for Managers, Handlers and Workers	Completion Rate 100%

OCI TRS

OCI TerraSus provides structured chemical management training to raise employee awareness of environmental safety. In 2024, training sessions were conducted for all employees, including new hires, focusing on safe handling practices and regulatory standards for hazardous chemicals. In particular, practical, hands-on training was strengthened for workers in roles with high exposure risks, such as those operating wastewater treatment facilities.

The company also conducted training on the Continuous Emission Monitoring System (CEMS), which enables real-time monitoring of hazardous substance emissions, reinforcing the importance of proper chemical management among employees.

In addition, regular inspections of the company's internal emergency response plans were integrated into the training program, ensuring that employees clearly understand and are well-prepared to follow appropriate procedures during actual emergency situations. OCI TerraSus continues to enhance its training content to support effective on-site response and safety readiness.

Environmental Management

Eco-Friendly Businesses and Products

Expansion of Renewable Energy Business

OCI Holdings and its subsidiaries are leading players in the renewable energy and advanced materials sectors, with eco-friendly future business development established as a core group-wide growth strategy. The company continues to strengthen its capabilities by building a comprehensive solar value chain-from key upstream materials to solar power generation-while striving to create a more sustainable future through innovative technologies. In 2024, OCI Company acquired Saehan Recycle, a producer of pyrolysis oil from waste plastic film, to strengthen its eco-friendly materials business by utilizing circular resource-based raw materials. In parallel, OCI Energy sold a 200MW solar power project in 2024 to focus on the development of a 300MW flagship project in 2025. Subsidiaries such as OCIE and MSE, which operate solar power businesses in the U.S., are eligible for Advanced Manufacturing Production Credits under the Inflation Reduction Act (IRA), and are benefiting from Investment Tax Credit (ITC) expansion policies. These incentives are expected to drive sustained growth in solar installations in the U.S. over the medium to long term. Accordingly, OCI Holdings is enhancing its competitive edge in the development and operation of solar facilities and is positioning this as a major driver of future business growth. Notably, MSE expanded its solar module production capacity to 500MW in 2024 based on the first-phase expansion plan initiated in Q4 2022. Looking ahead, OCI Holdings plans to establish and operate facilities for 1GW annual cell production starting in the first half of 2026, with total production capacity expected to exceed 2GW by the second half of 2026, further solidifying its competitiveness in the U.S. upstream solar value chain.

OCI Holdings Solar PV Value Chain

1
OCI TerraSus
: Solar PV-Grade Polysilicon

- Produces 35,000 tons of solar PV-grade polysilicon annually

2
OCI Specialty, MSE
: Solar PV Modules

- Produces and supplies slim rods and wafers for solar cells-key components in the renewable energy sector
- Manufactures a wide range of modules for residential, commercial, and industrial use, and is expanding solar module factory capacity to 1 GW in the U.S.

3
OCI Power, OCI Energy
: Solar PV Power Generation

- Entered the U.S. solar power market in 2012 by securing the Alamo Project, a first for a Korean company
- Operates solar power businesses in Korea, the U.S., and China
- Develops business models combining renewable energy with energy storage systems (ESS)

Use of Eco-Friendly Materials and Product Development

To minimize environmental impact, OCI Company is expanding the use of eco-friendly raw materials and developing environmentally conscious products. In 2021, the company ceased production of dioctyl phthalate (DOP), a hazardous chemical, and increased production of eco-friendly plasticizers. Since February 2022, a portion of the feedstock used in the carbon black production process has been replaced with pyrolysis oil derived from waste vinyl, instead of conventional coal- or petroleum-based raw materials. In 2023, OCI Company obtained the ISCC (International Sustainability & Carbon Certification) Plus certification for carbon black produced at the Gwangyang plant, and in 2024, extended this certification to carbon black produced at the Pohang plant. Going forward, OCI Company plans to expand ISCC Plus certification to other product lines and pursue additional environmental certifications such as the Environmental Product Declaration (EPD) in both domestic and international markets.

OCI SE **[Eco-Friendly Processes and Technologies]**

Through combined heat and power (CHP) generation, which produces electricity and heat simultaneously, OCI SE is saving 30-40% of energy compared to conventional thermal power. The company also uses biomass fuel co-firing and has acquired the Renewable Energy Certificate (REC).

OCI SE Saemangeum CHP Plant

Environmental Management

Environmental Risk Management

Environmental Management System

To minimize environmental pollution from production activities at major sites of its subsidiaries, OCI Holdings has urged key subsidiaries to acquire ISO 14001 certification for their environmental management systems. Each certified subsidiary has established environmental management goals and systems based on this framework, and carries out risk identification and assessment processes. For major risks, response measures are established to mitigate potential impacts, and the effectiveness of these actions is regularly monitored and continuously improved.

Environmental Management System Certificates Acquired by Subsidiaries

Subsidiaries	Certification Period
OCI Company [1]	2023.11.01~2026.10.31
OCI Power [2]	2024.08.01 ~ 2027.08.09
OCI TRS [3]	2024.01.04~2027.01.03

1) Certification covers the Gunsan, Pohang, Gwangyang, Iksan plants and the Central Research Center.
2) Certification applies to Gunsan Plant.
3) Certification applies to the Samalaju Plant.

Risk Management Activities by Key Subsidiaries

OCI Company [Environmental Regulation Monitoring]

OCI Company collaborates with specialized agencies to monitor environmental laws, amendments and legislation pre-announcements on a weekly basis, and preemptively analyzes the potential impact of these changes on its business operations. The company develops preemptive response plans for regulations that could significantly affect its operations and conducts detailed analysis based on regulatory information being considered by government agencies, local authorities and economic associations from a mid-to-long-term perspective. Regulatory information collected through these activities is shared company-wide via the SH&E portal and with all employees through training and internal meetings. When the information is deemed critical, customers and suppliers are also informed. To ensure compliance with environmental laws and requirements, OCI Company conducts legal compliance assessments at least once a year. If any non-compliance issues are identified, corrective actions are immediately taken through established procedures to address regulatory risks in a timely manner.

OCI Company [Regular Environmental Audits]

In 2024, the Gunsan and Pohang plants underwent regular inspections conducted by regional river basin environmental offices. In the previous inspections, the Pohang, Gwangyang and Iksan plants received the highest grade, "Excellent." To maintain this level of performance, OCI Company plans to establish a site-based autonomous environmental management system starting in 2025. Moreover, OCI Company conducts internal audits at least once a year for each site in accordance with its internal audit management policies and carries out annual external audits to assess the implementation status of its environmental management system. When nonconformities are found, corrective measures are taken to improve compliance with environmental management requirements. Moreover, during regular inspections of chemical accident prevention plans, OCI implements cross-audits among business sites to identify areas for improvement and share best practices.

OCI Company [Environmental Impact Assessments]

OCI Company conducts environmental impact assessments on a regular basis (every three years) and additionally on an as-needed basis to evaluate the direct and indirect environmental impacts across its business activities. The company carries out detailed assessments by breaking down all activities and services that may cause environmental impact, considering the effects by individual environmental factor.

OCI TRS [Environmental Management Plan (EMP) Approval]

In 2024, OCI TerraSus strengthened its management system to ensure that the construction of the MP7 (CA Plant) project complies with environmental regulations in Malaysia and Sarawak. As a result, the company successfully obtained approval for its Environmental Management Plan (EMP). In 2025, OCI TerraSus plans to revise the existing EMP currently applied to its polysilicon plant operations. The main revisions will include updates reflecting changes in corporate governance structure and the installation of a new Ambient Air Quality Monitoring Station. Additionally, in preparation for the mechanical completion and commissioning of the MP7 project, a new EMP tailored to the operational phase will be established. Through these efforts, OCI TerraSus aims to further strengthen its environmental compliance and build a more stable foundation for operations.

OCI SE [Preemptive Environmental Impact Management and Environmental Impact Assessments]

To effectively respond to changes in environmental regulations, OCI SE collaborates with external experts to monitor relevant laws, amendments, and legislative notices on a weekly basis. Based on this monitoring, the company analyzes potential impacts on its operations and maintains a proactive response system. For regulations that are expected to have a significant impact on business activities, OCI SE establishes and manages preemptive response plans. In addition, the company incorporates information on environmental policies under mid- to long-term review by government agencies, local authorities, and industry associations to thoroughly assess potential environmental impacts during operational planning. Environmental impact assessments are conducted on an ongoing basis in cases involving new or expanded processes, increased production capacity, introduction of new equipment, material changes, or regulatory updates. Furthermore, to comply with agreements related to the Saemangeum Industrial Complex's district energy supply project, OCI SE prepares and reviews a management ledger on a monthly basis.

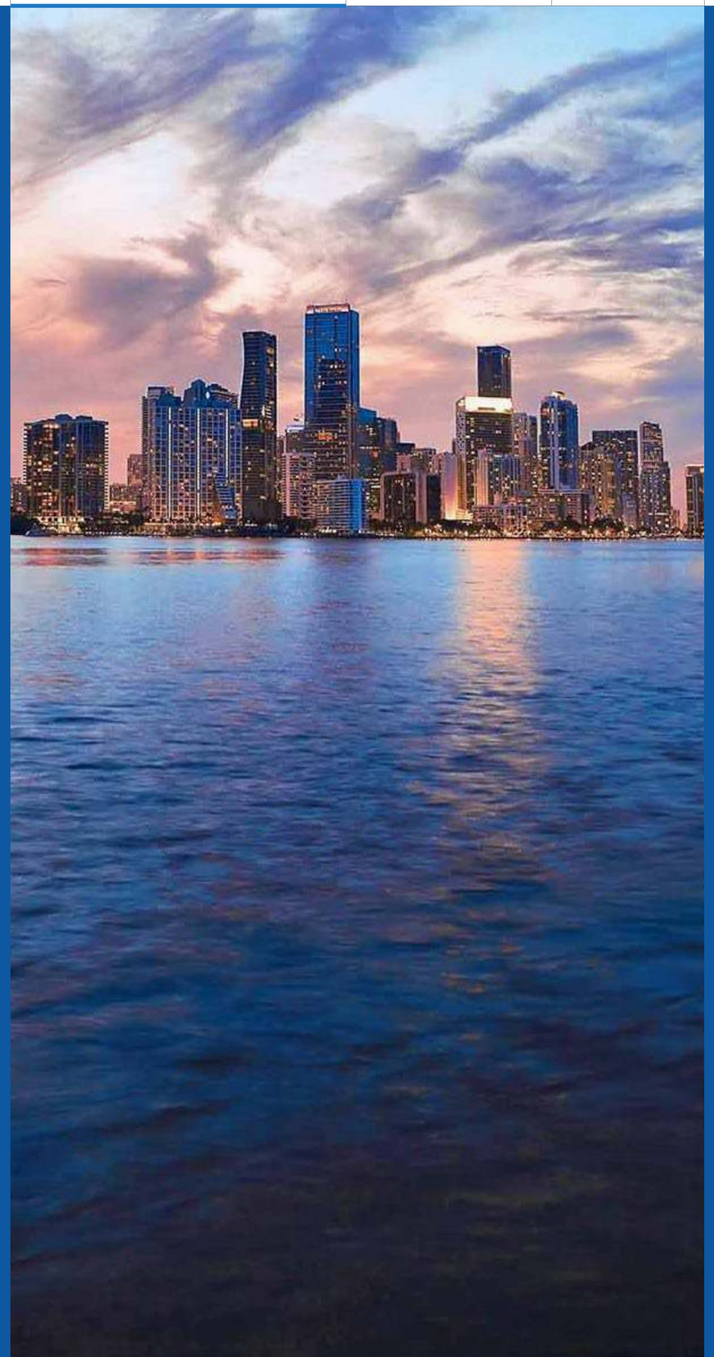
OCI Specialty [Environmental Impact Assessments]

OCI Specialty performs environmental impact assessments for process expansions/upgrades, new equipment installations, material changes and changes in regulations or standards to measure environmental impacts during operations and prevent potential pollution. These assessments are carried out by consulting with local authorities and the Tancheon Industrial Complex.

Social | Strategic Direction

PEOPLE / ORIENTED

We realize sustainability with respect for humanity.



Key Achievements in 2024

+ Reinforcing Human Rights Management Strategies
Establish of human rights management policies at the holding company and develop a group-wide human rights management plan.

+ Embracing Cultural Diversity
Enhance global business environment and localization capabilities through intercultural education and other activities.

+ Expanding Social Contribution Activities
Broaden regional engagement and talent development with structured social contribution initiatives group-wide.

Talent Management

Recruiting and developing outstanding people

Talent Management Strategies

OCI Holdings secures top talent through personnel exchanges with our subsidiaries. In 2024, we actively promoted internal talent mobility to strengthen core functions and enhance group-wide competitiveness. We also pursued a variety of strategies, including hiring experienced professionals and posting open positions. Strategic talent management will continue to be a top priority to boost corporate competitiveness.

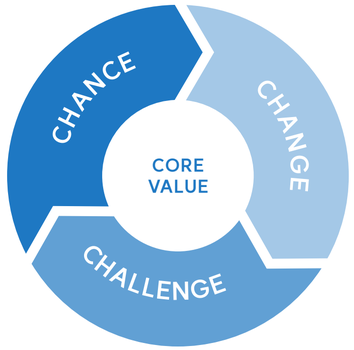
Shared Service of Specialized Professionals

During the 2023 spin-off and transition to a holding company structure, OCI Holdings reassigned experienced personnel from our subsidiaries to support core functions. We integrated specialists in areas such as tax, internal accounting, general affairs, and safety, health, and environment (SH&E) into a shared service system to secure key capabilities and meet regulatory requirements. We will continue to strengthen personnel exchanges with subsidiaries to ensure effective execution of our core responsibilities.

Who OCI Group Looks For

Core Values		
Chance	Challenge	Change
Speed ×		Synergy

Who OCI Group Looks For
Individuals who embody and act upon the group's core values of chance, challenge, and change



New Graduate Recruitment

OCI Holdings hires people who embody the group's core values of "Chance, Challenge, and Change." In 2024, we introduced a cloud-based recruitment solution across all Korean-based subsidiaries and launched a unified group recruitment website to strengthen our brand as top-tier employer. We improved recruitment effectiveness and ensured fairness by sharing insights on advanced hiring practices and legal trends, while continuously monitoring recruitment across the group. We also promoted inter-subsidiary transfers and secondments to expand career paths and generate organizational synergy.

360-Degree Feedback Survey for Improving Organizational Culture

OCI Holdings conducts annual multi-rater evaluations to closely analyze the impact of organizational and corporate culture on employees. We collect both quantitative metrics and qualitative feedback to understand collaboration patterns, motivational drivers, and leadership styles. These insights help identify ways to improve our culture, with diagnostic results forming a foundation for organizational growth strategies and guiding enhancements to our working environment and leadership systems. As global adaptability and cross-cultural competence become increasingly vital, we aim to build a diverse and inclusive organization. We will continue these systematic evaluations and improvement efforts to foster a corporate culture where employees thrive with greater satisfaction and growth.

360-Degree Feedback Criteria

Pursuit of diversity, building trust	Balancing stakeholder interests. Managing conflicts	Openness, curiosity and empathy toward difference
Embracing uncertainty, adaptability	Courage, persuasiveness, ambition	Situational adaptability, global perspective, innovation

Employee Performance Evaluations

OCI Holdings oversees performance evaluations for group executives. Some subsidiaries, including OCI Company, set ESG management goals and integrate them into evaluations, linking results to compensation. We convene annual talent committees to guide executive appointments and organizational restructuring, conduct individual evaluations for key roles, and establish succession plans for enhanced stability. We will continue to operate a fair and systematic performance evaluation system that supports both organizational growth and employee development.

Employee Performance Evaluation Process

Set Shared Organizational Goals (Beginning of the Year)	• Leaders establish organizational goals • Aligned with upper-level goals (CEO > C-Level > Executives > Team Leaders)
Develop of Individual Action Plans (Beginning of the Year)	• Employees select relevant goals from their supervisor's organizational goals and establish action plans to achieve their objectives.
Ongoing Feedback (Throughout the Year)	• Feedback on employee performance provided throughout the year (comment-based, mobile-enabled) • Employees may revise their action plans during the year
Final Evaluation and One-on-One Feedback (End of the Year)	• Relative evaluation based on personal goals, organizational impact, competencies and leadership

* Each department's shared goals are aligned with the personal goals of employees.

Talent Management

Recruiting and developing outstanding people

Talent Development Systems and Programs

OCI Holdings manages our workforce strategically, utilizing structured development programs for Future Leaders and Global Talent across domestic and international subsidiaries. We use group discussions in our talent committee to guide executive appointments and conduct thorough leadership succession planning. To strengthen leadership competencies, we customize trainings for each role and carry out regular leadership assessments to support continuous development. We also operate a range of internal and external education programs across business divisions to enhance managerial capabilities, expertise, and global competitiveness. In 2024, we conducted leadership assessments for 256 executives and team leaders globally, using the results to inform executive appointments and organizational restructuring. As part of our global growth strategy, we expanded our global talent development program by introducing language and intercultural training, with participants showing an average 4% improvement in foreign language proficiency assessments. We will continue to train systematically to foster global talent and build a strong foundation for sustainable growth.

OCI Holdings Talent Development and Job Training Programs

Employee Succession Planning

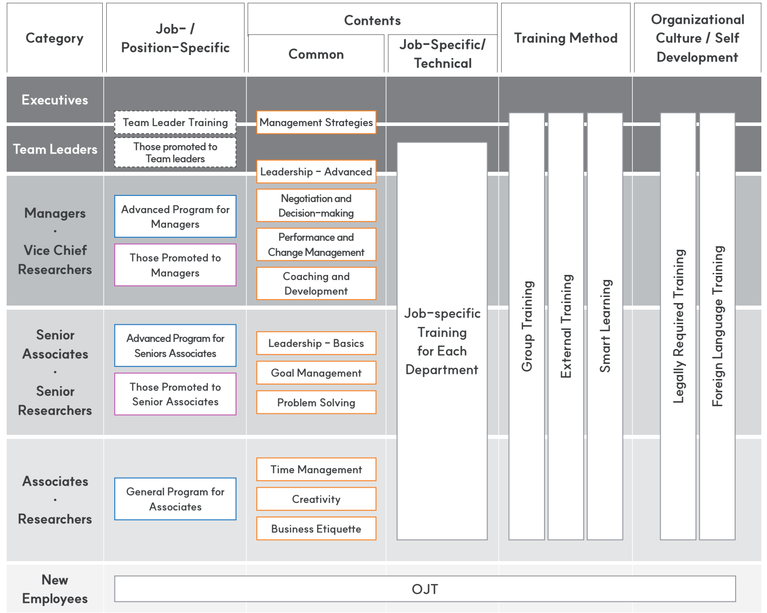
Future Leader Development	Expert Talent Development	Global Talent Development
Fundamental Training by Job Level	**Engineer Job Training**	**Ongoing Language Programs**
• Core competencies and skills training based on job-level competency framework • Continuous onboarding programs for new hires	• Competency roadmap for developing engineering competencies • Partnerships with specialized institutions and various external training opportunities	• English training programs for engineers • Customized language learning systems (e.g., phone-based English lessons, e-learning, official language test prep)
OCI MBA	**Overseas Job/Academic Training**	**Overseas Assignee Training**
• Management training for leadership candidates to drive organizational change • Building a collaborative culture and solving problems through open-minded thinking	• Opportunities to attend overseas training institutions for chemical, electrical, and mechanical engineering (e.g., UOP, GE, ASME) • Participate in international academic conferences and symposia for researchers	• Basic training for local adaptation • Personality-based assessments and adaptation planning for new environments • Short-term intensive language courses
Individual/Group Coaching	**Executive Program**	**C-Level Entrepreneur Leadership Program**
• Implementation of competency development plans for team leaders and executives (e.g., group coaching for overseas assignees/corporate heads, management coaching, media training)	• External training programs to develop trend awareness and expand professional networks (e.g., Seoul National University CFO Program)	• Send CEO candidates to elite executive management programs (e.g., Wharton, Stanford)

Talent Development Systems and Programs by Key Affiliates

OCI Power [Establishment and Operations of Annual Training System]

OCI Power provides job training for through an annual training system. We offer various programs, including new hire onboarding, promotion training, advanced role-based training, legally required courses, and language instruction. We deliver training in multiple formats, such as group sessions, external courses, and smart learning to boost accessibility and convenience. We also use participant surveys to improve our programs to help employees strengthen their capabilities and embrace our corporate culture.

