

INTEGRATED REPORT 2024

OCI Holdings

CHANCE ↗
CHALLENGE
↗ **CHANGE**

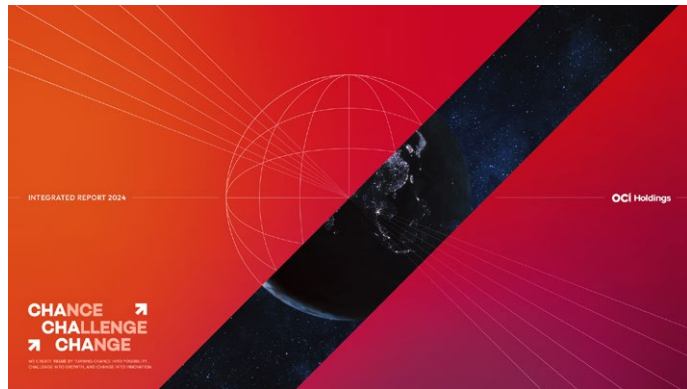
WE CREATE **VALUE** BY TURNING CHANCE INTO POSSIBILITY,
CHALLENGE INTO GROWTH, AND CHANGE INTO INNOVATION.

CONTENTS

Interactive PDF User Guide

This report is published as an interactive PDF that includes in-document links to relevant sections within the document and direct links to relevant websites.

☰ Contents 🔗 Links to Relevant Webpages



OCI Holdings leaps beyond boundaries through connection and expansion. The bold diagonal flow and three-dimensional spatial composition visually express our ambitious vision toward the global market and the future value generated across diverse business domains. The color contrast and balanced visual elements symbolize our dynamism as we create new possibilities amid the currents of change.

INTRODUCTION

- 03 Chairman’s Message
- 05 About OCI Holdings
- 05 Key Figures
- 06 2024 in Figures
- 07 Global Presence

BUSINESS OVERVIEW

- 09 Renewable Energy & Energy Solutions
- 11 Advanced Materials
- 12 Life Science
- 13 Urban Development

APPROACH TO SUSTAINABLE VALUE

- 15 Sustainable Value Chain
- 16 Double Materiality Assessment
- 18 Stakeholder Engagement

SUSTAINABLE MANAGEMENT

- 20 ESG Strategies

GREEN INNOVATION | ENVIRONMENT

- 24 Response to Climate Change
- 27 Environmental Management

PEOPLE ORIENTED | SOCIAL

- 38 Talent Management
- 43 Human Rights Management
- 45 Safety and Health Management
- 50 Supply Chain Management
- 53 Community Engagement and Social Contribution
- 57 Information Security and Personal Data Management

SUSTAINABLE GROWTH | GOVERNANCE

- 60 Governance
- 64 Risk Management
- 68 Ethics and Compliance Management

2025 FOCUS

- 72 WE ARE GROWING
- 73 WE ARE EXPANDING
- 74 WE ARE BUILDING

APPENDIX

- 76 Consolidated Financial Statements
- 81 Independent Auditor’s Report
- 82 ESG Data
- 92 GRI Index
- 94 TCFD
- 95 SASB Index
- 97 GHG Verification Statement
- 98 Third-Party Assurance Statement
- 99 Product List
- 100 Global Network
- 101 UNGC
- 101 Key Association Memberships

ABOUT THIS REPORT

Legal Name	OCI Holdings Company Ltd.
Headquarters	94, Sogong-ro, Jung-gu, Seoul, Korea
Rep. Directors	Lee Woo Hyun, Kim Teak Joung, Lee Su Mi
Incorporation	August 5, 1959
Key Businesses	Green energy, advanced chemical materials
Employees	76 (including registered executives)
Website	www.oci-holdings.co.kr

Reporting Principles and Standards

This report is an integrated report published annually by OCI Holdings and is the 17th publication of its kind. Our objective for this report is to present the key financial and non-financial results as well as sustainability strategies and achievements of OCI Holdings and its key subsidiaries following our transition to a holding company structure in 2023.

The report has been prepared in accordance with the GRI (Global Reporting Initiative) Standards 2021, which are a set of international standards for sustainability reporting. The report also references the IIRC (International Integrated Reporting Council) Integrated Reporting Framework and the TCFD (Task Force on Climate-Related Financial Disclosure) recommendations. Financial information has been prepared based on the K-IFRS (Korean International Financial Reporting Standards).

Reporting Period

The main reporting period of this report is from January 1, 2024 to December 31, 2024. For certain key activities, we’ve included information up to the first quarter of 2025 to report on important matters that may influence stakeholder decision-making. Some quantitative performance data includes data from the most recent four years (2021~2024).

Scope of the Report

*Financial information is presented based on consolidated financial statements, while non-financial information includes information about the following major subsidiaries below:
OCI Company, OCI SE, DCRE, OCI Specialty, OCI Power, OCI Information & Communications, OCI TerraSus (hereinafter "OCI TRS"), OCI Enterprises (hereinafter "OCIE"), OCI Energy, OCI Alabama (hereinafter "OCI AL"), and Mission Solar Energy (hereinafter "MSE").
*The subsidiary OCI Solar Power LLC changed its name to OCI Energy LLC in July 2024, and OCI M changed its name to the current OCI TerraSus in February 2025.
*OCI Dream which was included in the reporting scope in 2023, was transferred to OCI Company through a contribution in kind as part of OCI Holdings’ portfolio adjustment and management efficiency improvement.

Third-Party Assurance

To improve the reliability and quality of the report, independent external assurance was conducted by the Korea Management Registrar (KMR). The results detailed in the third-party assurance statement. Financial information has been audited by an independent auditor, and assurance for greenhouse gas emissions and energy usage was conducted in accordance with the assurance principles of the “Guidelines for the Operation of the Greenhouse Gas Emissions Trading Scheme.”

Chairman's Message



Founded in 1959 as Oriental Chemical Industries, OCI Holdings has pioneered the Korean chemical industry, building a legacy of challenge and growth. Today, we are moving forward with a renewed commitment to shaping a better future.

We are pleased to share OCI Group’s 2024 results as we continue our pursuit of sustainable growth.

Much like the previous year, 2024 was marked by persistent global uncertainty driven by geopolitical tensions across various regions. Despite these challenges, we achieved a 35% year-over-year increase in consolidated revenue to reach KRW 3.577 trillion due largely to the consolidation of OCI Company as a subsidiary. However, operating profit declined by 81% to KRW 101.5 billion due primarily to weaker U.S. polysilicon sales following the expiration of anti-dumping and countervailing duties on imports from four Southeast Asian countries and a temporary spike in construction costs that affected our urban development business.

In the face of the above challenges, we remained committed to enhancing shareholder value. We returned KRW 111.3 billion-equivalent to 96.7% of consolidated net profit-to shareholders. This included KRW 41.3 billion in dividends-representing KRW 2,200 per common share-and KRW 70 billion allocated for share buybacks. As part of our commitment to capital efficiency, we continued implementation of a program to repurchase and cancel 5% of total outstanding shares by 2026, resulting in the retirement of 3.5% of common shares to date.

Our business portfolio is structured around four key segments: Renewable Energy & Energy Solutions, Advanced Materials, Life Science, and Urban Development.

Our Renewable Energy & Energy Solutions segment plays a pivotal role in the global solar value chain. Key initiatives include solar-grade polysilicon production by OCI TerraSus-formerly OCI M-in Malaysia, solar and energy storage system project development by OCI Enterprises in the United States, the launch of solar cell manufacturing in the U.S. targeted for 2026, and combined heat and power generation by OCI SE in Korea.

OCI TerraSus recorded revenue of KRW 497.1 billion and operating profit of KRW 71.9 billion in 2024. This represents a 47% decline in revenue and an 82% drop in operating profit over the previous year. Despite benefiting from the ongoing premium for non-China-origin polysilicon, sales volume fell primarily due to U.S. policy changes such as the previously mentioned end of anti-dumping and countervailing duties and a glut of Chinese modules in the U.S. market.

Based in Malaysia, OCI TerraSus is positioned to become a critical link in the global non-China-origin polysilicon supply chain. The company’s current annual capacity stands at 35,000 metric tons, a figure the company is prepared to scale up to meet medium-to long-term demand when external uncertainties ease. The company is also preparing to enter the electronic-grade polysilicon market in collaboration with Japanese chemical maker Tokuyama Corporation and OCI Company.

OCI Enterprises recorded revenue of KRW 176.0 billion and an operating loss of KRW 19.4 billion in 2024. This represents a 29% decrease in revenue and a 3% decrease in operating profit. The primary reasons for these declines were a downturn in the solar module market due to the slowing U.S. real estate market as interest rates remained high and continued downward pressure on solar module prices due to a glut of Chinese modules.

Chairman's Message

Looking ahead to 2025, OCI Enterprises will continue to build on its current 5.2 GW solar power and energy storage system project pipeline. The company is also in the process of building a solar cell manufacturing facility to further strengthen its non-China-origin solar value chain in the U.S. market.

OCI SE recorded revenue of KRW 350.3 billion and operating profit of KRW 59.7 billion in 2024, representing an 11% decrease and a 12% increase, respectively. The company supplies electricity and steam to manufacturers located in the Saemangeum Industrial Complex. Volatility in electricity prices and fuel costs are the key factors affecting profitability. Steam supply volumes are currently on the rise thanks to the growing number of tenant companies in the complex.

Our Advanced Materials segment encompasses all operations of OCI Company. The company's Basic Chemicals division focuses on semiconductor and battery materials, while the Carbon Chemicals division focuses on carbon black, pitch, and other materials. Officially consolidated as a subsidiary as of January 25, 2024, the company recorded consolidated revenue of KRW 2.2153 trillion and operating profit of KRW 110.5 billion in 2024.

OCI Company focused on strengthening its competitiveness in the semiconductor and battery materials fields through two major projects in 2024. The company broke ground for a 1,000 metric ton plant in Gunsan to produce SiH4 (monosilane)—a specialty material used in silicon anodes for Li-ion batteries—following the signing of a 5-year long-term supply agreement with UK-based battery anode innovator Nexeon in 2023. The company also laid the foundation for future growth in semiconductor materials by becoming the first domestic supplier of semiconductor-grade phosphoric acid to SK Hynix, the world's No. 2 memory maker. Looking ahead, the company is strategically partnering with OCI TerraSus in Malaysia to build a new semiconductor-grade polysilicon supply chain to meet growing demand from Korea’s leading chipmakers.

Our Life Science segment is led by Bukwang Pharmaceutical, a research-driven pharmaceutical company based in Korea. Bukwang offers a wide range of products including prescription drugs, over-the-counter medications, nutraceuticals, and personal hygiene products. In addition to its broad product portfolio, the company is actively developing innovative new drugs targeting common cancers and central nervous system disorders. Notably, the company's CP-012 Parkinson’s disease drug candidate is currently undergoing early-stage clinical trials in Europe.

Our Urban Development segment is led by DCRE. The company is currently developing City O Ciel—a major residential and commercial development project with approximately 13,000 housing units—on the site of a former OCI chemical plant in Incheon. In 2024, the company recorded revenue of KRW 531.8 billion and an operating loss of KRW 142.1 billion. The loss was primarily due to increased construction costs and impairment charges on land.

City O Ciel began occupancy in 2024 and resumed apartment pre-sales after a two-year pause due to unfavorable market conditions. The company expects to launch pre-sales of Complex 8 in the second half of 2025, followed by Complexes 9 and 2.

Our ESG vision—“Making Sustainability Possible”—is the driving force behind OCI Group’s commitment to environmental, social, and governance excellence. Rooted in a long-standing philosophy of corporate responsibility, the vision reflects our dedication to delivering sustainable, long-term value to all stakeholders. These efforts have earned us inclusion in the Dow Jones Sustainability Korea Index (DJSI Korea) for 16 consecutive years as well as an integrated A rating in ESG assessments from the Korea ESG Standards Institute (KCGS) for eight straight years.

Eco-friendly technology innovation is the core driver of our ESG vision. Rather than merely responding to regulatory demands, we actively invest in and develop technologies

and products that are fundamentally better for the environment, building long-term sustainable competitiveness across all OCI Group businesses.

Our people-centric management approach fosters trust with both employees and stakeholders by upholding human rights, offering opportunities for personal growth, and ensuring a safe and healthy work environment. This trust also serves as the foundation for building a fair and responsible supply chain.

Another important pillar of sustainable growth is a governance system grounded in ethics and compliance. We continually strive to improve and innovate in governance to enhance corporate transparency and accountability.

Looking ahead, we expect 2025 to bring even more complex geopolitical and economic challenges worldwide. Leveraging a proven ability to turn any crisis into opportunity, we will mobilize every available group resource and capability to help each subsidiary unleash their core strengths, maximizing synergy and long-term value across our business portfolio.

Today, we aim to go beyond merely responding to change in our mission to help shape a sustainable future. Guided by a management philosophy that values environmental preservation, respect for people, and adherence to principles, we are fully committed to fulfilling our responsibilities as a trusted partner. We invite you to join us as we strive to make sustainability possible and deliver sustainable long-term value to all our stakeholders.

Woo Hyun Lee

Chairman

OCI Holdings



About OCI Holdings

The OCI Holdings story is a story of challenge and growth that spans more than six decades as a Korean chemical industry pioneer. Best known as a leading supplier of high-purity polysilicon for the global solar and semiconductor industries, we now operate across a broad range of fields encompassing renewable energy and energy solutions, advanced materials, life science, and urban development. In each one, we collaborate closely with each OCI Group company to unlock new opportunities for growth that will shape a sustainable future for the world.

Mission Statement

Our new mission statement more clearly reflects our core mission and role as a holding company to identify and act on strategic opportunities for growth across our business portfolio in pursuit of transformative change.

CHANCE
CHALLENGE
CHANGE

We create **value** by turning chance into possibility, challenge into growth, and change into innovation.

Core Values

We embrace chance, challenge, and change as our core values, fostering a culture of relentless innovation and growth that creates sustainable value for the world. Chance brings unlimited possibilities, bold challenge leads to sustained growth, and continuous change culminates in fundamental innovation.

CHANCE

The future belongs to those who discover and seize opportunities. When we are prepared to respond swiftly to changes in the market, customers and business environment, we can embrace and benefit from these opportunities.

CHALLENGE

A better future can only be built when we have the courage to embrace challenges and overcome adversity with an innovative entrepreneurial spirit.

CHANGE

Innovation through change is an essential element for growth. By continuously evolving towards shared goals, we can achieve success together.

Key Figures

	2022	2023	2024
	KRW	KRW	KRW
Consolidated Financial Performance (Unit: KRW billion)			
Revenue	4,671	2,650	3,577
Operating Profit	977	531	102
Net Profit	878	710	114
EBITDA	1,126	627	296
Capital Expenditures	275	152	335
Total Assets	6,756	5,957	8,090
Total Liabilities	2,734	2,142	3,255
Total Equity	4,011	3,815	4,836
Return on Assets	14.1%	11.9%	1.4%
Return on Equity	25.2%	18.6%	2.4%
Net Debt Ratio	13.3%	-3.8%	9.5%
Leverage Ratio	68%	56%	67%
Ethics & Compliance Responsibility			
Percentage of Business Sites Conducting Ethics & Compliance Risk Assessments (%)	100	100	100
Environmental Responsibility			
Greenhouse Gas Emissions (Unit: tCO ₂ eq)	1,209,974	2,519,700 ²⁾	2,478,935 ²⁾
Waste Recycling Rate	66.6%	38.9%	47.4%
Water Withdrawal (Unit: tons)	10,018,242	14,502,386	14,564,777
Social Responsibility ¹⁾			
Social Contribution Expenditures (Unit: KRW 100 million)	5	29	13
Total Social Contribution Hours (Unit: hours)	490	1,966	2,492

1) Following the transition to a holding company structure in 2023, the scope of social contribution strategies and goals were expanded to include those of OCI Holdings and its domestic subsidiaries. Accordingly, figures for 2023 and 2024 reflect the combined data of OCI Holdings and its domestic subsidiaries (OCI Company, OCI SE, and DCRE), while data for 2022 is based on data solely from OCI Company before the spin-off

2) Emissions in 2023 and 2024 are based on the emissions of companies subject to the allocation of the GHG emissions trading scheme and the target management system (OCI Holdings, OCI Company, OCI SE)



2024 in Figures

(In KRW billions
unless otherwise stated)

2024 Performance (In KRW billions)

Revenue	3,577
EBITDA	296
Operating Profit	102

Operations*

Number of Business Sites	29
Total Number of Employees (Including registered executives)	76

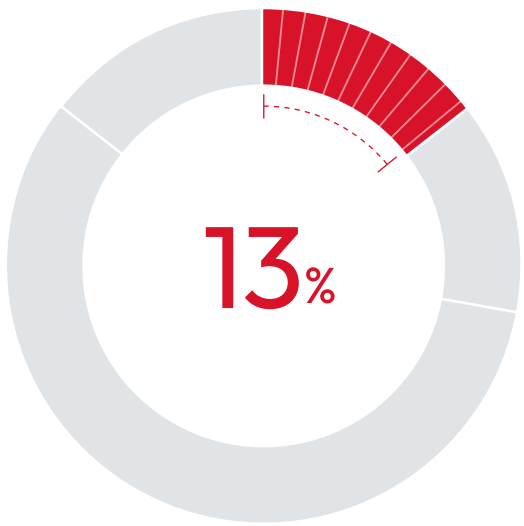
Key Businesses ¹⁾

(In KRW billions)

New & Renewable Energy



Revenue Contribution

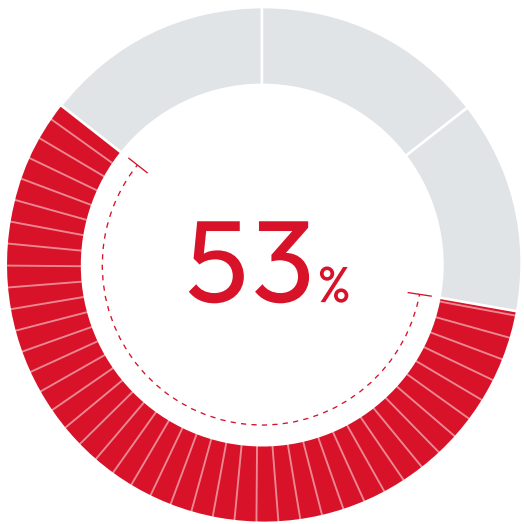


Revenue	514
EBITDA	119

Chemicals & Materials



Revenue Contribution

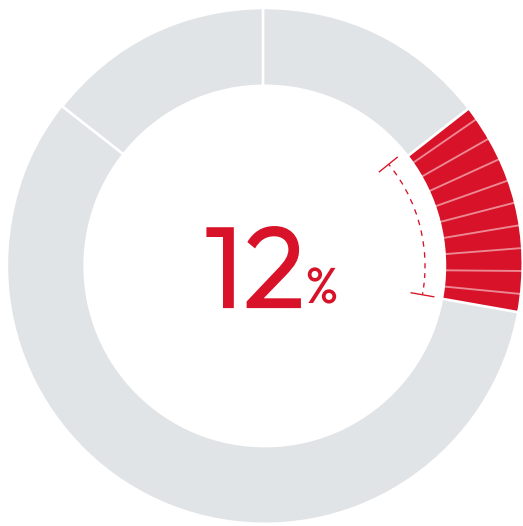


Revenue	2,154
EBITDA	189

Energy Solutions



Revenue Contribution

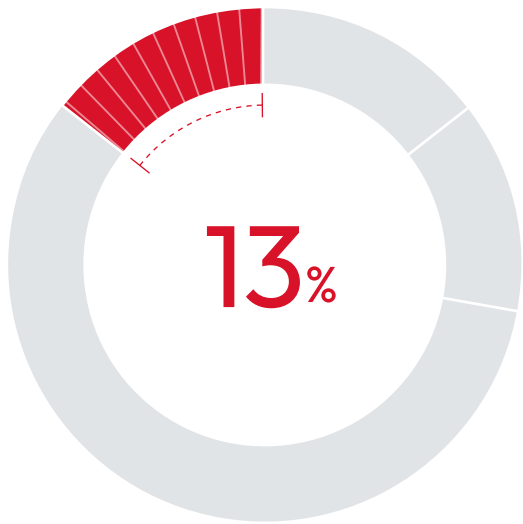


Revenue	481
EBITDA	79

Urban Development



Revenue Contribution



Revenue	531
EBITDA	-24

Environment and Safety Responsibility

Greenhouse Gas Emissions (In ktCO₂eq)



Percentage of Business Sites Conducting Ethics & Compliance Risk Assessments



100%

* The 2022 performance is based on the separate financial statements of OCI Company prior to the spin-off. The 2023 and 2024 performances reflect the consolidated results of OCI Holdings and its major subsidiaries (OCI Company, OCI SE, DCRE, OCI Information & Communications, OCI TerraSus, OCI Enterprises, OCIEnergy, OCI AL, and MSE) following the spin-off.

Operational Highlights

Domestic Credit Rating

* Based on ratings by Korea's two major credit rating agencies: NICE Investors Service and Korea Ratings

A⁺

Korea ESG Standards Institute Rating

* Based on 2024 integrated ESG rating

A

MSCI ESG Rating

* Morgan Stanley Capital International ESG Ratings, As of March 2025

A

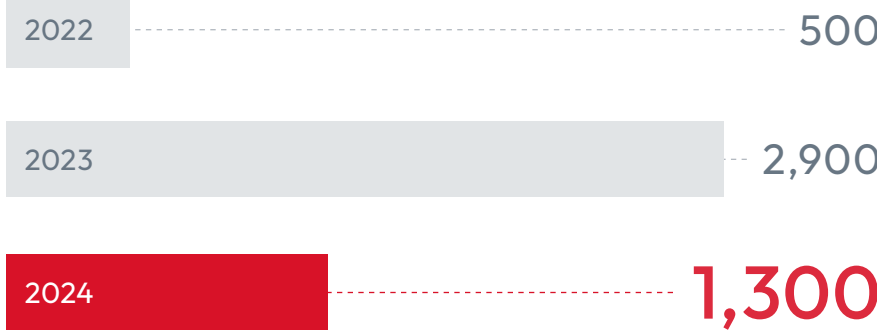
DJSI Korea Inclusion

* As of December 2024

16
consecutive years

Social Responsibility

Social Contribution Expenditures (In KRW millions)



Social Contribution Hours



1) Revenue contributions are based on performance prior to consolidation adjustments. Revenue from businesses other than key businesses was approximately KRW 360 billion.

Global Presence



At OCI Holdings, our global network encompasses six production and research sites across South Korea and a growing number of overseas subsidiaries in key markets such as the United States, Malaysia, and Japan. Today, we are working together as one to shape the future across four broad sectors spanning renewable energy and energy solutions, advanced materials, life science, and urban development.



BUSINESS OVERVIEW

At OCI Holdings, we have achieved remarkable growth since we pioneered South Korea's chemical industry some six decades ago. Built on a legacy of challenge and innovation, this journey has transformed us from a domestic commodity chemical maker into a global business group with an expanding portfolio of competitive businesses positioned to shape the future. Focused on four broad sectors—renewable energy and energy solutions, advanced materials, life science, and urban development—we continue to develop the growth and investment opportunities that will drive the next chapter of our success as we actively engage with a broad spectrum of stakeholders in pursuit of a virtuous cycle of mutual progress and prosperity.

- 09 Renewable Energy & Energy Solutions
- 11 Advanced Materials
- 12 Life Science
- 13 Urban Development



PART 1

Renewable Energy & Energy Solutions

- OCI TerraSus
- OCI Enterprises
- OCI SE



OCI Holdings plays important role in the global solar value chain through a growing network of businesses serving the renewable energy and energy solutions industries. Encompassing solar-grade polysilicon, solar module and cell manufacturing, and utility-scale solar power generation and energy storage system projects, we are leveraging sustainable technologies to deliver the key materials and clean energy essential to shaping a better future.

Solar-Grade Polysilicon Production

We entered the solar industry in 2008 when OCI Company launched production of solar-grade polysilicon in Gunsan, Korea. Over the next decade, we rapidly expanded our operations and global presence, ultimately acquiring the Malaysian polysilicon operations of Japanese chemical maker Tokuyama Corporation in 2017. This laid the foundation for the strategic relocation of our polysilicon production base from Korea to Malaysia, a move that has further enhanced our global manufacturing competitiveness and technological capabilities.