OCI Power Annual Training System



OCI TRS [HR Center]

As it expanded in Malaysia, OCI TerraSus established an HR Center to accelerate recruitment and local talent development. We provide structured training programs equivalent to ones offered by our domestic subsidiaries and identify qualified candidates with an IT-based recruitment system. The HR Center is a core platform for early onboarding and capacity building.

OCI SE [Talent Acquisition, Performance Management, Training]

OCI SE recruits top talent nationwide through OCI Group's integrated recruitment system. We provide customized training programs to build core competencies by position, along with options tailored to individual needs. To ensure fair performance evaluations, we conducted performance management group trainings for leaders. Starting in 2025, we plan to launch an online talent development program with a continuous feedback system to strengthen real-time performance communication and accountability.

OCI Specialty [Talent Recruitment, Performance Evaluation, Training]

OCI Specialty recruits talent based on fair standards and procedures, seeking individuals who embody our core values of "Chance, Challenge, and Change." We conduct performance evaluations by assessing achievements and competencies using the Management by Objectives framework. We reflect both quantitative and qualitative factors using KPIs and individual performance documentation. Evaluating KPI performance is core to this work but, in 2020, we also introduced performance documentation to capture individual contributions not reflected in KPIs. Additionally, we use competency assessments to evaluate growth potential. Evaluation outcomes are linked to capacity-building and career development through biannual performance reviews. Our training system includes job-specific programs, leadership training by position level, and common competency development courses, covering vision alignment and language skills. Staff attend external professional trainings annually and receive monthly self-development allowances to strengthen global competencies.

Talent Management

Recruiting and developing outstanding people

Talent Management Activities

Leadership Training

OCI Holdings delivers professional leadership training to strengthen internal risk management and lay the groundwork for sustainable operations. We run structured promotion programs for newly appointed executives, team leaders, and corporate heads across all subsidiaries. These programs connect emerging leaders with top management, fostering global business capabilities and sharing accumulated expertise. We also create space for trainees to explore leadership challenges, uncover practical solutions, and navigate their transition into leadership roles effectively.

OCI MBA

OCI Holdings launched the OCI MBA program in 2008 to equip leaders and executive candidates with advanced management expertise, flexible thinking, and multidimensional problem-solving skills. We partner with top domestic institutions like Yonsei University and KAIST to deliver a structured curriculum. By 2024, 576 participants completed the program across 14 cohorts, including 40 next-generation leaders trained through the Yonsei University course that year. We also initiated a two-year program with KAIST in 2024, currently training 33 participants. The program earned a Net Promoter Score of 8.33 out of 10 and we will continue to strengthen this program.

MBA Program Effectiveness

Category	2023[1]	2024
Leadership Mindset	4.44	4.13
Application of Training Content	3.94	3.91
Expansion of Human Networks	4.43	3.96

1) 2023 evaluation criteria were revised after our previous report and the indicators have been updated accordingly.

2024 OCI MBA Graduation Ceremony

Cross-Cultural Training and Activities

In June 2024, OCI Holdings launched a basic Malay language course for team leaders and above, running two classes over three months to strengthen communication at our Malaysian subsidiary. In August, we hosted a concert-style lecture, "Understanding the Culture and History of Malaysia," at our Seoul HQ. Professors Ummi Hani Binti Abu Hassan and Kim Dong-hoon from Hankuk University of Foreign Studies spoke to over 100 employees on Malaysian history, multicultural dynamics, and business etiquette. We also streamed the event live for colleagues across domestic and international subsidiaries and we will continue to expand these cross-cultural programs to sharpen global edge and deepen localization.

Talent Management Activities by Key Subsidiaries

OCI Company [Cultivating Industry-Leading Experts]

OCI Company delivers role-specific training programs to help employees internalize responsibilities and build competencies aligned with their job levels. We offer customized foundational and advanced courses by rank. In 2024, 25 newly appointed team leaders and executives completed trainings focused on organizational management and how to motivate higher performance. We institutionalized regular dialogue sessions between senior managers, newly promoted leaders, and the CEO to clarify role expectations and foster open communication. For team leaders and executives, we also run the "Adding+ Insight to OCI" lecture series, offering diverse leadership perspectives and strategic thinking.

OCI TRS [Technical Training Program for New Employees]

In tandem with OCI TerraSus's large-scale recruitment, we launched a technical training program in January 2024 for new hires in engineering and related roles. We planned 24 sessions for the year, combining basic technical instruction from external experts with in-house and on-the-job training (OJT) to build core competencies. As part of this, we offer field training at OCI Company's Gunsan Plant, where employees gain hands-on experience in plant maintenance and production. We also produce various training materials to extend program access across our workforce.

Technical Training Program for New Employees

Talent Management

Organizational Culture and Labor Relations

Flexible Organizational Culture

OCI Holdings promotes work-life balance, health, and financial stability through flexible working hours and comprehensive welfare benefits. We empower employees to manage their schedules independently, tailoring work hours to fit individual roles and responsibilities.

OCI Group Work Arrangements and Employee Welfare [1)]

Category	Overview	
Housing and Livelihood Support	Housing loans and emergency household loans	Settlement support allowance and dormitory
	Leave and monetary support for family events	Tuition for children
	Retirement pension plan	
Work-Life Balance	In-house daycare center	Family-friendly programs (social contribution, education)
	Employee grievance counseling (Employee Assistance Program, EAP)	Regular and paid annual leave
	Reduced working hours (for pregnancy, child-rearing, caregiving, etc.)	Nursing room and paid nursing time
	Flexible Working Hours with staggered commuting times	Access to recreational facilities
	Flexible work arrangements (flexible hours, discretionary working hours, compensatory leave, etc.)	
Self-Development	Self-development support	In-house language programs
	Vacation support	Support for in-house clubs
Health Support	Psychological counseling (EAP)	Group insurance (for employees, spouses, and children)
	Health check-ups	
Compensations	Awards for outstanding employees	Long-service awards
	Welfare points system	

1) Some work arrangements and welfare programs are also applied to other subsidiaries.

OCI SE

OCI SE supports employee work-life balance, health, and financial well-being through flexible working hours and robust benefits. We let employees manage their schedules independently and adapt to fit individual needs. We also operate an in-house welfare fund for employee loans and welfare points.

OCI Power

OCI Power offers a range of flexible work options, including staggered hours by department, a one-month selective schedule, and a three-month flexible arrangement. This goes beyond legal requirements, supporting work-life balance with enhanced maternity policies that extend to prenatal exams and allow remote work for expectant mothers. We've also strengthened our welfare system by introducing funeral support services and other policies that prioritize employee well-being.

OCI Specialty

OCI Specialty has a flexible working hour system that balances employee autonomy with operational needs. Before rolling it out, we engaged staff with surveys and internal discussions to gather feedback and ensure a smooth transition. Since 2009, we've also supported post-retirement financial security through a retirement pension plan. Our family-friendly policies include up to one year of parental leave for employees with children under eight, regardless of gender, along with options for reduced working hours for childcare or family care. We've also implemented safeguards to prevent performance evaluation disadvantages due to parental leave and offer group accident insurance that covers both employees and their families, supporting inpatient and outpatient medical expenses.

Family-Friendly Enterprise Certification

Since earning Family-Friendly Certification in 2023, OCI Holdings has continued to build a supportive workplace culture. In 2024, we renovated maternity protection rooms and launched family-inclusive programs. We also updated our employment policies to align with the revised Three Key Laws for Childcare Support. This includes expanded parental leave and reduced working hours, helping employees better balance work and family. To ensure fair evaluations, we apply average performance scores during maternity or parental leave and clearly define this policy across our HR framework. OCI Company's Gunsan plant operates an on-site daycare center managed by the Puruni Childcare Foundation to offer employees reliable childcare services.

Family-Friendly Enterprise Certification

Retirement Pension System & Outplacement Support

OCI Holdings has operated a retirement pension plan since 2009 to ease the financial burden on employees. By the end of December 2024, our defined benefit (DB) obligations reached KRW 18.6 billion. To ensure sound asset management, we established a Retirement Pension Operations Committee and an annual fund management plan. We provide retirement pension education to all employees at least once a year and accept annual applications for switching between DB and Defined Contribution plans for added flexibility. For retiring employees, we offer life planning education and reemployment support, including career transition training, consulting, special lectures, and change management programs.

Talent Management

Organizational Culture and Labor Relations

How We're Improving Labor Relations and Our Culture

OCI Holdings views organizational culture and labor relations as key drivers of sustainable growth and competitiveness. We adapt to change by strengthening communication and collaboration, and by fostering employee engagement and accountability. To nurture a non-hierarchical culture, we carry out various initiatives promoting openness and shared responsibility. Our Labor-Management Council has 3 management and 3 staff representatives and meets quarterly to maintain stable labor relations. It focuses on enhancing employee satisfaction and professional development, and deliberates on strategic matters to ensure alignment across the organization.

Decision Making Structure and Management Body for Organizational Culture & Labor Relations

Management Body		Labor Management Council
Members		3 employer representatives, 3 employee representatives
Roles		Promoting mutual benefit and communication (as defined in the council's policies)
Goals		• Improve company productivity, oversee discussions, deliberations and reports related to working conditions (HR and organizational culture) • Resolve grievances (executives and employees)
Key Activities in 2024	Frequency	Quarterly
	Matters Discussed and Resolved	• Sharing key management updates, receiving and addressing employee grievances, sharing legal and regulatory updates • Discussions and decisions on welfare facility improvement requests

Key Organizational Culture & Communication Activities

Category	Overview
Town Hall Meetings	Share the goals of the holding company, management strategies and principles through Q&A sessions.
Monthly Organizational Culture Activities	With many new hires, monthly organizational culture activities aim to promote employee interaction and build a positive organizational culture.
Workshops for Experienced Hires	Workshops to onboard experienced recruits are held to improve their understanding of the company's history and strategies and build internal networks.

OCI Company [Enhancing Labor-Management Communication]

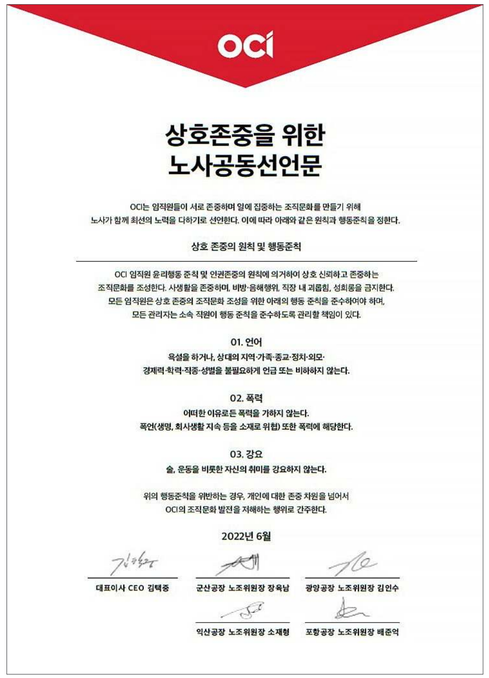
OCI Company maintains stable labor-management relationships grounded in mutual respect, with several unions operating at our main sites: Gunsan, Iksan, Pohang, and Gwangyang. We address site-specific issues through quarterly labor-management council meetings and discuss company-wide matters bi-monthly at dedicated workshops. Annual collective bargaining is conducted through a joint bargaining group, with agreements renewed every two years and applied equally to non-union members.

We strengthen communication through regular workshops and union leadership retreats. In 2022, we issued a "Joint Declaration on Labor-Management Harmony" to foster a horizontal culture, outlining behavioral standards that prohibit verbal abuse, threats, and coercion. This declaration underpins our ongoing mutual respect campaigns. In recognition of these efforts, our Gunsan Plant was named an "Excellent Labor-Management Culture Enterprise" by the Ministry of Employment and Labor in 2024, with both the top manager and local union leader receiving a presidential award. This highlights the external recognition of our collaborative relations with staff.

OCI TRS [Enhancing Labor-Management Communication]

OCI TerraSus also works to strengthen employee communications at production sites and factories. The OCI TerraSus Committee regularly meets to listen to employee concerns and identify practical solutions. It also conducts regular satisfaction surveys to assess organizational culture, identify improvement areas, and incorporate the results into labor-management strategies and organizational development efforts.

OCI Company Labor-Management Joint Declaration & Mutual Respect Campaign


OCI

상호존중을 위한
노사공동선언문

OCI는 임직원들이 서로 존중하며 일에 집중하는 조직문화를 만들기 위해
노사가 함께 최선의 노력을 다하기로 선언한다. 이에 따라 아래와 같은 원칙과 행동준칙을 정한다.

상호 존중의 원칙 및 행동준칙

OCI 임직원 윤리행동 준칙 및 인권존중의 원칙에 의거하여 상호 신뢰하고 존중하는
조직문화를 조성한다. 사생활을 존중하며, 비방·음해행위, 직장 내 괴롭힘, 성희롱을 금지한다.
모든 임직원은 상호 존중의 조직문화 조성을 위한 아래의 행동 준칙을 준수하여야 하며,
모든 관리자는 소속 직원이 행동 준칙을 준수하도록 관리할 책임이 있다.

01. 언어
욕설을 하거나, 상대의 지역·가족·종교·정치·외모·
경제력·학력·직종·성별을 불필요하게 언급 또는 비하하지 않는다.

02. 폭력
어떠한 이유로든 폭력을 가하지 않는다.
폭언(생명, 회사생활 지속 등을 소재로 위협) 또한 폭력에 해당한다.

03. 강요
술, 운동을 비롯한 자신의 취미를 강요하지 않는다.

위의 행동준칙을 위반하는 경우, 개인에 대한 존중 차원을 넘어서
OCI의 조직문화 발전을 저해하는 행위로 간주한다.

2022년 6월

대표이사 CEO 김택중 | 군산공장 노조위원장 장혁남 | 광양공장 노조위원장 김인수
익산공장 노조위원장 소재형 | 포항공장 노조위원장 배준억

OCI

상호존중캠페인
#회사에서의 언어표현

나의 선배에게, 후배에게, 상사에게, 동료에게 존중의 언어를 사용해 주세요.

어떤 표현은 지양해주세요.
나에 비도가 무엇인지는, 상대방이 불쾌감을 느낄 수 있습니다.

지역	"OO 출신이라 그런지..." 또는 출신 지역에 대한 비교,비하
가족	불필요하게 가족에 대해 묻거나, 가족을 소재로 농담 등을 하는 것
종교,정치	그 사람의 종교나 정치적 의견을 비하, 또는 민감한 이슈를 굳이 언급
외모	어떤 의도이든, 상대의 외모를 언급할 필요가 없습니다.
퇴직 언급	"오늘도 나왔니?", "아직도 다니세요?", "그만두고 싶니?"
욕설	회사에서 '가벼운 욕설'은 없습니다. '친밀감 표시를 위한 욕설'도 없습니다. 욕설은 욕설일 뿐입니다. 회사에서 욕설은 절저히 삼가 주세요.
경제력	상대의 경제력을 농담, 질책의 소재로 이용
업무 떠넘하	"이게 뭐가 중요해?, 너희 부서가 바쁠 일이 뭐 있어?"처럼 타부서의 업무를 평하하거나, 다른 사람의 업무를 장부, 단순 업무 등으로 낮춰 언급
학력	상대의 학력, 출신학교를 비하, "OO출신 맞아?"라는 식으로 내이냥
직종	맥락 없는 고용형태, 직종 언급
성별	"남자라면 당연하~" "여자라면 당연하~"

어떤 식의 표현을 해주신다면 어떨까요?
좋은 표현이지만 상대방이 기분이 달라집니다.

01 요청이나 지시를 할 때 "부탁한다,"라는 표현을 덧붙여주세요.

02 상대가 당연히 해줘야 하는 일을 했더라도, "고맙다"라는 말을 해주세요.

03 이메일 등 글로 충분치 않음을 느낀다면 전화, 대면 등으로 보완 설명해 주세요.

04 자신만 아는 전문용어를 사용하기보다는, 쉽게 설명해 주는 배려를 보여주세요.

우리는 정중하게 표현하기 위해 노력함으로써,
서로가 일에 집중하며 성과를 내는 조직을 만들 수 있습니다.

Human Rights Management

Human Rights Management Strategies

Human Rights Policy

As part of our commitment to sustainable growth, OCI Holdings actively promotes human rights across all business activities by engaging with various stakeholders. Human rights management is a key component of our ESG strategy, and we will always prioritize the protection of human dignity. Through our human rights policy, we publicly affirm support for global standards and pledge to uphold the rights of all employees and stakeholders throughout our operations.

OCI Company, OCI TerraSus, OCI SE, and OCI Power have each established and disclosed respective human rights policies and are actively guiding employees to understand and implement these principles every day.

OCI Holdings Human Rights Policy

OCI Holdings Human Rights Policy Articles

Article 1	Respect for Human Beings
Article 2	Prohibition of Discrimination
Article 3	Prohibition of Forced Labor
Article 4	Prohibition of Child Labor
Article 5	Compliance with Working Hours
Article 6	Provision of Wages and Welfare Benefits
Article 7	Freedom of Association
Article 8	Protection of Personal Information and Privacy

Human Rights Management System

Human Rights Management Bodies

OCI Holdings operates a human rights management system led by the Board of Directors, the ESG Committee, executive leadership, and key departments. The Board and ESG Committee review and approve initiatives, assess major risks, and guide improvements. Our People/ESG Team, which is responsible for organizational culture, HR management, talent development, and global HR, is the central human rights management body. Collaborating with the Audit Team, we monitor and address human rights-related grievances and issues.

We expanded the People/ESG Team in 2024 in line with the post-split personnel plan and continue to strengthen its role as the core driver of our human rights strategy.