OCI TerraSus

Website

Formerly known as OCI M, OCI TerraSus is one of the world’s largest producers of solar-grade polysilicon with an annual production capacity of 35,000 metric tons. Established in 2017 in the Samalaju Industrial Park in Sarawak, Malaysia, the company continues to set industry standards for both quality and cost competitiveness.

OCI TerraSus is a pioneer in bringing sustainability to the energy-intensive polysilicon industry, utilizing clean hydropower as its primary energy source. The company aims to leverage this and the numerous other advantages its strategic location in Southeast Asia offers as it expands production capacity in the years ahead to meet growing global demand.



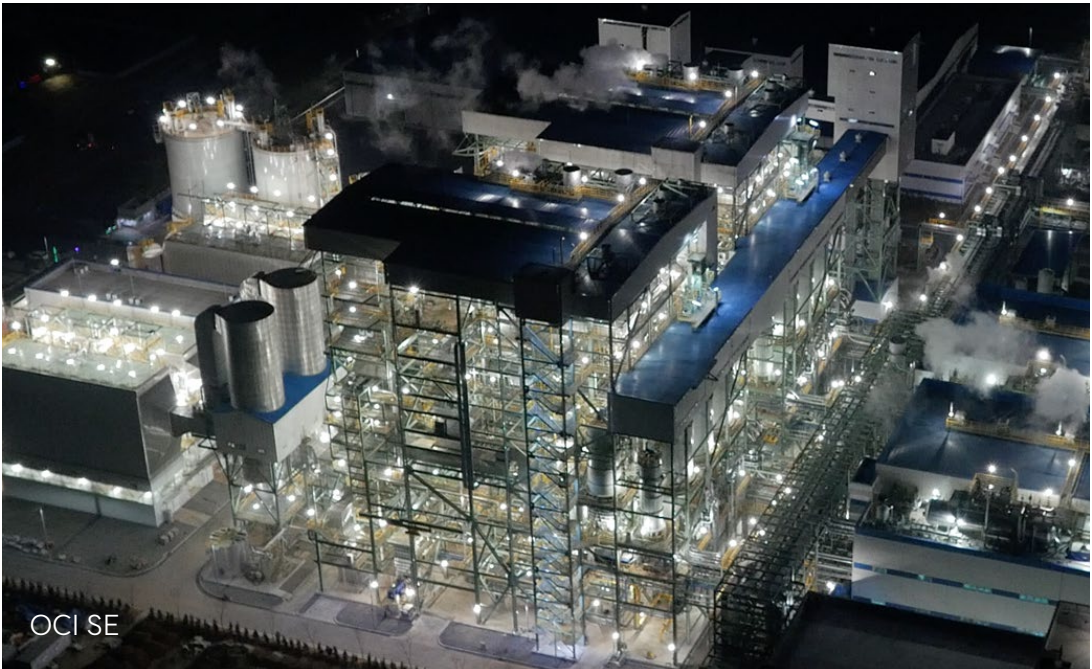
PART 1

OCI Enterprises [Website](#)

Headquartered in San Antonio, Texas, OCI Enterprises is our North American subsidiary tasked with overseeing our energy and chemical businesses across the region. Our energy businesses operate through OCI Energy Holdings, a consortium of companies that includes OCI Energy—a leading developer and operator of utility-scale solar power and battery energy storage system projects—as well as solar module maker Mission Solar Energy and a new solar cell manufacturing subsidiary. Our chemical business operates through OCI Alabama, producing sodium percarbonate—an eco-friendly cleaning agent—at a manufacturing facility in Decatur, Alabama.

Solar Power Project Development

In 2012, we became the first Korean company to enter the U.S. solar market by securing the Alamo solar power project. Since then, we have actively expanded our solar power business both domestically and internationally, continually evolving our integrated business model combining renewable energy with energy storage systems to reliably deliver the clean energy essential to protecting the environment and achieving carbon neutrality.



Formerly known as OCI Solar Power, OCI Energy specializes in the development of utility-scale solar and battery energy storage system projects in Texas and across North America. With projects totaling 907.3 MW in operation and an additional 820 MW currently under construction, the company continues to actively drive the build-out of sustainable energy solutions with a project pipeline of 5.6 GW under development.

Solar Module & Cell Manufacturing

In 2012, we established Mission Solar Energy to supply solar modules for the Alamo project. Over the past decade, the company has become a key supplier of durable and reliable solar modules for the U.S. residential, commercial, and utility-scale markets with an annual production capacity of 500 MW. In early 2025, we took the next step toward building a sustainable supply chain and solidifying our presence in the North American market by setting up a separate U.S. solar cell manufacturing subsidiary. The new company expects to ramp up cell production in the first half of 2026 with an initial capacity of 1 GW, expanding to 2 GW by year end.

We designed this new solar cell project to take maximum advantage of Mission Solar Energy’s existing manufacturing infrastructure. The new cell production facility is being built inside that company’s recently-expanded campus in San Antonio, Texas, minimizing both investment and ramp-up time while positioning us to achieve the highest possible degree of efficiency and synergy.

This solar cell project is just the next step in our larger commitment to creating fully-traceable, environmentally-sustainable and ethically-responsible global supply chain. Working in collaboration with key global partners, this chain will begin

in Malaysia with polysilicon produced by OCI TerraSus and culminate in the U.S. with solar modules produced by Mission Solar for residential and commercial customers and utility-scale solar projects developed by OCI Energy.

Industrial Utility Services

For over 50 years, we have used combined heat and power (CHP) generation to provide a stable supply of electricity and steam to our chemical and materials manufacturing operations. Today, OCI SE operates Korea’s first eco-friendly CHP plant to adopt the nation’s best available technology standard. Equipped with advanced environmental systems, the plant achieves significantly higher energy efficiency than conventional thermal power generation, delivering high-quality energy in a more sustainable way.

OCI SE [Website](#)

OCI SE operates a 303 MW CHP plant located in the Saemangeum Industrial Complex near OCI Company’s Gunsan plant in Korea. The facility meets the growing energy needs of mobility, advanced materials, and green energy companies in Korea’s newest advanced manufacturing cluster. In 2024, factory ramp-ups by new complex tenants helped boost steam sales. The power plant currently operates on a fuel mix that includes up to 50% biomass. This provides environmental benefits as well as earning the company renewable energy certificates under Korea’s Renewable Portfolio Standard, further enhancing overall profitability.

BUSINESS PORTFOLIO

Renewable Energy

- Solar-grade polysilicon production

Energy Solutions

- Solar power project development and operation
- Solar module manufacturing
- Industrial electricity and steam generation
- Energy storage system development

PART 2

Advanced Materials

OCI Company

BUSINESS PORTFOLIO

Semiconductor Materials

- Polysilicon
- Phosphoric acid
- Hydrogen peroxide
- Semiconductor precursors
- Fumed silica

Carbon Materials

- Carbon black
- Pitch
- BTX (benzene, toluene, xylene)
- Plasticizers

Advanced Materials

- Caustic soda
- SiH4 (monosilane)
- TDI (toluene di-isocyanate)

OCI Holdings pioneered Korea’s inorganic chemical industry back in 1968 when OCI Company began production of soda ash. In the decades since, we have continued to grow, emerging as a global leader in high-value-added chemical and material fields that are foundational to the advanced industries of tomorrow as we help create sustainable value for the world.

OCI COMPANY

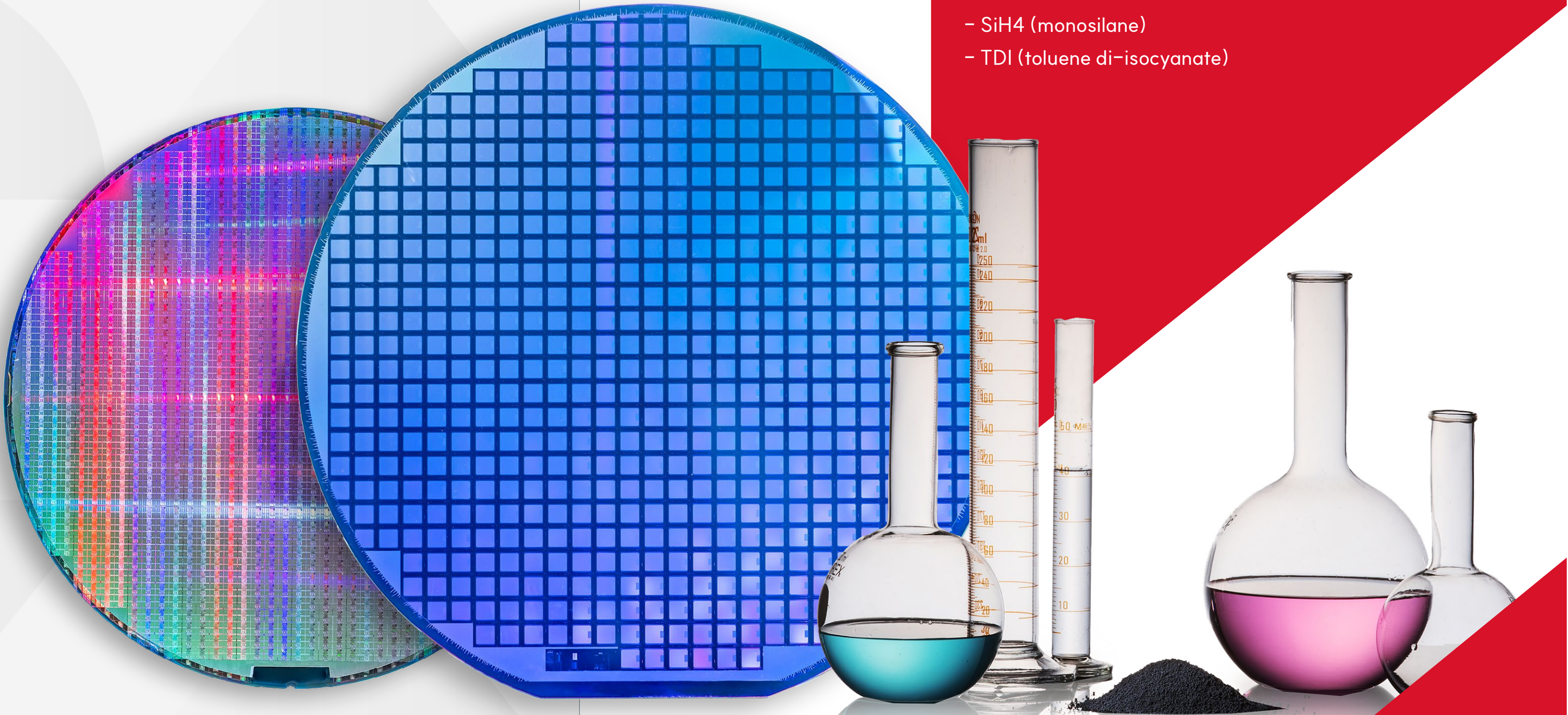
Website

OCI Company produces advanced chemicals and materials via a domestic production network spanning five sites across Korea, including plants in Gunsan, Gwangyang, Iksan, Pohang, and Dangjin. In the six decades that have passed since its establishment, the company has continually innovated to meet the needs of the leading manufacturing industries of each era.

Today, OCI Company is steadily expanding its portfolio of high-value-added materials with a focus on the semiconductor, rechargeable battery, and other high-tech industries. In the semiconductor materials field, the company produces electronic-grade polysilicon, high-purity precursors such as HCDS (hexachlorodisilane), and process chemicals such as phosphoric acid and hydrogen peroxide used in wafer etching and cleaning processes. In the battery materials field, the company is preparing to begin production of SiH4 (monosilane), a key material used in next-generation silicon-based anode materials designed to significantly enhance the energy density of Li-ion batteries. The company is also positioning itself to meet growing demand from Korea's semiconductor industry, collaborating with OCI TerraSus in Malaysia to build a new electronic-grade polysilicon supply chain linking Malaysia and Korea.



OCI Company



PART 3

Life Science

Bukwang Pharmaceutical

OCI Holdings entered the life science sector in 2018 through a series of strategic investments. In the years since, we have leveraged partnerships with leading industry innovators and global investors to build a development pipeline focused on bringing innovative cancer diagnostics and therapeutics to market. In 2022, we acquired a controlling stake in Bukwang Pharmaceutical to further strengthen and accelerate growth in this sector.

Bukwang Pharmaceutical

Website

Founded in 1960, Bukwang Pharmaceutical produces a full line of ethical drugs, over-the-counter drugs, and a growing line of personal care products. Backed by an open innovation strategy, Bukwang's new drug development pipeline focuses on novel therapies for common cancers and central nervous system disorders such as Parkinson's disease. A Phase-1b study of the company's CP-012 novel therapy to treat nocturnal immobility and morning akinesia in Parkinson's disease is currently underway.



BUSINESS PORTFOLIO

- Ethical drugs
- Over-the-counter drugs
- Nutraceuticals
- Personal care products



PART 4

Urban Development

DCRE

OCI Holdings is now transforming the former site of OCI Company’s first chemical plant into a modern residential and commercial development named City O Ciel. Supported by convenient transportation and abundant amenities, this new urban hub is designed to harmoniously bring together nature and people as well as urban life and culture.

Located in the heart of Incheon, City O Ciel is a city within a city integrating residential, business, commercial, and cultural spaces. We expect the development to play a key role in the diversification and growth of our business portfolio in the coming years.

DCRE

Website

In May 2008, we established DCRE to oversee the redevelopment of the former site of OCI Company’s Incheon plant located in the city’s Yonghyeon and Hagik districts. After obtaining permits for the Yonghyeon–Hagik Block 1 urban development project in October 2017, DCRE selected a consortium consisting of HDC Hyundai Development Company, POSCO E&C, and Hyundai Engineering & Construction as the main contractors in October 2019. In 2020, the project was officially launched under the City O Ciel brand and construction began.

City O Ciel is a large-scale private mixed-use development project covering 1.55 million square meters and encompassing 13,000 residential units along with schools, parks, office buildings, commercial spaces, public amenities, and cultural facilities.

A total of 6,961 residential units have been pre-sold to date. The initial group of pre-sales encompassing Complexes 1, 3, and 4 took place in 2021, followed by Complex 6 in October 2024 and Complex 7 in April 2025. DCRE currently expects to offer Complex 8 for pre-sale in the second half of 2025, followed by Complexes 9 and 2 thereafter.



BUSINESS PORTFOLIO

- City O Ciel residential and commercial complex development project





APPROACH TO SUSTAINABLE VALUE

15 Sustainable Value Chain

16 Double Materiality Assessment

18 Stakeholder Engagement

Sustainable Value Chain

INPUT

FINANCIAL	
Assets	KRW 8,936.5 bil.
Liabilities	KRW 3,258.1 bil.
Equity	KRW 4,835.5 bil.
Total Number of Shares Issued	19,127,353

MANUFACTURED	
Tangible Assets	KRW 2,374.0 bil.

INTELLECTUAL	
Intangible Assets	KRW 154.8 bil.
R&D Investment	KRW 3.23 bil.

NATURAL	
Energy Consumption	55,673TJ
Water Usage	11,759,696 tons

HUMAN RESOURCES	
Total Number of Employees	3,134
Total Payroll	KRW 165 bil.
New Hires	570

SOCIAL & RELATIONSHIP ¹⁾	
Number of Participants in Social Contribution Activities	755
Social Contribution Spending	KRW 1.3 bil.

1) Includes OCI Holdings and domestic subsidiaries that carried out volunteer/support activities in 2024

BUSINESS ACTIVITIES

R&D

We are continuously carrying out research and development in areas related to the company’s business strategies, aiming to develop differentiated, high-value-added future technologies.

- Advancement of R&D projects
- Development of new businesses

- Government and Associations
- Invigoration of the industrial ecosystem through joint research and development
 - Contribution to solving social and national issues
- Shareholders
- Maximization of shareholder value based on business competi-tiveness

Logistics & Transportation

By operating a transportation management system, we efficiently manage logistics processes and proactively prevent potential risks that may arise during logistics and transportation.

- Establishment and operation of transportation management systems
- Review and management of logistics and transportation risks

- Employees
- Alleviating labor burden on workers through efficient logistics and transportation management
- Communities
- Prevention of environmental incidents and human casualties during logistics and transportation stages

Procurement

We reinforce procurement monitoring through our optimized procurement process and strive to build mutually beneficial partnerships with our suppliers.

- Procurement monitoring
- Strengthening mutually beneficial partnerships

- Suppliers
- Establishing a sustainable supply chain and improving supply security
 - Building business relationships based on trust and cooperation
 - Promoting fair market competition

Service

We prevent potential customer inconveniences that may arise after product sales and maximize customer satisfaction.

- Operating a customer center
- Stakeholder surveys

- Customers
- Improving customer satisfaction and securing long-term competi-tiveness through systematic customer management

Manufacturing

We operate environmental and safety management systems that comply with international standards while securing cost competitiveness and procuring eco-friendly energy.

- Securing cost competitiveness
- Securing production efficiency and sustainability
- Acquiring environmental and safety management certifications

- Customers
- Invigoration of the industrial ecosystem through joint research and development
- Employees
- Providing a safe working environment and improving quality of life
- Communities
- Minimizing environmental impact on communities

Management

When developing business strategies and building a business portfolio, we consider sustainability factors to realize group-wide sustainable management. We effectively utilize human and material resources to practice sustainable management in areas such as organizational culture, safety and environment, and human rights management.

- Review of ESG factors when establishing strategies such as strategies for business diversification.
- Establishment of OCI Group's mid- to long-term ESG roadmap and execution of related tasks

- Stakeholders
- Enhancing corporate value through sustainable management activities
 - Enhancing shareholder value
 - Fulfilling social responsibilities
 - Strengthening industrial ecosystem
 - Securing future growth drivers

* Financial information is based on K-IFRS standards. Non-financial information includes data from subsidiaries specified within the reporting scope (OCI Company, OCI SE, DCRE, OCI Information & Communication, OCI TerraSus, OCIE, OCI Energy, OCI AL, MSE). Any data that differs from this reporting scope is noted in the footnotes.

OUTPUT

FINANCIAL	
Revenue	KRW 3,577.4 bil.
Operating Profit	KRW 101.5 bil.
Net Profit	KRW 113.7 bil.

MANUFACTURED ²⁾			
	Basic Chemicals	Carbon Chemicals	Energy Solutions
Production Volume	101,000 tons	1,087,000 tons	2,340,462 MW
Production Operating Hours	6,653 hr	5,702 hr	7,512 hr
Average Operating Rate	81%	68%	94%
Quality Certifications	ISO 9001, IATF 16949, KSM 1112		

INTELLECTUAL ²⁾	
Number of Intellectual Property Rights Held	712
Government R&D Projects	3

NATURAL	
Greenhouse Gas Emissions	2,478,935tCO ₂ eq
Volume of Water Recycled & Reused	1,050,080 tons

HUMAN RESOURCES	
Number (Ratio) of Employees with Disabilities and National Veterans	75 (2.4%)
Number of Female Employees (Ratio)	370(11.8%)
Average Years of Service	4.7 years ³⁾

SOCIAL&RELATIONSHIP	
Corporate Tax Expense	KRW 61.9 bil.
Number of Employees Hired for the Standard Workplace for the Disabled in 2024 ⁴⁾	25

2) Based on disclosures in the business reports of OCI Holdings and OCI Company
3) Based on OCI Holdings’ performance
4) Number of employees at OCI Dream, a standard workplace for persons with disabilities

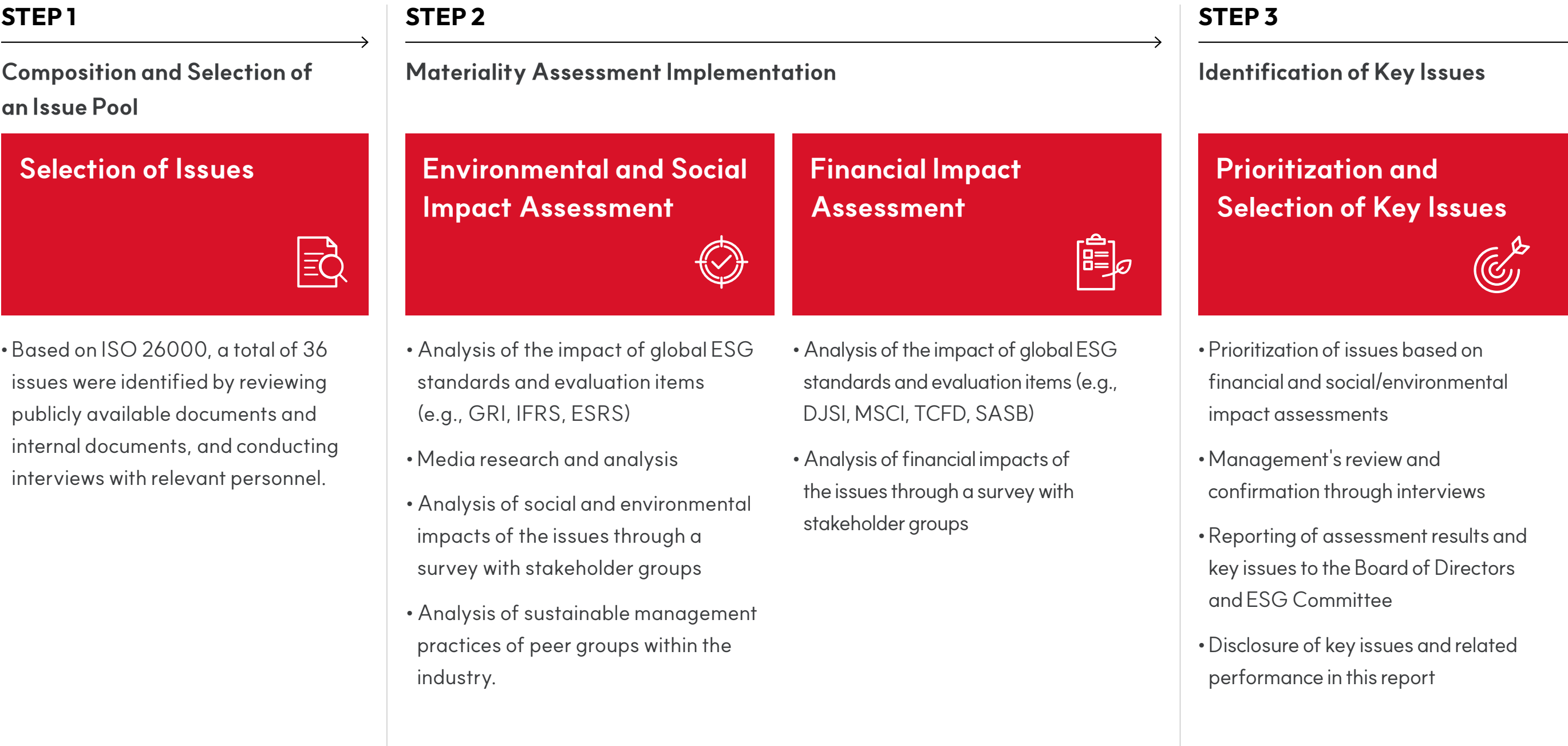
Double Materiality Assessment

Overview of Double Materiality Assessment

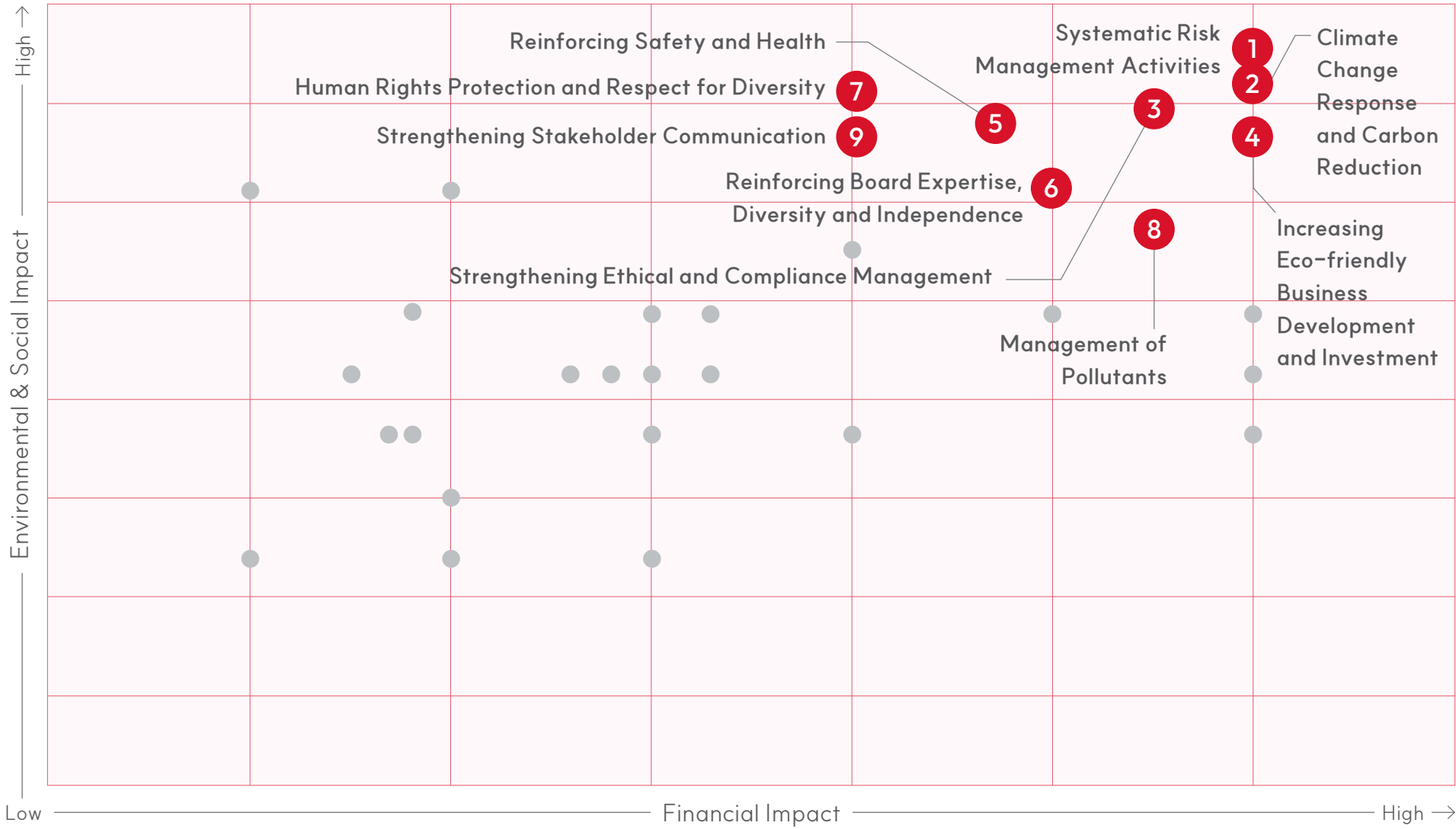
OCI Holdings conducts materiality assessments annually to identify key issues critical for carrying out sustainable management. For the 2024 double materiality assessment, OCI Holdings applied the concept of double materiality¹⁾ as outlined in the Global Reporting Initiative (GRI) Standards 2021 and the EU Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD). The key issues identified through this assessment are incorporated into OCI’s sustainability strategies and goals, enabling the company to respond to stakeholder expectations and impacts. This enhances OCI Holdings’ business performance and strengthens environmental and social value across all business activities.

1) A process that considers double materiality by assessing the company’s impact on the environment and society (environmental and social impact), and the impact of environmental and social factors on the company’s financial performance (financial impact).

Double Materiality Assessment Process



Double Materiality Assessment Results



Rank	Category	Issue	Relevant GRI	Pages Reported in
1	G	Systematic Risk Management Activities	GRI 2	20, 64–67
2	E	Climate Change Response and Carbon Reduction	302 Energy	24–26
3	G	Strengthening Ethical and Compliance Management	205 Anti-corruption	68–70
4	E	Increasing Eco-friendly Business Development and Investment	201 Economic Performance	9–10, 35
5	S	Reinforcing Safety and Health	403 Occupational Health and Safety	45–49
6	G	Reinforcing Board Expertise, Diversity and Independence	GRI 2	60–63
7	S	Human Rights Protection and Respect for Diversity	405 Diversity and Equal Opportunity	43–44
8	E	Management of Pollutants	306 Effluents and Waste	28, 33–34
9	S	Strengthening Stakeholder Communication	GRI 2	17–18, 53–56

Double Materiality Assessment

Double Materiality Assessment Results

Rank	ESG Category	Issue	Environmental & Social Impact ¹⁾	Financial Impact	Key Impacts	2024 Achievements	2025 Target	UN SDGs
1	G	Systematic Risk Management Activities	●	●	- Management of corporate management stability through centralized, group-wide risk management - Decline in corporate competitiveness due to inadequate management of potential and actual risks	OCI Holdings Operated an ESG Working Group and ESG Management Council; Collected and disclosed integrated ESG data from subsidiaries OCI TRS Established ESG risk management framework	OCI Holdings Development of a comprehensive financial and non-financial risk management framework DCRE Identification and assessment of financial and non-financial risks	8 DECENT WORK AND ECONOMIC GROWTH

1) Impact Level: ● – High / ⦿ – Medium / ○ – Low

Stakeholder Engagement

OCI Holdings defines its key stakeholders who are directly or indirectly affected by its business activities in seven categories. OCI Holdings will continue to promote ongoing communication by identifying key issues and concerns of each stakeholder group through various communication channels, and disclosing the company’s key performance and activities in response.

Stakeholders	Key Issues and Areas of Interests	Communication Channels
Customers 	- Enhancing product safety and quality - Designing and developing eco-friendly products - Improving customer management systems and customer satisfaction	- Customer satisfaction surveys (at least once a year, varies by subsidiary to subsidiary) - Face-to-face & remote consultation channels (open all year round)
Shareholders 	- Expanding market and diversifying business portfolio - Protecting shareholder rights and establishing sound governance - Strengthening financial soundness	- General shareholders’ meetings (annually) - Disclosures, IR/PR activities (as needed, quarterly) - Integrated reports (annually)
Employees 	- Improving work environment and organizational culture - Fair performance evaluation and compensation - Protecting human rights and increasing employee diversity - Strengthening employment stability and capability development	- Labor-management councils, group-wide Consultative Groups (quarterly) - Position-specific meetings and workshops (quarterly) - Management status briefings (quarterly)
Communities & NGOs 	- Providing eco-friendly energy and carrying out biodiversity conservation activities - Preventing environmental and safety incidents in communities - Invigorating local economy and supporting disadvantaged groups	- Industry-academia-government MoUs (as needed) - Social contribution activities (as needed) - Community councils (as needed) - Scholarships/OCI Art Museum (as needed)

Stakeholders	Key Issues and Areas of Interests	Communication Channels
Suppliers 	- Establishing an ecosystem for mutual growth and collaborations - Reinforcing awareness of ethics and compliance	- Workshops and meetings with suppliers (OCI Company annually, as needed) - Electronic procurement system
Government & Associations 	- Legal and regulatory compliance - Enhancing tax transparency - Promoting academia-industry collaboration	- Participation in government agency meetings (as needed) - Engagement in public policies and investments (as needed) - Joint research and development projects (as needed) - Participation in industrial associations (as needed)
Media 	- Transparent information disclosure - Building trust and managing communication channels	- Website (as needed) - Press releases and communication with journalists (as needed) - Marketing activities (as needed)



SUSTAINABLE MANAGEMENT

20
OCI Holdings
ESG Strategies

23
Environment

37
Social

59
Governance

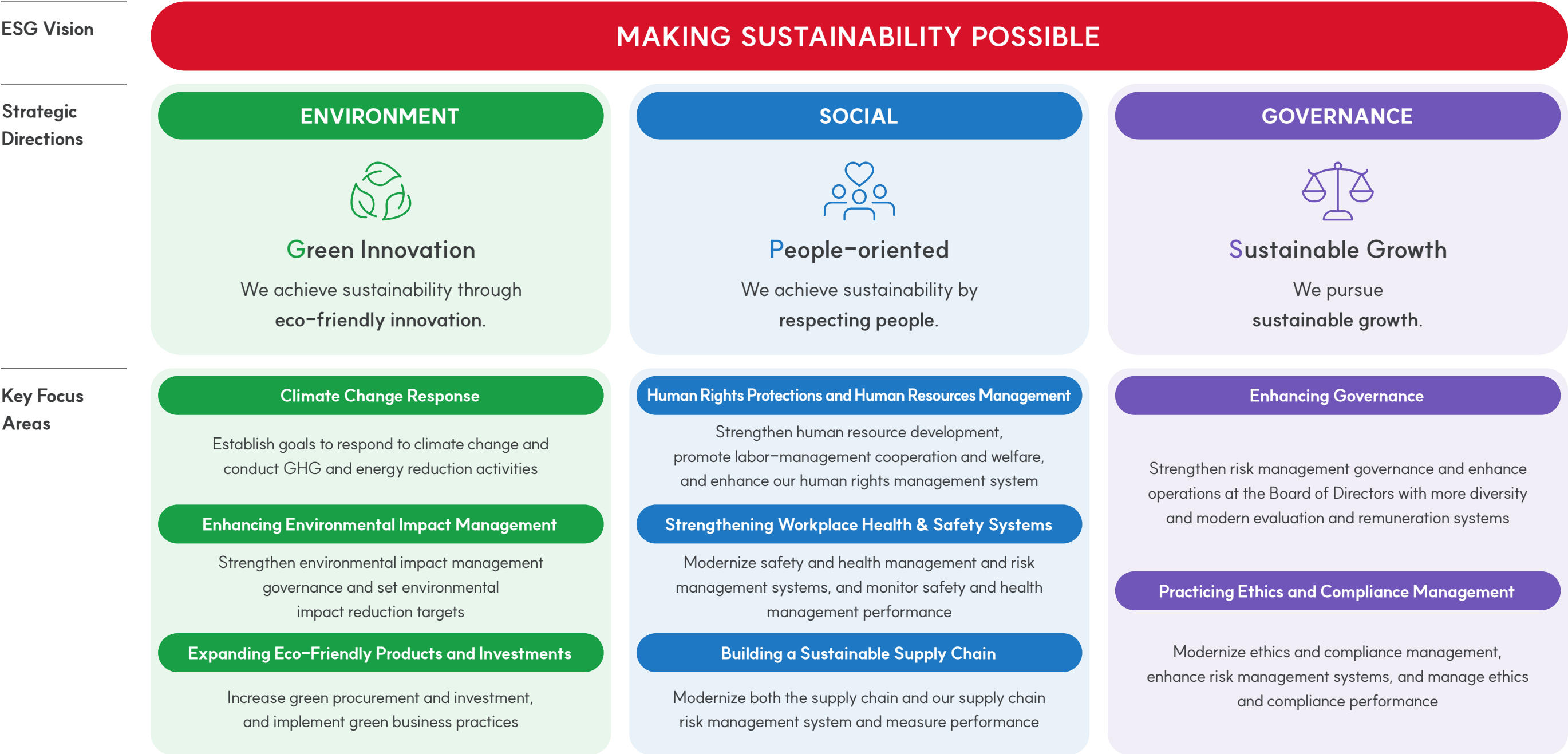
OCI Holdings ESG Strategies

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.

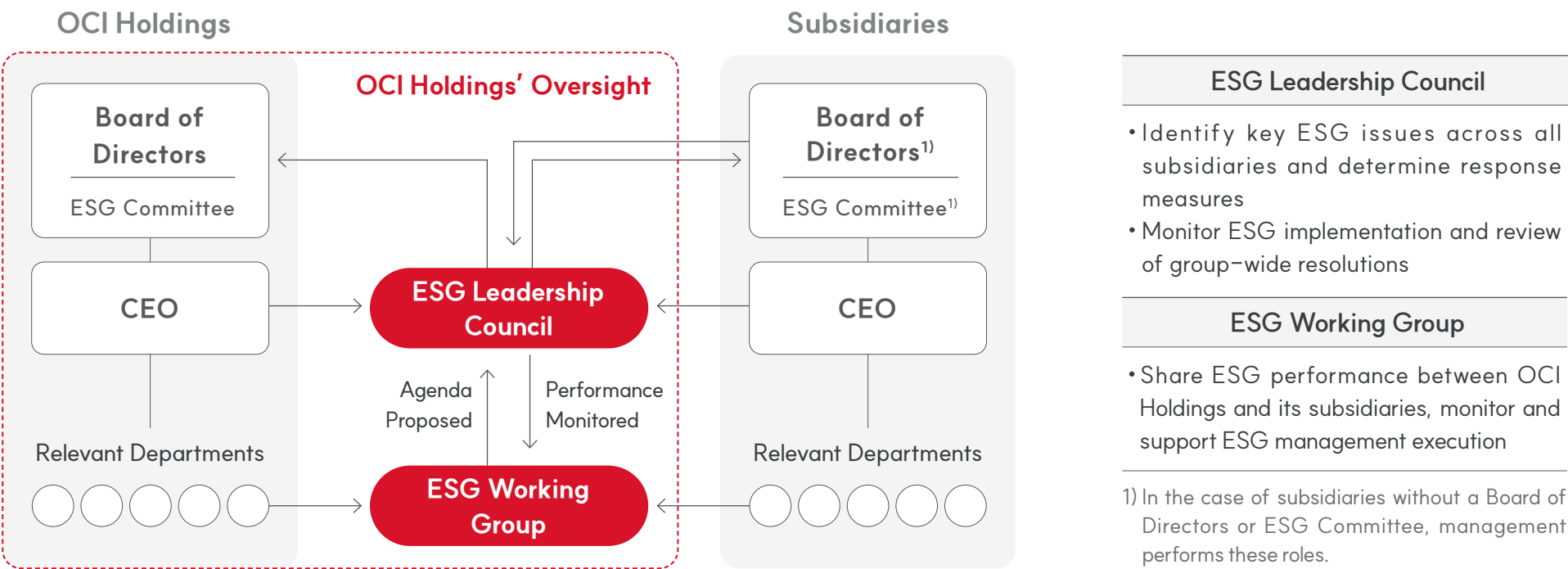
OCI Holdings ESG Strategy Framework



ESG 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



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 Group ESG Management Principles [↗](#)

OCI Holdings ESG Strategies

OCI TerraSus ESG Strategy Framework

Empowering Change, Driving Sustainability

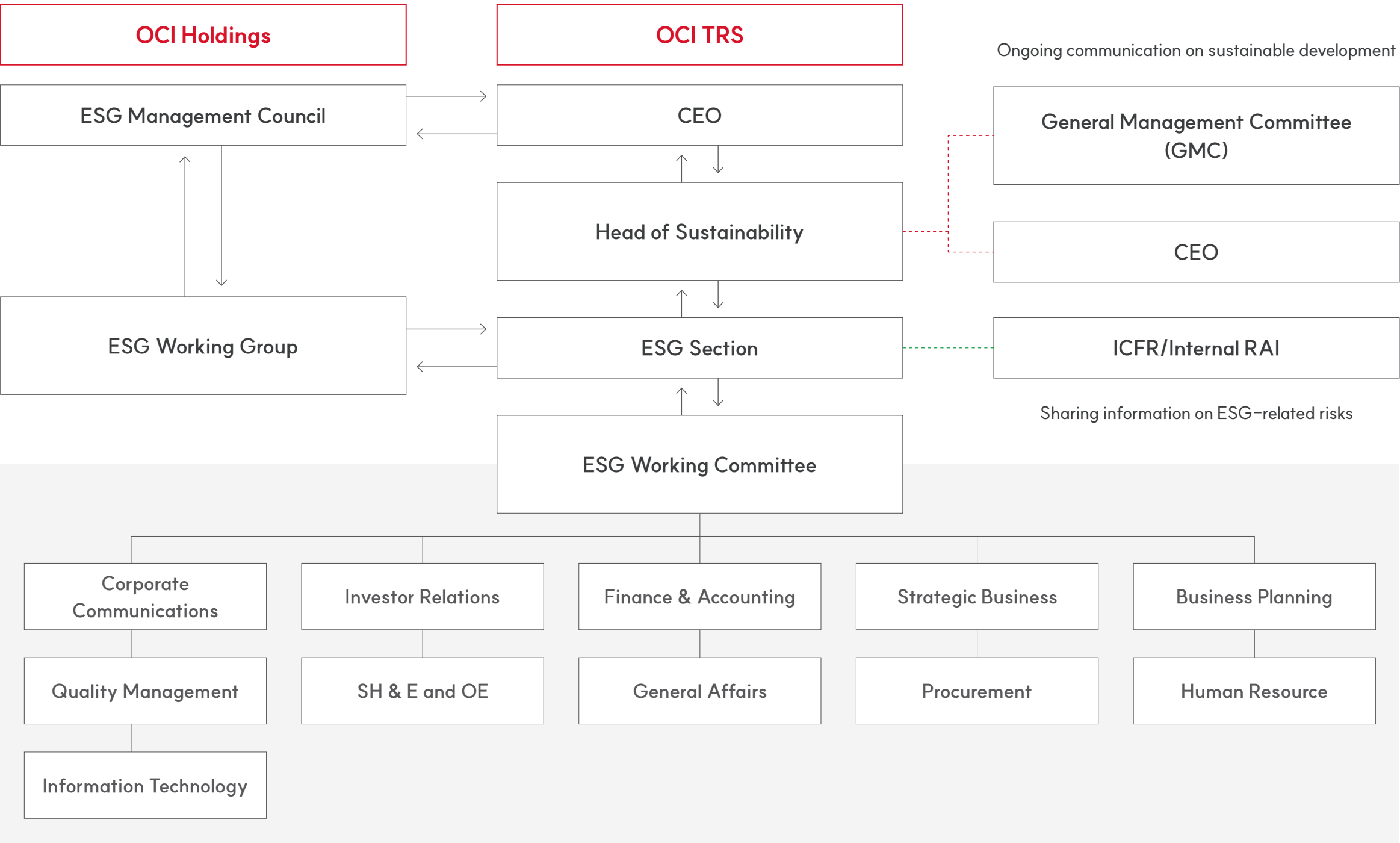
In 2025, OCI TerraSus rebranded and unveiled a bold ESG vision: Empowering Change, Driving Sustainability. Through this renewed identity, we aim to lead sustainable transformation and deliver meaningful impact around the world by advancing the development of innovative technologies and solutions. Guided 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



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 tCO₂eq.

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

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

Advanced Materials and Next-Generation Growth Sectors

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





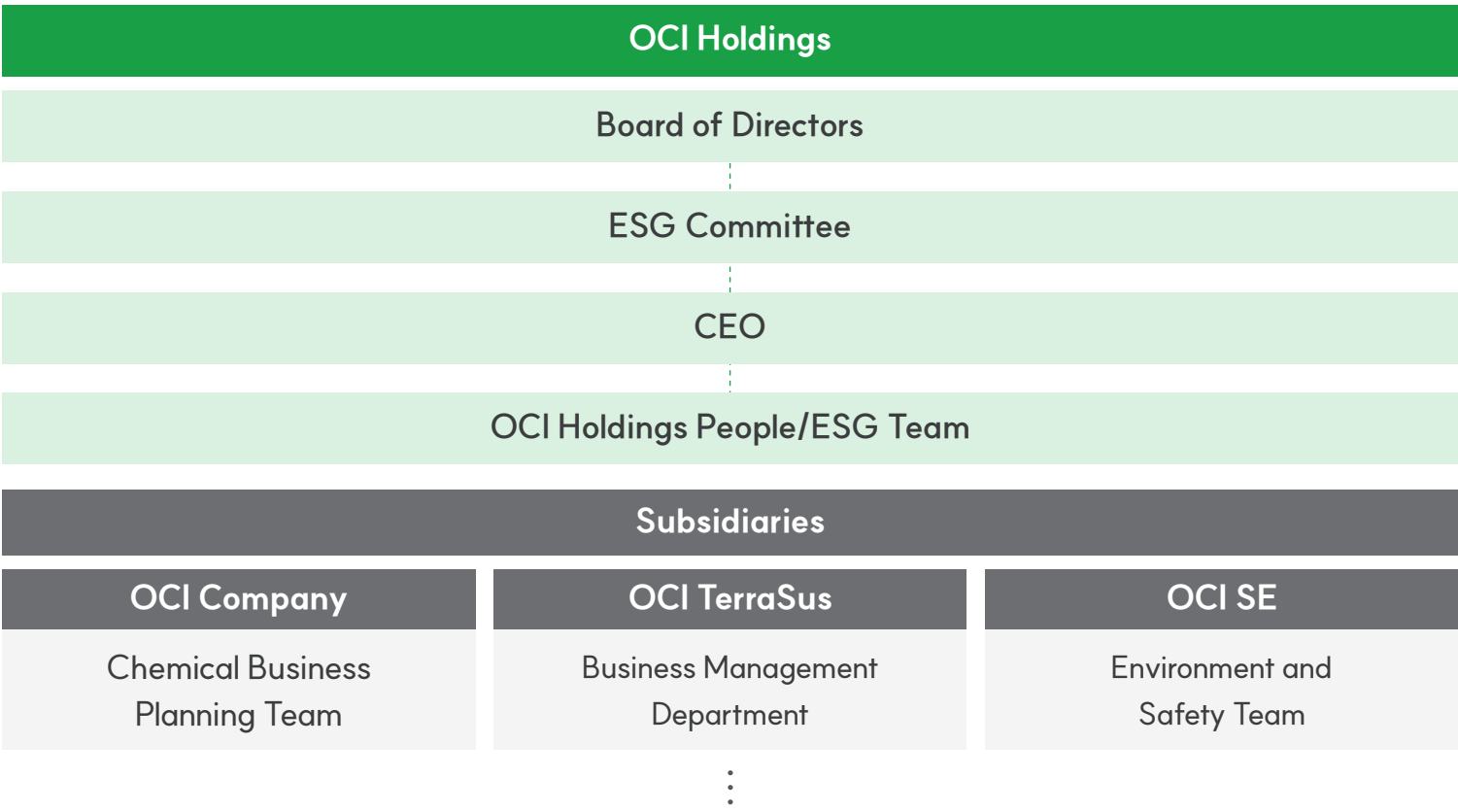
Climate Change Response

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.