OCI Holdings' Human Rights Management

Board of Directors
- Reviews and approves major agenda items related to human rights management

ESG Committee
- Reviews improvement activities and deliberates on compliance with the human rights protection policy

CEO
- Oversees the operation of the human rights management system and monitors violations

People/ESG Team
- Implements human rights management activities
- Monitors and handles human rights-related reports

Human Rights Management Activities

Human Rights Impact Assessments

OCI Holdings formalized its commitment to human rights by establishing a Human Rights Management Policy on December 17, 2024. This policy outlines our principles, governance framework, and procedures for assessment, reporting, remediation, and ensuring protection and promotion of rights for employees and stakeholders. All subsidiaries are set to implement their own human rights policies by mid-2025 and will be supported by group-wide training programs. We also plan to foster best practice sharing across subsidiaries and help develop localized human rights impact assessments and action plans.
Additionally, OCI Company conducted its own comprehensive human rights impact assessment using a 293-item checklist aligned with the UN's Guiding Principles on Business and Human Rights. We also engaged a third-party organization for on-site inspections and interviews to ensure credibility. In 2024, our affiliate, Bukwang Pharm, carried out its own assessment using a 53-item checklist and plans to adopt OCI Company's 293-item framework for future evaluations.

Human Rights Impact Assessment Process

STEP 1 Develop Assessment Indicators and Training
- Created a human rights impact assessment checklist based on international guidelines and regulations
- Finalized 10 assessment areas and 293 detailed indicators considering company's circumstances

↓

STEP 2 Internal Assessment and On-site Inspections
- Conducted internal assessments and on-site inspections involving external experts

↓

STEP 3 Analysis of Assessment Results
- Analyzed current implementation status and areas needing improvement

↓

STEP 4 Identify Improvement Tasks
- Conducted stakeholder interviews and materiality assessment based on indicators requiring improvement
- Identified key improvement tasks by reviewing impact assessment and materiality assessment results

OCI Company 2024 Human Rights Assessment Results

No	Areas Assessed	Assessment Result				
		Yes	Needs to improve	No	N/A	Total
1	Human Rights Management System & Remedy Procedures	54	2	0	0	56
2	Prohibition of child labor and forced labor	20	0	0	6	26
3	Freedom of Association and Collective Bargaining	24	0	0	0	24
4	Humane Treatment[1]	52	4	0	0	56
5	Responsible Supply Chain Management	20	0	0	0	20
6	Occupational Health & Safety	23	0	0	0	23
7	Environmental Rights	25	0	0	0	25
8	Protection of Local Residents' Rights	7	0	0	12	19
9	Protection of Customer Rights	19	0	0	0	19
10	Working Conditions	25	0	0	0	25
	Total	269	6	0	18	293

1) Wages, working hours, parental leave, non-discrimination, prohibition of violence (including sexual harassment and sexual violence), and prevention of workplace bullying

Bukwang Pharm 2024 Human Rights Assessment Results

Assessment Area	Response Proportions (%)				
	Very True	True	Neutral	False	Very False
Establishment of Human Rights Management System and Workplace Human Rights Protection	11.0	32.0	39.1	13.0	4.9
Non-discrimination in Employment	16.5	44.0	31.0	6.2	2.3
Prohibition of Child Labor & Forced Labor	23.6	41.4	26.7	6.8	1.5
Guarantee of Industrial Safety	13.0	40.1	38.0	7.5	1.4
Responsible Supply Chain Management and Protection of Consumer Rights	13.3	43.6	39.6	2.7	0.8
Guarantee of Environmental Rights	14.4	43.2	37.5	3.2	1.7

Human Rights Management

How We Promote Human Rights

Human Rights Risk Mitigation Activities

OCI Holdings and its Korean subsidiaries conduct annual sexual harassment prevention and disability awareness training for all employees to strengthen human rights awareness and foster a culture of respect. We also provide specialized training for team leaders and executives to proactively manage human rights risks and build an inclusive workplace. In 2024, we appointed a female human rights officer to foster a safer environment for reporting and strengthen the response system throughout our organization.

OCI Holdings Diversity & Gender Equality Training

Category	Unit	2021	2022	2023[1]	2024[1]
Number of Participants	People	1,586	1,754	56	65
Completion Rate	%	100	100	100	100

1) Conducted for all OCI Holdings employees following the spin-off in 2023.

Respect for Diversity and Prevention of Discrimination & Harassment in the Workplace

OCI Holdings and its subsidiaries implement HR policies rooted in respect for diversity, ensuring fair treatment in recruitment, performance, promotion, and training, regardless of age, gender, race, nationality, or other factors. We actively hire individuals from diverse backgrounds, including people with disabilities and veterans. To maintain a safe and respectful workplace, we operate dedicated channels for reporting harassment and sexual misconduct. Reports are investigated objectively by external agencies, with careful documentation of evidence and witness testimony. Our Employee Code of Ethics includes whistleblower protection to safeguard identities, ensure confidentiality, and prohibit career disadvantages. We also prevent secondary harm and, when needed, provide psychological counseling and treatment. Follow-up actions, such as educational training for perpetrators, are actively implemented to uphold a respectful and inclusive work environment.

OCI Holdings Grievance Handling Process

Grievance Received	• OCI Holdings and its subsidiaries: Reporting System for Workplace Sexual Harassment and Bullying • OCI TRS: OCI TRS Ombudsman • OCIE, OCI Energy, OCI AL, MSE: Ethics Hotline (877) 350-5825
Fact-Finding Investigation	• Conducted independently by the designated department according to internal policies or by a third party • Confidentiality of the whistleblower and the details of the report are protected during the investigation
Review & Corrective Measures	• Determines actions (disciplinary actions, severity and preventive measures for similar cases) based on investigation results
Notification of Results & Monitoring	• Informs the whistleblower of the results and decisions • Reports the results according to internal policies • Requests corrective actions from related departments, if necessary

OCI TRS [Embracing Cultural Diversity]

OCI TerraSus is headquartered in Malaysia, a country well known for its multicultural vibrancy. The company reflects that diversity by employing staff from 19 different ethnic backgrounds. To foster mutual respect and deepen understandings of racial, cultural, and religious diversity, it regularly hosts inclusive programs such as the annual "Cultural Night," where employees celebrate and share their unique cultural traditions. Since 2023, cross-cultural communication has been supported by developing English-language training materials tailored for engineering roles to enhance collaboration between Korean engineers and local staff. In 2024, we expanded these efforts by inviting cross-cultural experts to lead training sessions focused on bridging communication styles and enriching cultural awareness.

OCI Specialty [Human Rights Risk Management]

OCI Specialty champions diversity and inclusion through a non-discriminatory HR system applied across all personnel matters. To prevent human rights violations in daily operations, we've established an internal management framework and maintain an accessible online reporting channel for employees. Reports trigger independent investigations by external experts, with incidents thoroughly documented and reviewed transparently by our Personnel Committee. We prioritize victim protection by implementing safeguards against secondary harm and offering structured support, including psychological counseling, treatment, and re-education for perpetrators when necessary. Through these measures, we remain committed to fostering a safe, respectful, and inclusive workplace for all.

OCI Company [Human Rights Risk Management and Promotion of Diversity]

OCI Company reinforced its commitment to human rights in 2024 by establishing a Human Rights Management Policy and revising its Guidelines for the Prevention of Workplace Bullying and Sexual Harassment. We developed detailed manuals, implementation guides, and grievance procedures to ensure a clear and effective response system for misconduct. Discrimination based on age, gender, race, nationality, or other personal attributes is strictly prohibited across all employment stages-from recruitment and promotion to training and task assignments. As part of our diversity and inclusion efforts, we continue to recruit individuals from varied backgrounds, including persons with disabilities and national veterans.

Safety and Health Management

Safety and Health Management Strategies

Strategic Safety and Health Management Framework

OCI Holdings recognizes safety and health as a top core value essential to the group's sustainable growth. Its safety and health policies apply to all employees and suppliers across domestic and international sites. The company operates a safety and health management system based on national occupational safety laws and international standards, ensuring systematic safety practices. In addition, each site establishes a customized safety and health framework tailored to its operations, along with specific goals to ensure compliance with relevant regulations.

Safety and Health Management Strategies by Key Subsidiaries

OCI Company

OCI Company has established a comprehensive roadmap based on the principle that a robust system must be in place to prevent not only serious industrial accidents but all types of workplace incidents. The roadmap focuses on three strategic pillars: fostering a strong safety culture, enhancing safety capabilities, and improving safety systems. Through this strategic approach, the company is further strengthening its occupational health and safety management and continuously working toward its goal of achieving zero accidents and zero harm across all business sites.

Core Strategies	Achievements in 2024	Short-Term Goals	Mid- to Long-Term Goals
Enhancement of Safety Culture	• Implemented safety leadership enhancement projects • Operation of Safety Meetings with suppliers	• Continuous Management of Safety Leadership Activities • Diagnosis and Improvement of Safety Culture and Leadership • Development of SH&E Performance Management System	• Voluntary participation in safety management activities across all roles, from senior leadership to frontline employees
Strengthening Safety Competencies	• Safety awareness enhancement activities for junior employees • Job-specific safety training on PSM and risk assessment	• Company-wide Safety and Health Training Program (Safety Academy) • Implementation of experiential accident prevention training for mid-level employees	• Providing diverse training opportunities through the Safety Academy to equip all employees with essential safety knowledge and skills
Improvement of the Safety System	• Implementation and reinforcement of pre-task TBM (Tool Box Meeting) activities • Enhancement of the Work Permit System for safe operations • Company-wide promotion of employee health and wellness programs	• Strengthening and institutionalizing pre-task TBM (Tool Box Meeting) practices • Enhancing daily accident prevention activities • Strengthening transport accident prevention and management	• Reinforcement of safety systems and institutionalization of occupational health and safety activities, such as experiential hazard prediction training, to prevent workplace accidents.

OCI TRS

OCI TerraSus operates a strategic management system based on the Occupational Safety and Health Management System, applying a comprehensive safety and health manual. This manual serves as a fundamental guideline for creating a safe working environment across the company, minimizing risks, and ensuring compliance with legal and regulatory requirements. To prevent industrial accidents and improve safety standards, OCI TerraSus maintains a Lost Time Injury Rate (LTIR) of 2.61 or lower, with a long-term goal of achieving zero LTIR through continuous improvement efforts.

OCI Power

OCI Power sets clear safety goals to create a safe workplace and uses a dedicated monthly checklist to monitor goal achievement and compliance with legal requirements. In particular, the company conducts job hazard assessments to proactively identify and mitigate potential risks, aiming to prevent accidents and maintain a zero-incident workplace.

OCI SE

OCI SE prioritizes the safety and health of all personnel at its worksites based on the ISO 45001 Occupational Health and Safety Management System. To this end, the company conducts pre-assessments of workplace risks and has implemented approximately 70 improvement measures. It also promotes systematic risk management through field inspections in which employees actively participate to identify and correct nonconformities. In 2024, the scope of process risk assessments was expanded to cover all processes, with both employees and subject matter experts jointly participating to enhance the effectiveness of safety practices. From a compliance perspective, OCI SE consults weekly with legal advisory firms to review updates to relevant laws and regulations, maintaining a rigorous compliance framework. Looking ahead, the company plans to establish and operate an Environment and Safety Patrol Team in 2025 and integrate job risk assessment results into TBM (Tool Box Meeting) activities to reinforce its safety management practices and pursue the goal of achieving a zero-incident workplace.

Safety and Health Management System

Safety and Health Management Bodies

OCI Holdings is committed to maintaining and improving the health and safety of all employees at its sites while fostering a safe and pleasant working environment. Based on the company's standard safety, health, and environment (SHE) management documents, each site establishes and adheres to safety, health, and environmental policies and regulations, operating a comprehensive occupational safety and health management system accordingly. Each site operates an Industrial Safety and Health Committee that deliberates on and resolves related matters. Additionally, employee feedback is actively collected and reflected through supplier consultative groups and SH&E meetings at each site. Key findings and suggestions from these discussions are reported to the ESG Committee, thereby enhancing the effectiveness and execution of safety and health management initiatives.

OCI Company

OCI Company has established the Serious Accident Prevention Committee and formed Industrial Safety and Health Committees at each business site to proactively respond to strengthened occupational health and safety regulations, particularly the Serious Accidents Punishment Act. These committees review and deliberate on key safety and health issues. To reinforce safety management in collaboration with suppliers, the company operates joint safety councils and site-specific SH&E (Safety, Health & Environment) meetings. Through these forums, potential workplace hazards are continuously identified and addressed based on feedback from workers. Key safety and health matters raised through these councils are reported to the Safety and Health Board-attended by senior management-ensuring that safety considerations are integrated into actual business decision-making and enhancing the effectiveness of safety management at the corporate level.

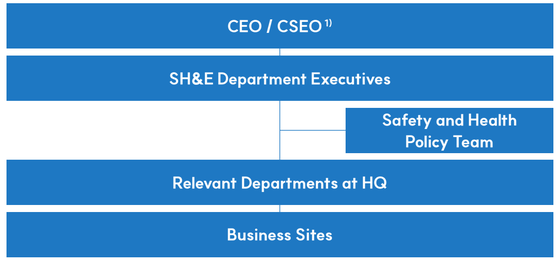
OCI Company's SH&E Council Activities

Name	Organizer	Cycle	Participants
Serious Accident Prevention Committee	CEO, CSEO	Monthly	• Top Management • Plant Managers • Department Head (Head Office and Site)
Industrial Safety and Health Committee	Employer, Worker Representatives	Quarterly	• On-site Executives and Employees
Suppliers Consultative Group	Safety and Health Managers	Monthly	• Suppliers
Site-Level SH&E Meeting Group	Heads of Business Sites	Monthly	• On-site Executives and Employees

Safety and Health Management

Safety and Health Management System

OCI Company's Serious Accident Prevention Committee Structure



1) Chief Safety & Environment Officer

OCI Company Activities of the Serious Accident Prevention Committee in 2024

Inspection and Improvement of the Safety and Health System	
Month	Overview
Jan	Operation and management plan for toolbox meetings (TBMs) and work permit system
Feb	Identification of fall/electric shock hazards and improvements
Mar	Identification of burn/falling object hazards and improvements
Apr	Identification of entrapment/cut (laceration) hazards and improvements
May	Identification of collision/overexertion hazards and improvements
Jun	Identification of hazardous substance contact/fall hazards and improvements
Jul	1) Mid-year Serious Accidents Punishment Act inspection results for the 1st half of 2024 2) Special safety inspections (falls, falling objects, pre-operation inspection) 3) EV management plan, understanding of personal duties during emergency
Aug	Identification of fall/electric shock hazards and improvements
Sep	1) Identification of burn/falling object hazards and improvements 2) Cafeteria ventilation improvements and airflow measurement results
Oct	Identification of entrapment/cut (laceration) hazards and improvements
Nov	Identification of collision/overexertion hazards and improvements
Dec	Identification of hazardous substance contact/fall hazards and improvements

OCI Specialty [Serious Accident Prevention Committee]

OCI Specialty has established and operates a Health and Safety Committee within the workplace to continuously improve on-site hazards by actively incorporating employee feedback. In addition, the company participates in monthly virtual meetings of the Serious Accident Prevention Committee hosted by OCI Company to share safety-related issues and improvement cases from each site, further integrating these insights into a more systematic approach to occupational health and safety activities.

OCI TRS

OCI TerraSus operates an Occupational Safety and Health (OSH) Committee, chaired by the CTO and the Plant Manager, to ensure compliance with industrial safety and health laws and to systematically enhance on-site safety. The committee evaluates the performance of safety and health activities, discusses continuous improvement measures, and establishes effective safety management plans to strengthen execution at the field level.

EHS Management System

OCI Company [Management of the SH&E Portal]

OCI Company established the SH&E portal site in 2022 to standardize SH&E-related tasks, manage relevant policies, and implement proactive safety, health, and environmental management through an efficient online-based system. The portal also includes an online training platform that ensures supplier workers receive safety education before entering the worksite, thereby enhancing on-site safety.

OCIE **OCI Energy** **OCI AL** **MSE**

[Environment, Health and Safety (EHS) System]

OCIE systematically manages facility, equipment, and chemical information across its worksites through its Environment, Safety, and Health (ESH) system. Based on this, the company identifies on-site hazards, conducts incident inspections, and performs risk-based inspections and monitoring. This system serves as a critical management tool to minimize the risk of accidents and ensure a safe working environment.

OCI TRS [Red Card System]

To prevent safety accidents, OCI TerraSus operates a company-wide Red Card system for its employees and suppliers. This system reinforces compliance with mandatory safety golden rules by clearly defining what constitutes failure to wear personal protective equipment (PPE). When a violation occurs, a red card is issued to the individual, followed by corresponding disciplinary measures. This encourages the employees and suppliers to strictly comply with safety rules.

OCI SE [Occupational Health and Safety Management System]

OCI SE manages occupational health and safety through the PDCA (Plan-Do-Check-Action) approach based on the ISO 45001-certified Occupational Health and Safety Management System. An annual training plan is established at the beginning of each year to conduct safety and health training. Pre-access safety training is provided for external visitors, ensuring they are well-informed about potential hazards on site and safety regulations. Additionally, internal audits and biannual inspections for the safety and health management system are carried out to thoroughly assess the current state and continuously improve workplace safety and health.

Regular Safety Meetings and Inspections

OCI TRS [Environment and Safety Meetings]

OCI TerraSus conducts regular environmental and safety meetings as well as on-site safety inspections on a monthly or quarterly basis. The inspection results are shared with relevant departments and subsidiaries, while key cases of hazard mitigation are disseminated company-wide to continuously enhance the overall safety management level. On September 25, 2024, the 98th Occupational Safety and Health (OSH) Committee Meeting was held to review the accuracy and completeness of incident records, examine relevant guidelines, assess SH&E patrol inspection results, and identify improvement measures, which were subsequently implemented at the site.

OCI Power **OCI Specialty**

[Pre-Work Safety Meetings and Hierarchical Safety Inspections]

OCI Power and OCI Specialty conduct pre-work safety meetings (Tool Box Meetings, TBM) to review and discuss work plans and safety procedures with on-site workers. These meetings ensure that both managers and workers are aware of potential hazards and take appropriate precautions to prevent serious accidents. Additionally, OCI Power implements hierarchical safety inspections involving personnel at various levels-from site managers and team leaders to plant managers and the CEO-in an effort to create a safer workplace.

OCI SE [Environment, Safety and Health Meetings]

OCI SE conducts monthly Environment, Health and Safety (EHS) meetings to share non-conformities and track and manage them until improvements are fully implemented. In addition, a regular "Safety Inspection Day" is held to conduct site patrols and identify hazardous or non-compliant elements for corrective action. All identified risks and hazards are thoroughly managed until resolution, and immediate temporary measures are taken when necessary.

Safety and Health Management

Safety and Health Management Strategies

Safety and Health Management Activities

Strengthening Employee Safety Competencies

OCI Company [Safety Culture Assessment and Safety Leadership Coaching Management]

Based on the 2023 safety culture assessment results, OCI Company has been implementing various programs to encourage voluntary participation of all employees in safety management activities and to strengthen safety leadership. Initiatives include analyzing safety leadership practices, developing practical guides, and providing training and coaching to enhance employees' safety-related competencies. In 2024, the company launched the "Company-wide Safety Leadership Enhancement Project," offering targeted coaching for site leaders on hazard prediction training, effective implementation of Tool Box Meetings (TBM), reinforcement of work permit systems, Critical Task Observation (CTO) activities, safety walk-throughs, and safety dialogues to reinforce practical leadership capabilities.

OCI TRS [Occupational Safety and Health Training for Employees]

OCI TRS conducts occupational safety and health training for all employees, including new hires, to ensure a safe working environment. In 2024, a total of 10 special safety training sessions were held during the first and second halves of the year, targeting all employees. Additionally, weekly safety drills are conducted for both employees and internal contractors to continuously reinforce the importance of safety in the workplace.

OCI Power [Safety & Health Activities and Accident Prevention Consultations]

To strengthen employees' safety awareness and capabilities, OCI Power conducts monthly occupational health and safety (OHS) training sessions in addition to legally mandated training. In 2024, the company held 11 internal training sessions, including courses on electrical hazards and electric shock prevention. Further efforts to enhance safety competence included Job Safety Analysis (JSA) training and biannual emergency response drills. To establish a safer workplace, each site appointed dedicated OHS officers and supervisors. The OHS officers carry out daily safety inspections, while OHS supervisors conduct monthly internal audits and share improvement measures. Additionally, external consulting firms conduct safety inspections and training twice a month, providing feedback that is reported to and implemented by the OHS supervisors. In 2025, OCI Power plans to extend OHS training to its Seoul office and research center, and to establish a company-wide safety and health management system.

OCI SE [Specialized Training and Health Support]

OCI SE conducts specialized training on Process Safety Management (PSM) and risk assessments through external experts to systematically improve process safety competencies. The company collaborated with the Gunsan Health Center to provide education on cardiovascular disease prevention and raise awareness of employee health management. In 2025, OCI SE plans to provide education on musculoskeletal disorder prevention and promote voluntary stretching before, during and after work to foster a healthier work environment.

OCI TRS [HAZOP and Emergency Response Training]

In 2024, OCI TerraSus conducted training on HAZOP (Hazard and Operability), a technique for analyzing process risks and operational hazards. Building on this training, the company reassessed process safety risks and identified improvement measures. Going forward, OCI TerraSus plans to progressively expand the application of HAZOP to additional processes to further enhance operational safety.

OCI Specialty [Safety Training]

OCI Specialty conducts 12 hours of regular safety training as required by the Occupational Safety and Health Act, and all new employees undergo introductory safety and health training. The company also provides special safety training on cranes used in its processes through relevant training institutions. The company also carries out mandatory training for legally appointed safety personnel.

OCIE OCI Energy OCI AL MSE [BizLibrary Platform]

All employees are provided with monthly mandatory safety training and bi-monthly special safety training through the BizLibrary platform, which enables year-round access to online education.

Enhancing Environment, Safety and Health (ESH) Communication

OCI TRS [Awards for Contributing to Safety Culture]

To promote a safety culture, OCI TerraSus recognizes and rewards outstanding departments and employees. This award system helps motivate all employees to actively participate in safety and health management.

OCI Company [SH&E Academy]

OCI Company provides not only mandatory safety training but also internal and external courses aimed at strengthening employees' occupational health and safety knowledge and practical capabilities. In 2024, the company conducted "Accident Prevention Training for New and Junior Employees" based on internal incident analysis to enhance accident prevention competencies among new and less experienced staff.

OCI Company [SH&E Excellence Award]

OCI Company annually selects outstanding departments that have contributed to fostering a sound safety culture within the company. Through this recognition and reward system, the company motivates all employees to actively engage in environment, safety and health management.

OCI SE [Occupational Safety and Health Committee]

OCI SE operates an Occupational Safety and Health Committee to promote a dialogue with worker representatives. The committee regularly shares major issues and activities related to safety and health while gathering feedback.

Health Support Programs

Group-wide [Health Check-ups for Employees]

OCI Holdings provides support for both general and specialized health check-ups for its employees. At OCI Company's Gunsan plant, a dedicated health management office is in operation, offering various employee wellness programs such as obesity management and fit testing for hearing protection equipment. Notably, OCI Company developed a noise map for all its sites in 2022, which serves as the basis for both short- and long-term countermeasures to prevent noise-induced hearing loss. The company also provides individual health consultations for employees with abnormal findings, helping them maintain a healthy lifestyle.

Group-wide [Employee Assistance Program (EAP)]

To promote employees' mental health and improve job satisfaction, OCI Holdings operates a structured Employee Assistance Program (EAP) across all subsidiaries. In this program, one-on-one consultations with professional counselors are provided both in-person and online, to help employees address workplace issues, personal problems, stress, and etc. In 2024, a total of 16 employees across all subsidiaries used this program and received support from professional counselors. Through these efforts, OCI Holdings strives to create a healthy and stable work environment.

OCI SE [Support for Managing Stress and Personal Mental Health]

In the third quarter of 2025, OCI SE plans to hold a group training session under the theme of "Refresh & Healing" to support employees in managing stress and personal mental health, and ultimately to create a healthy work environment.

Safety and Health Management

Safety and Health Management Strategies

Raising On-site Safety Awareness

Group-wide [Safety Golden Rules]

"Safety Golden Rules" have been established as mandatory guidelines to ensure a safe working environment. These rules are prominently displayed throughout the workplace to raise awareness and reinforce compliance among all employees.

OCI 그룹 [CEO's Safety Letters]

A CEO's safety letter is sent to all domestic and overseas employees during the first week of each month. These letters help raise employees' safety awareness and encourage employees to make proactive efforts to prevent accidents.

OCI TRS [Employee Safety Awareness Training]

To establish a company-wide safety culture and enhance employees' safety awareness, OCI TerraSus conducted safety awareness training sessions on October 29 and November 2, 2024.

OCI SE [Improving On-site Safety and Health]

OCI SE conducts quarterly EHS campaigns and hosts ESH meetings where employees watch safety-related videos to increase awareness of safety and health. OCI SE also holds regular Tool Box Meetings (TBMs) and encourages participation through TBM competitions.

Occupational Safety and Health Activities for Suppliers

OCI Company [Supplier Management and Communication]

OCI Company evaluates the safety and health management levels of its partner companies through a qualified supplier assessment system, selecting suppliers with low industrial accident risk for contracts. The company also provides safety training for resident supplier employees. Monthly supplier consultative meetings are held with supplier representatives to share updates on safety and health activities, future plans, and gather feedback directly from suppliers. In 2024, a total of 26 suggestions were received from suppliers, of which 25 (96.2%) were addressed, and the remaining one is currently under improvement. Furthermore, beginning in 2024, the CEO has been directly leading safety and health dialogue sessions with suppliers to underscore the importance of safety and health as a top priority. These sessions are also used to provide partners with essential information and collect their feedback to maintain a sustainable and cooperative relationship.

OCI TRS [Social Contribution through Community Safety and Environmental Education]

On July 25, 2024, OCI TerraSus held a "Safety and Environment Day" community outreach program in collaboration with Sekolah Kebangsaan Kampung Baru Bintulu (SKKBB), a primary school located in Bintulu, Malaysia. The program, initiated at the suggestion of the Director General of the Malaysian Department of Occupational Safety and Health (DOSH), featured expert-led lectures, quizzes, and hands-on activities designed to teach essential safety skills and raise awareness of environmental protection among elementary students. Through this initiative, OCI TerraSus aimed to strengthen its engagement with the local community and promote a culture of safety and environmental consciousness. The company plans to continue carrying out diverse social contribution programs that enhance environmental and safety awareness across the region.

OCI TRS [Safety and Health Meetings and Safety Inspections with Suppliers]

OCI TerraSus holds monthly safety and health meetings with suppliers to strengthen joint safety management efforts. In collaboration with its contractors, the company conducts regular on-site safety inspections to ensure regulatory compliance and proactively identify and address potential hazards. Through these initiatives, OCI TerraSus continues to reinforce its occupational safety and health management system.

OCI SE [Suppliers Consultative Group and Safety & Health Improvement Activities]

OCI SE operates a monthly safety and health consultative body to engage suppliers and service providers, share information on environmental, safety, and health risks, and continuously strengthen its safety and health management system. In addition, through dialogue sessions and targeted safety training for logistics provider representatives, three improvement requests were received and proactively addressed. Joint on-site inspections are also conducted to collaboratively identify and mitigate potential hazards.

OCI Specialty [Evaluation of Suppliers' Safety and Health Levels]

OCI Specialty evaluates the safety and health management levels of its suppliers through a qualified contractor assessment system and selects contractors with low industrial accident risk for contracts. In collaboration with these suppliers, the company carries out safety and health initiatives, including safety training and risk factor inspections.

Safety and Health Risk Management

Safety and Health Management Systems

OCI Holdings encourages its subsidiaries to obtain and maintain certification for the Occupational Health and Safety Management System (ISO 45001). It also oversees system maintenance and supervises risk management related to occupational health and safety.

OCI Company

OCI Company has obtained ISO 45001 certification for its Occupational Health and Safety Management System across all domestic sites, including its plants and research centers. Based on this certification, the company identifies and assesses occupational health and safety risks, implements corrective measures, and monitors their effectiveness. These efforts are regularly reviewed and reported to ensure the ongoing effectiveness of the safety and health management system.

OCI TRS

OCI TerraSus has obtained ISO 45001 certification for its Occupational Safety and Health Management System and utilizes the framework systematically to identify hazards, prioritize key issues, and drive continuous improvement. In April and September 2024, internal review meetings were held to assess the effectiveness of the safety and health management system and discuss improvement measures. An internal ISO 45001 audit was conducted in July, followed by a recertification process in October to maintain the certification. The company continues to strengthen its safety and health management practices through ongoing enhancements.

OCI SE

Based on ISO 45001-certified safety and health management system, OCI SE implements the PDCA (Plan-Do-Check-Action) cycle to fulfill its safety and health policies and goals. Internal and follow-up assessments are conducted to thoroughly evaluate implementation outcomes, and issues identified through management reviews are incorporated into objectives for the following year to make the system run smoothly.

Safety and Health Management

Safety and Health Risk Management

OCI Power

To comply with the requirements for the safety and health management system, OCI Power uses a checklist to manage requirements monthly and conducts annual ISO 45001 surveillance audits to maintain certification.

ISO 45001 Certification Acquired by Subsidiaries

OCI(주)	OCI TRS
Headquarters, Gunsan, Pohang, Gwangyang, Iksan, Central Research Center	Samalaju Plant
OCI SE	**OCI Power**
Gunsan Saemangeum Combined Heat and Power (CHP) Plant	Gunsan Plant

Risk Assessments

OCI Holdings and its subsidiaries proactively identify and mitigate occupational health and safety risks at their worksites through process hazard analysis, job safety analysis (JSA), regular inspections, and audits. These efforts aim to establish and maintain a safe and healthy working environment.

OCI Company [Process Hazard and Job Safety Analyses]

OCI Company conducts annual process hazard analyses and job safety analyses to prevent industrial accidents, carrying out both scheduled and ad hoc assessments. In 2024, a total of 5,173 tasks were assessed, and 120 high-risk items identified during the process were registered in the company's Risk Register for follow-up improvement and management. As a result of corrective actions, the risk levels of 104 items (87%) were successfully mitigated.

OCI TRS [Workplace Risk Assessments]

OCI TerraSus strengthens its proactive approach to industrial-accident prevention by carrying out both scheduled and ad-hoc risk assessments. The company manages these risks systematically through HIRADC-Hazard Identification, Risk Assessment and Determination of Controls-one of the core elements of its ISO 45001 Occupational Health and Safety Management System. By identifying potential hazards in advance and establishing effective preventive and corrective actions, OCI TerraSus helps create a safer workplace and reduces the likelihood of industrial accidents.

OCI SE **OCI Specialty** [Regular Risk Assessments]

OCI SE and OCI Specialty conduct risk assessments using the Job Safety Analysis (JSA) methodology. In 2024, OCI SE improved 61 high-risk elements identified among 282 scheduled tasks subject to regular risk assessment. Following each assessment, the company held Tool Box Meetings (TBMs) to share identified hazards and corresponding preventive measures, actively promoting accident prevention across the workplace.

OCI Power [Risk Assessments and Workshops]

OCI Power conducts both regular and ad-hoc risk assessments, and holds monthly on-site audits led by the plant manager to proactively eliminate risk factors and prevent safety incidents. In addition, the company organizes a Job Safety Analysis (JSA) risk assessment workshop twice a year to identify potential hazards in advance and strengthen accident prevention efforts.

OCIE **OCI Energy** **OCI AL** **MSE**

[Safety, Health and Security Audits]

Led by the safety department, an annual safety, health, and security audit is conducted across all business sites. Potential areas for improvement identified during the audit are documented and systematically managed, with follow-up monitoring conducted each year to ensure that the findings lead to tangible improvements.

Emergency Response Systems

To prepare for safety and environmental accidents or other crises, OCI Holdings has established a group-wide Emergency Response Headquarters and operates a systematic emergency response system. This is a framework that is aimed at minimizing negative impacts and secondary risks in the event of an emergency. The company regularly conducts structured repetition drills to make sure emergency measures are taken according to the emergency action plan.

OCI Company [Accident Investigation System]

OCI Company conducts thorough root cause analyses for all safety and environmental incidents and implements corrective actions accordingly. After emergency response and recovery are completed, the process involves forming an incident investigation team, drafting and reporting an incident investigation report, and establishing and implementing recurrence prevention measures. When an incident occurs, the responsible department submits a report, after which the investigation team analyzes the root cause and formulates countermeasures. The implementation of these measures is continuously monitored. All incidents-ranging from near misses to minor injuries-are analyzed based on incident type, working hours, employee experience, and other relevant factors. The resulting preventive measures are applied across all business sites to proactively prevent similar accidents in the future.

OCI TRS [Emergency Response Drills]

OCI TerraSus conducts regular emergency drills involving all departments to enhance company-wide emergency response competencies. Using these drills, the company continuously improves its emergency preparedness. In 2024, a total of four drills were held-one per quarter- to help departments become proficient in emergency procedures and improve their response readiness. These drills will continue to be held regularly to maintain a safe work environment.

OCI SE [Fire Safety Competition]

OCI SE evaluates workers' ability to respond swiftly and accurately during emergencies through its fire safety competition. Areas for improvement identified during the competition are incorporated into future emergency response training.

Supply Chain Management

Supply Chain Management Strategies

Strategic Supply Chain Management Framework

OCI Holdings aims to foster an environment for mutual growth and the realization of ESG values through strategic partnerships with its suppliers. Accordingly, OCI Holdings and its subsidiaries have established internal policies tailored to the characteristics of each business. Based on these policies, they have built a supplier management system that encompasses registration, evaluation, and follow-up management, and are actively implementing related activities.

Supply Chain Management Strategies of Key Subsidiaries

OCI Company

OCI Company is advancing four core strategies for supply-chain ESG: establishing supply-chain ESG policies, enhancing supply-chain risk management, promoting green procurement, and enhancing procurement staff capabilities. In February 2025 the company drew up a supply-chain ESG management roadmap, followed in April by the adoption of a formal supply-chain ESG policy. Under this framework, it will tighten compliance with the supplier code of conduct and gradually expand the scope of ESG assessments. To ensure objectivity, the company has introduced third-party ESG diagnostics and now provides coaching to help suppliers improve their ESG performance. After 2026, OCI Company plans to broaden the range of suppliers assessed and reinforce monitoring of corrective actions, thereby building a more responsible supply chain.

OCI Company Supply Chain ESG Management Roadmap

OCI Company Supply Chain ESG Policy | OCI Company Suppliers Code of Conduct

Core Strategies	Achievements	Short-term Goals (By 2025)	Mid- to Long-Term Goals (By 2026)
Policy Establishment	Identified ESG management tasks for supply chain	Establish ESG policies and guidelines for supply chain	Continuous implementation and improvement
Enhancing Supply Chain Risk Management	**Established a supplier code of conduct and collected compliance pledges (64 companies)**	**Strengthen awareness of the code of conduct** - Systematize compliance pledge (IPS)	**Achieve 100% collection rate of code of conduct compliance pledge**
	Implement internal ESG assessments - Developed assessment criteria - Conducted regular assessments	**Enhance supplier ESG assessment** - Establish selection criteria for ESG - managed suppliers - Develop incentive/sanction plans - Segment assessments by industry	**Expand assessment targets** - Suppliers with over KRW 10 bil. → over KRW 5 bil. in transactions
	Implemented external assessments - Conducted ESG diagnostics through credit rating agencies - Provide incentives to outstanding suppliers	**Support low-rated suppliers** - Offer consulting to over 20 companies **Support ESG diagnostics and coaching for small and medium-sized supplier**	**Monitor suppliers' improvement progress** - Track progress of corrective actions (at least once a year)
Promoting Green procurement	Established green procurement policy	Revise green procurement policies - Add standards for green product eligibility	Monitor performance and compliance with the green procurement policy (at least once annually)
Strengthening procurement staff capabilities	Training for responsible personnel, Include ESG performance in KPIs	Achieve 100% ESG training completion rate in procurement departments	Maintain 100% ESG training completion rate in procurement departments - Mandatory ESG training for supply chain staff once every 3 years

OCI TRS

OCI TerraSus operates its supplier management system based on the ISO 9001 Quality Management System and continuously improves its procurement process. This approach reinforces ethical practices across the supply chain and ensures compliance with legal requirements and principles of sustainable management. In 2024, OCI TerraSus revised its procurement terms by distinguishing between general purchases and construction-related purchases. It also introduced a new evaluation system that incorporates ESG factors into supplier assessments-considering not only price, quality, and safety, but also sustainability. To further strengthen ethical and responsible sourcing, OCI TerraSus established a Supplier Code of Conduct, clearly outlining expectations for ethical behavior and adherence to sustainability principles. Before registering a supplier in the ERP system, submission of mandatory certifications and licenses is required, and a detailed checklist is provided to streamline and standardize the registration process.

OCI SE

OCI SE has established and operates a supplier management system that includes clear guidelines for supplier evaluation and post-management. This system is applied to procurement of goods, construction, services, and real estate acquisition. In 2024, OCI SE conducted regular evaluations (once a year) for 12 suppliers and performed safety evaluations for each construction project. In 2025, the company plans to conduct regular evaluations for 10 suppliers.

DCRE

DCRE establishes and operates a supplier management system by applying its procurement and construction work policies to tasks such as procurement, construction, quotations for real estate acquisition, supplier selection, contracts, payment, property appraisal, and ownership transfer. In accordance with these policies, DCRE applies the same procedures to manage suppliers throughout the procurement, construction, quotations for real estate acquisition, supplier selection, contracts, payment, property appraisal, ownership transfer, and other tasks.

OCI Specialty

OCI Specialty has established procurement and supplier evaluation procedures to manage its supply chain. These procedures define standards and processes for procurement. The company also includes clauses in its contracts that specify expectations for customer and supplier ethics, thereby reinforcing a sustainable and ethical partnership framework with its business partners.

Supply Chain Management

Supply Chain Risk Management

Supplier Evaluation and Due Diligence

OCI Holdings' subsidiaries conduct supply chain evaluations and due diligence in line with their respective operational contexts. These evaluations comprehensively consider factors such as the financial stability, quality, and environmental and safety practices of both new and existing suppliers, enabling effective supply chain risk management.

Supply Chain Risk Management by Key Subsidiaries

OCI Company

OCI Company has established a fair and structured management process for both existing and new suppliers, conducting regular comprehensive evaluations and on-site audits of suppliers. Each year, the company conducts supply chain risk assessments for suppliers related to IATF 16949 (Automotive Quality Management System) and those with annual purchase volumes exceeding KRW 100 million. For suppliers identified as having a high potential risk based on the assessment results, OCI Company carries out in-depth on-site audits covering their overall business operations. In 2024, a total of 30 suppliers underwent comprehensive evaluations, among which 21 were subject to on-site audits. As a result, two suppliers were required to implement corrective actions. OCI Company continues to monitor the improvement progress to systematically manage risks within its supply chain. Furthermore, the company supported ESG consulting services via a credit rating agency for 20 suppliers with low ESG ratings, and provided incentives to 10 suppliers with high task completion rates. In 2025, OCI Company plans to expand its ESG assessments to suppliers with annual transaction volumes exceeding KRW 10 billion, aiming to objectively evaluate and enhance the sustainability of its supply chain.