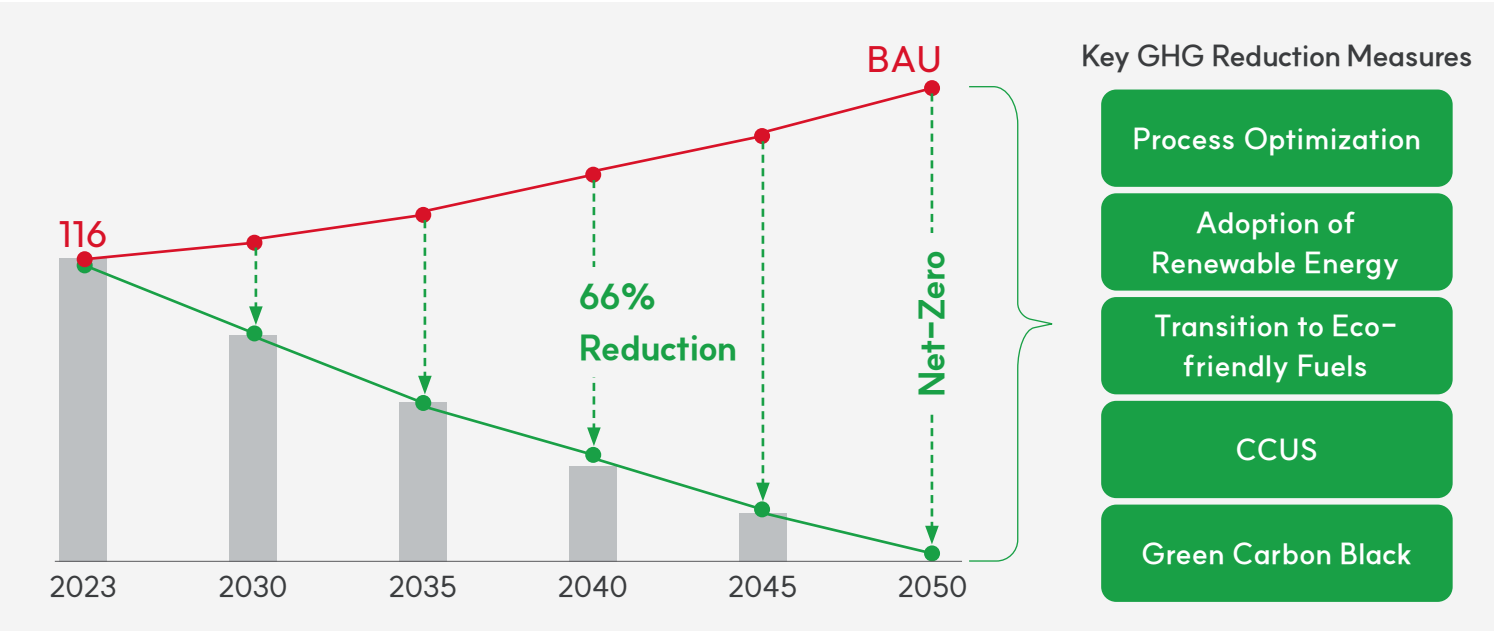
Strategies

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



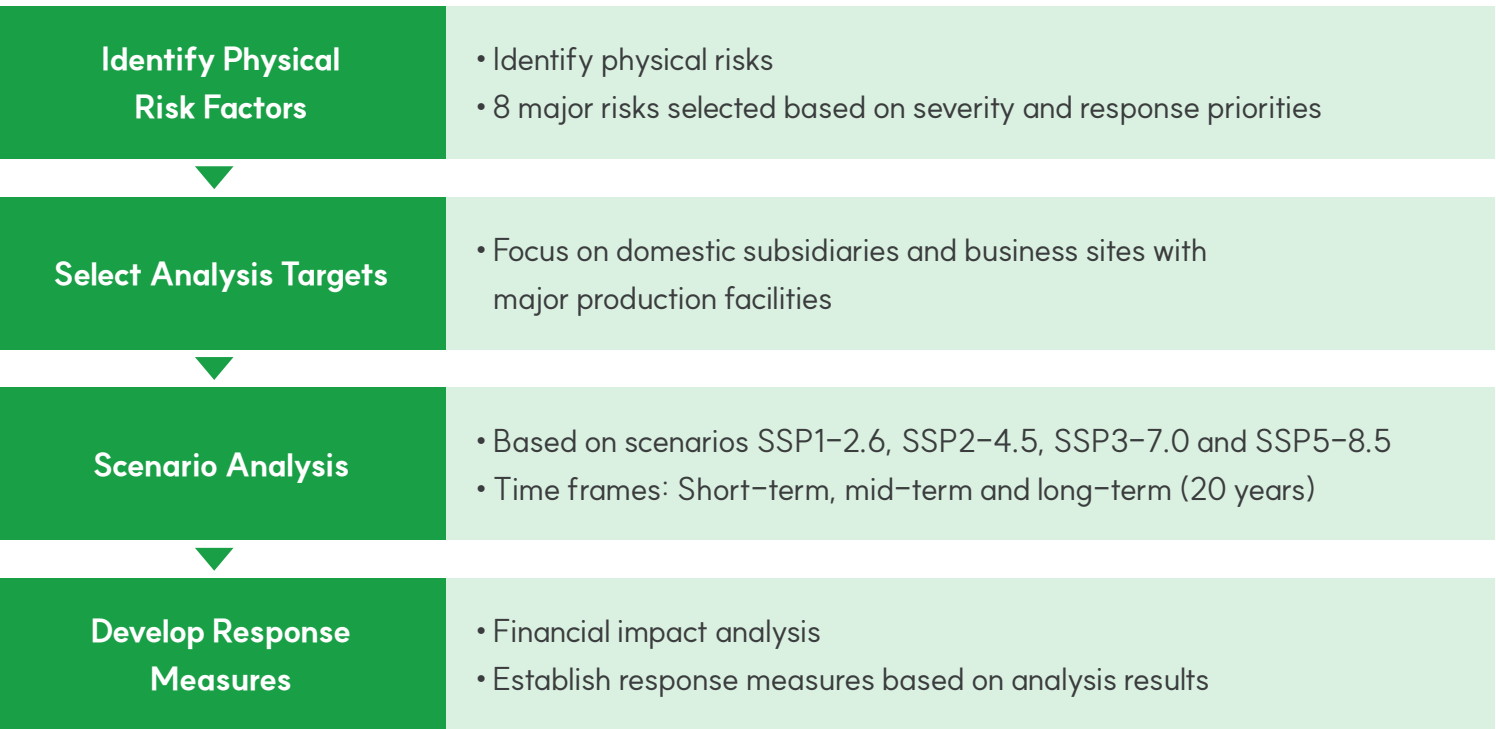
OCI SE [Establish and Implement Carbon Reduction Roadmap]

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



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	0
	Typhoon	Wind Speed (m/s)	1	- ¹⁾	- ¹⁾	1	2	1	- ¹⁾	- ¹⁾	1	2	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	8
	Heavy Rain (Flooding)	Precipitation Intensity (mm/day)	3	2	1	2	2	3	3	2	3	3	4	4	3	4
		Precipitation (mm)	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
	Heatwave	Maximum Temperature (°C)	4	4	4	4	4	5	5	4	5	5	6	6	6	6
		Number of Heatwave Days (days)	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)
	Rise in Average Temperature	Average Temperature (°C)	2	2	2	2	2	3	3	3	3	4	4	4	4	4
Long-term Risks	Rise in Sea Level	Sea Level Rise	1	0	1	1	1	1	0	1	1	1	0	1	1	1

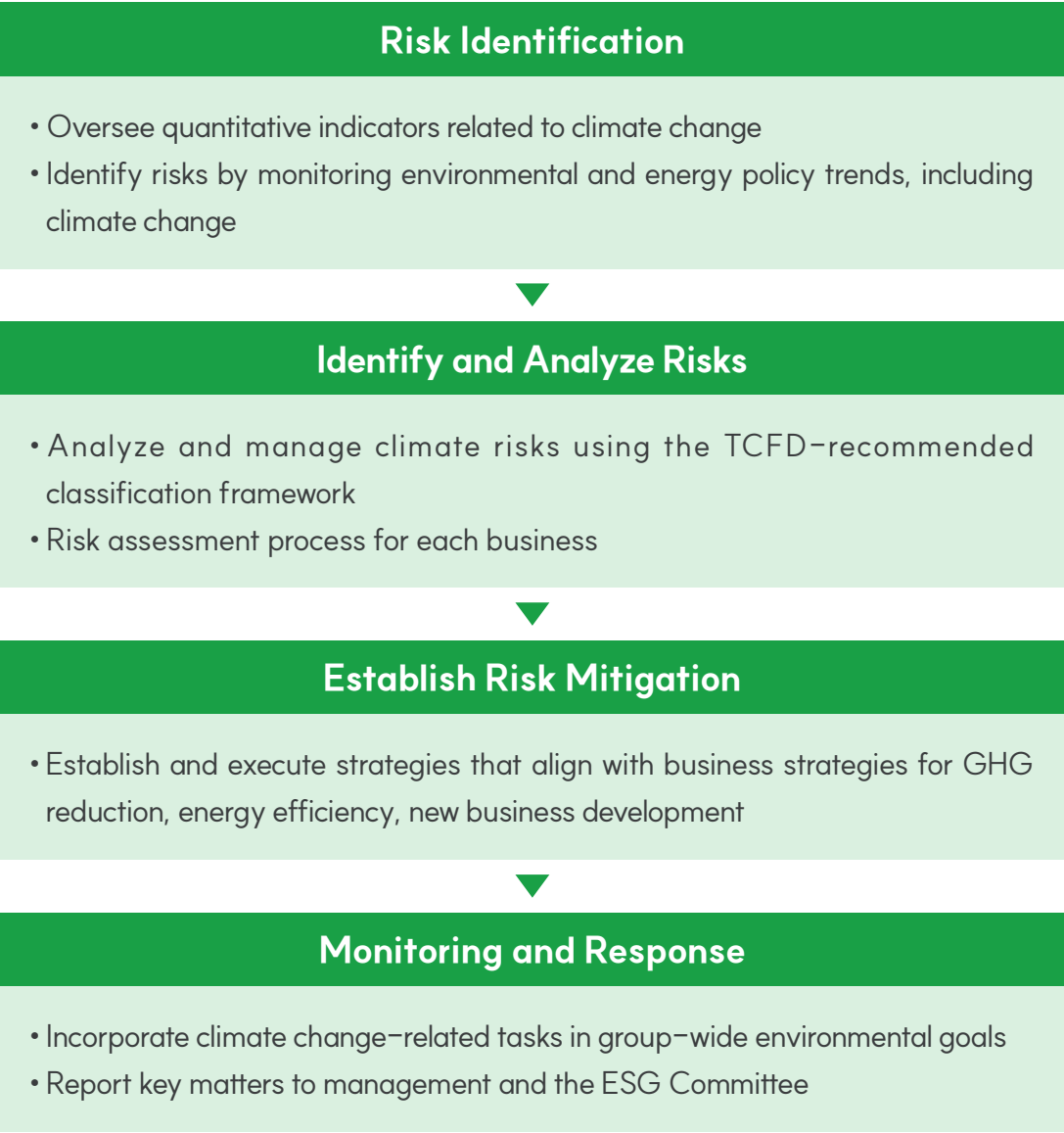
1) Physical risk analysis could not be conducted due to the absence of weather forecast data.

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



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		661,434	644,402	1,969,776	1,912,733
Scope 2	tCO ₂ e _q	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 tCO₂eq 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 ₂ eq)	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]

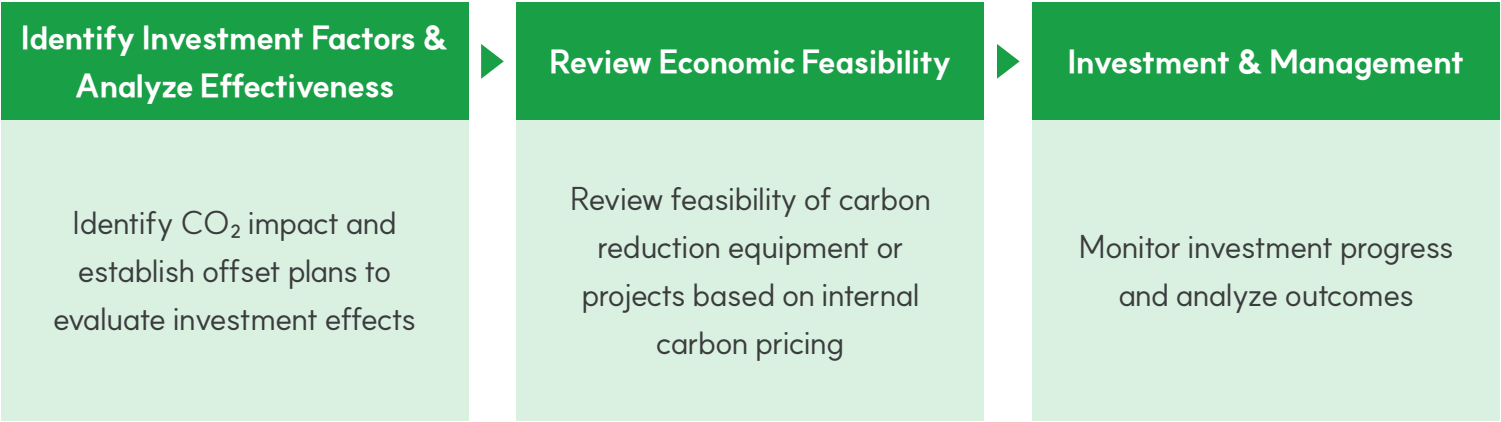
As part of its greenhouse gas reduction efforts, OCI Company conducted climate action training for site-level managers and relevant department staff. In May 2024, it held a session on carbon neutrality planning, followed by training on internal carbon pricing in September. These initiatives reflect the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



OCI Company Investments for Climate Change Response in 2024

Investment	Investment Cost (KRW million)	Expected Reduction Volume (tCO ₂ eq)
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



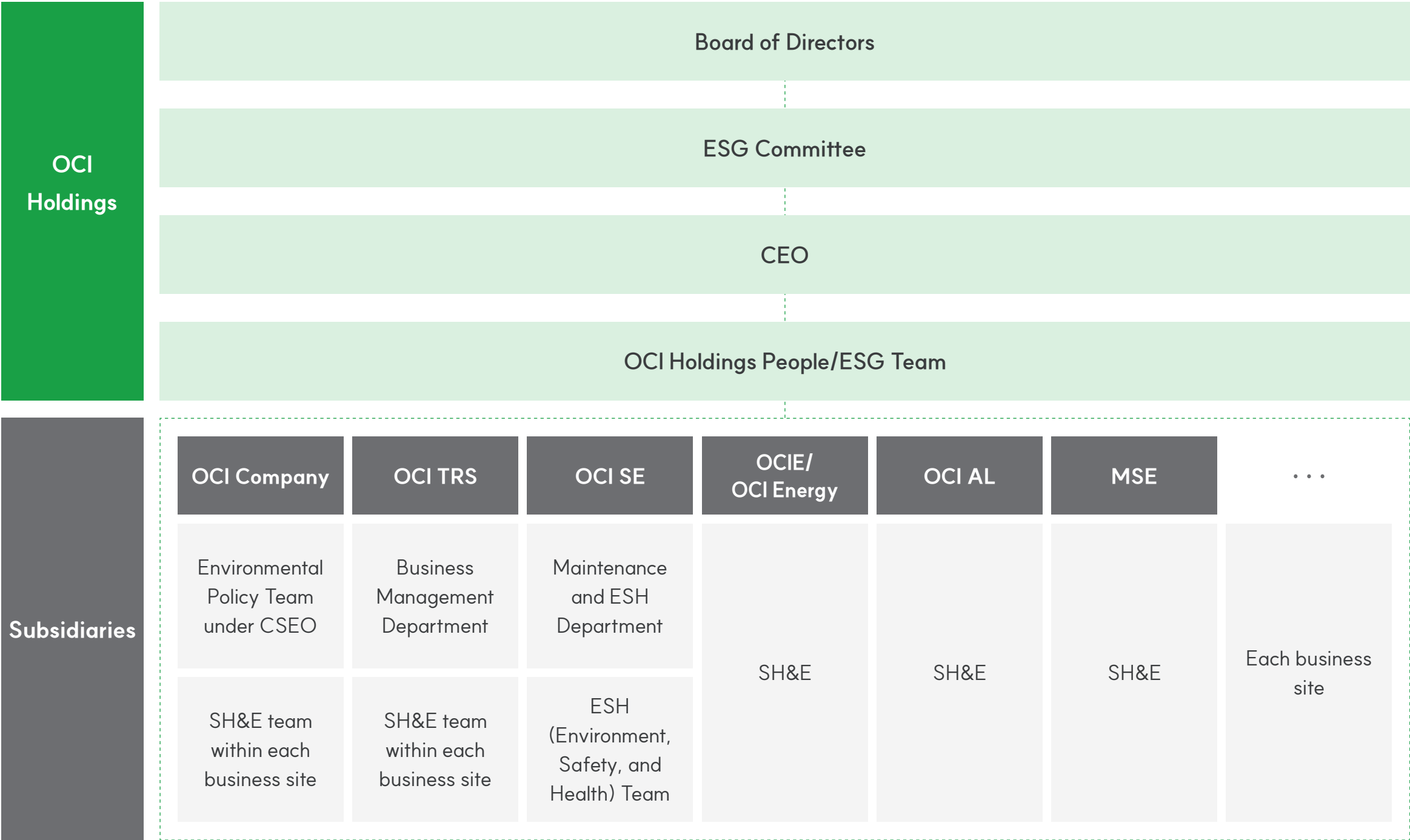
Environmental Management

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 SSP1¹⁾ and RCP8.5²⁾ 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.

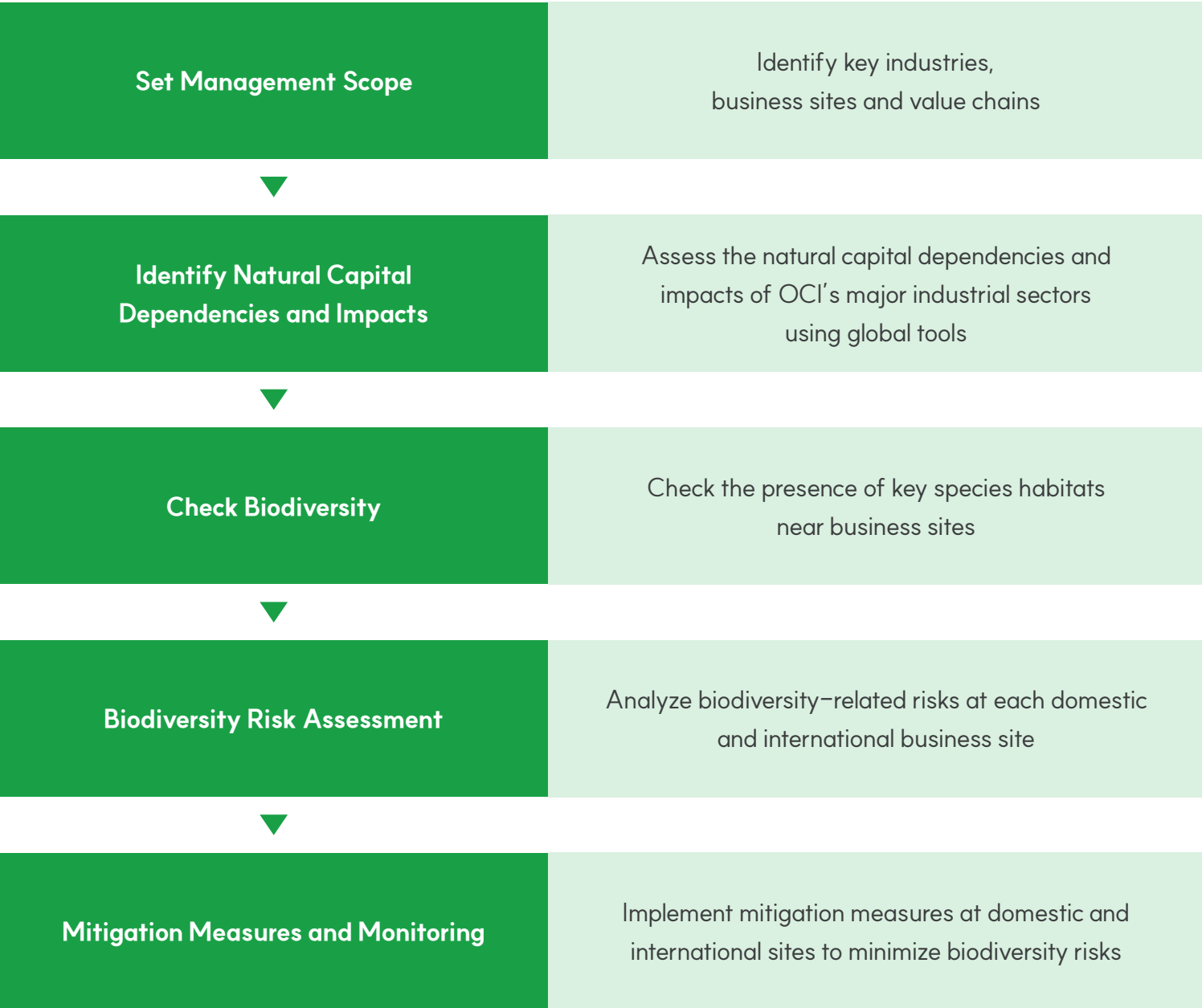
Biodiversity Conservation

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



OCI Holdings' Dependency and Impact on Natural Capital by Industry

Dependence on natural capital¹⁾

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 capital²⁾

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 Jangsueon Stream Biodiversity Exploration Contest”

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

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

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.



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



2024 Jangsueon Stream Biodiversity Exploration Contest



2024 Global Endangered Species Exhibition

Environmental Management

Management of Chemical Substances

Chemical Substance Management System

OCI Company Chemical Substance Management Policy [🔗](#)

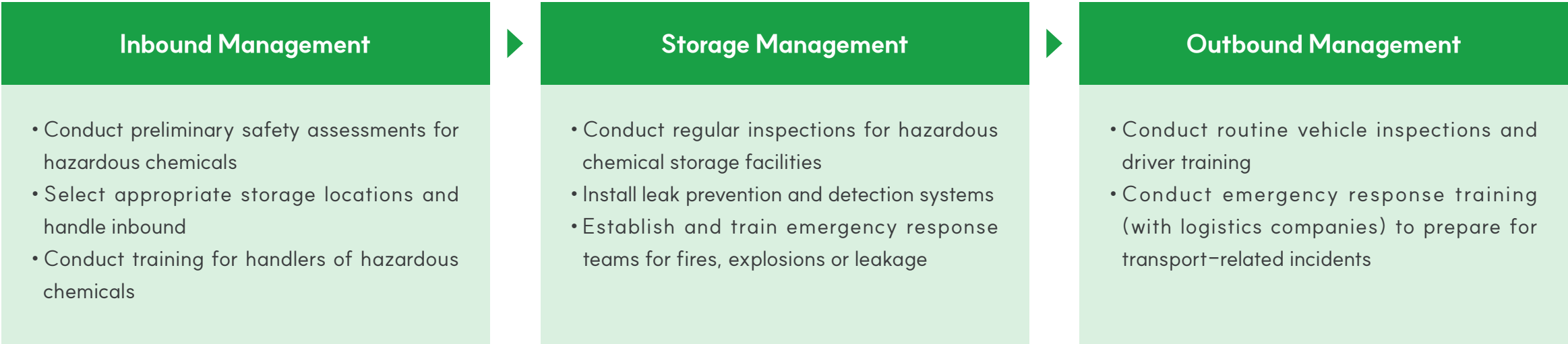
All subsidiaries of OCI Holdings keep an inventory of all chemical substances they handle and establish internal procedures for managing chemical substances to comply with increasingly stringent domestic and international regulations. In December 2023, OCI Company established a Chemical Substance Management 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.

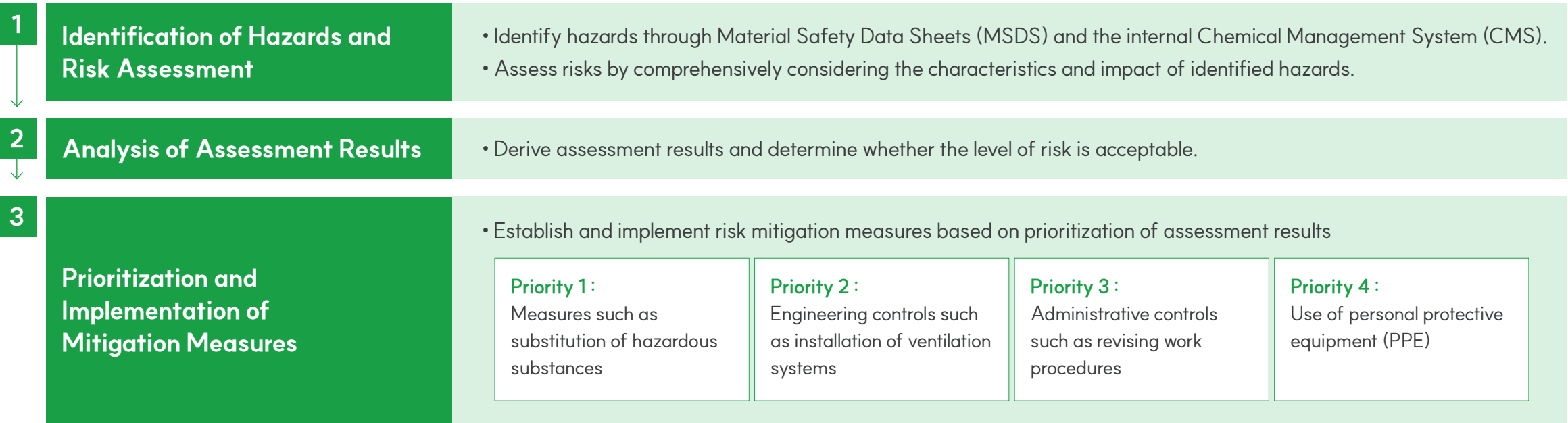
Chemical Substance Management Process



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



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

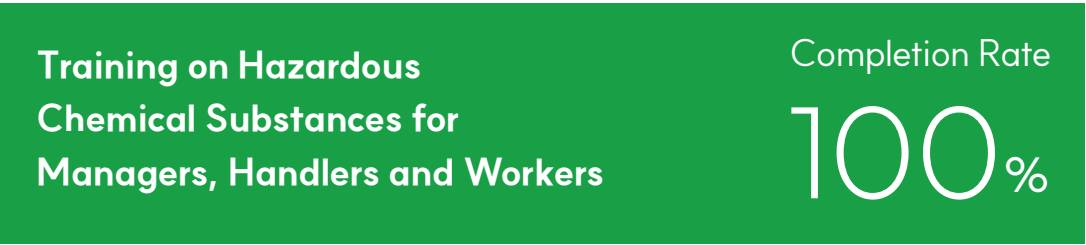
OCI Company [Substitution of Hazardous Substances and Management of Customer Satisfaction]

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.