OCI Company 2024 Supplier ESG Risk Assessment Results

Grade	Number of Companies (Ratio)	
	2023	2024
High	7 (17%)	16 (53%)
Medium	15 (36%)	14 (47%)
Low	20 (47%)	0 (0%)

OCI Company Key Indicators for Supplier Due Diligence

Management	- Financial stability - Product profitability - Business growth
Technology	- R&D investment - Cost reduction efforts - Employee training
Quality	- Internal quality inspections - Establishment of inspection criteria - Material and process inspections
ESG	- Environmental management and community impact - Employment conditions, health and safety, social contribution - Ethical management and fair trade
Environment & Safety	- Environment and safety management body - Safety inspections and training - Management of hazardous substances
HR	- Stable employment conditions - Strengthening of expertise and competencies - Prohibition of illegal employment
Social	- Notification of major management changes - Social contribution activities - Awards and recognitions

OCI Company Supply Chain ESG Risk Assessment Items

Environment	- Environmental management policies, systems and organizational structure - Environmental training - Violations related to environment and safety - Greenhouse gas emissions measurement and reduction - Waste management and reduction - Water usage management - Acquisition and renewal of environmental permits
Social	- Preparation of employment contracts - Guarantee of legal holidays and annual leave - Anti-discrimination and anti-harassment training and procedures - Recent minor injuries and industrial accidents - Social contribution and volunteer activities - Implementation of quality management systems - Conflict minerals policy
Governance	- Establishment of a code of ethics and related training - Fair trade training - Review of the importance of ESG by the board of directors - Regular internal audits - Information security policies

OCI TRS

OCI TerraSus evaluates a wide range of criteria when screening new suppliers, including business operations, production safety, occupational health and safety, environmental management, and compliance with laws and anti-corruption measures. In the case of key raw materials such as metallurgical-grade silicon, the company requires suppliers to submit audit reports detailing their operational systems and procedures. Based on these reports, on-site inspections are conducted at mines and production facilities. In 2023, OCI TerraSus conducted on-site audits of suppliers in Brazil, France, and Malaysia, and found no evidence of human rights risks such as forced labor or labor exploitation. Moving forward, the company plans to expand these audits to include suppliers in the United States, Australia, Spain, and Norway, thereby strengthening risk management across the entire supply chain.

OCIE | OCI Energy | OCI AL | MSE

OCIE conducts evaluations that include human rights and labor issues at supplier sites during the screening of new suppliers. Even after selection and registration, regular monitoring is carried out through a supplier management system. In particular, MSE, which manufactures solar modules, has strengthened its quality policies and supplier audit criteria to address forced labor concerns within the global solar industry. It also manages legal risks related to unfair trade practices, such as anti-dumping and countervailing duties, thereby enhancing compliance and stability across the supply chain.

OCI SE

OCI SE systematically manages its suppliers through onboarding assessments and both regular and ad-hoc evaluations. In particular, an annual evaluation is conducted for key suppliers, taking into account factors such as credit rating, product quality, environmental and safety performance, and recent incident rates. In 2024, OCI SE conducted regular evaluations for a total of 13 suppliers. Based on the results, the company provided tailored improvement guidelines and continued engagement to maintain stable partnerships In 2025, OCI SE plans to conduct evaluations for 10 suppliers and is also considering introducing a support program for underperforming suppliers in the future.

Supply Chain Management

Shared Growth

Support for Shared Growth

OCI Company and OCI TerraSus carry out various support programs aimed at achieving shared growth with suppliers. In particular, OCI Company's support programs not only include financial support for easing suppliers' financial burdens but also non-financial support for enhancing their capabilities.

OCI Company

[Support for Shared Growth and Fair Trade Compliance]

OCI Company makes payments through a shared growth payment system that allows suppliers to cash out payments based on OCI Company's credit even before the actual payment date. In addition, OCI Company helps suppliers in building competencies through leadership training for executives, safety and health training and job competency training. In October 2024, OCI Company held a supplier roundtable to share key supply chain issues and future directions, while also listening to the practical needs of its suppliers. Going forward, the company plans to continue identifying and promoting programs that support a sustainable supply chain and shared growth. Furthermore, OCI Company complies with the four key practices[1] of the Fair Trade Commission to reinforce fair trade. OCI Company regularly reviews subcontracts through an internal fair trade review committee to ensure fairness and legal compliance and was able to achieve zero cases of unfair transactions in 2024.

1) Four Key Practices of the Fair Trade Commission: Issuance and retention of proper written documents, proper contract execution, establishment and operation of an internal review committee, fair selection and registration of suppliers

2024 OCI Company Achievements in Supporting Shared Growth

Category	Activities	Performance
Financial Support	Operation of Shared Growth Payment System	KRW 65,661 million
	Supply price adjustment for shared growth	KRW 797 million
	Transactions with new SMEs	KRW 7,719 million
	Early payment before holidays	430 companies (KRW 43,784 million)
	Gift certificates (Labor Day, Company Anniversary)	23 companies (KRW 167 million)
Non-financial Support	ESG training support	100 companies
	ESG diagnosis and consulting support	20 companies

OCI Company | OCI TRS | OCI SE **[Advance Payments]**

OCI Company supports its suppliers' financial stability through a range of measures. The company operates a shared growth payment system, enabling suppliers to receive early payments. Additional financial support has been provided as needed, including COVID-19 financial aid and transportation assistance for partner employees. OCI TerraSus offers 100% cash payment of advance payments and other costs when necessary to support local suppliers' cash flow. Likewise, OCI SE provides full cash payments during the purchasing process, including for advance payments and other expenses, to help suppliers maintain stable operations.

OCI TRS

While working closely with first-tier suppliers, OCI TerraSus also fosters opportunities for second-tier suppliers to grow, thereby strengthening overall supply chain capabilities and minimizing risks. It supports stable operations for suppliers by offering flexible payment terms and sharing demand forecast data. In 2025, OCI TerraSus plans to implement sustainable business practices to establish an eco-friendly and ethical supply chain.

Shared Growth and Fair Trade

Fair Trade Compliance

OCI Company

OCI Company is committed to upholding fair trade principles to establish a fair market order and promote ethical, responsible business practices. In 2024, the company posted an ethics notice on its electronic procurement system bulletin board and provided fair trade ethics training during supplier meetings to foster a culture of fair transactions. In 2025, OCI Company plans to conduct an ethics management survey targeting suppliers to identify opportunities to reduce unfair trade practices, thereby building a more transparent and trustworthy business environment.

Key Topics of the Ethical Management Survey of Suppliers

- Transparent work practices and any violations of standards or procedures
- Passive behaviors such as inaction or negligence of duties
- Providing preferential treatment due to personal ties or conflicts of interest
- Handling of tasks influenced by undue solicitation
- Unfair demands, instructions, or refusals (abuse of power)
- Pursuit of private gain through illegal or unfair actions or methods

Supplier Grievance Handling System and Communication Channels

In 2024, OCI Holdings carried out various activities to strengthen the grievance handling system and communication channels for suppliers. Five subsidiaries that had not been operating a cyber reporting system (OCI Ferro, OCI Information & Communication, OCI Specialty, OCI Dream and OCI Japan) were advised to implement one, and all completed installing a system by September 2024. For existing subsidiaries, the scope of report recipients through the cyber reporting system was expanded from internal staff to include OCI Holdings executives, further strengthening governance. To minimize legal disputes from whistleblowing, the company also reviewed whether the whistleblower's consent to the collection, use, and provision of personal information to third parties was obtained. OCI Holdings recommended the one remaining subsidiary without a system (OCI Power), to prepare a consent form within 2024. In 2025, OCI Holdings plans to further promote the grievance handling system to its suppliers and consider upgrading system operations. grievance reports are monitored by the Audit Team, which informs relevant companies or departments based on the nature of the ethics violation. To protect whistleblowers, the company explicitly guarantees confidentiality and protects their identity.

Supplier Engagement Channels by Subsidiary

Subsidiaries	Key Channels	Overview
OCI Company	Dedicated communication channel in the e-procurement system	Feedback and complaints from suppliers and subcontractors in the field
OCI TerraSus	Supplier meetings	Discussions with maintenance service providers on areas of improvement for workforce efficiency
OCI Specialty	Regular meetings with supplier representatives	Shares key company updates, including safety/health management and shared growth
DCRE	Regular Meeting with On-site Managers of Suppliers	A quarterly consultative body with on-site managers from suppliers to share key issues related to construction progress, permits and approvals, civil complaints, and coordination with relevant agencies
	Weekly operations meetings	Weekly discussions with subcontractor representatives to address construction progress and key construction issues

Community Engagement and Social Contribution

How We Give Back to Society

Social Contribution Strategy Framework

OCI Holdings is committed to growing together with society. Our slogan is "shared hardships become lighter, while shared love grows stronger." We view social contribution as a core pillar of corporate management and our employees actively engage in initiatives guided by four principles: sincerity, fairness, sustainability, and participation. In February 2025, we held a working-level meeting with CSR managers from OCI Group subsidiaries and plan to continue these sessions to strengthen group-wide collaboration and drive systematic and impactful social contribution efforts.

OCI Holdings Social Contribution Strategy Framework

VISION

Creating a Sharing Society Together with OCI Holdings

THEME

Hardships become smaller when shared and love becomes bigger when shared.

PRINCIPLE

- Sincerity
- Fairness
- Sustainability
- Employee Participation

SECTION

Green	Culture	Community	OCI Family
Supporting nature conservation and eco-friendly practices for a sustainable planet	Expanding cultural accessibility for local communities with limited opportunities for cultural experiences	Providing economic and non-economic support to underprivileged groups near our business sites to achieve mutual prosperity	Undertaking volunteer activities with employees and their families to spread a culture of sharing

OCI Holdings Social Contribution Indicators and Goals

Category	Unit	2021	2022	2023	2024	2025 [1]
Social Contribution Expenditure	KRW 100 mil.	4	5	29	13	15
Employee Volunteer Hours	Hours	300	490	1,966	2,492	2,500
Number of Employee Volunteers	Persons	75	208	598	755	800

1) Based on the total of OCI Holdings and its domestic subsidiaries (OCI Company, OCI SE, and DCRE). Following the transition to a holding company structure in 2023, the scope of social contribution strategies and goals has been expanded and is now operated at the level of OCI Holdings and its domestic subsidiaries.

Social Contribution Activities

OCI Dream

OCI Dream was established in 2019 to create stable employment opportunities for people with disabilities. We support financial independence and generate positive social impact by fostering an environment where individuals with disabilities are valued and empowered to achieve self-reliance. OCI Dream started with a staff of 13 and now employs 25.

장애인표준사업장 with+

Colleague – Healthy Diner-Café Brand

Colleague is OCI Dream's dining brand, built around the idea of an inclusive workplace where individuals with and without disabilities work side-by-side. Seven employees with developmental disabilities serve as baristas and kitchen assistants at the café. The café's slogan is "Eat well, do good!" and it offers delicious meals while supporting the meaningful mission of creating employment opportunities for people with disabilities.

"Dream Together" – Charity Event Celebrating the Day of Persons with Disabilities

In April 2024, OCI Dream hosted its first Dream Together charity event to mark the Day of Persons with Disabilities, highlighting the value of inclusion and diversity. Moving forward, we plan to donate a portion of proceeds from annual charity events to support vocational training and empower people with disabilities toward greater independence.

"OCI Dream Ensemble" – Orchestra of Musicians with Disabilities

The OCI Dream Ensemble is a professional classical orchestra founded by OCI Dream to nurture musically gifted students with disabilities, supporting both their artistic development and career aspirations. Since 2023, the ensemble has held annual performances for OCI Group employees, using music as a powerful medium to raise awareness about disability inclusion. We aim to expand our cultural outreach both within and beyond the group, showcasing the exceptional talent of our members and contributing meaningfully to society through the arts.

Community Engagement and Social Contribution

Social Contribution Activities

Love 1004 Campaign

OCI Holdings and its subsidiaries kicked off the Love 1004 Campaign in 2006 as a group wide effort to contribute to marginalized individuals often overlooked by the welfare system. Employees voluntarily pledge donation units of KRW 1,004, which are deducted from their salaries. We match these contributions, and the combined funds are directed to social welfare organizations, undernourished children, and elderly individuals living alone. Beyond financial support, employees actively participate in our 1004 Volunteer Group, reinforcing our commitment to meaningful, hands-on community service.

Guide Runner Program for the Visually Impaired

OCI Holdings has partnered with the Visually-Impaired Marathon of Korea (VMK) since 2009 to conduct guide runner volunteer activities twice a year. In 2024, 121 employees and their family members participated as guide runners and support staff, demonstrating our commitment to inclusion and community engagement. We also organized "plogging" activities around event venues, combining volunteerism with environmental restoration by collecting litter and promoting sustainability.

Marathon Guide Running in 2024

Support for Underprivileged Groups

Collaborating with social welfare institutions, employees actively support marginalized groups through various activities, including baking and delivering bread with the Red Cross, sharing kimchi, delivering coal briquettes and heating oil, and volunteering to repair homes.

OCI SE

OCI SE launched a team of employees called the 1004 Volunteer Corps who choose to serve their communities. We regularly provide free meal and support vulnerable groups, including seniors living alone and single-parent families, through targeted donations and sponsorships.

Community Giving

OCI Holdings and its subsidiaries run ongoing community programs supporting local welfare facilities and vulnerable groups. We also fund initiatives that nurture regional talent through targeted donations.

OCI SE

OCI SE supports the local community through a monthly KRW 300,000 donation to children from single-parent families, in partnership with the Soryong-dong Community Welfare Center. We also collaborate with the Gunsan Police Station's Youth Guidance Committee to award scholarships, recognize outstanding youth, and run school violence prevention campaigns. For seniors, we provide social adaptation training through the Korean Red Cross Lifelong Learning Center.

DCRE

DCRE donated KRW 180 million in 2024 to boost traditional markets and local small businesses. We brought total contributions to KRW 600 million through broader donations and sponsorships, reinforcing our commitment to social engagement. We plan to continue these efforts in 2025.

Sister Village Support

Each OCI Company site leads tailored community initiatives in nearby villages. Our Pohang Plant makes annual donations to local welfare groups and community events. The Gwangyang Plant runs sponsorship programs for large families, low-income multicultural single-parent households, and families raising children with disabilities.

Eco-Friendly Social Contribution Activities

OCI Forest Project

Responding to the worsening climate crisis is of vital importance. OCI Holdings began our OCI Forest project in 2023 to build a sustainable urban forest in Ichon Hangang Park. Covering 3,000 m^2, the initiative aims to cut carbon emissions and protect biodiversity through 2025. In 2024, we planted 3,000 Bridal-wreath Spirea and kerria shrubs, 9 zelkova trees, and 11 Korean ash trees-collectively absorbing around 1.2 tons of carbon-with help from 197 employees and their families. We also worked to remove invasive plants along Cheonggyecheon Stream in downtown Seoul. Our team continues to support the forest through regular planting, weeding, and pruning.

OCI Forest Project

OCI SE **DCRE**

OCI SE and DCRE actively support OCI Holdings' eco-friendly initiatives while driving local environmental efforts. Once a year, OCI SE employees and their families take on a sustainability challenge to cut down on disposable products and plastics and help combat global warming. At DCRE, we collaborate with employees to restore nearby ecosystems by collecting marine waste and debris around the Hagik-Yonghyeon basin.

Community Engagement and Social Contribution

Social Contribution Activities

Resource Circulation Activities

To mark World Environment Day, OCI Holdings ran a group-wide Used Clothes Donation Campaign in June 2024, delivering 142 boxes of donated items to underserved communities abroad. We also organized a volunteer toy upcycling event where employees refurbished broken toys, recycling 34kg of plastic and cutting carbon emissions by roughly 102kg. We continue to promote resource circulation and environmental protection through initiatives that reflect our commitment to society.

Used Clothes Donation Campaign

Toy Upcycling Volunteers

Cultural Exchange and Talent Development in Local Communities

The driving vision for all our social outreach is Creating a Sharing Society Together with OCI Holdings. It encourages us to foster cultural exchange and invest in local talent. Through regional traveling exhibitions by the OCI Museum of Art, we build artistic connections with communities. We also support exceptional students with quality education and diverse experiences to help them pursue their goals. In 2024, OCI TerraSus deepened cultural ties with the local Malaysian community, creating lasting synergy between Korean and Malaysian cultures through active engagement and social contribution.

OCI Museum of Art Regional Traveling Exhibitions

OCI Holdings uses art to connect with regional communities, sharing cultural experiences typically centered in the capital. Every two years, we host traveling exhibitions in areas near our business sites to broaden access to the arts. In 2023, we reopened with The Wall of Perfect Appreciation, a special antique collection at the OCI Museum of Art. Following the end of the pandemic, it was our first in four years. In 2025, we plan to showcase works by Korean contemporary painters connected to the collector "Bearded Yun Sang" to highlight the historical and cultural value of Korea's modern art for local audiences.

OCI Museum of Art Regional Traveling Exhibitions in 2023

Local Talent Development

OCI Holdings supports exceptional talent through the Songdo Academy and Songam Cultural Foundation, offering education and scholarships to build a strong local talent base. Together with UNID and the SGC Group, we donated KRW 16.72 million to Songdo Academy in 2024 as part of our ongoing commitment to nurturing future leaders.

OCI SE

In 2024, OCI SE awarded KRW 110 million in scholarships to 88 students. To date, we've provided KRW 940 million to 725 students and plan to continue granting around KRW 100 million annually to support future talent.

OCI Power

OCI Power built a regionally focused industry-academia collaboration framework to drive shared growth and develop talent in renewable energy. We promote partnerships across six Korean provinces: Jeonbuk, Jeonnam, Gyeongbuk, Gyeongnam, Chungbuk, and Chungnam. In Jeonbuk, where OCI Power is located, we work closely with Kunsan National University and the Jeonbuk Institute of Industry-Academia Convergence to run the Renewable Energy Industry Talent Development Program. This initiative offers education, tech sessions, and facility tours to prepare the next generation of energy professionals.

OCI Power, Kunsan National University and Jeonbuk Industry-University Convergence Center's MoU

Community Engagement and Social Contribution

Social Contribution Activities

How We Contribute Overseas

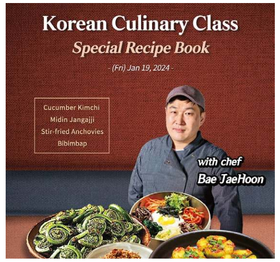
OCI TRS

Korea-Malaysia Charity Gala Night

OCI TerraSus strengthened its community engagement in Malaysia by donating to Thrive Well, a local social enterprise, and hosting a charity gala attended by over 500 influential figures from Malaysia, China, Japan, Singapore, and Korea. The event emphasized regional solidarity and shared values, with cultural performances blending Malaysian and Korean traditions. The event was attended by the Deputy Premier of Sarawak, OCI Group executives, and key customers.

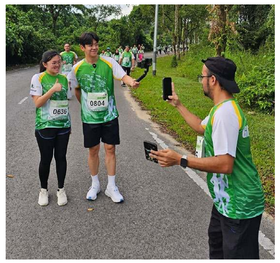
Korea-Malaysia Culinary Night

To promote cultural exchange through food, OCI TerraSus hosted a cooking class for families of senior Malaysian government officials. Using local ingredients, participants learned to prepare Korean dishes under the guidance of a renowned Korean chef. We also created and distributed a recipe book to all attendees, deepening appreciation for Korean cuisine and strengthening cross-cultural ties.



Green Run in Kuching & Badminton Event in Bintulu, Malaysia

In Malaysia, where badminton is a national sport, OCI TerraSus hosted a special community event with local residents featuring 2008 Olympic gold medalist Lee Yong-dae. We also joined the "Green Run" in Kuching to promote environmental sustainability and healthy living. In Bintulu, we organized training sessions for young badminton players, supporting youth development and fostering future athletes.



OCIE | OCI Energy

Solar Jobs SA Program

OCI Energy has run the Solar Jobs SA program for three years in partnership with St. Philip's College, Project QUEST, and the Alamo Colleges Foundation in San Antonio. We support students pursuing careers in renewable energy through certifications, degree programs, scholarships, and career services. St. Philip's College, a historically Black and Hispanic-serving institution, plays a vital role in expanding access to education and employment for diverse communities.

Participation in REAP Events

OCI Energy supports the Residential Energy Assistance Partnership (REAP) by sponsoring the CPS Energy Annual Golf Tournament and Grill-Giving event. The golf tournament raises funds for families facing utility challenges through networking and community engagement. Grill-Giving is a BBQ competition with live music and family activities. All proceeds are donated to energy-vulnerable households.

ThriveWell Cancer Patient Support Activities

OCI Energy and OCIE employees team annually with the ThriveWell Cancer Foundation to assemble care packages for cancer patients and their families in San Antonio. ThriveWell offers financial aid, transportation, wellness programs, and research support, and we're proud to contribute through this hands-on initiative.

Annual United Way Donation Campaign in San Antonio and Bexar County

OCI Group employees actively support the United Way donation campaign in San Antonio and Bexar County. The funds raised help deliver essential services like the 211 helpline, volunteer programs, and local partnerships that provide daily assistance to those in need.

Information Security and Personal Data Management

Information Security and Personal Data Management Strategy

Information Security and Personal Data Protection Policy

OCI Holdings, its subsidiaries, and each business site appoint designated information security officers within relevant departments in accordance with internal organizational and job responsibility rules. These officers work in close collaboration with the departments responsible for data protection and cybersecurity. Based on OCI Holdings' Information Security Management Policy, Personal Data Protection Policy, and related sub-policies, all information assets handled by each entity are securely managed. All employees are also provided with guidance to ensure their work complies with these policies and rules.

OCI Holdings Data Protection and Security Management Policies and Rules

Information Security Policy	• Standards to protect information systems from security incidents such as data leakage, destruction, or illegal activities
Personal Data Protection Policy	• Establishment and execution of Internal management plans, technical and administrative protection measures for personal information, personal data protection training, handling of breaches and data leaks
Subordinate rules for Data Protection and Security Management	• Specific technical and operational guidelines for ensuring compliance with regulations

Information Security and Personal Data Management System

Information Security and Personal Data Management Body

OCI Holdings has designated the Head of the General Affairs Team as the Chief Information Security Officer (CISO), who oversees overall data protection and security. OCI Holdings receives shared service from its subsidiary, OCI Company and operates a data protection and security system.

OCI Holdings Data Protection and Security Management Structure and Roles

CEO	• Reviews the status and effectiveness of the data protection and security management system
CISO (Head of General Affairs Team)	• Reviews and makes decisions on major issues regarding the data protection and security management system • Makes reports on major agenda items to CEO • Reviews results from regular and ad hoc inspections and monitors the implementation of improvements
General Affairs Staff / OCI Company Information Security Staff(Shared Service)	• Operates and monitors the data protection and security system on an ongoing basis

Information Security and Personal Data Risk Management

Information Security and Personal Data Risk Management Process

OCI Holdings and its subsidiaries conduct regular and ad hoc inspections of servers, PCs, networks, systems, information and data at least once a year in accordance with Information Security Management Policy. An incident response system is also in place to promptly handle information security breaches in accordance with established manuals. When a security breach is identified at any subsidiary or site, it is immediately reported to the respective information security department. The department then convenes a response team, executes response procedures and implements any necessary measures. Separate disciplinary standards for employees regarding violations of data protection policies are also enforced.

Information Security Incident Response Process of OCI Holdings and Its Subsidiaries

Incident Recognition	• Receive report and examine the incident
Response and Containment	• Assess actual damage and determine severity • Investigate root cause and analyze the incident • Carry out appropriate response activities
Recovery and Follow-up Measures	• Restore data and check for residual risks • Report to relevant executives and share with related departments

OCI Company

OCI Company has established a robust internal control system in accordance with its Information Security Management Policy, conducting both regular and ad-hoc inspections of key assets such as servers, PCs, and networks. The company maintains an incident response system to ensure swift action in the event of any information security breach. Disciplinary standards for employees are clearly defined and integrated into the internal management system. Notably, there were no violations related to information security in 2024. Furthermore, in March 2025, OCI Company obtained ISO 27001 certification, demonstrating its compliance with international standards and strengthening its information security management framework.

Information Security and Personal Data Management

Information Security and Personal Data Risk Management

Information Security and Personal Data Risk Management Activities

Vulnerability Assessments and Simulated Drills

OCI Holdings carries out a variety of vulnerability assessments and simulation drills to prepare for external threats, including annual vulnerability assessments of major web-based business systems and cyber threat simulations (e.g., malware attacks) held at least once per year. Action plans are formulated for identified vulnerabilities and follow-up inspections are conducted to confirm mitigation efforts and prevent future risks.

2024 OCI Holdings Vulnerability Assessments and Simulation Training

Category	Overview	Date
Phishing Email Simulation	Phishing emails are sent to employees to evaluate actions such as opening emails, clicking links and entering personal information	24.10.31 ~ 24.11.01
Vulnerability Assessments	Web vulnerability inspection on business systems	24.12.02 ~ 24.12.20
Cyber Threat Emergency Drill (Iksan Plant)	Cyber threat (ransomware) simulation training for effective response	24.08.13
Cyber Threat Emergency Drill (Gunsan Plant)	Cyber threat (ransomware) simulation training for effective response	24.09.06

Enhancing Employee Awareness of Information Security

OCI Holdings provides personal data protection training to all employees, including new hires and experienced recruits, in order to strengthen awareness of information security, promote a culture of privacy protection, and enhance practical compliance capabilities. In addition, the company regularly posts announcements on the groupware bulletin board to raise awareness of cybersecurity and highlight key information security rules and precautions that all employees are expected to follow.

OCIE | OCI Energy | OCI AL | MSE [Strengthening Information Security and Protection Activities]

OCIE, OCI Energy, OCI AL, and MSE actively promote information security and data protection awareness among employees through various channels. After completing the relevant security and privacy training, employees are required to take internal tests to assess their level of understanding. Additional training programs on email security threats such as phishing and scams are also offered to reinforce efforts to protect the company's information assets.

2024 OCI Holdings Information Security Training Completed

Category	Number of Participants	Completion Rate (%)
Information Security Training	61	100
Security Training for Personal Information Handlers	34	100

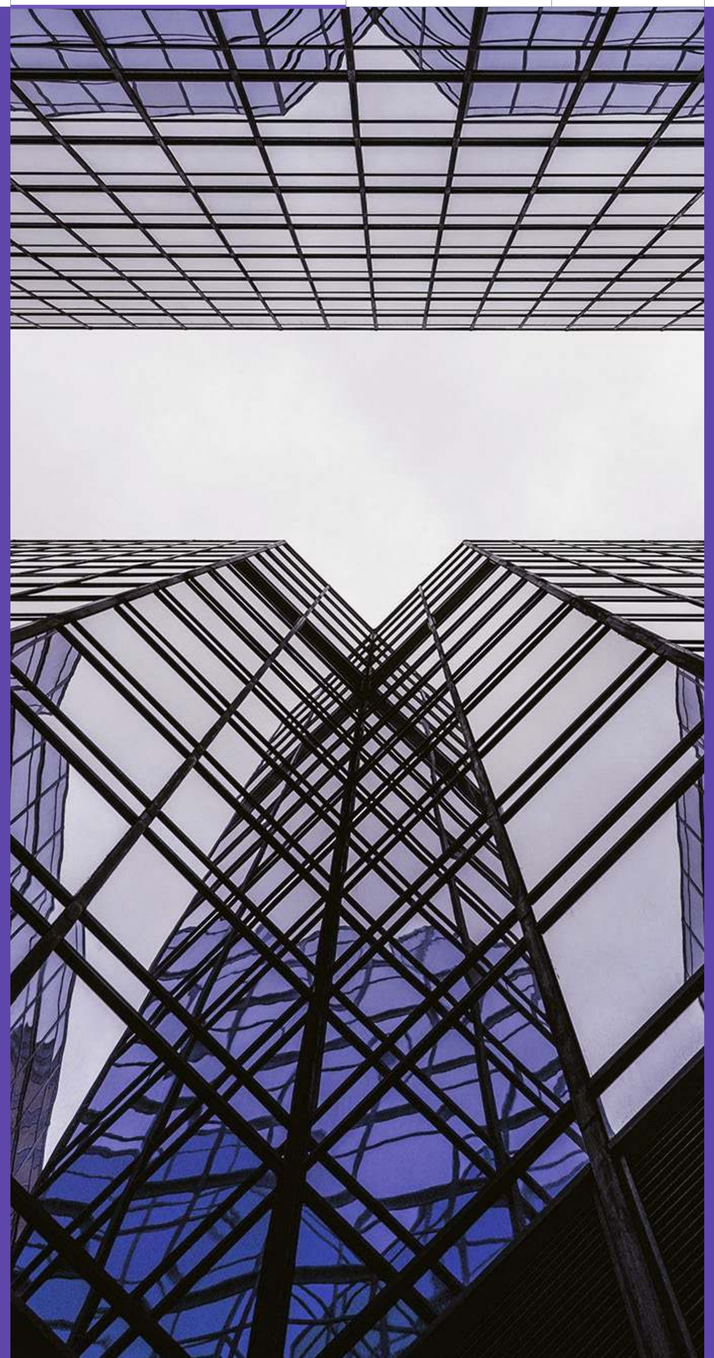
OCI TRS [Activities for Enhancing IT Competencies and Security Awareness]

OCI TerraSus is implementing a variety of systems to strengthen overall IT security by ensuring that IT personnel obtain valid professional certifications and by systematically conducting IT security training and awareness activities for all employees. In 2025, the company plans to support employees in acquiring relevant certifications through a range of specialized IT training programs, including accounting for non-accountants, FortiGate infrastructure, Cisco solution implementation and management, and CompTIA Network+.

Governance | Strategic Direction

SUSTAINABLE GROWTH

We pursue
sustainable growth.



Key Achievements in 2024

+ **Strengthen Board Independence and Diversity**
  One female outside director appointed as Board Chair in 2024 and one female executive director appointed as ESG Committee Chair in 2025

+ **Enhance Ethical and Compliance Management**
  100% of business sites completed ethics and compliance risk assessments

Governance

Board Composition

Board Composition

OCI Holdings is committed to transparent, responsible governance to protect social interests. We follow our Articles of Incorporation, Board and Committee Charters, CEO succession policies, and other key rules, guided by the OCI Holdings Corporate Governance Charter. Moving forward, we will continue strengthening our governance framework to build trust and fulfill our social responsibilities.

Board and Committee Policy Corporate Governance Charter

Board Composition and Roles

OCI Holdings' Board of Directors oversees key decisions outlined by law, the Articles of Incorporation, and shareholder mandates, while guiding core management policies and monitoring director performance. It ensures compliance with Article 382 of the Commercial Act and internal governance rules when appointing directors, reinforcing Board independence and operational transparency. To reflect diverse stakeholder views, over half of our Board members are outside directors. We also maintain liability insurance to protect against potential damages and help support stable and responsible business operations.

Title	Name	Gender	Term	Expertise	Career
Executive Director	Lee Woo Hyun (Chairman)	M	2009.03.27~ 2027.03.29	Chemical business operations and financial management	(Current) Non-executive Vice Chairman, Seoul Chamber of Commerce and Industry (Current) Chairman, Korea-Malaysia Economic Cooperation Committee (Current) Director, OCI TerraSus Sdn. Bhd. (formerly OCI M Sdn. Bhd.)
	Kim Teak Joung	F	2025.03.26~ 2028.03.26	Chemical business operations and corporate management	(Current) Vice Chairman, Korea Industrial Technology Association (Current) Director, OCI TerraSus Sdn. Bhd. (formerly OCI M Sdn. Bhd.) (Current) Senior Vice Chairman, OCI Company
	Lee Su Mi	F	2025.03.26~ 2028.03.26	Chemical business operations and corporate management	(Current) CSO, OCI Company Business Planning Department, OCI Company Strategy Planning Department, OCI Company
Executive Director	Shin Woo Sung	M	2025.03.26~ 2028.03.26	Chemical industry and corporate management	CEO, BASF Korea CEO, Kumho P&B Chemicals
	Kim Pil Nam	F	2025.03.26~ 2028.03.26	Life Science and neuroengineering (Professor)	(Current) Director, Center for Excellence in Teaching and Learning, KAIST (Current) Dean, KAIST Academy
	Kim Ok Jin	M	2024.03.29~ 2027.03.29	Accounting and Finance (AICPA)	(Current) CEO, Manpower Korea Co., Ltd. (Current) Auditor, Seoul Tourism Organization
	Lee Hyun Seung	M	2024.03.29~ 2027.03.29	Finance	(Current) Chairman, LHS Asset Management Co., Ltd. (Current) Outside Director, SL Corp. President & CEO, KB Asset Management

Board Committees

Board committees at OCI Holdings perform delegated functions in line with relevant laws, the Articles of Incorporation, and internal policies. Committees such as the Outside Director Nomination Committee and Audit Committee support the Board in making informed, efficient decisions. All committees are majority outside directors, and—except for the ESG Committee, which requires operational involvement—are constituted entirely with outside directors to ensure independence and transparency.

(As of March 2025)

Board of Directors			
	Audit Committee	4 outside directors (Kim Ok Jin*, Lee Hyun Seung, Shin Woo Sung, Kim Pil Nam)	• Conducts audits on corporate accounting and major operations • Verifies corrective actions based on audit results
	Outside Director Candidate Recommendation Committee	4 outside directors (Lee Hyun Seung*, Kim Ok Jin, Shin Woo Sung, Kim Pil Nam)	• Reviews, selects, and recommends all director candidates, including outside directors
	Compensation Committee	4 outside directors (Shin Woo Sung*, Kim Ok Jin, Lee Hyun Seung, Kim Pil Nam)	• Approves matters related to director compensation and severance pay • Decides criteria and methods of payment for compensation for achievement of performance goals
	Internal Transactions Committee	4 outside directors (Kim Pil Nam*, Kim Ok Jin, Lee Hyun Seung, Shin Woo Sung)	• Approves large-scale internal transactions involving goods/services under the Monopoly Regulation and Fair Trade Act
	ESG Committee	1 executive director (Lee Su Mi*) & 4 outside directors (Kim Ok Jin, Lee Hyun Seung, Shin Woo Sung, Kim Pil Nam)	• Establishes ESG policies and deliberates on key issues • Enacts and amends policies related to ESG activities • Reviews and evaluates ESG activities

* Chair

Governance

Board Composition

Board Independence, Expertise and Diversity

OCI Holdings' Outside Director Nomination Committee prioritizes business insight and expertise when selecting outside directors to strengthen Board professionalism. It also considers academic background, industry experience, and tenure, while promoting diversity by avoiding overrepresentation of any single profile and ensuring no discrimination based on gender or cultural background. Demonstrating our commitment to board diversity and independence, we appointed two female directors in March 2019, prior to the Capital Markets Act amendment. Further balance was achieved in March 2024, when Ms. Ahn Mi-jung was appointed Chair of the Board, and in March 2025, when Ms. Lee Soo-mi was named as the first female Chair of the ESG Committee. Directors receive regular training, including ESG materiality education, onboarding for new members, and site visits to deepen understanding of our social impact. The Board may also consult external experts as outlined in the Board Charter.

OCI Holdings complies with the Commercial Act and related laws by transparently disclosing qualification criteria for outside directors. To safeguard independence, directors with conflicts of interest must recuse themselves from voting on related matters and must obtain Board approval before engaging in company transactions or serving on boards of competing firms. We remain committed to enhancing Board independence and diversity while maintaining a transparent, professional decision-making structure.

Criteria for Determining Director Independence

1. Directors, executive officers, or employees currently engaged in the company's business operations, or individuals who have served as directors, auditors, executive officers, or employees engaged in the company's business within the past two years.
2. In cases where the largest shareholder is a natural person, that individual, their spouse, and their lineal ascendants and descendants.
3. In cases where the largest shareholder is a corporation, any director, auditor, executive officer, or employee of that corporation.
4. The spouse, lineal ascendants, and descendants of any director, auditor, or executive officer.
5. Directors, auditors, executive officers, or employees of the company's parent company or subsidiaries.
6. Directors, auditors, executive officers, or employees of entities that have significant business relationships or other material interests with the company.
7. Directors, auditors, executive officers, or employees of other companies where a director, executive officer, or employee of the company concurrently serves as a director or executive officer.

Board Training in 2024

Date	Overview
Oct 2024	Key considerations for 2024 year-end closing and internal accounting control system
Aug 2024	Status of DCRE project and model home tour
Jun 2024	OCI TerraSus (formerly OCI M) business status and plant tour

Board Skills Matrix

(As of March 2025)

Category	Executive Directors			Outside Directors				Current Level
	Lee Woo Hyun	Kim Teak Joung	Lee Su Mi	Shin Woo Sung	Kim Pil Nam	Kim Ok Jin	Lee Hyun Seung	
Skills								
Leadership	●	●	●	●	●	●	●	100%
Industry Expertise	●	●	●	●	●			71.4%
Legal/Policy			●				●	28.5%
Finance/Accounting			●			●	●	42.8%
Management	●	●	●	●		●	●	85.7%
Global Competencies	●	●	●	●	●	●	●	100%
Risk Management	●	●	●	●	●	●	●	100%
ESG		●	●	●			●	57.1%
Diversity								
Independence				●	●	●	●	57.1%
Gender	M	M	F	M	F	M	M	28.5% Female
Age	57	66	52	67	45	60	58	Average 57.8
Term	2009 ~ 2027	2025 ~ 2028	2025 ~ 2028	2025 ~ 2028	2025 ~ 2028	2024 ~ 2027	2024 ~ 2027	Average 5.1 years

Governance

Board Composition

Director Appointment Process

In line with Article 39, Paragraph 1 of the Articles of Incorporation and the Outside Director Candidate Recommendation Committee Policy, all director candidates, including outside directors, are recommended by the Committee and appointed at the General Meeting of Shareholders. To ensure transparency, we disclose detailed candidate information at least two weeks in advance, giving shareholders ample time for review.