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.

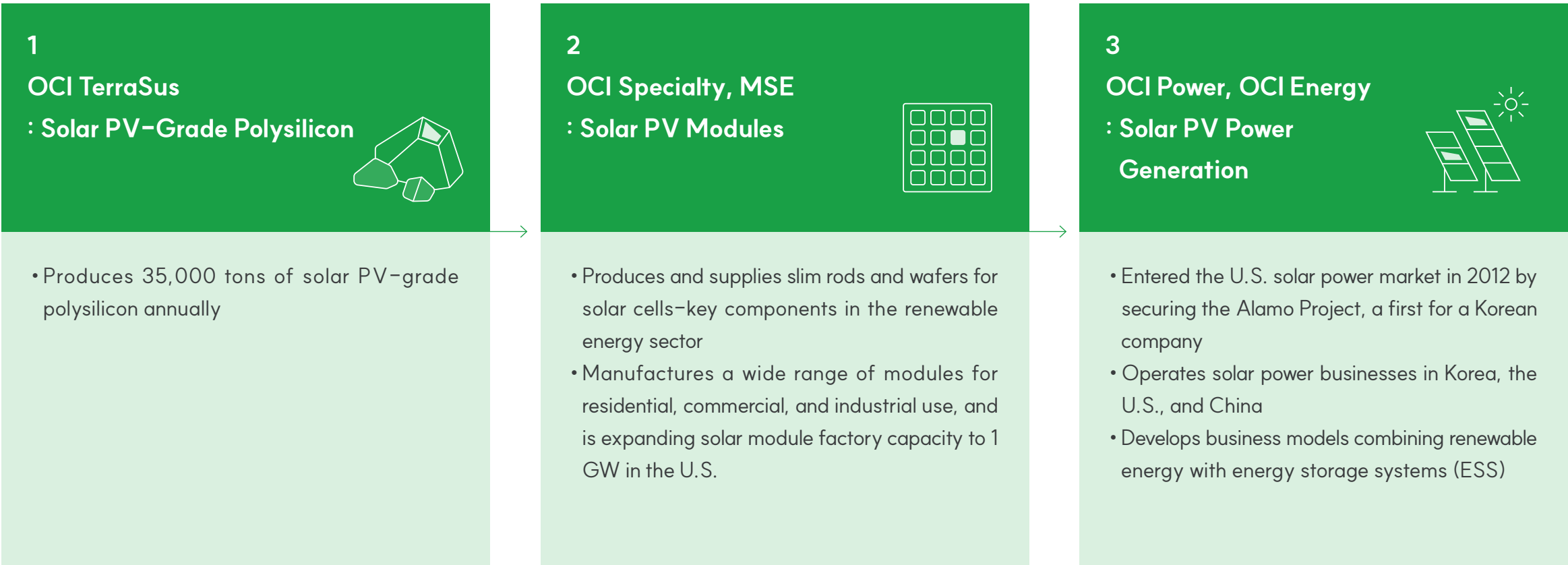
Environmental Management

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



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

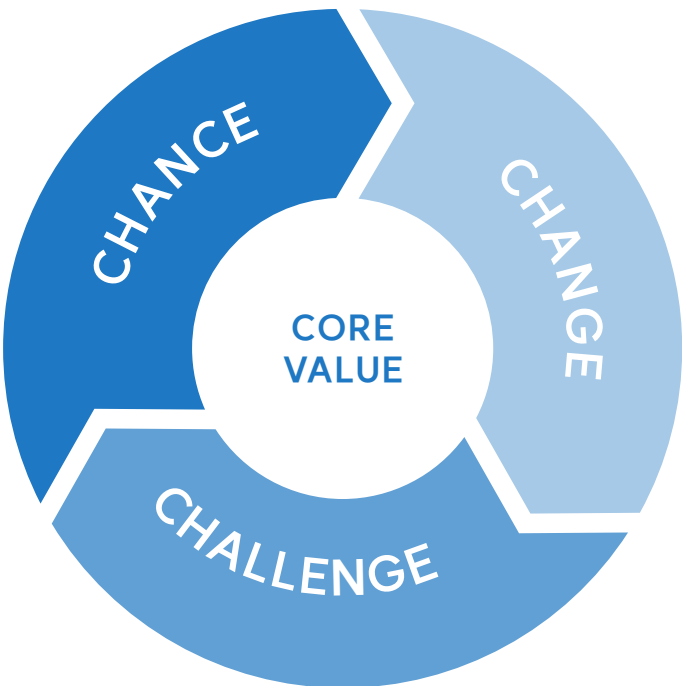
Speed

×

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

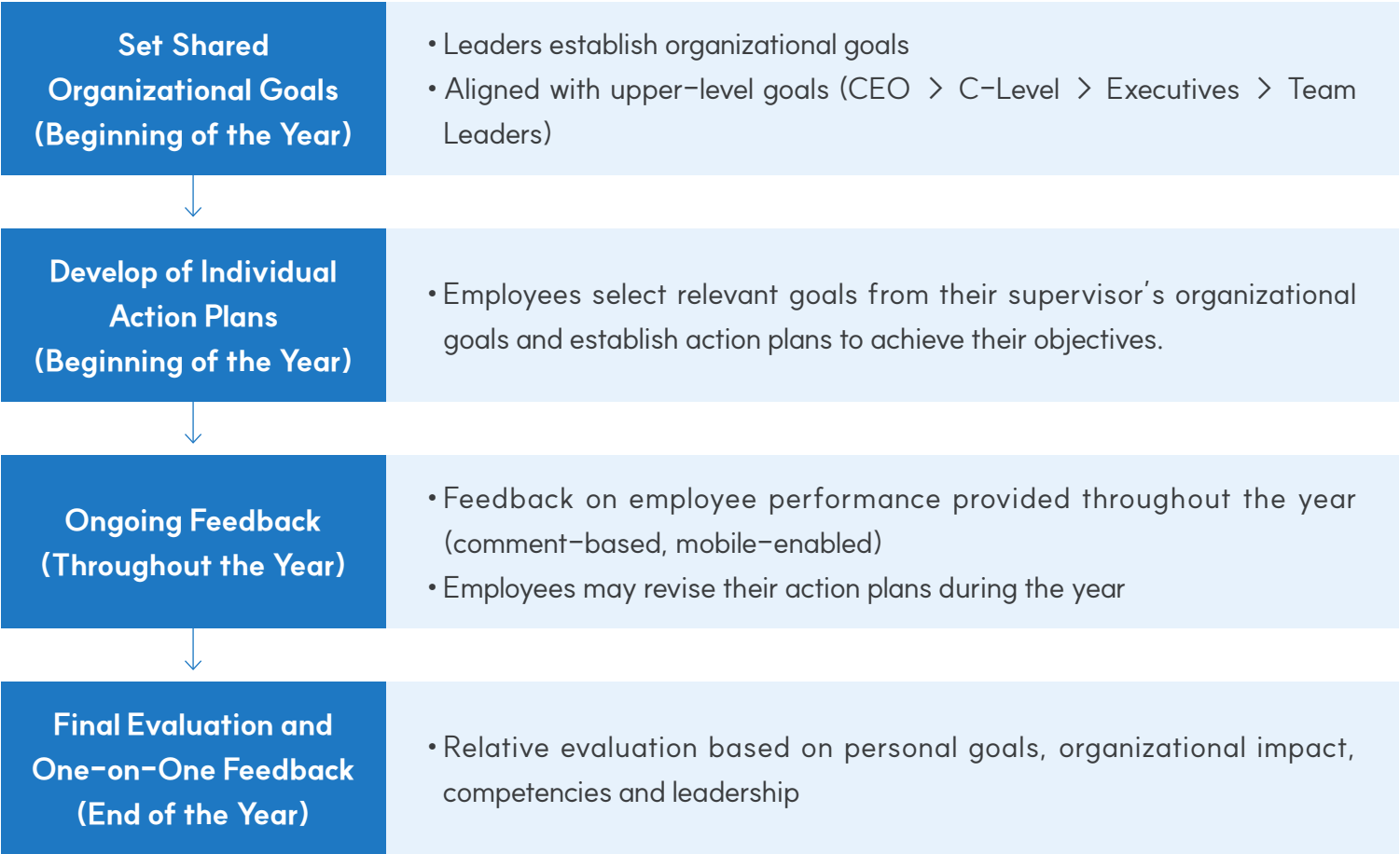
Courage, persuasiveness, ambition

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



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

Category	Job- / Position-Specific	Contents		Training Method	Organizational Culture / Self Development			
		Common	Job-Specific/ Technical					
Executives	Team Leader Training Those promoted to Team leaders	Management Strategies	Job-specific Training for Each Department	Group Training Extendl Training Smart Learning	Legally Required Training Foreign Language Training			
Team Leaders		Leadership – Advanced						
Managers	Advanced Program for Managers	Negotiation and Decision-making						
Vice Chief	Those Promoted to Managers	Performance and Change Management						
Researchers		Coaching and Development						
Senior Associates	Advanced Program for Seniors Associates	Leadership – Basics						
Senior Researchers	Those Promoted to Senior Associates	Goal Management Problem Solving						
Associates	General Program for Associates	Time Management						
Researchers		Creativity Business Etiquette						
New Employees	OJT							

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.

OCIMBA

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

01. 언어

욕설을 하거나, 상대의 지역·가족·종교·정치·외모·장애·성별·성별·성별을 불필요하게 언급 또는 비하하지 않는다.

02. 폭력

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

03. 감모

술, 문등을 비롯한 자신의 취미를 강요하지 않는다.

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

2022년 6월

대표이사 CEO 김병현 군산공장 노조위원장 장옥남 광양공장 노조위원장 김인수

익산공장 노조위원장 소재형 포항공장 노조위원장 배준익

OCI

상호존중캠페인

#회사에서의 언어표현

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

이런 표현은 자제해주세요. 내에 의도가 없어도 상대에게는 상처를 낼 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 나왔나", "아직도 데니오가?", "그만두고 싶나" 욕설 회사에서 "가버운 욕설"은 없습니다. "전원장 표시를 위한 욕설"도 없습니다. 욕설은 욕설일 뿐입니다. 회사에서 욕설은 철저히 삼가 주세요.
	경제력 상대의 경제력을 농담, 질책의 소재로 이용 업무 필요 "이게 뭐가 중요해?", "너희 부서가 비탈 줄이 뭐 있어?"처럼 타부서의 업무를 폄하하거나, 다른 사방의 업무를 장부, 단순 업무 등으로 낮춰 언급 학력 상대의 학력, 출신학교를 비하, "OO출신 맞아?"라는 식으로 배아님 직종 맥락 없는 고용형태, 직종 언급 성별 "남자라면 당연히..." "여자라면 당연히..."

01	요청이나 지시를 할 때 "부탁한다" 하는 말을 했더라도, "고맙다"라는 말을 해주세요.	02	상대가 당연히 해줘야 하는 일을 했더라도, "고맙다"라는 말을 해주세요.
03	이메일 등 글로 충분히 내용을 느꼈다면 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



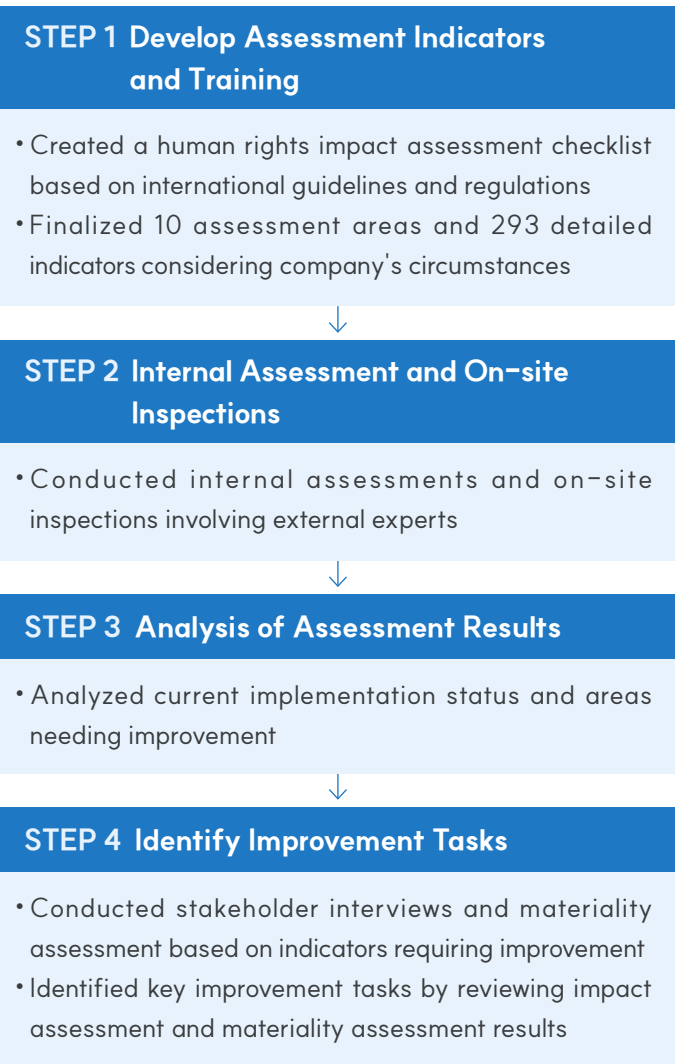
Human Rights Management Activities

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



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
Enhance-ment 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
Strength-ening Safety Compe-tencies	- 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
Improve-ment 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.

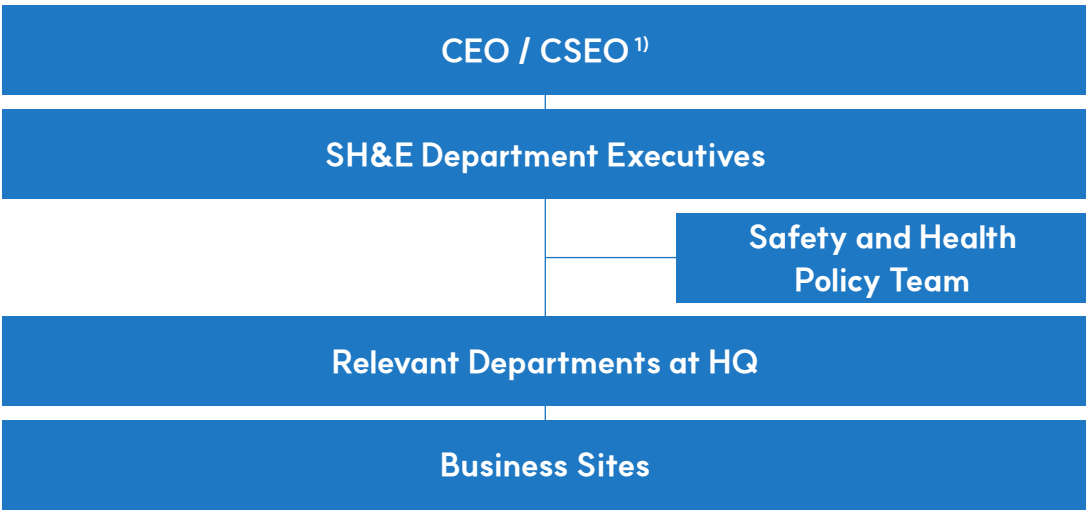
OCI Company’s SH&E Council Activities

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 | OCIEnergy | OCIAL | 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] OCIAL [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.

OCI그룹 [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 practices¹⁾ 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 CompanyOCI TRSOCI 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 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

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.

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



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.



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 m², 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

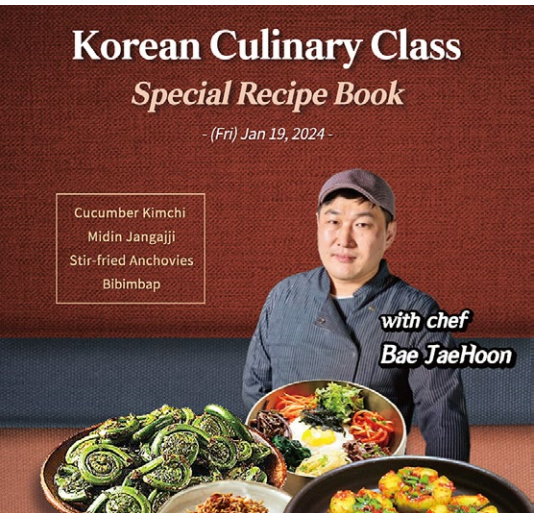
Korea–Malaysia Charity Gala Night

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

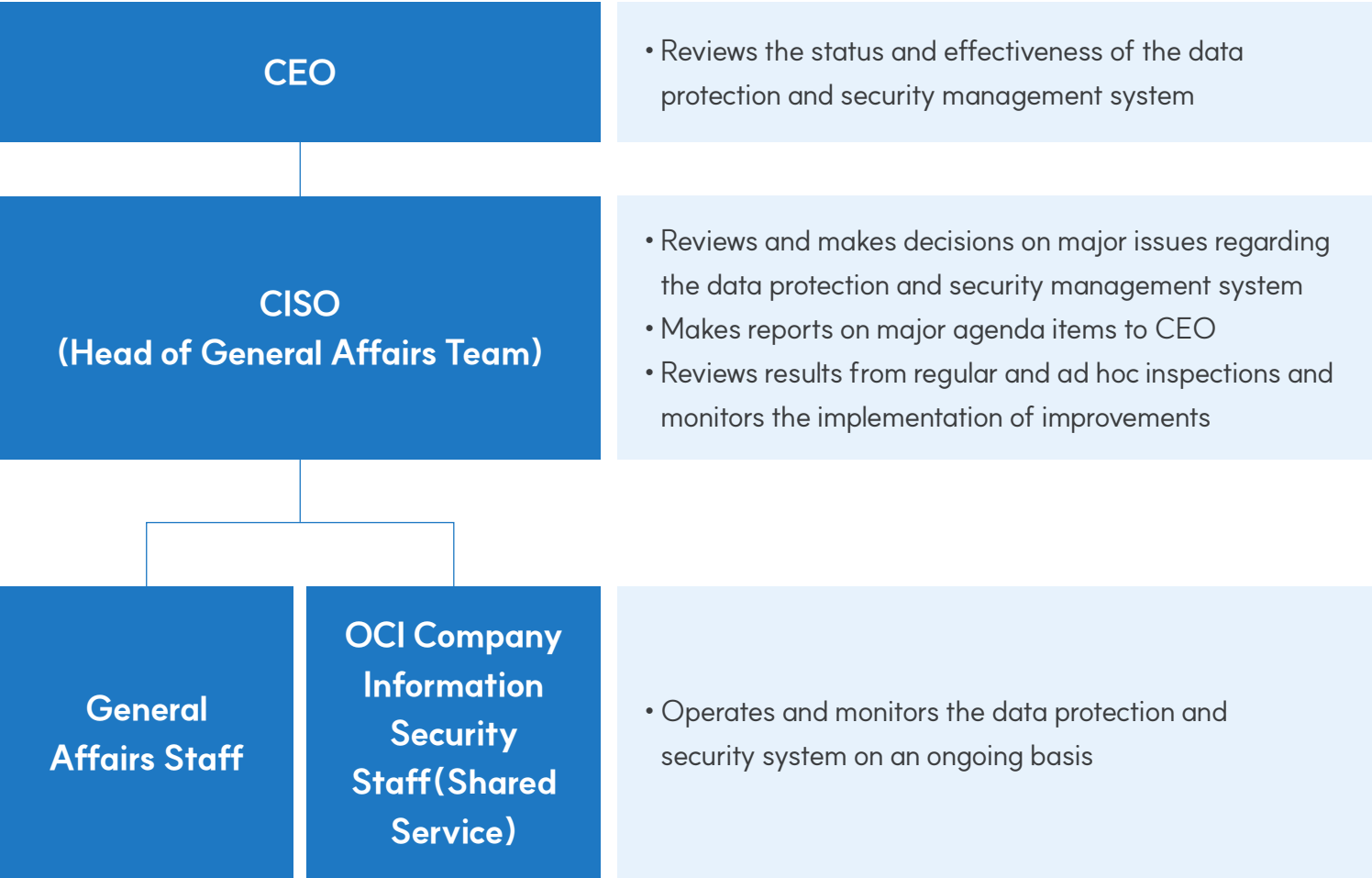
Information Security Policy	• Standards to protect information systems from security incidents such as data leakage, destruction, or illegal activities
Personal Data Protection Policy	• Establishment and execution of Internal management plans, technical and administrative protection measures for personal 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

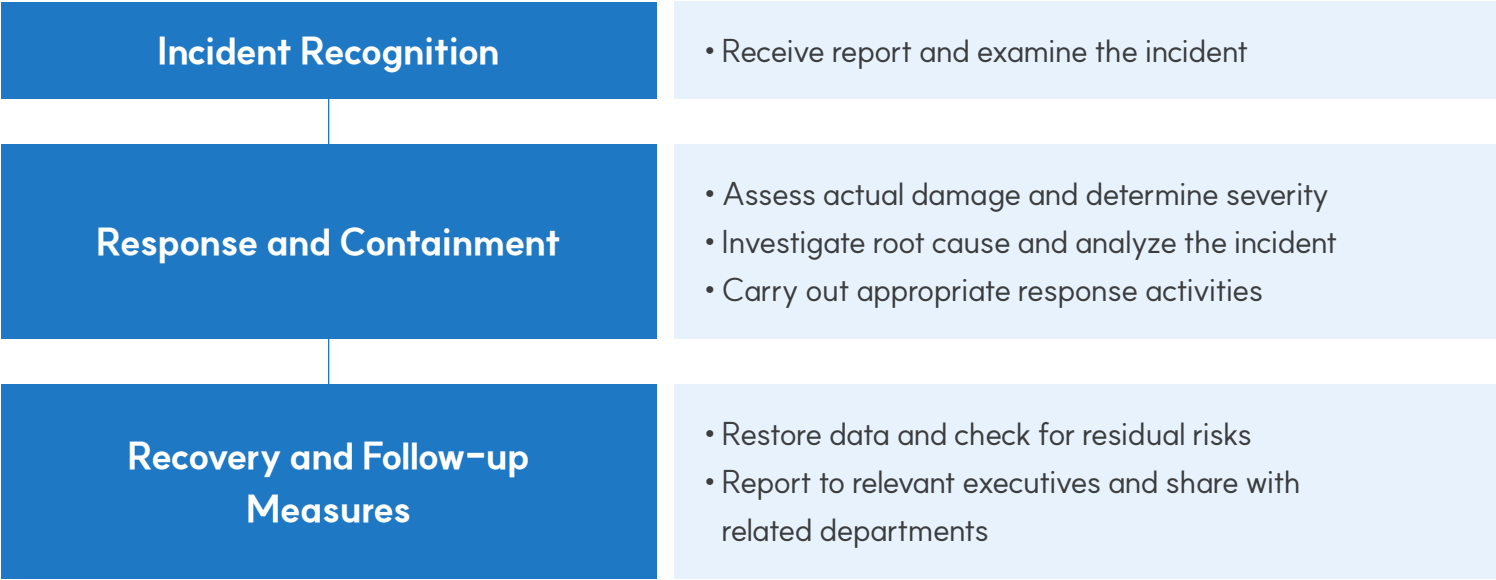


Information Security and Personal Data Risk Management

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



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+.

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.



* 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

- 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.
- In cases where the largest shareholder is a natural person, that individual, their spouse, and their lineal ascendants and descendants.
- In cases where the largest shareholder is a corporation, any director, auditor, executive officer, or employee of that corporation.
- The spouse, lineal ascendants, and descendants of any director, auditor, or executive officer.
- Directors, auditors, executive officers, or employees of the company’s parent company or subsidiaries.
- Directors, auditors, executive officers, or employees of entities that have significant business relationships or other material interests with the company.
- 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



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 Director¹⁾ (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	–	–	–

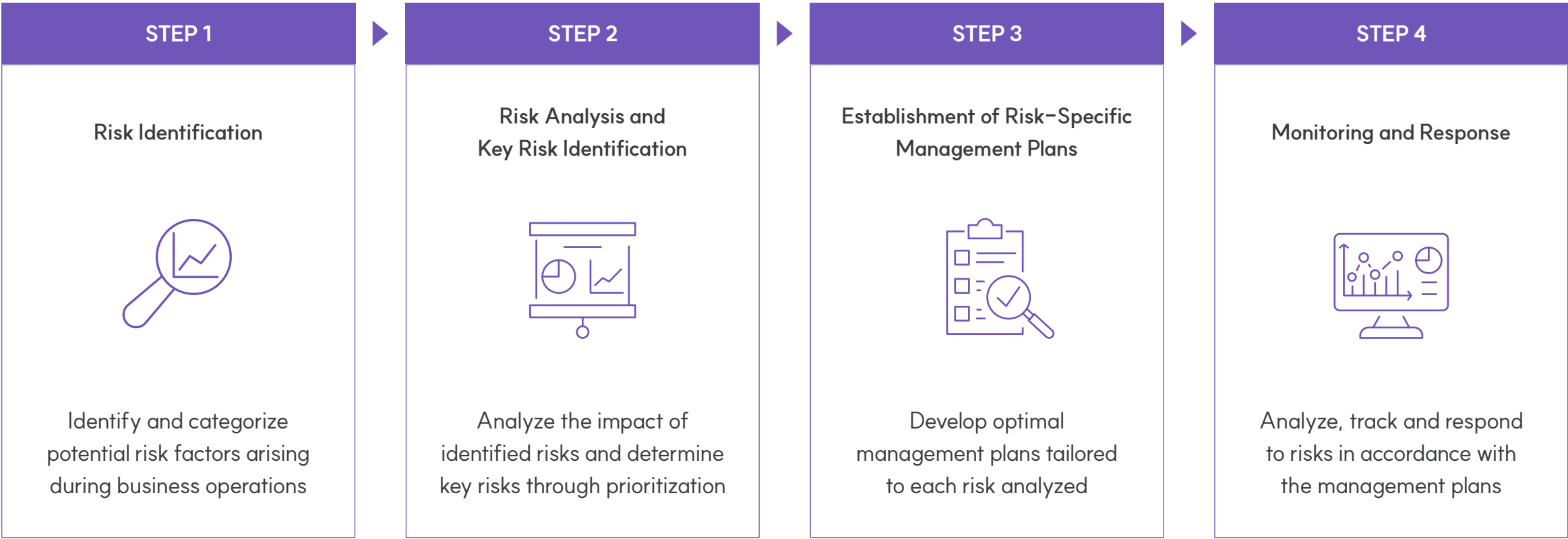
Risk Management

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

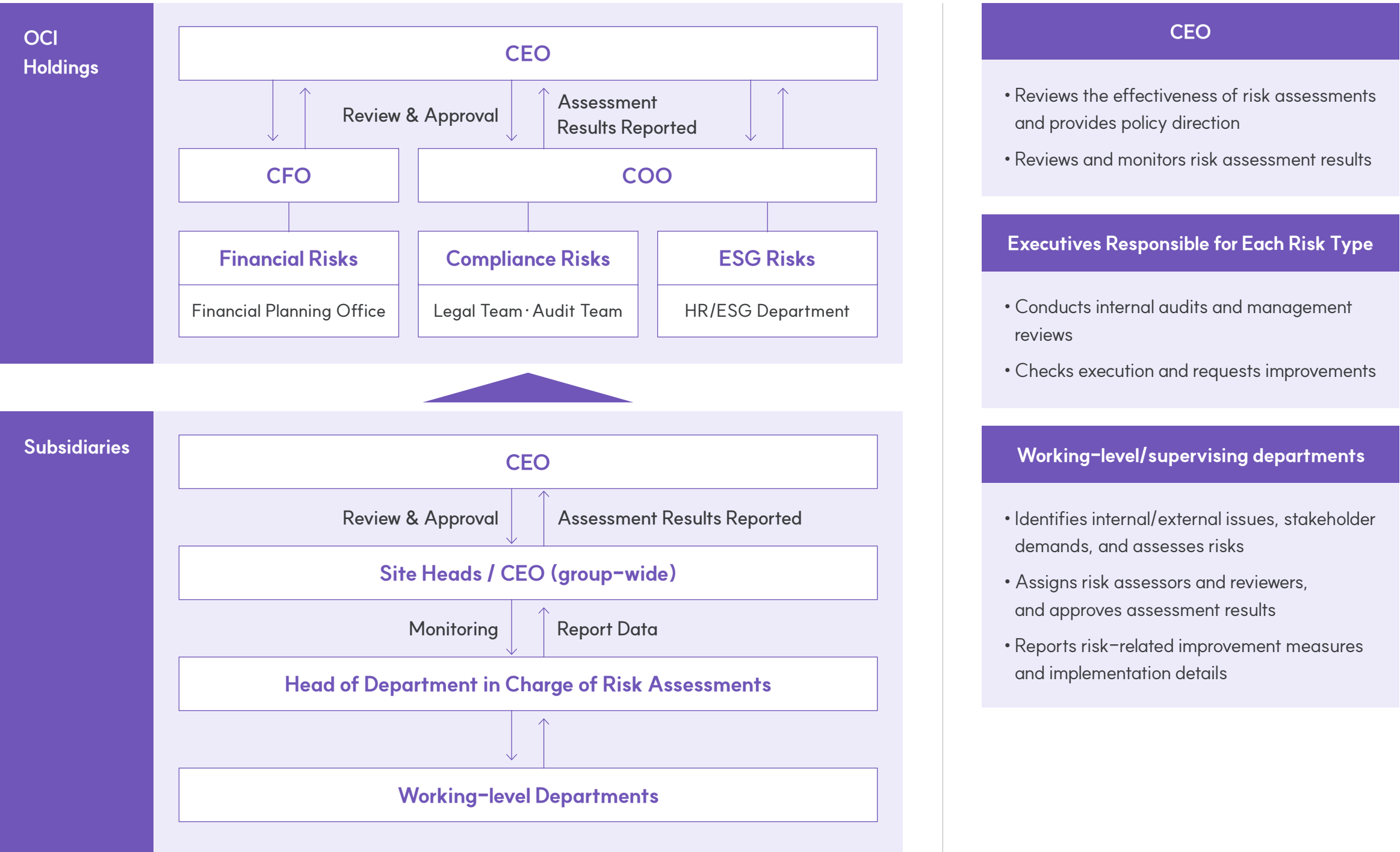


Risk Management System

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





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	9	Reporting
5	Sound Workplace and Social Conduct		

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.

OCIE OCIEnergy OCIAL 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.

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	

OCITRS [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		173	212	53	62
	Full-Time Employees	Persons	131	166	53	58
	Contract Employees		42	46	0	4
Completion Rate		%	100	100	100	100
Business Ethics Training						
Participant	Total		78	1,354	3 ¹⁾	59
	Full-Time Employees	Persons	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.

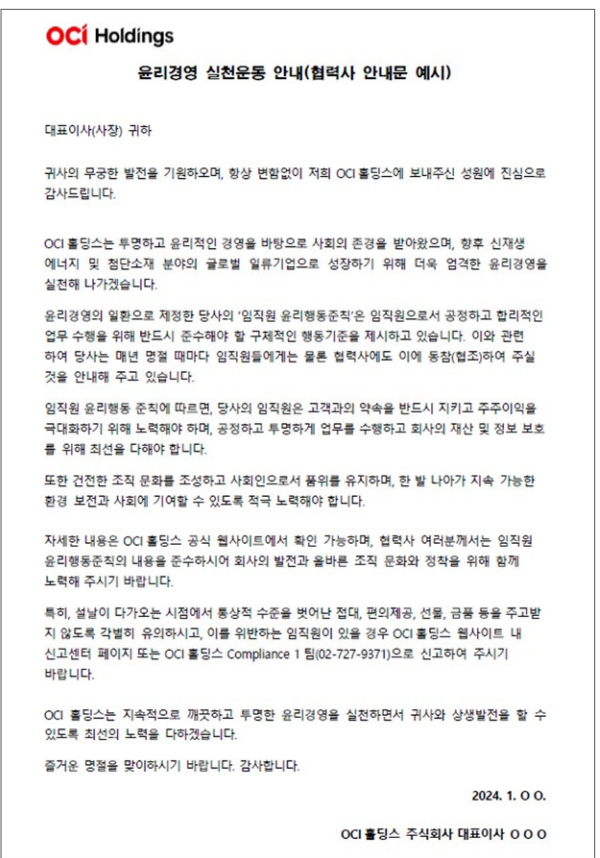
2024 Ethics Training



Employee Code of Conduct	Standards of conduct for employees to perform their duties transparently, fairly, and reasonably.	
• Responsibilities and Duties to Customers	• Protection of Company Assets and Information	• Compliance with the Employee Code of Conduct
• Responsibilities and Duties to Shareholders	• Sound Workplace and Social Conduct	• Collection of Ethical Management Pledges from Employees
• Fair Business Practices	• Contribution to the Nation and Society	• 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.



Notice of Ethics Management Practice Campaign to Suppliers

OCIE OCIEnergy OCIAL 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.



72 WE ARE
GROWING

73 WE ARE
EXPANDING

74 WE ARE
BUILDING

At OCI Holdings, we are on a mission to unlock new possibilities and value around the globe. From renewable energy and energy solutions in North America to polysilicon in Southeast Asia to advanced materials in Northeast Asia, we are investing, innovating, and collaborating to build more sustainable value chains everywhere we do business.





WE ARE GROWING

We continue to build our world-class solar PV value chain in the No. 1 US solar market.



NORTH AMERICA

Renewable Energy & Energy Solutions :

OCI Enterprises

U.S. holding company

OCI Energy

Solar and battery energy storage system project development and operation

Mission Solar Energy

Solar module manufacturing

Cell Manufacturing Subsidiary

Solar cell manufacturing

The state of Texas leads the US market in utility-scale solar power generation. Blessed with plenty of sunshine and land, the state was at the top of our list when we entered the North American solar market back in the early 2010s. In the decade-plus since, we have originated more than 5 GW of utility-scale solar projects as we have laid the groundwork for a US-based supply chain dedicated to serving the US residential, commercial, and utility solar markets.

Solar Power Development

We entered the North American solar market in 2012 with the establishment of OCI Energy in San Antonio, Texas. That same year, we secured the 500 MW multi-phase Alamo project, the largest solar initiative of its kind in North America at the time. Backed by more than a decade of developing high-quality utility-scale solar projects across Texas, we are now leveraging that experience and expertise to expand operations nationwide across the U.S. market.

Solar Manufacturing

We supply high-quality American-made solar modules to the US residential, commercial, and utility solar markets through Mission Solar Energy. Established in 2012 to produce modules for the milestone Alamo project, this San Antonio-based manufacturer has an annual production capacity of 500 MW with room to grow.

In early 2025, we established a new subsidiary in Texas to manufacture solar cells, further enhancing the competitiveness of our U.S. solar value chain in a key upstream field. Co-located with Mission Solar Energy, the new company aims to launch production in the first half of 2026 with an initial capacity of 1 GW, increasing to 2 GW by year end.

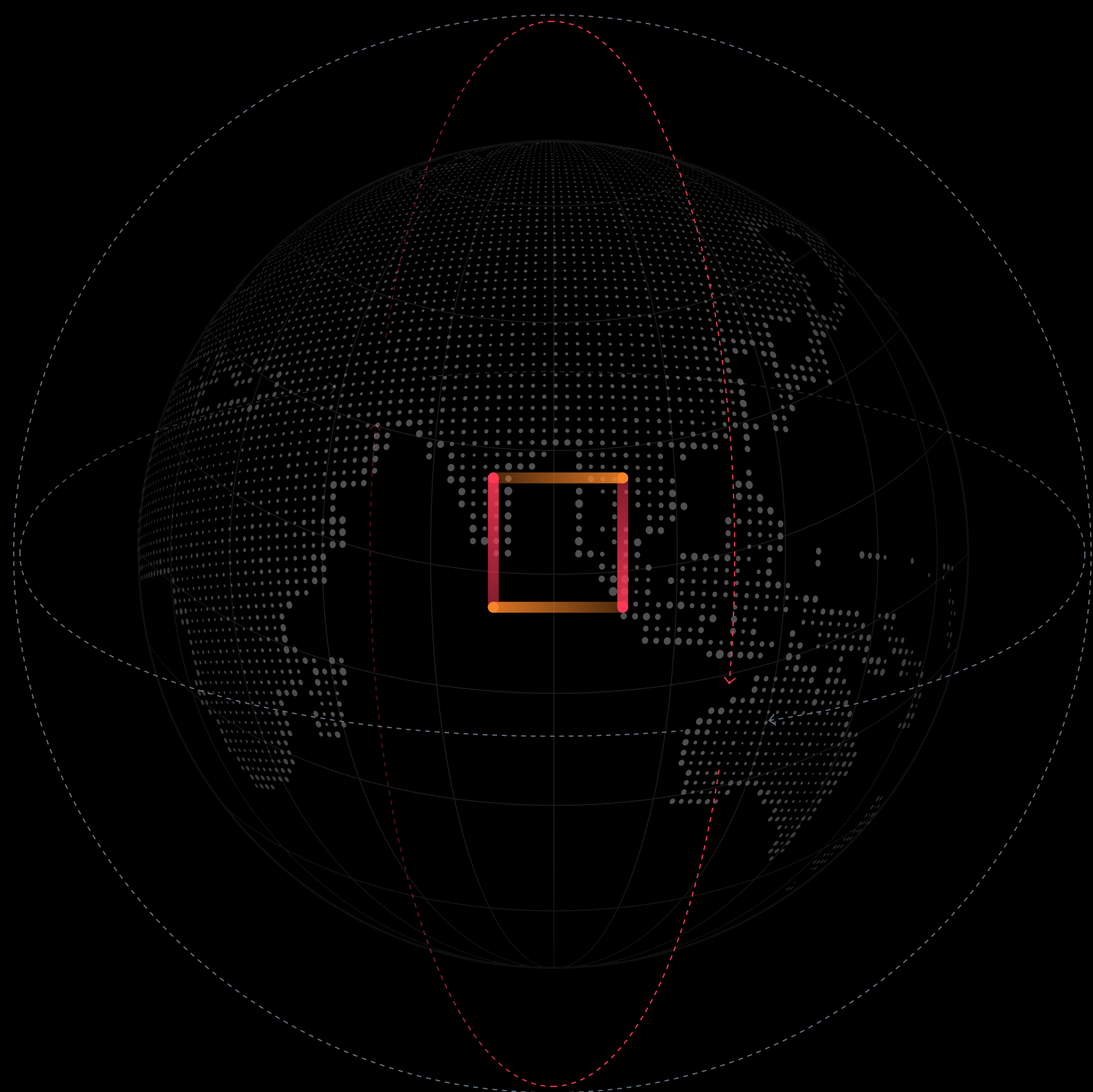
WE ARE EXPANDING

We are building a robust foundation for a globally competitive ex-China polysilicon value chain in Malaysia.

SOUTHEAST ASIA

Polysilicon Manufacturing :

-  **OCI TerraSus**
Solar-grade polysilicon manufacturing
-  **OCI Tokuyama Semiconductor Materials**
Electronic-grade polysilicon manufacturing



Malaysia is an attractive location to build a polysilicon production base for a variety of strategic reasons. But perhaps the most important one to us was the opportunity to elevate the sustainability of this energy-intensive field by running our manufacturing operations entirely on clean hydroelectric power, positioning us as a global leader in eco-friendly materials.

In 2017, we established OCI TerraSus—formerly known as OCI M—in Malaysia as part of strategic efforts to regain global competitiveness in the solar-grade polysilicon field. In the years since, we have executed a phased capacity expansion roadmap, positioning the company as the anchor of our growing global non-China-origin polysilicon value chain.

Solar-grade polysilicon

Our acquisition of the Malaysian polysilicon operations of Japanese chemical maker Tokuyama Company in 2017 laid the foundation for the strategic relocation of our solar-grade polysilicon production base from Korea to Malaysia. After successfully ramping up existing facilities to their nameplate capacity of 27,000 metric tons in 2019, we initiated a strategic expansion roadmap that boosted nameplate capacity to 35,000 metric tons as of the end of 2024. We plan to steadily expand capacity over the medium- to long-term to meet growing global demand for non-China-origin polysilicon.

Electronic-grade polysilicon

We are currently preparing to make our first investment in electronic-grade polysilicon production in Malaysia. In 2025, OCI TerraSus will formally establish OCI Tokuyama Semiconductor Materials, a 50:50 joint venture with Tokuyama Company of Japan. The venture initially plans to build an 8,000 metric ton plant adjacent to existing OCI TerraSus solar-grade production facilities to produce semi-finished electronic-grade polysilicon products for both partners.



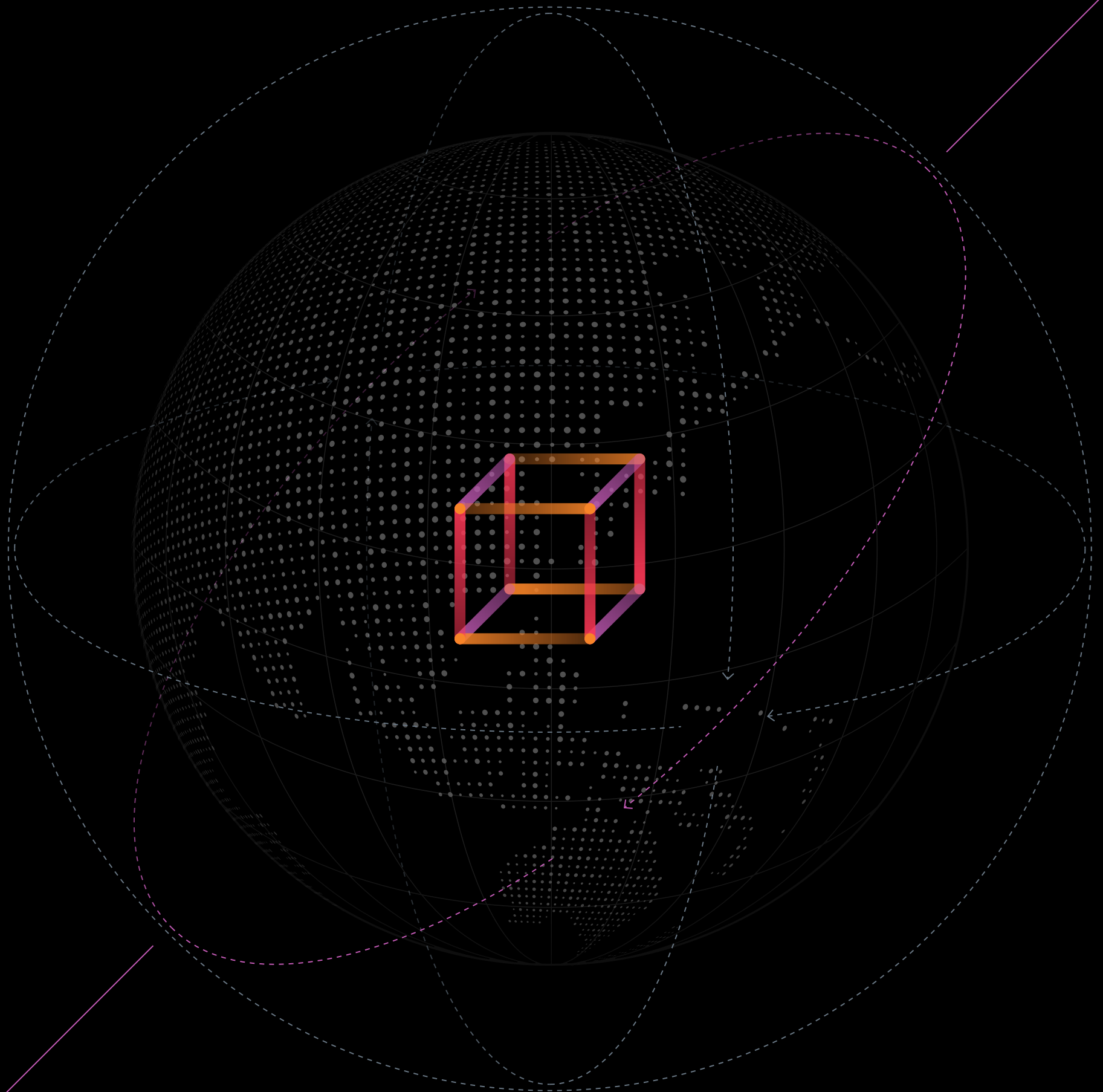
WE ARE BUILDING

We are developing a next-generation semiconductor and battery materials value chain in Korea.

NORTHEAST ASIA

Semiconductor and Battery Materials :

 **OCI Company**
Specialty materials manufacturing



Backed by more than six decades of accumulated chemical industry experience and expertise through OCI Company, we have become a key collaborator and essential partner to some of the world's leading companies. Today, we are committed to working with these industry leaders to develop the high-value-added advanced materials that will drive tomorrow's sustainable growth.

Semiconductor Materials

We have long supplied essential process materials to Korea's leading semiconductor and display manufacturers through OCI Company. From high-purity hydrogen peroxide used in semiconductor etching and cleaning to semiconductor-grade polysilicon used to make wafers and precursors used in thin-film processes, the company continues to expand its semiconductor materials business. The company's stellar reputation flows from its ability to partner closely with each customer to consistently deliver products that meet the stringent technical requirements of their next-generation semiconductor processes.

Looking ahead, we continue to explore opportunities to expand into the semiconductor wafer business as we strive to deliver more value across the entire semiconductor materials value chain.

Battery Materials

One of the newest businesses in our portfolio, battery materials are an emerging value-added field that is ripe for innovation as the battery industry races to deliver the next breakthrough in energy density. Drawing on deep experience and expertise in silicon and carbon materials, OCI Company is recognized as a trusted partner and provider of high-quality solutions for next-generation anode development.

In 2023, the company signed a five-year agreement with UK-based battery anode innovator Nexeon to supply SiH4, a specialty material for silicon anodes. Construction of a new 1,000 metric ton plant began in Gunsan in 2024 and delivery via pipeline to Nexeon's adjacent plant is scheduled to start in the second half of 2025. Looking ahead, we will continue to expand R&D investment and deepen collaboration with industry leaders to stay at the forefront of next-generation battery technologies in this quickly evolving market.