Outside Director Appointment Process

1	Outside Directors	• Candidates with potential issues related to independence are excluded in accordance with the disqualification criteria defined under Article 382 and Article 542-8 of the Commercial Act.
2	Formation of Candidate Pool	• The candidate pool comprises individuals with professional knowledge and experience in various fields such as chemistry, law, accounting and finance, to ensure Board expertise and diversity.
3	Recommendation by the Outside Director Candidate Recommendation Committee	① Expertise and gender diversity of the board, ② Proportion of outside directors ③ Possibility of harm to corporate value or shareholder rights ④ Compliance with qualifications set forth under Articles 382 and 542-8 of the Commercial Act and other relevant regulations
4	Appointment Resolution	• Final resolution for appointment is made at the regular general shareholders' meeting. • Qualifications are reviewed periodically after appointment.

Board and Director Evaluations

OCI Holdings evaluates outside directors based on meeting attendance, independence, and professional expertise. We assess executive directors on their strengths in business development, leadership, and technological innovation. All directors conduct self-assessments aligned with guidelines from the Korea Institute of Corporate Governance and Sustainability (KCGS). We measure overall board performance by its impact on shareholder value, fulfillment of fiduciary duties, transparency, and ethical decision-making. Beginning in 2025, we integrated ESG-related goals into the CEO's management objectives and adopted a structured framework to manage and monitor related performance indicators.

2024 Board Evaluation Summary

Board Evaluation Results (Individual Director Evaluation)	
Category	Score (out of 5)
Board's Roles and Responsibilities	4.8
Boad Structure	4.8
Board Independence	5.0
Board Operations and Agenda	4.9

Committee Evaluation Results (Individual Director Evaluation)	
Category	Score (out of 5)
Audit Committee	4.8
Other Committees	4.8

Self-Assessment by Outside Directors	
Category	Score (out of 5)
Self-Assessment by Outside Directors	4.8

Board Compensation

OCI Holdings sets maximum board compensation at the General Meeting of Shareholders to ensure transparency and legitimacy. We pay directors within this approved ceiling, combining a base salary tied to their roles with performance-based bonuses linked to management outcomes. Outside directors receive compensation based on factors such as meeting attendance and committee participation. At the 2024 General Meeting, shareholders approved a compensation cap of KRW 7 billion, with payouts totaling approximately KRW 3.04 billion, excluding items outside the cap.

Average Compensation Per Director [1)]

(As of December 2024)

Category	Unit	Executive Directors	Outside Directors	Total
Number of Individuals	Persons	2	4	6
Total Compensation	KRW 1,000	2,740,610	302,182	3,042,792
Average Compensation	KRW 1,000	1,370,305	75,546	507,132

1) Excludes amounts not subject to the director compensation limit

CEO and Employee Compensation

(As of December 2024)

CEO Total Compensation (Unit: KRW 1,000)	Median Employee Compensation (Unit: KRW 1,000)	Times
1,023,455	73,665	13.9

Shares Held by Directors

(As of December 2024)

Category	Number of Shares Held	Share Ratio
Lee Woo Hyun (Executive Director)	1,339,364	7.00%
Kim Teak Joung (Executive Director)	1,746	0.01%

Governance

Board Composition

Board Activities

OCI Holdings holds board meetings monthly, as outlined in Article 6 of the Board of Directors Charter, and convenes special meetings when necessary. We schedule meetings through the Chairperson, in accordance with Article 7, and notify directors at least three days in advance. In 2024, we held 17 Board meetings, reviewing 32 agenda items. The average attendance rate for executive and outside directors was 100%.

Board Activities

Category	Unit	2021	2022	2023	2024
Number of Regular Board Meetings	Meetings	12	11	11	11
Number of Special Board Meetings	Meetings	1	3	1	6
Total Number of Board Meetings	Meetings	13	14	12	17
Number of Agenda Items Submitted	Meetings	25	30	28	32
Number of Agenda Items Approved	Meetings	25	30	28	32
Attendance Rate of Executive Directors	%	100	95	96	100
Attendance Rate of Outside Directors	%	98	91	94	100

ESG Committee Meetings

Since 2023, the ESG Committee has been OCI Holdings' top decision-making body for ESG matters, with a key aim to boost corporate sustainability and long-term competitiveness. It reviews critical issues including safety and health management, human rights risks, ESG capacity building across the supply chain, materiality assessments, environmental investments, and strategies for managing non-financial risks. Operationally, our People/ESG Team leads a quarterly ESG Working Group comprising ESG representatives from each subsidiary. This group drives company-wide ESG initiatives, evaluates performance and plans, and reports key outcomes to the ESG Committee through the People/ESG Team.

ESG Committee Members and Policies

Committee Members		1 executive director (Lee Su Mi*) 4 outside directors (Kim Ok Jin, Lee Hyun Seung, Shin Woo Sung, Kim Pil Nam)
ESG Committee Charter	Attendance Rate of Outside Directors	- Deliberates on all matters related to environment, society and governance (ESG) management of the company. - Reports deliberation results to the Board of Directors and the Board may re-deliberate as necessary.
	Agenda Item	① Review eco-friendly policies such as reduction of greenhouse gas and hazardous substance, as well as deliberate on related targets settings ② Review workplace environment improvement practices such as personal data protection, workplace safety management and gender equality, and deliberation on internal human rights policies ③ Review policy activities for fulfilling social responsibilities such as fair competition and co-prosperity, and deliberate on related policy targets ④ Review shareholder opinions and deliberation on shareholder return policies to increase shareholder value ⑤ Review ESG-related assessment results and areas for improvement ⑥ Other matters determined necessary for review by the Committee or Board

ESG Committee Members and Policies

Date	Agenda Items	Report and Resolution	Director Attendance (%)
Feb 7	1. Report on 2023 Integrated Report Materiality Assessments 2. Report on Quarterly ESG Activity Plans for 2024	Report	100
Sep 26	1. Report on ESG Trends 2. Report on ESG Achievements and Plans	Report	100
Dec 17	1. Report on Establishment of Human Rights Management Policies 2. Understanding ESG Trends & Sustainability Disclosure (Education)	Report	100

Dividend Strategy

OCI Holdings established a shareholder return policy to reinforce its role as an investment-focused holding company and enhance corporate value through consistent returns. We deliver stable dividends grounded in sustainable growth and conduct share buybacks and cancellations when needed to support stock price stability. In March 2024, our Board approved a plan to repurchase and cancel roughly 5% of outstanding shares over three years (2024-2026). By the end of March 2025, we had repurchased about 4.6%, with 3.8% already cancelled. Looking ahead, we remain focused on strengthening core business competitiveness and generating stable earnings and ROE. Through proactive shareholder return measures, including dividends and share repurchases, we drive sustainable growth in partnership with shareholders.

Key Dividend Indicators

Category	Stock Type	2022	2023	2024
Cash Dividend per Share (KRW)	Common	2,500	3,300	2,200
	Preferred	-	-	-
Dividend Yield (%)	Common	2.87	3.01	3.60
	Preferred	-	-	-

Risk Management

Risk Management Strategies

Risk Management Process

OCI Holdings has established a group-wide risk management strategy and formalized related processes in internal policies to ensure the proactive identification, monitoring, and mitigation of risks. Under this framework, the company systematically manages risks across multiple domains. Financial risks are managed by the Financial Planning Office, compliance risks by the Legal and Audit teams, and ESG-related risks by the HR/ESG Department. Each year, these teams identify and assess relevant risks, develop mitigation plans, and conduct annual monitoring of major departments and subsidiaries to report progress and findings to executive management. When a risk is identified, the responsible department immediately reports it to management-or to the Board of Directors, depending on the severity-and initiates response planning in coordination with relevant departments. Continuous monitoring is maintained to prevent recurrence of similar risks and to enhance the overall resilience of the company's operations.

OCI Holdings Risk Management Process

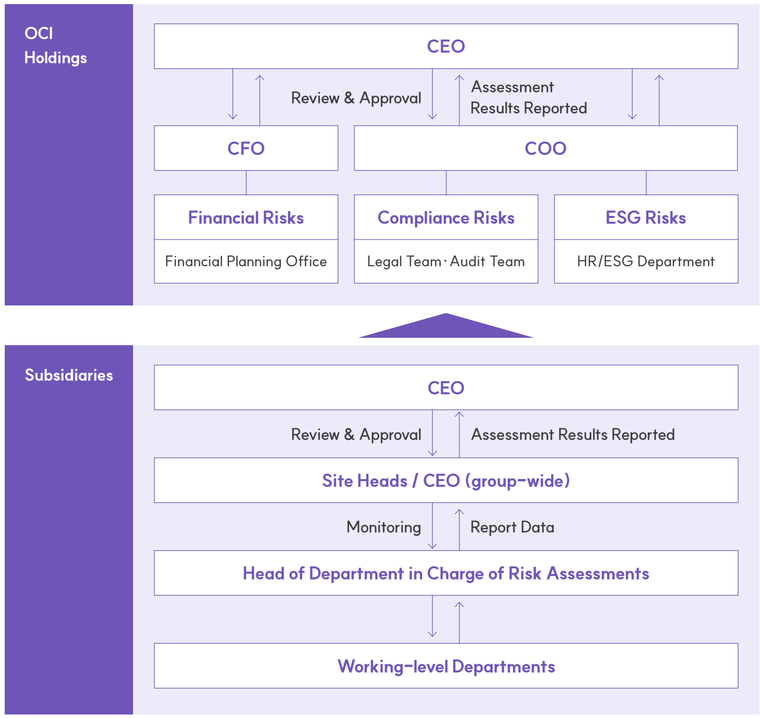
STEP 1	STEP 2	STEP 3	STEP 4
Risk Identification	Risk Analysis and Key Risk Identification	Establishment of Risk-Specific Management Plans	Monitoring and Response
Identify and categorize potential risk factors arising during business operations	Analyze the impact of identified risks and determine key risks through prioritization	Develop optimal management plans tailored to each risk analyzed	Analyze, track and respond to risks in accordance with the management plans

Risk Management System

Risk Management Bodies

OCI Holdings has established its Risk Management Policy as part of its internal corporate policies and developed company-wide risk management rules and detailed guidelines to build an integrated enterprise risk management (ERM) framework. Each subsidiary systematically monitors a range of inherent risks by operating risk management systems in accordance with inspection standards tailored to their respective organizational structures.

Risk Management Structure and Roles



CEO

- Reviews the effectiveness of risk assessments and provides policy direction
- Reviews and monitors risk assessment results

Executives Responsible for Each Risk Type

- Conducts internal audits and management reviews
- Checks execution and requests improvements

Working-level/supervising departments

- Identifies internal/external issues, stakeholder demands, and assesses risks
- Assigns risk assessors and reviewers, and approves assessment results
- Reports risk-related improvement measures and implementation details

Risk Management

Risk Management Activities

Financial Risks

OCI Holdings categorizes and manages financial risks by type, including credit risk, liquidity risk, and market risk, which may arise within the financial sector. To protect the interests of shareholders and stakeholders from such financial risks, the company operates reasonable and effective programs and systems, and is committed to earning stakeholder trust through sound risk management practices.

Non-Financial Risks

OCI Holdings' non-financial risks include risks that may arise during business operations, such as compliance, environmental safety, and supply chain risks. ESG and other non-financial risks are regularly analyzed and monitored by the relevant departments. Based on the outcomes of these assessments, the company establishes appropriate response measures and implements improvement activities to mitigate potential impacts.

Responses for Financial and Non-financial Risk Factors

	Category	Background for Risk Selection	Impacts on OCI Holdings	OCI Holdings' Responses
Financial Risks	Foreign Exchange Risk	• As of the end of 2024, overseas sales account for 28.31%, exposing the company to potential gains or losses due to exchange rate fluctuations.	• Foreign exchange fluctuations may lead to loss in asset value and decline in export profitability and price competitiveness.	• Carried out monitoring regularly and executed forward exchange contracts to minimize profit fluctuations.
	Credit Risk	• As of the end of 2024, the credit rating is A+ (Korea Ratings, NICE Investors Service, Korea Investors Service). A downgrade in the credit rating may negatively impact financing capabilities.	• Credit rating downgrade and tightened bank lending criteria may lead to reduced access to corporate financing.	• Prevented potential losses arising from contract default or financial institution deposits based on financial status and credit evaluation.
	Liquidity Risk	• The current ratio decreased from 454% in 2023 to 251% in 2024 but the company continuously need to manage the ratio to maintain financial soundness.	• Risks of funding disruptions and losses from emergency sales of assets at low prices.	• Established short- and mid/long-term capital management plans; continuously analyzed and reviewed cash outflow budgets and actual cash outflows.
	Interest Rate Risk	• As of the end of 2024, loans totaling approximately KRW 575.6 billion were borrowed at variable interest rates. Thus, the company is exposed to interest rate fluctuation risks.	• Adverse interest rate changes could result in higher interest payments, liquidity shortages and reduced investments and returns.	• Managed interest rate risks through a balance between fixed and variable interest rate loans and interest rate swap contracts.
	Price Volatility Risk	• The company is investing in equity instruments classified as fair value through other comprehensive income or profit and loss for strategic purposes. Asset values may be impacted by price fluctuations.	• Risks of value loss of investment assets due to stock index declines related to listed shares.	• Monitored stock prices regularly to secure investment returns and minimize losses; Analyzed and reported issues.
	Capital Procurement Risk	• As of the end of 2024, the capital procurement ratio, calculated by dividing net borrowings by total equity, was 17.07%. Therefore, continuous efforts are required to reduce capital costs and maintain an optimal capital structure.	• Risk of liquidity shortages.	• Managed capital structure optimally based on the capital procurement ratio (net borrowings divided by total capital).
Non-Financial Risks	Ethics and Compliance Risk	• Potential occurrence of unethical behavior could adversely affect corporate reputation, business operations, and financial structure.	• Administrative sanctions, legal disputes, and liability claims may cause negative impact on corporate image	• Enhanced internal surveillance through improvement of risk management processes; managed legal disputes; enhanced ethical and compliance awareness among employees and suppliers; implemented group-wide ethics training and set target goals.
	Climate Change Risk	• The importance of greenhouse gas emissions management is increasing due to the third phase (2021-2025) of the national emissions trading allocation plan and KSSB climate disclosure requirements.	• Increased carbon credit purchase costs due to failure in carbon emissions reduction and excessive GHG emissions may reduce investment appeal of the company; high carbon footprint of the products may reduce product appeal and increase reputation risk management costs.	• Established reduction targets for each business site; monitored emissions and promoted reduction activities; considered climate change factors when planning business portfolio and strategies.
	Energy Risk	• Strengthened regulations on the mandatory use of renewable/alternative energy in countries where facilities are located, along with rising societal demand and interest in RE100 (transition to renewable energy).	• Unstable energy supply and increased energy procurement costs may raise operating expenses.	• Utilized electricity generated from hydropower plants in Malaysia for production operations; reviewed renewable energy utilization strategies at major business sites.
	Workplace Safety and Health Risk	• Environmental or safety accidents at business sites may negatively impact the safety and health of workers and local communities.	• Accidents at business sites may result in liability claims, reputational damage, conflicts with local communities, and serious operational impact.	• Established emergency response systems and operated regular safety training programs at each business site.
	Pollutant Risk	• Environmental or safety accidents at business sites may negatively impact the safety and health of workers and local communities.	• Excess pollutant emissions may lead to regulatory violations, legal penalties, fines, compensation payments and other legal/reputational risk management costs.	• Operated programs related to pollutant emissions and environmental impact by site.
	Water Resource Risk	• Increased number of regions with high water stress and stronger regulations on industrial water use.	• Water-related risks such as groundwater depletion and water supply disruptions due to abnormal climate conditions may lower corporate productivity by creating stranded assets.	• Reduce water usage by introducing processes for recycling wastewater and concentrated cooling water discharge.
	Supply Chain Risk	• Growing demand for eco-friendly products increases the importance of sustainable processes and raw materials. Greater need for management in response to regulations like the EU's Corporate Sustainability Due Diligence Directive (CSDDD) and the U.S. Uyghur Forced Labor Prevention Act (UFLPA).	• Potential loss of product competitiveness from failure to meet eco-friendly product demand; increased R&D costs for adopting eco-friendly processes and materials. • Disruptions in logistics may collapse the production/supply balance and delay delivery schedules.	• Produced eco-friendly product using sustainable materials; acquired eco-friendly certification (ISCC Plus); signed contracts for sustainable material supply; Dispersed risks through supply chain diversification; Detected risks early via continuous monitoring.
	Talent Risk	• Changes in labor market structure are driving greater demand for organizational culture innovation, including motivating employees and improving organizational commitment.	• Lack of investment in employee training and welfare may reduce employees' productivity and competitiveness in the labor market.	• Implemented retirement pension plans and diverse employee training programs; operated family-friendly systems and acquired relevant certification (Family-Friendly Environment).
	Human Rights Risk	• Heightened regulatory scrutiny regarding child labor, gender discrimination, and other human rights issues in the supply chain, including under EU's Corporate Sustainability Due Diligence Directive (CSDDD) and U.S. Uyghur Forced Labour Prevention Act (UFLPA).	• Violations of human rights laws and related societal issues may lead to legal risks (e.g., lawsuit expenses, fines, compensation), reputational risks (e.g., capital withdrawal by investors) and various monetary losses.	• Established principles for respect for human rights and supplier codes of conduct. • Became the members of UN Global Compact (OCI Holdings and OCI Company) and engaged in Human Rights Risk Management Initiatives

Risk Management

Risk Management Activities

Potential Risks

OCI Holdings defines potential risks as those that may have a significant impact on its business in the mid-to-long term. The company analyzes internal and external environmental and social changes related to these potential risks, establishes strategic response measures, and implements them to prevent any impact. Through this approach, OCI Holdings aims to minimize uncertainty and volatility caused by potential risks and to build a stable foundation for the company's sustainable growth.

Responses for Potential Risk Factors

Category		Background for Risk Selection	Impacts on OCI Holdings	OCI Holdings' Responses
Potential Risks	Biodiversity Risk	• With the release of the final draft of the Taskforce on Nature-related Financial Disclosures (TNFD) framework, biodiversity and the natural environment are increasingly being recognized as "natural capital." Stakeholder interest in preserving them is also growing. • Considering geopolitical aspects of global value chains and business activities, there is a growing need to identify dependencies, impacts, risks and opportunities related to natural capital, and to establish response measures. • Biodiversity loss, like climate change and natural resource depletion, can have physically adverse effects on business operations and may significantly influence future credit ratings and market assessments. • Therefore, biodiversity conservation activities must be carried out, not as temporary measures but as part of a strategic approach to and measures for risk management. There is increasing demand for a monitoring and management system for biodiversity risks throughout the value chain.	• Legal regulations or codes of conduct related to corporate natural capital disclosures may potentially act as future trade barriers. • As OCI Holdings operates major production facilities in various countries including Malaysia, the U.S., and China, continuous monitoring of natural ecosystems-such as local climate, geological and ecological changes-as well as local biodiversity regulations, is essential. • If business activities by OCI Holdings' subsidiaries negatively impact biodiversity and natural capital near business sites, it may affect relationships with local communities that depend on these ecosystems for their livelihoods.	• Made environmental protection efforts and raised awareness among employees by carrying out environmental restoration and cleanup activities in local communities, such as, signing agreements for the conservation of marine biodiversity, organizing environmental experiences and campaigns, planting flower paths along rivers, providing waste collection supplies and conducting coastal oil spill response drills. • Biodiversity impacts are being monitored based on industrial and regional characteristics. Going forward, the company plans to enhance its biodiversity impact management system by analyzing environmental impacts at key sites and managing data on natural capital dependency. • Responses by Key Subsidiaries: **OCI TRS** Starting in 2024, monthly analyses of marine sediments and macrobenthos (large benthic invertebrates) were conducted to evaluate the environmental impact of plant expansion and ongoing operations on marine habitats.
	Carbon Tax-Related Risk	• Under the EU Carbon Border Adjustment Mechanism (CBAM), companies must report direct and indirect greenhouse gas emissions on a quarterly basis for products imported into the EU from non-EU countries. A type of protectionist tariff will be applied based on the level of emissions. • Starting in 2026, CBAM certificates must be purchased for carbon footprint management. The certificate price reflects the trading price of allowances in the EU Emission Trading Scheme (ETS). The EU ETS applies to carbon-intensive industries including chemical industry. As regulations tighten, prices are expected to rise steadily, inevitably increasing cost burdens on companies. • The scope of CBAM is expected to expand depending on the decision on whether to include organic chemicals and polymers by 2026. By 2030, CBAM may apply to all product categories covered by the EU ETS or those considered at risk of carbon leakage (e.g., basic inorganic chemicals) and this could increase impact on business operations.	• Expansion of the carbon border tax to the chemical industry may act as a potential trade barrier. • A system for managing greenhouse gas emissions data per product must be established in preparation for CBAM (Carbon Border Adjustment Mechanism) compliance. In addition, preparations should be made for the potential expansion of CBAM coverage, taking into account the planned phase-out of free allowances under the EU Emissions Trading System (EU ETS). • Fundamental measures such as process optimization and changes in export items are required to reduce carbon emissions and these measures could incur additional costs.	• Established a carbon-conscious investment decision-making process, monitored carbon tax developments, conducted technical assessments and secured cost competitiveness. • Reduced carbon emissions through environmental assessments and the identification of improvement initiatives at each site. • Responses by Key Subsidiaries: **OCI Company** Conducted LCA (Life Cycle Assessment) to calculate Scope 3 greenhouse gas emissions and implemented energy-saving measures including equipment upgrades. **OCI TRS** Strengthened energy efficiency and identified action items for energy reduction through waste heat recovery and equipment improvements. The company is working to promote stable electricity supply and carbon reduction through long-term PPAs (Power Purchase Agreements) and renewable energy transition to operate eco-friendly plants. **OCI SE** Aiming to achieve 100% combustion of wood pellets by co-firing them with other fuels, the company supplies electricity and steam to the Saemangeum Industrial Complex using a combined heat and power system and saves approximately 30% more energy compared to conventional thermal methods.

Risk Management

Risk Management Activities

Tax Risks

OCI Holdings complies with tax laws and faithfully fulfills its tax reporting and payment obligations to support sustainable business growth, maximize shareholder value, and ultimately contribute to national fiscal soundness and development of communities. Through the establishment and implementation of its tax strategies, OCI Holdings assesses and manages various tax risks and maintains a transparent tax policy. The company identifies and monitors changes in tax authority's policies, and complies with and implements the disclosure guidelines of OECD's BEPS (Base Erosion and Profit Shifting) Action Plan 13 (Transfer Pricing Documentation) to minimize potential tax risks arising across all business activities.

OCI Holdings Tax Strategies

OCI Holdings Tax Strategies

Faithful Compliance	OCI Holdings complies with the tax laws of each country in which it operates, diligently fulfilling tax reporting and payment obligations, and thoroughly managing related documentation and supporting materials.
Transparent Transfer Pricing Policy	When engaging in transactions with related parties, OCI Holdings applies transfer pricing policies in accordance with the arm's length principle, following the respective country's tax laws and OECD guidelines. Transfer pricing documentation is prepared and managed with assistance from external experts.
Transactions in Accordance with Tax Laws	OCI Holdings conducts fair and transparent transactions complying with tax laws. The company does not shift income across borders to tax havens or countries with low taxes for the purpose of avoiding taxes.
Fulfillment of Duty to Cooperate in Tax Administration	OCI Holdings maintains a transparent relationship with tax authorities in each country and faithfully complies with data submission requirements from tax authorities.
Minimization of Tax Risks	OCI Holdings reviews anticipated tax risks when making important decisions and reports those risks to management. Where there is uncertainty in the interpretation or application of tax laws while assessing and managing tax risks, OCI Holdings consults and collaborates with independent external experts to manage and mitigate tax risks.

Tax Payment by Country

(Dec 2024, Unit: KRW million)

Category	Korea 1)	USA 1)	China 1)	Malaysia 2) (OCI TRS, OCI Kumho)	Japan 2) (OCI Japan)	Vietnam 2) (OCI Vietnam)	Philippines 3) (Philko Peroxide)
Revenue	2,564,376	202,209	353,705	497,140	1,420	1,538	11,607
Taxes Paid	14,445	3,760	1,520	41,786	106	10	143
Operating Profit	356,687	-15,457	22,537	71,913	317	- 1,714	662
Key Businesses	Production and sales of basic and carbon-based chemical products	Development and operation of PV solar power generation facilities	Business development; sales of polysilicon and chemical products	Production and sales of polysilicon	Sales of polysilicon and chemical products	Production and sales of agrochemical active ingredients	Dilution of hydrogen peroxide and sales of chemical products

1) Revenue and performance by region
2) Revenue and performance of subsidiaries within each region
3) Income and losses from investments in affiliated companies within each region

BEPS Action Plan 13 - Transfer Pricing Documentation and Country-by-Country Reporting

The BEPS Action Plan report sets out regulatory measures for corporate tax strategies in response to the increase in offshore tax avoidance by multinational enterprises. In line with Action Plan 13 ("Transfer Pricing Documentation and Country-by-Country Reporting"), which requires information disclosure by taxpayers (companies), OCI Holdings prepares and submits, 1) Master File, 2) Local File, and 3) Country-by-Country Report (CbCR) to the National Tax Service. For overseas subsidiaries, OCI Holdings also provides these reports in accordance with the documentation and submission requirements of the respective local tax authorities.

Master File (Comprehensive Company Report)	Local File (Individual Company Report)	Country by Country Report
• Ownership structure of all group entities • Business operations of the entire group (value drivers, status by business unit) • Details of intangible assets held • Group-wide financing details • Information on mergers, spin-offs and changes in transaction structure	• OCI Holdings' organizational structure and business operations • Sales and purchases by product line • Details on ownership of and changes in intangible assets • Details on transactions with foreign related parties (functional analysis, basis for transfer pricing and transaction profits)	• Tax jurisdiction • Revenue by major income source • Cash-based and accrual-based income tax information • Status of paid-in capital and other equity • Key business activities

Ethics and Compliance Management

Ethics and Compliance Management Strategies

Employee Code of Conduct

Employee Code of Conduct

OCI Holdings has established the "Employee Code of Conduct" to provide behavioral standards for transparent, fair, and rational business practices. This code applies equally to all employees of the company and its subsidiaries. The Code outlines specific guidelines on responsibilities and obligations to customers and shareholders, fair business practices (including prohibitions on improper receipt of money, gifts, entertainment, or conveniences), protection of company assets and information, maintaining a sound workplace and social conduct, and contributing to the nation and society. OCI Holdings and its subsidiaries distribute relevant guidelines and detailed instructions related to the Employee Code of Conduct and ensure internal posting and sharing with suppliers at least once a year. All employees are required to sign an Ethical Management Pledge upon joining the company and annually during their employment. In addition, ethical management notices are sent to employees and suppliers of each subsidiary during major holidays such as Lunar New Year and Chuseok to reinforce awareness and practice of ethical conduct.

OCI Holdings Employee Code of Conduct

1	Responsibilities and Duties to Customers	6	Contribution to the Nation and Society
2	Responsibilities and Duties to Shareholders	7	Compliance with the Employee Code of Conduct
3	Fair Business Practices	8	Collection of Ethical Management Pledges from Employees
4	Protection of Company Assets and Information		
5	Sound Workplace and Social Conduct	9	Reporting

Ethics and Compliance Management System

Ethics and Compliance Management Bodies

OCI Holdings has established an ethics and compliance management system that covers all subsidiaries. In 2024, the former "Compliance Team 1" was renamed the "Audit Team" and reorganized to report directly to the CEO, thereby strengthening both internal audit and compliance functions. This structure enables more systematic management of corporate ethics, proactive prevention of legal risks, and a more transparent operating environment. The company monitors group-wide issues such as fraud, misconduct, and abuses of authority, while also coordinating ethics-focused initiatives-employee training, awareness campaigns, and ethics audits-to embed ethical management across the organization. In 2024, OCI Holdings further reinforced its compliance support program by posting updates on major regulatory changes from government agencies on the Legal Management System (LMS) bulletin board. In 2025, the company plans to step up promotion of its compliance support system even further.

Internal Grievance Committee

For domestic subsidiaries, an Internal Grievance Committee is operated to investigate and provide counseling on issues such as sexual harassment, workplace bullying, and other grievances that may arise during employment. Reports can be submitted either anonymously or under the employee's real name. If unethical behavior is confirmed through the investigation, appropriate disciplinary actions are taken. The identity of the whistleblower is strictly protected throughout the process. The company enforces strict confidentiality, whistleblower protection, and a prohibition on retaliation. Violations of these provisions result in disciplinary measures, reflecting the company's strong commitment to safeguarding whistleblowers.

Management of Ethics and Compliance Risks

Audits

OCI Holdings conducts audits of its domestic subsidiaries and establishes an annual group-wide audit plan to monitor and manage ethical risks across the organization. Audits are categorized into periodic regular audits, non-regular project audits related to specific matters, and special audits based on suggestions or reports. Depending on the severity of violations found during audits, disciplinary actions-including dismissal or legal measures-may be taken.

Additionally, the company operates an Audit Proposal System that allows employees to propose audits regarding improvement measures or violations of laws or internal policies (including the "Employee Code of Conduct" and "Internal Accounting Management Policies"). The Audit Team reviews submitted proposals, assesses their necessity, and carries out special audits when needed to support improvements. In the case of anonymous reports, the reporter's identity cannot be identified. For named reports, strict confidentiality is maintained if the reporter requests anonymity or if deemed necessary. Proposals that contribute significantly to risk prevention, cost reduction, or have wide-ranging positive effects are eligible for recognition and rewards.

OCI Holdings Audits

Category	2021	2022	2023		2024
			Before Spin-off	After Spin-off	
Audit	11	12	6	4	11

Ethics and Compliance Management

Management of Ethics and Compliance Risks

Internal Control System

OCI Holdings actively manage potential accounting fraud and errors that may arise during business operations through its internal control system. External audits are conducted on the company's internal accounting management system, and an annual inspection and evaluation of the operation of this system is performed to verify the effectiveness of OCI Holdings' internal controls. The results of these evaluations are regularly reported to the Audit Committee, the Board of Directors, and the General Meeting of Shareholders.

Internal Control Process

Ethics and Compliance Reporting System

All internal and external stakeholders of OCI Holdings and its subsidiaries–including employees, suppliers, investors, and shareholders–can freely report unfair practices that undermine ethical management or violate principles of sustainable management through various channels such as the online reporting center, telephone, or mail. Confidentiality of both the report content and the identity of the whistleblower is strictly protected, and any personnel disadvantages in retaliation are strictly prohibited. The Audit Team thoroughly investigates each report to monitor and uphold the company's ethical management practices.

Ethics and Compliance Hotline – Reports Received and Handled

Category		Unit	2021	2022	2023	2024
Bribery, embezzlement, breach of responsibility, etc.	Reports Received	Cases	1	1	2	2
	Reports Processed *	%	100	100	100	100
Discrimination, sexual harassment, workplace bullying, etc.	Reports Received	Cases	2	0	1	0
	Reports Processed *	%	100	–	100	–

*Percentages of cases closed after verification and investigation.

Reporting Channels

Online Reporting Center	Reporting violations of ethical management	Reporting sexual harassment/ bullying in the workplace
Mail	OCI Holdings Audit Team Reporting Officer, OCI Building, 94 Sogong-ro, Jung-gu, Seoul, Korea	
Telephone	02) 727-9371	

OCIE **OCI Energy** **OCI AL** **MSE** [Ethics Hotline]

OCIE, along with OCI Energy, OCI AL, and MSE, operates an Ethics Hotline through which both internal and external stakeholders can report or raise concerns related to ethics and compliance. The availability and usage of this channel are communicated to all employees to ensure awareness and accessibility. All reports received through the designated channel are promptly reviewed and investigated by the responsible department, which also provides status updates to the reporter. The same procedures are applied to reports submitted through other means such as consultations or email, ensuring systematic and consistent handling of all cases.

OCI TRS [Ombudsman System]

OCI TerraSus operates an Ombudsman channel on its official website, allowing internal and external stakeholders to anonymously submit reports, suggestions, or concerns related to ethics and compliance. All submissions are subject to review, and if deemed appropriate by the initial reviewer, they are forwarded to the relevant department for further action. Once assigned, the responsible department is required to address the issue and report the outcome within two weeks.

Ethics and Compliance Management

Management of Ethics and Compliance Risks

Ethics and Compliance Management Activities

OCI Holdings fosters an ethical corporate culture and proactively mitigates ethics and compliance risks across the company and its subsidiaries through a range of ethics systems and training programs. All employees are required to complete ethics training upon joining the company and on an annual basis during their employment, as well as to sign a code of ethics pledge. Through these measures, OCI Holdings operates a company-wide ethics and compliance program aimed at embedding ethical and lawful conduct throughout the organization.

Ethics Training

OCI Holdings operates an ethics training regularly for all employees, including both full-time and contract employees, to promote a culture of integrity and foster ethical behavior across the company.

OCI Holdings Ethics Training

Category		Unit	2021	2022	2023	2024
Compliance Training						
Participants	Total	Persons	173	212	53	62
	Full-Time Employees		131	166	53	58
	Contract Employees		42	46	0	4
Completion Rate		%	100	100	100	100
Business Ethics Training						
Participant	Total	Persons	78	1,354	3[1]	59
	Full-Time Employees		78	1,290	3	56
	Contract Employees		0	64	0	3
Completion Rate		%	100	100	100	100

1) Training is provided to all employees on a biennial basis. In off-years, the program is conducted for newly appointed team leaders and executives.

2024 Ethics Training

Purpose of Ethical Management

Building a Sustainable Company through Ethical Management

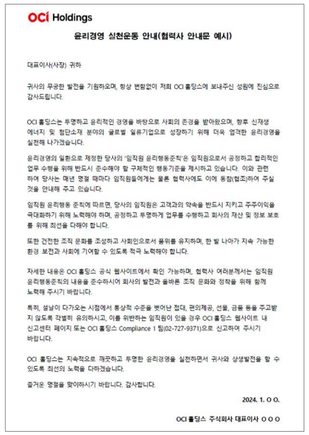
Customers	Suppliers	Nation & Society	Employees	Shareholders
Customer Satisfaction Management	Transparent Management	Socially Responsible Management	Management with Respect for Employees	Efficient Management
• Protecting customer rights and interests • Spreading a sound corporate culture	• Establishing a transparent trade culture • Pursuing rational mutual development	• Compliance with social responsibilities and laws • Fulfilling social responsibilities	• Creating a flexible and creative corporate culture • Fulfilling responsibilities for mutual development	• Establishing a performance-o riented culture • Sound and transparent management

Employee Code of Conduct — Standards of conduct for employees to perform their duties transparently, fairly, and reasonably.

- Responsibilities and Duties to Customers
- Responsibilities and Duties to Shareholders
- Fair Business Practices
- Protection of Company Assets and Information
- Sound Workplace and Social Conduct
- Contribution to the Nation and Society
- Compliance with the Employee Code of Conduct
- Collection of Ethical Management Pledges from Employees
- Reporting

Group-wide [Ethical Management Practice Campaign]

Every year, during the Lunar New Year and Chuseok holidays, OCI Holdings promotes its Ethical Management Practice Campaign by posting internal notices and sending reminders to key suppliers. These communications aim to prevent improper practices such as the offering or acceptance of money or entertainment, reinforcing the company's commitment to ethics and compliance. In addition, standard procurement and supply contracts include provisions on ethical conduct and integrity agreements with customers and suppliers, clearly outlining the company's expectations and dedication to ethical and compliant business practices.


OCI Holdings

윤리경영 실천운동 안내(협력사 안내문 예시)

대표이사(사장) 귀하

귀사의 무궁한 발전을 기원하오며, 항상 변함없이 저희 OCI 홀딩스에 보내주신 성원에 진심으로 감사드립니다.

OCI 홀딩스는 투명하고 윤리적인 경영을 바탕으로 사회의 존경을 받아왔으며, 향후 신재생 에너지 및 첨단소재 분야의 글로벌 일류기업으로 성장하기 위해 더욱 엄격한 윤리경영을 실천해 나가겠습니다.

윤리경영의 실행으로 제정한 당사의 "임직원 윤리행동준칙"은 임직원으로서 공정하고 합리적인 업무 수행을 위해 반드시 준수해야 할 구체적인 행동기준을 제시하고 있습니다. 이와 관련하여 당사는 매년 정월 대보름 임직원들에게는 물론 협력사에도 이러 취지(합리)취지에 주실 것을 안내해 주고 있습니다.

임직원 윤리행동 준칙에 따르면, 당사의 임직원은 고객과의 약속을 반드시 지키고 주주이익을 극대화하기 위해 노력해야 하며, 공정하고 투명하게 업무를 수행하고 회사의 재산 및 정보 보호를 위해 최선을 다해야 합니다.

또한 건전한 조직 문화를 조성하고 사회인으로서 품위를 유지하며, 한 발 나아가 지속 가능한 환경 보전과 사회에 기여할 수 있도록 적극 노력해야 합니다.

자세한 내용은 OCI 홀딩스 공식 웹사이트에서 확인 가능하며, 협력사 여러분께서는 임직원 윤리행동준칙의 내용을 준수하시어 회사의 발전과 올바른 조직 문화와 정착을 위해 함께 노력해 주시기 바랍니다.

특히, 귀사의 다가오는 시점에서 통상적 수준을 벗어난 접대, 편의제공, 선물, 금품 등을 주고받지 않도록 각별히 유의하시고, 이를 위반하는 임직원이 있을 경우 OCI 홀딩스 웹사이트 내 신고센터 페이지 또는 OCI 홀딩스 Compliance 1 팀(02-727-6971)으로 신고하여 주시기 바랍니다.

OCI 홀딩스는 지속적으로 개방하고 투명한 윤리경영을 실천하면서 귀사와 상생발전을 할 수 있도록 최선의 노력을 다하겠습니다.

즐거운 명절을 맞이하시기 바랍니다. 감사합니다.

2024. 1. O O.

OCI 홀딩스 주식회사 대표이사 O O O

Notice of Ethics Management Practice Campaign to Suppliers

OCIE | OCI Energy | OCI AL | MSE [Ethics and Compliance Training]

All new employees receive ethics and compliance training upon joining the company. In addition, annual training is provided to all existing employees to enhance their understanding of key policies and cultural expectations, thereby fostering a strong compliance mindset and ethical awareness across the companies.