APPENDIX

76	Consolidated Financial Statements	97	GHG Verification Statement
81	Independent Auditor’s Report	98	Third-Party Assurance Statement
82	ESG Data	99	Product List
92	GRI Index	100	Global Network
94	TCFD	101	UNGC
95	SASB Index	101	Key Association Memberships

Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

Consolidated Statement of Financial Position

Period 51: As of December 31, 2024
Period 50: As of December 31, 2023
Period 49: As of December 31, 2022

(Unit: KRW 1,000)

Item	Period 51	Period 51	Period 49
Assets			
Current assets	4,763,348,250	3,994,170,810	4,110,803,927
Cash and cash equivalents	1,143,262,782	1,213,823,579	1,245,993,946
Short-term financial assets	365,944,621	388,131,356	91,040,522
Trade and other receivables	841,109,439	614,155,905	787,544,777
Current derivative assets	368,828	2,505,131	496,782
Assets held for sale	1,816,385	0	0
Inventories	2,345,022,178	1,731,686,350	1,892,778,614
Current tax assets	5,234,760	7,380,361	3,917,345
Other current assets	60,589,257	36,488,128	89,031,941
Non-current assets	3,330,306,472	1,962,380,963	2,634,730,327
Long-term financial assets	61,545,192	58,039,135	57,124,888
Long-term trade and other receivables	6,765,342	1,379,430	2,750,145
Non-current derivative assets	9,068,991	0	1,599,153
Deferred tax assets	289,772,878	147,416,074	431,383,478
Investments in associates and joint ventures	377,785,000	507,148,888	318,831,653
Investment properties	23,118,220	36,842,479	30,738,651
Tangible assets	2,374,009,389	1,175,944,575	1,707,973,720
Intangible assets	154,795,618	27,490,036	35,921,134
Net defined benefit assets	19,271,720	3,667,819	42,312,821
Other non-current assets	14,174,122	4,452,527	6,094,684
Total assets	8,093,654,722	5,956,551,773	6,745,534,254

(Unit: KRW 1,000)

Item	Period 51	Period 51	Period 49
Liabilities			
Current liabilities	1,901,359,096	879,584,374	1,577,971,429
Short-term financial liabilities	1,075,812,403	415,628,083	850,824,056
Trade and other payables	664,201,341	332,677,873	513,352,581
Derivative liabilities	143,300	14,926	0
Current tax liabilities	13,307,378	3,029,433	28,062,717
Provisions	12,951,697	27,300,686	36,320,150
Other current liabilities	134,942,977	100,933,373	149,411,925
Non-current liabilities	1,356,754,284	1,262,034,765	1,156,165,459
Long-term financial liabilities	891,790,854	1,039,768,712	1,020,204,202
Long-term trade and other payables	22,734,666	10,511,575	15,095,036
Non-current derivative liabilities	0	0	76,061
Non-current provisions	52,169,655	18,840,706	27,642,746
Net defined benefit liabilities	614,052	228,731	1,318,369
Deferred tax liabilities	143,459,903	45,301,547	46,475,310
Non-current tax liabilities	2,863,447	0	0
Other non-current liabilities	243,121,707	147,383,494	45,353,735
Total liabilities	3,258,113,380	2,141,619,139	2,734,136,888
Equity			
Equity attributable to owners of the parent company	3,979,195,012	3,721,103,717	3,912,391,039
Capital	106,852,180	107,063,575	127,246,855
Paid-in capital in excess of par value	840,205,795	840,204,235	734,532,524
Other capital surplus	66,015,668	61,534,199	59,516,757
Other components of capital	-575,522,645	-863,521,893	55,764,180
Retained earnings	3,541,644,014	3,575,823,601	2,935,330,723
Non-controlling interests	856,346,330	93,828,917	99,006,327
Total equity	4,835,541,342	3,814,932,634	4,011,397,366
Total liabilities and equity	8,093,654,722	5,956,551,773	6,745,534,254

Consolidated Financial Statements
Independent Auditor’s Report
ESG Data
GRI Index
TCFD
SASB Index
GHG Verification Statement
Third-Party Assurance Statement
Product List
Global Network
UNGC
Key Association Memberships

Consolidated Statement of Income

Period 51: From January 1 to December 31, 2024
Period 50: From January 1 to December 31, 2023
Period 49: From January 1 to December 31, 2022

(Unit: KRW 1,000)

Item	Period 51	Period 51	Period 49
Revenue	3,577,383,349	2,649,691,893	2,768,929,400
Cost of sales	3,116,336,991	1,939,223,325	1,865,117,241
Gross profit	461,046,358	710,468,568	903,812,159
Selling and administrative expenses	359,518,629	179,251,271	151,380,217
Operating profit	101,527,729	531,217,297	752,431,942
Financial income	182,043,920	119,732,118	60,438,320
Financial expense	160,869,510	59,428,812	62,730,762
Share of profits of associates and joint ventures	19,960,965	37,581,233	-7,060,669
Other non-operating income	293,479,802	5,690,709	20,929,098
Other non-operating expense	260,496,710	101,842,108	10,144,888
Income from continuing operations before income tax expense	175,646,196	532,950,437	753,863,041
Income tax expense from continuing operations	61,922,558	75,018,108	32,791,440
Net profit from continuing operations	113,723,638	457,932,329	721,071,601
Income from discontinued operations	0	252,412,306	156,684,744
Net profit (loss)	113,723,638	710,344,635	877,756,345
Profit (loss), attributable to			
Equity attributable to owners of the parent company	97,671,162	713,510,158	880,285,947
Non-controlling interests	16,052,476	-3,165,523	-2,529,602
Net income per share			
Basic income (loss) per share (Unit: KRW)	5,077	36,540	36,941
Diluted income (loss) per share (Unit: KRW)	5,077	36,540	36,941
Basic income (loss) per share from continuing Operations (Unit: KRW)	5,077	23,614	30,366
Diluted income (loss) per share from continuing Operations (Unit: KRW)	5,077	23,614	30,366
Basic income (loss) per share from suspended operations (Unit: KRW)	0	12,926	6,575
Diluted income (loss) per share from discontinued operations (Unit: KRW)	0	12,926	6,575

Consolidated Statement of Comprehensive Income

Period 51: From January 1 to December 31, 2024
Period 50: From January 1 to December 31, 2023
Period 49: From January 1 to December 31, 2022

(Unit: KRW 1,000)

Item	Period 51	Period 51	Period 49
Net profit (loss)	113,723,638	710,344,635	877,756,345
Other comprehensive income	289,866,216	-42,180,238	36,694,418
Items not to be reclassified subsequently to profit or loss	-19,322,510	-13,497,007	4,777,160
Re-measurement component of defined benefit plans	-13,014,619	-12,716,844	9,336,697
Gain (loss) on valuation of financial assets measured at FVTOCI	-5,368,023	669,885	-5,320,499
Invested capital change of associates and joint ventures	-939,868	-2,191,756	760,962
Gain (loss) on sale of financial assets measured at FVTOCI	0	741,708	0
Items that may be reclassified subsequently to profit or loss	309,188,726	-28,683,231	31,917,258
Invested capital change of associates and joint ventures	3,090,777	-486,889	-25,509
Gain (loss) on foreign currency translation of foreign operation	306,097,949	-28,196,342	31,942,767
Comprehensive income	403,589,854	668,164,397	914,450,763
Comprehensive income attributable to			
Equity attributable to owners of the parent company	380,872,062	672,224,935	916,957,803
Non-controlling interests	22,717,792	-4,060,538	-2,507,040

Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

Consolidated Statement of Changes in Equity

Period 51: From January 1 to December 31, 2024
Period 50: From January 1 to December 31, 2023
Period 49: From January 1 to December 31, 2022

(Unit: KRW 1,000)

Item	Equity						Non-controlling Interests	Total equity
	Equity attributable to owners of the parent company							
	Capital stock	Share premium	Other capital surplus	Other components of capital	Retained earnings	Amount of equity attributable to owners of the parent company		
Initial capital (January 1, 2022)	127,246,855	734,532,524	59,451,245	57,512,682	2,092,660,672	3,071,403,978	52,388,433	3,123,792,411
Dividends	0	0	0	0	-47,698,742	-47,698,742	-919,531	-48,618,273
Net profit (loss)	0	0	0	0	880,285,947	880,285,947	-2,529,602	877,756,345
Invested capital change of associates and joint ventures	0	0	65,512	-91,021	760,962	735,453	0	735,453
Gain (loss) on foreign currency translation of foreign operations	0	0	0	31,935,018	0	31,935,018	7,749	31,942,767
Re-measurement component of defined benefit plans	0	0	0	0	9,321,884	9,321,884	14,813	9,336,697
Gain (loss) on valuation of financial assets measured at FVTOCI	0	0	0	-5,320,499	0	-5,320,499	0	-5,320,499
Gain (loss) on sale of financial assets measured at FVTOCI	0	0	0	0	0	0	0	0
Retirement of treasury shares								
Acquisition of treasury shares	0	0	0	-28,272,000	0	-28,272,000	0	-28,272,000
Disposal of treasury shares								
Retirement of treasury shares of subsidiaries								
Changes in scope of consolidation								
Capital reduction loss								
Paid-in capital increase								
Acquisition of non-controlling interests	0	0	0	0	0	0	50,044,465	50,044,465
Ending capital (December 31, 2022)	127,246,855	734,532,524	59,516,757	55,764,180	2,935,330,723	3,912,391,039	99,006,327	4,011,397,366
Initial capital (January 1, 2023)	127,246,855	734,532,524	59,516,757	55,764,180	2,935,330,723	3,912,391,039	99,006,327	4,011,397,366
Dividends	0	0	0	0	-58,873,427	-58,873,427	-1,116,872	-59,990,299
Net profit (loss)	0	0	0	0	713,510,158	713,510,158	-3,165,523	710,344,635
Invested capital change of associates and joint ventures	0	0	0	-486,889	-2,191,756	-2,678,645	0	-2,678,645
Gain (loss) on foreign currency translation of foreign operations	0	0	0	-27,324,366	0	-27,324,366	-871,976	-28,196,342
Re-measurement component of defined benefit plans	0	0	0	0	-12,693,805	-12,693,805	-23,039	-12,716,844
Gain (loss) on valuation of financial assets measured at FVTOCI	0	0	0	669,885	0	669,885	0	669,885
Gain (loss) on sale of financial assets measured at	0	0	0	0	741,708	741,708	0	741,708
Retirement of treasury shares								
Acquisition of treasury shares	0	0	0	-3,483,660	0	-3,483,660	0	-3,483,660
Disposal of treasury shares	0	0	2,017,442	9,267,135	0	11,284,577	0	11,284,577
Retirement of treasury shares of subsidiaries								
Changes in scope of consolidation								
Capital reduction loss	-37,183,645	-229,042,519	0	-897,928,178	0	-1,164,154,342	0	-1,164,154,342
Paid-in capital increase	17,000,365	334,714,230	0	0	0	351,714,595	0	351,714,595
Acquisition of non-controlling interests								0
Ending capital (December 31, 2023)	107,063,575	840,204,235	61,534,199	-863,521,893	3,575,823,601	3,721,103,717	93,828,917	3,814,932,634



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

Consolidated Statement of Changes in Equity

Period 51: From January 1 to December 31, 2024
Period 50: From January 1 to December 31, 2023
Period 49: From January 1 to December 31, 2022

(Unit: KRW 1,000)

Item	Equity						Non-controlling Interests	Total equity
	Equity attributable to owners of the parent company							
	Capital stock	Share premium	Other capital surplus	Other components of capital	Retained earnings	Amount of equity attributable to owners of the parent company		
Initial capital (January 1, 2024)	107,063,575	840,204,235	61,534,199	-863,521,893	3,575,823,601	3,721,103,717	93,828,917	3,814,932,634
Dividends	0	0	0	0	-64,561,144	-64,561,144	-13,755,967	-78,317,111
Net profit (loss)	0	0	0	0	97,671,162	97,671,162	16,052,476	113,723,638
Invested capital change of associates and joint ventures	0	0	0	2,991,735	-939,868	2,051,867	99,042	2,150,909
Gain (loss) on foreign currency translation of foreign operations	0	0	0	294,200,871	0	294,200,871	11,897,078	306,097,949
Re-measurement component of defined benefit plans	0	0	0	0	-7,683,815	-7,683,815	-5,330,804	-13,014,619
Gain (loss) on valuation of financial assets measured at FVTOCI	0	0	0	-5,368,023	0	-5,368,023	0	-5,368,023
Gain (loss) on sale of financial assets measured at	0	0	0	0	0	0	0	0
Retirement of treasury shares	-211,395	0	0	58,877,317	-58,665,922	0	0	0
Acquisition of treasury shares	0	0	0	-62,702,652	0	-62,702,652	0	-62,702,652
Disposal of treasury shares	0	0	0	0	0	0	0	0
Retirement of treasury shares of subsidiaries	0	0	2,820,089	0	0	2,820,089	-2,820,089	0
Changes in scope of consolidation	0	0	0	0	0	0	764,304,564	764,304,564
Capital reduction loss	0	0	0	0	0	0	0	0
Paid-in capital increase	0	1,560	0	0	0	1,560	0	1,560
Acquisition of non-controlling interests	0	0	1,661,380	0	0	1,661,380	-7,928,887	-6,267,508
Ending capital (December 31, 2024)	106,852,180	840,205,795	66,015,668	-575,522,645	3,541,644,014	3,979,195,012	856,346,330	4,835,541,342

Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

Consolidated Statement of Cash Flows

Period 51: From January 1 to December 31, 2024
Period 50: From January 1 to December 31, 2023
Period 49: From January 1 to December 31, 2022

Item	Period 51	Period 51	Period 49
Cash flows from operating activities	116,386,068	674,201,886	566,649,863
Cash generated from operating activities	104,329,777	715,191,183	598,894,196
Interest received	72,446,287	60,859,483	20,529,660
Interest paid (operating)	-92,230,589	-67,526,394	-52,291,189
Dividends received	33,329,766	6,016,983	1,908,359
Income tax paid	-1,489,173	-40,339,369	-2,391,163
Cash flows from investing activities	-108,152,257	-535,383,932	-57,790,005
Decrease in short-term financial instruments	933,970,940	683,262,623	677,304,170
Increase in short-term financial instruments	-809,673,139	-1,051,020,765	-349,820,782
Decrease in short-term loans	1,076,991	897,852	15,750
Increase in short-term loans	-19,355,916	-698,190	-715,244
Disposal of financial assets measured at amortised cost – Investing	240,026,768	0	1,004,500
Acquisition of financial assets measured at amortised cost – Investing	-242,335,744	0	-1,560
Decrease in financial assets measured at FVTPL	0	305,849	271,866
Acquisition of financial assets measured at FVTPL	-14,644,093	-275	-1,159,153
Increase in financial assets measured at FVTOCI	0	-5,000,034	0
Increase in long-term financial instruments	-176,072	-7,198,458	-5,000,000
Decrease in long-term loans	-500,000	0	5,250
Decrease in lease deposits	339,062	0	0
Increase in lease deposits	-1,152,977	0	0
Acquisition of investment property	0	-6,900	-3,809
Disposal of tangible assets	1,492,277	1,147,997	2,916,512
Acquisition of tangible assets	-356,640,776	-151,778,543	-230,235,804
Disposal of intangible assets	0	750,000	31,136
Acquisition of intangible assets	-3,577,104	-6,671,527	-3,786,061
Receipt of government subsidies	60,000	400,081	4,092,424
Disposal of assets held for sale	268,297	0	4,443,613
Acquisition of shares in associates and joint ventures	-30,740,296	-360,000	-157,152,813
Disposal of shares in subsidiaries, associates and joint ventures	0	606,358	0
Disposal of subsidiaries	-78,152,761	0	0
Inflows from business combinations	271,562,286	0	0
Decrease in prepayments	50,000,000	0	0
Increase in prepayments	-50,000,000	0	0
Increase in other non-current assets	0	-20,000	0

(Unit: KRW 1,000)

Item	Period 51	Period 51	Period 49
Cash flows from financing activities	-178,206,445	-177,678,954	24,785,759
Increase in short-term borrowings	862,208,388	282,305,772	705,170,093
Decrease in short-term borrowings	-933,639,227	-289,725,358	-544,732,233
Decrease in current portion of long-term financial liabilities	-191,201,117	-161,632,098	-231,293,851
Increase in long-term borrowings	89,907,429	300,000,000	143,317,470
Decrease in long-term borrowings	0	0	-14,834,425
Decrease in current lease liabilities	-7,485,203	-5,077,309	-6,004,133
Issuance of bonds	150,000,000	59,710,079	0
Decrease in current portion of lease deposits received	-270,777	0	0
Increase in lease deposits received	33,426	1,327,635	0
Decrease in lease deposits received	-30,670	0	0
Receipt of government subsidies	93,035	0	4,250
Acquisition of treasury shares	-62,702,652	-3,483,660	-28,272,000
Payment of dividends	-78,309,337	-59,990,452	-48,613,877
Acquisition of non-controlling interests	-6,267,508	0	50,044,465
Reduction from spin-off	0	-300,920,602	0
Reduction from capital increase in kind	0	-192,961	0
Others	-542,232	0	0
Changes in cash and cash equivalents due to exchange rate changes	99,411,837	6,690,633	13,652,194
Net increase (decrease) in cash and cash equivalents	-70,560,797	-32,170,367	547,297,811
Cash and cash equivalents at the beginning of the period	1,213,823,579	1,245,993,946	698,696,135
Cash and cash equivalents at the end of the period	1,143,262,782	1,213,823,579	1,245,993,946



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

Independent Auditor’s Report

To the Shareholders and Board of Directors of OCI Holdings

Opinion

We have audited the accompanying financial statements of OCI Holdings Co., Ltd. (“the Company”), which comprise the statements of financial position as of December 31, 2024 and December 31, 2023, the statements of income, comprehensive income, changes in equity and cash flows for the years then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2024 and December 31, 2023, and its financial performance and cash flows for the years then ended, in accordance with Korean International Financial Reporting Standards (K-IFRS).

Also, in accordance with Korean Standards on Auditing (KSA), we audited the Company’s Internal Accounting Control System as of December 31, 2024, based on the design and operational concept of the system, and expressed our opinion in our audit report dated March 7, 2025.

Basis for Opinion

We conducted our audits in accordance with Korean Standards on Auditing (KSA). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section in this report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audits in Korea, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter

This matter does not affect our audit opinion; however, the users should pay attention to Notes 1 and 31 to the financial statements. As described in Notes 1 and 31, the Company completed a physical spin-off of its Basic Chemicals and Carbon Chemicals business divisions into a newly established entity, OCI Company effective May 1, 2023, following approval at the shareholders’ meeting held on March 22, 2023. On September 22, 2023, OCI Company was classified as an associate, and the Company transitioned to a holding company.

Accordingly, the Company has presented the profit and loss from the operations of the spun-off entity in the previous year as discontinued operations.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for the current year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon; we do not provide a separate opinion on these matters.

Appropriateness of the Presentation and Disclosure of Related-Party Transactions

As a pure holding company, the company has a significant proportion of transactions, receivables, and payables with related parties reflected in its financial statements. During the current fiscal year, non-recurring related party transactions occurred due to business combinations and changes in the ownership structure. Given the volume of transactions with related parties, there is a risk of errors in the disclosure of related party transactions and balances. Taking into account the inherent risks associated with related party transactions, we have identified the accuracy and completeness of the presentation and disclosure of related party transactions as a key audit matter.

Key audit procedures performed in response to this matter were as follows:

- Reviewing documents such as minutes of shareholders' and board of directors' meetings, electronic disclosures, and tax filings to confirm the completeness of related-party transactions
- Understanding and evaluating the design and operating effectiveness of the Company’s processes established for the disclosure of related-party transactions and balances
- Performing external confirmations and communicating with component auditors for significant related-party transactions
- Inspecting documentation for significant non-recurring transactions with related parties during the reporting period
- Comparing current year related-party transactions with those of the prior year as presented comparatively and reviewing for unusual items

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Korean International Financial Reporting Standards (K-IFRS), as well as for establishing internal controls as deemed necessary to ensure the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for assessing the Company’s ability to continue as a going concern, disclosing matters related to going concern as applicable, and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations. Those charged with governance are responsible for overseeing the Company’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance means a high level of assurance but is not a guarantee that an audit conducted in accordance with auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these financial statements.

As part of an audit conducted in accordance with auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also,

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the current period’s financial statements and are therefore the key audit matters. We describe these matters in our auditor’s report unless law or regulation precludes public disclosure about the matter or, in extremely rare circumstances, when we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner responsible for the audit resulting in this independent auditor’s report is Na, Jae-Kwang.

27th Floor, Gangnam Finance Center, 152, Teheran-ro, Gangnam-gu, Seoul)
Kim Kyo-tae, CEO, KPMG SAMJONG Accounting Corp.

Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

ESG Data

Environmental Performance

Greenhouse Gas (GHG) Emissions

Category	Unit	2021	2022	OCI Holdings		OCI Company		OCI SE		OCI TRS		OCIE & Others		Other ³⁾		
				2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	
GHG Emissions (Scope 1+2) ²⁾		tCO ₂ -eq	1,192,714	1,209,974	1,163	1,140	1,164,213	1,187,245	1,354,324	1,290,550	-	-	-	-	-	-
By Scope ²⁾	Scope 1 Emissions	tCO ₂ -eq	661,434	644,402	382	402	615,386	621,880	1,354,007	1,290,451	-	-	-	-	-	-
	Scope 2 Emissions	tCO ₂ -eq	531,280	565,572	782	739	548,827	565,370	317	99	-	-	-	-	-	-
	Scope 3 Emissions ^{1) 4)}	tCO ₂ -eq	-	1,642,397	-	-	1,707,069 ¹⁾	1,625,462	-	-	-	-	-	-	-	-
GHG Emissions Intensity (Scope 1+2) ²⁾		tCO ₂ eq/KRW Bil. (Sales)	367.7	259.0	-	-	575.5	596.7	3,444.4	3,684.5	-	-	-	-	-	-
By Scope	Scope 1 Emissions Intensity	tCO ₂ eq/KRW Bil. (Sales)	203.9	138.0	-	-	304.2	312.5	3,443.6	3,684.2	-	-	-	-	-	-
	Scope 2 Emissions Intensity	tCO ₂ eq/KRW Bil. (Sales)	163.8	121.1	-	-	271.3	284.1	0.8	0.3	-	-	-	-	-	-

* Due to rounding at the site level, the total GHG emissions and the sum of individual scopes may differ.
1) Scope 3 emissions have been calculated starting from 2022, covering Categories 1-7, 9, 10 and 15. 2) GHG emissions are reported only for businesses subject to the GHG/Energy Allocation and Target Management Scheme. Emission intensity is separately disclosed only for subsidiaries operating production facilities.
3) GHG emissions from OCI Information & Communication are included in the calculation scope of OCI Holdings. 4) Data for Categories 1 and 3 for 2022 2023 have been revised to reflect corrections in activity data and calculation methods for 2022 and 2023.

Energy Consumption and Production

Category	Unit	2021	2022	OCI Holdings		OCI Company		OCI SE		OCI TRS		OCIE & Others ³⁾		Others ⁴⁾	
				2023	2024	2023	2024	2023 ⁶⁾	2024	2023 ⁷⁾	2024	2023	2024	2023	2024
Energy Consumption	Total Energy Consumption	TJ	18,132	18,577	23	22	18,044	18,408	26,179	26,136	11,681	11,107	-	10	10
	Direct Energy Consumption	TJ	7,649	7,455	7	7	7,208	7,276	26,177	26,135	3,063	3,479	-	-	-
	Fuel	TJ	7,649	7,455	7	7	7,208	7,276	25,118	25,088	3,063	3,479	-	-	-
	Electricity	TJ	-	-	0	0	-	-	221	251	0	0	-	-	-
	Steam	TJ	-	-	0	0	-	-	837	797	0	0	-	-	-
	Indirect Energy Consumption	TJ	10,483	11,122	16	15	10,836	11,138	2.5	0.8	8,618	7,629	-	10	10
	Electricity	TJ	1,880	1,974	0	0	1,753	1,655	0	0	0 ²⁾	813	-	-	-
	Steam	TJ	8,603	9,148	16	15	9,083	9,483	2.5	0.8	8,618	6,816	-	10	10
	Grid Electricity Consumption Rati	%	47.4	49.2	70.1	70.2	50.3	51.5	0.00010	0.00003	-	-	-	-	-
	Energy Consumption Intensity ¹⁾	TJ/KRW Bil. (Sales)	5.6	4	-	-	8.9	9.3	66.6	74.7	-	-	-	-	-
Energy Production	Energy Production	TJ	-	-	-	-	2,890	2,917	34,013	33,762	-	-	-	-	-
	Electricity	TJ	-	-	-	-	2,434	2,368	25,471	25,336	-	-	-	-	-
	Steam	TJ	-	-	-	-	456	549	8,542	8,426	-	-	-	-	-
Energy Sales	Energy Sales	TJ	-	-	-	-	338 ⁵⁾	320	8,096	8,355	-	-	-	-	-
	Electricity	TJ	-	-	-	-	2	1	7,705	7,629	-	-	-	-	-
	Steam	TJ	-	-	-	-	336	319	391	726	-	-	-	-	-

* Due to rounding at the site level, the total GHG emissions and the sum of individual scopes may differ.
1) Energy intensity is reported only for subsidiaries operating production facilities subject to the GHG/Energy Target Management Scheme. 2) Although steam is used, it is reported collectively under electricity. 3) Data for "OCIE & Others" will be disclosed once data reliability is reassessed and confirmed.
4) Energy use of OCI Information & Communication is included in OCI Holdings' calculation scope. 5) Includes steam sales from Pohang and Gwangyang sites. 6) 2023 data revised (Reasons: Direct energy use aggregated, average calorific values for fuels updated and total energy usage updated).
7) 2023 fuel-related data has been revised (Reason: Measurements will begin in the second half of 2024).

Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

ESG Data

Environmental Performance

Waste Management

Category		Unit	2021	2022	OCI Holdings		OCI Company		OCI SE		OCI TRS		OCIE & Others ³⁾		Others ⁴⁾	
					2023 ⁵⁾	2024	2023	2024	2023	2024	2023 ⁷⁾	2024	2023	2024	2023	2024
Total Waste Generated ¹⁾		t	26,488	27,818	16.5	16.4	28,382	31,242	73,579	66,695	29,036	22,061	122	80	110,674	66,279
By Type	General Waste	t	20,473	22,464	16.5	16.4	22,490	23,779	73,571	66,684	1,132	1,753	122	80	110,559	66,175
	Designated Waste	t	6,016	5,354	0	0	5,892	7,463	7	10	27,904	20,308	0	0	115	103
Total Waste Disposed ¹⁾		t	26,488	27,818	16.5	16.4	28,382	31,242	73,806	64,744	29,036	22,061	122	80	110,674	66,277
By Type of Waste and Treatment Method	General Waste	t	20,473	22,464	16.5	16.4	22,490	23,779	73,799	64,734	1,132	1,753	122	80	110,559	66,174
	Incineration	t	935	817	0	0	901	684	80	93	0	0	0	0	0	0
	Landfill	t	7,062	5,658	0	0	5,749	4,534	57	57	838	1,196	98	77	110,558	66,174
	Other ²⁾	t	12,475	15,989	16.5	16.4	15,840	18,561	73,662	64,584	294	557	24	3	1	0
	Designated Waste	t	6,016	5,354	0	0	5,892	7,463	8	10	27,904	20,308	0	0	115	103
	Incineration	t	1,386	740	0	0	785	2,172	4	2	151	299	0	0	21	82
	Landfill	t	689	224	0	0	274	379	0	0	27,725	19,739	0	0	88	14
	Other ²⁾	t	3,941	4,390	0	0	4,833	4,912	4	8	28	270	0	0	6	7
Total Waste Recycled/Reused		t	14,742	18,537	- ⁶⁾	-	20,196	22,976	73,666	64,592	322	827	24	3	4	7
By Type	General Waste	t	12,475	15,915	-	-	15,840	18,561	73,662	64,584	294	557	24	3	1	0
	Designated Waste	t	2,267	2,621	-	-	4,356	4,416	4	8	28	270	0	0	4	7
Waste Recycling Rate		%	55.7	66.6	- ⁶⁾	-	71.2	73.5	99.8	96.8	1.1	3.7	19.7	3.3	0.0039	0.01

1) There may be a discrepancy between the amount of waste generated and the amount disposed due to on-site waste storage. 2) "Others" includes recycling, reuse, and other non-incineration/landfill methods. 3) Waste management data for "OCIE & Others", only include data of OCI Alabama.
4) Waste data for OCI Information & Communication is included in OCI Holdings' scope. 5) Data recalculated based on total business days and number of employees, in accordance with the Environmental Information Disclosure System. 6) Recycling figures adjusted due to difficulty verifying Information on recycling.
7) 2023 waste data for OCI TerraSus has been corrected (Lost data partially recovered).

Water Withdrawal and Consumption

Category		Unit	2021	2022	OCI Holdings		OCI Company		OCI SE		OCI TRS		OCIE & Others		Others	
					2023 ²⁾	2024	2023 ²⁾	2024	2023 ²⁾	2024	2023 ³⁾	2024	2023 ²⁾	2024	2023	2024
Total Water Withdrawal		t	9,294,068	10,062,186	10,076	12,698	9,740,916	9,719,039	4,673,898	4,812,626	5,804	5,667	68,818 ⁴⁾	11,943	2,875	2,804
Total Water Withdrawal	Surface Water	t	-	9,886,025	10,076	12,698	9,598,575	9,568,855	4,673,898	4,812,626	5,804	5,667	0	0	2,875	2,804
	By Source ⁵⁾ Ground Water	t	-	87,111	0	0	63,514	73,049	0	0	0	0	0	0	0	0
	Third-party Sources	t	-	89,050	0	0	78,827	77,135	0	0	0	0	60,419	11,943	0	0
	Water Withdrawal Intensity ¹⁾	t/KRW Bil.(Sales)	5,092	3,618	-	-	-	-	11,892.9	13,750.4	-	-	-	-	-	-
Water Consumption		t	9,294,068	10,062,186	10,076	12,698	6,662,206	6,913,958	4,695,000	4,812,626	5,804	5,667	58,417	11,943	2,875	2,804
Water Recycled/ Reused	Total Water Recycled/Reused	t	484,449	594,237	-	-	584,644	554,147	550,793	495,933	-	-	-	-	-	-
	Water Recycling & Reuse Rate	%	5.2	5.9	-	-	6.0	5.7	11.8	10.3	-	-	-	-	-	-

* There are no business sites that withdraw or consume water in areas with high or extremely high water stress. **Water withdrawal and consumption are managed using the same criteria.
1) Water withdrawal intensity is reported using the same criteria as GHG/energy intensity data for subsidiaries. 2) Figures re-estimated due to aggregation errors. 3) Figures corrected due to unit change (from liters to tonnes).
4) For MSE, water withdrawals by source are not distinguished, and only the total withdrawal volume has been reported. 5) Water withdrawals by source have been reported since 2022.



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

ESG Data

Environmental Performance

Management of Pollutants and Hazardous Substances

Category		Unit	2021	2022	OCI Holdings		OCI Company		OCI SE		OCI TRS		OCIE & Others		Others	
					2023	2024	2023 ⁵⁾	2024	2023	2024	2023	2024	2023	2024	2023	2024
Water Pollutant Emissions ¹⁾	Biological Oxygen Demand (BOD)	†	100	87.7	–	–	301.2	92.3	1	2	2	2	–	0.50	–	–
	Chemical Oxygen Demand (COD)	†	396	169	–	–	–	–	–	–	70	77	0.37	88.26	–	–
	Total Organic Carbon (TOC)	†	– ²⁾	120.2	–	–	291.6	75.9	11	10	–	–	0.01	2.02	–	–
	Suspended Solids (SS)	†	29	34.8	–	–	85.3	45.7	20	19	38	30	0.04	16.45	–	–
Air Pollutant Emissions	Nitrogen Oxides (NOx)	†	779	853	–	–	692.6	547.5	207	217	0.01	0.06	21.42	21.42	–	–
	Sulfur Oxides (SOx)	†	488	572	–	–	427.3	367	115	134	0.01	0.002	0.27 ³⁾	0.27	–	–
	Particulate Matter (PM/Dust)	†	28	26	–	–	27.8	37.8	20	21	0.28	1	62.80	62.8	–	–
	Volatile Organic Compounds (VOCs)	†	–	–	–	–	–	–	–	–	–	–	1.18	1.18	–	–
	Hazardous Air Pollutants (HAPs)	†	–	–	–	–	–	–	–	–	–	–	0.40	0.40	–	–
	Persistent Organic Pollutants (POPs)	†	–	–	–	–	–	–	–	–	–	–	0	0	–	–
	Ozone-Depleting Substances (ODS)	†	–	–	–	–	–	0	–	–	–	–	0	0	–	–
Hazardous Substance Use	Amount of Hazardous Chemicals Used	†	–	–	–	–	3.5	– ⁴⁾	1,899	2,068	24,419	19,513	25,262	27,437	–	–

1) The data aggregation scope has been revised to include all business sites of OCI Company, including the Iksan plant, with figures adjusted accordingly from 2022.
2) COD has been replaced with TOC for monitoring purposes since 2022: Started reporting by converting COD values to TOC values in 2023.
3) Includes only sulfur dioxide (SO₂) emissions.
4) Performance data will be available through the Ministry of Environment’s system from August 2024 and can be included in the following year’s report
5) Input errors in data for 2023 have been corrected (Unit Changes: water pollutants, air pollutants, hazardous substances).

Consolidated Financial Statements
Independent Auditor’s Report
ESG Data
GRI Index
TCFD
SASB Index
GHG Verification Statement
Third-Party Assurance Statement
Product List
Global Network
UNGC
Key Association Memberships

ESG Data

Social Performance

Employees

Category		Unit	2021	2022	OCI Holdings		OCI Company ⁴⁾		OCI SE		OCI TRS		OCIE & Others		Others		
					2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	
Employees	Total Executives and Employees		Persons	1,571	1,636	63	76	1,614	1,615	93	94	827	1,019	210	234	87	96
	Total Executives		Persons	32	36	13	21	33	34	2	3	9	7	16	10	6	8
Executives	Gender ¹⁾	Female	Persons	4	4	3	5	2	2	0	0	1	0	2	1	0	0
		Male	Persons	28	32	10	16	31	32	2	3	8	7	14	9	6	8
	Age	Under 30	Persons	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		30–49	Persons	6	5	1	6	8	8	0	0	1	2	7	3	0	0
		50 and Over	Persons	26	31	12	15	25	26	2	3	8	5	9	7	6	8
	Employment Type	Full-time	Persons	28	32	9	17	30	31	2	2	5	7	16	10	6	8
		Part-time	Persons	4	4	4	4	3	3	0	1	4	0	0	0	0	0
	Registration	Registered	Persons	7	7	7	6	5	5	1	1	4	4	–	–	4	3
		Non-registered	Persons	25	29	6	15	28	29	1	2	5	3	–	–	2	5
	Employees	Total Employees		Persons	1,539	1,600	50	55	1,581	1,581	91	91	818	1,012	194	224	81
Gender		Female	Persons	–	–	21	24	106	84	4	4	143	166	56	63	18	21
		Male	Persons	–	–	29	31	1,475	1,497	87	87	675	846	138	161	63	67
Age		Under 30	Persons	122	179	5	6	224	211	4	5	313	397	44	56	16	16
		30–49	Persons	1,042	1,042	41	44	982	978	69	71	463	571	85	99	39	45
		50 and Over	Persons	375	379	4	5	375	392	18	15	42	44	65	69	26	27
Region		Republic of Korea	Persons	1,539(352) ²⁾	1,600(335) ²⁾	49 ⁵⁾	53	1,614	1,615	91	91	–	83	0	0	81	88
		Vietnam	Persons	50	48	–	0	1 ³⁾	1	–	0	–	0	0	0	0	0
		China	Persons	376	365	–	0	11 ³⁾	276	–	0	–	2	0	0	0	0
		Japan	Persons	6	6	–	0	1 ³⁾	8	–	0	–	0	0	0	0	0
		USA	Persons	205	209	–	0	4 ³⁾	2	–	0	–	0	194	224	0	0
		Philippines	Persons	44	44	–	0	1 ³⁾	1	–	0	–	0	0	0	0	0
		Malaysia	Persons	603	770	1 ⁵⁾	2	57 ³⁾	54	–	0	818	927	0	0	0	0
		Employment Type	Regular	Persons	1,473	1,557	46	52	1,535	1,504	88	90	812	998	194	215	74
Contract		Persons	66	43	4	3	46	77	3	1	6	14	0	9	7	6	
Position		Team Manager	Persons	68	78	6	8	70	69	8	7	14	30	24	17	17	19
		Manager	Persons	257	266	23 ⁶⁾	27	247	250	16	20	65	84	26	45	39	39
		Associate	Persons	116	122	9	11	124	121	14	9	–	1	40	44	17	21
		Researcher	Persons	66	65	0	0	74	74	0	0	–	0	0	0	0	0
		Technical Worker	Persons	953	1,010	0	0	1,016	971	51	51	649 ⁴⁾	749	98	109	0	0
		Others	Persons	79	59	12 ⁶⁾	9	50	96	2	4	90	148	6	9	8	9

1) Gender-disaggregated reporting has been applied since 2023. 2) Figures in parentheses indicate employee counts from domestic subsidiaries. 3) Refers to OCI Company expatriates dispatched to the respective regions. 4) 2023 data has been reported using corrected figures. 5) 2023 data has been reported using corrected figures (Overseas assignees are counted under their assigned region). 6) 2023 data has been revised (Reason: Managers now exclude secretarial positions; 'Others' now includes secretarial positions).

Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

ESG Data

Social Performance

Employee Diversity

Category		Unit	2021	2022	OCI Holdings		OCI Company ⁴⁾		OCI SE		OCI TRS		OCIE & Others		Others	
					2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023 ²⁾	2024
Female	Percentage of female employees	%	6.7	6.7	38.1	38.2	6.7	5.3	4.3	4.3	17.4	16.3	27.6	27.4	20.7	21.9
	Proportion of Females in Management Positions ³⁾	Persons	6.7	7.2	28.6	34.2	6.7	5.3	4.3	4.3	16.7	13.7	12.9	25.2	34.5	33.3
	Number of Females in Lower-Level Managerial Positions	Persons	97	111	13	19	101	79	4	4	68	39	19	35	16	17
	Number of Females in Executive-Level Managerial Positions	Persons	0	1	3	5	1	1	0	0	1	0	2	1	0	0
	Female Managers in Revenue-Generating Departments	Persons	24	26	–	0	24	10	0	0	5	4	0	8	–	0
	Female Managers in STEM positions	Persons	44	51	2	2	51	51	0	0	64	97	6	15	14	15
Nationality ¹⁾	Republic of Korea	Persons	–	–	58	70	1,609	1,609	93	94	74	83	8	6	33	95
	USA	Persons			3	3	1	1	–	–	153	0	190	223	0	0
	Malaysia	Persons			–	1	0	0	–	0	0	927	0	0	0	0
	Others	Persons			2	2	4	5	–	0	–	2	12	5	0	0
Persons with Disabilities		Persons	19	18	0	0	17	15	1	–	0	0	8	4	0	0
National Meritorious Persons	National Meritorious Persons	Persons	50	45	1	0	44	44	–	–	–	0	14	12	0	0

1) Started classifying and disclosing employee nationality in 2023 for OCI Holdings and select subsidiaries.
2) Data has been revised due to changes in the classification criteria for management positions by employee type.
3) he percentage of female managers has been recalculated based on the revised classification criteria for management positions (female managers / total number of employees).
4) OCI Company’s criteria for classifying female managers by category (Junior Management: operational-level managers, Executive Level: includes up to two levels below the CEO, Revenue-Generating Departments: includes sales departments: excludes support, departments such as HR, IT, and Legal, STEM Roles: refers to women working in roles related to Science, Technology, Engineering, and Mathematics

New Hires

Category		Unit	2021	2022	OCI Holdings		OCI Company		OCI SE		OCI TRS		OCIE & Others		Others	
					2023 ¹⁾	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Total Number of New Hires		Persons	173	204	20	25	174	152	5	4	143	285	67	90	16	12
Gender	Female	Persons	23	29	10	10	24	14	0	0	27	33	21	15	3	3
	Male	Persons	150	175	15	17	150	138	5	4	116	252	46	75	13	9
Age	Under 30	Persons	88	118	5	5	104	73	1	0	100	177	20	36	6	3
	30-49	Persons	73	73	17	15	56	53	4	3	33	95	34	35	6	5
	50 and Over	Persons	12	13	3	7	14	26	0	1	10	13	13	19	4	4

1) The 2023 figure has been revised to reflect changes in the criteria used to define new hires.

Consolidated Financial Statements
Independent Auditor’s Report
ESG Data
GRI Index
TCFD
SASB Index
GHG Verification Statement
Third-Party Assurance Statement
Product List
Global Network
UNGC
Key Association Memberships

ESG Data

Social Performance

Turnovers & Resignations

Category		Unit	2021	2022	OCI Holdings ²⁾		OCI Company		OCI SE		OCI TRS		OCIE & Others		Others		
					2023 ³⁾	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	
Total Number of Turnovers		Persons	147	138	5	9	205	168	6	2	78	74	84	69	11	3	
Gender	Female	Persons	15	16	2	3	32	35	0	0	9	12	19	13	1	0	
	Male	Persons	132	122	3	6	173	133	6	2	69	62	65	56	10	3	
Age	Under 30	Persons	36	35	2	3	41	61	0	0	40	41	27	21	0	0	
	30-49	Persons	80	68	2	4	93	49	3	0	29	30	42	30	3	2	
	50 and Over	Persons	31	35	1	2	71	58	3	2	9	3	15	18	8	1	
Diversity	Nationality	Republic of Korea	Persons	-	-	5	5	205	168	6	2	-	2	-	3	11	3
		USA	Persons	-	-	0	1	0	0	0	0	-	0	-	62	0	0
		Malaysia	Persons	-	-	0	1	0	0	0	0	-	72	-	0	0	0
		Others	Persons	-	-	0	2	0	0	0	0	-	0	-	4	0	0
		France	Persons	-	-	0	0	0	0	0	0	-	0	-	0	0	0
		Canada	Persons	-	-	0	0	0	0	0	0	-	0	-	0	0	0
Total Turnover Rate (Resignation Rate)		%	8.7	7.9	7.9	11.8	11.5 ⁵⁾	11.0 ⁵⁾	6.5 ⁴⁾	2.1	9.4	7.3	40.0	29.5	12.6 ⁴⁾	3.1	
Voluntary Turnover Rate ¹⁾		%	64.6	65.2	6.3	6.6	42.9	48.8	2.3	0	8.7	6	6	77.5	8	3	

1) Data for 2021 and 2022 are based on pre-split OCI Company
2) Calculated based on the number of voluntary resignations in 2023 as a percentage of the total number of employees at year-end following the corporate split.
3) Errors arising from post-split data calculations have been corrected.
4) Data entry errors for 2023 have been corrected.
5) OCI Company Turnover Rate Formula: [Number of Resignees / (Year-end Total Employees + Resignees)] × 100

Salary and Compensation

Category		Unit	2021	2022	2023	2024
Executives	Average Base Salary – Female Executives	KRW	-	249,335,705	418,446,267	329,310,852
	Average Base Salary – Male Executives	KRW		249,335,705	418,446,267	329,310,852
Managerial-Level	Average Base Salary – Male Managers	KRW	-	-	83,588,083	84,926,654
	Average Base Salary – Female Managers	KRW			73,153,868	75,010,668
Non-Managerial	Average Base Salary – Male Staff	KRW	-	-	71,046,810	74,529,416
	Average Base Salary – Female Staff	KRW			49,411,035	58,371,600

Category		Unit	2021	2022	2023	2024
Gender Pay Gap ¹⁾	Average Gender Pay Gap	%	-	65	79.0 ³⁾	86.5
	Median Gender Pay Gap	%		49	81.0 ³⁾	89.5
	Average Bonus Gap	%		91	79.0 ³⁾	80.1
	Median Bonus Gap	%		89	81.0 ³⁾	77.5
Retirement Pension ²⁾	Present Value of Defined Benefit Obligation	KRW	166,551,101	155,784,569	24,472,530,875	18,647,449,347
	Fair Value of Plan Assets	KRW	162,644,797	196,633,735	26,107,069,425	19,660,961,163

1) Disclosures began in 2022 (excluding registered executives: male/female combined reporting).
2) Based on separate financial statements in the OCI Holdings business report.
3) Revised after identifying omissions in average salary calculation among current employees.



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

ESG Data

Social Performance

Human Rights–Related Violations and Actions Taken

Category		Unit	2021	2022	OCI Holdings	
					2023	2024
Total Number of Human Rights Incidents/Reports		Cases	2	0 ²⁾	2	0
By Type	Discrimination	Cases	0	0	0	0
	Sexual Harassment & Bullying	Cases	2	0	2	0
Human Rights Incident Resolution Rate ¹⁾		%	100	100	100	–
Number of Disciplinary Actions Among Resolved Case		Cases	–	–	–	–

1) The percentage of reported cases that were closed with appropriate actions taken following fact–checking and investigation.
2) The criteria for calculating ethics and compliance violations were changed to include all reported cases; data from 2021–2023 have been corrected accordingly.

Training

Category			Unit	2021	2022	2023 ¹⁾	2024
Environmental Training	Number of Participants		Persons	323	1,198	50	55
	Completion Rate		%	-	-	100	100
Ethics Training	Number of Participants		Persons	251	1,566	56	59
	Completion Rate		%	100	100	100	100
Average Training Hours	Per Person		Hr/Person	43	52.9	28.0	45.0
	Gender	Female	Hr/Person	40.5	47.6	31	42
		Male	Hr/Person	43.6	53.3	24	46
	Age	Under 30	Hr/Person	-	-	-	58
		30-49	Hr/Person			-	48
		50 and Over	Hr/Person			-	30
	Average Training Expense	Per Person		KRW	-	-	1,593,916
Gender		Female	KRW			-	1,485,036
		Male	KRW			-	2,163,324
Age		Under 30	KRW			-	1,375,292
		30-49	KRW			-	1,885,070
		50 and Over	KRW			-	2,254,127

1) Data corrected due to changes in the criteria for environmental training participants (executives excluded) and scope of ethics training at OCI Holdings.

Social Contribution

Category	Unit	2021	2022	2023 ¹⁾	2024
Social Contribution Donations	KRW 1 Mil.	288	389	1,476	180
Social Contribution Expenses	KRW 1 Mil.	108	114	239	217

1) Following the transition to a holding company in 2023, OCI Holdings took the lead in corporate social responsibility activities, resulting in a significant increase in donations and related expenditures.

Performance Evaluation

Category	Unit	2021	2022	2023	2024
Percentage of Employees Who Received a Performance Evaluation	%	98.6	97.7	76.8 ¹⁾	84.3

1) The calculation formula was revised and results recalculated accordingly.

Parental Leave

Category	Unit	2021	2022	OCI Holdings		OCI Company		OCI SE		OCI TRS		OCIE & Others		Others	
				2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Number of Male Employees that Took Parental Leave	Persons	5	5	0	0	0	3	0	0	–	58	0	0	0	0
Number of Female Employees that Took Parental Leave	Persons	13	11	1	1	7	3	0	0	–	7	0	1	1	1

Labor Union Membership

Category	Unit	2021	2022	OCI Holdings	
				2023	2024
Labor Union Membership Ratio	%	99.7	99.7	–	–



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

ESG Data

Social Performance

Industrial Accidents

Category		Unit	2021	2022	OCI Holdings		OCI Company		OCI SE ¹⁾		OCI TRS		OCIE & Others ⁴⁾		Others ¹⁾	
					2023 ²⁾	2024	2023 ²⁾	2024	2023	2024	2023	2024	2023	2024	2023	2024
Employee Industrial Accidents	Number of Casualties	Persons	4	6	0	0	11	6	0	1	5	12	6	6	0	0
	Number of Fatalities	Persons	0	0	0	0	0	0	0	0	0	2	0	0	0	0
	Accident Rate	%	0.26	0.37	0	0	0.68	0.37	0	0	0.64	1.4	0 ³⁾	7.26	0	0
	Frequency Rate	%	1.06	1.64	0	0	3.34	1.67	0	1.06	2.62	6.6	0 ³⁾	37.73	0	0
	LTIFR(Lost-time injuries frequency rate)	–	1.06	1.64	0	0	3.34	1.67	0	–	1.57	5.2	4.68(MSE)	14.51	0	0
	TRIR(Total recordable incident rate)	–	–	–	0	0	1.09	0.67	0	–	2.62	6.6	0.90(MSE), 6.20(OCIAL)	3.48	0	0
Suppliers’ Industrial Accidents	Number of Casualties	Persons	–	–	0	0	6	5	1(Near-miss)	1	5	12	–	–	3	1
	Number of Fatalities	Persons			0	0	0	0	0	0	0	0	–	–	0	0
	Accident Rate	%			0	0	0.23	0.18	–	–	0.34	0.5	–	–	–	0.4
	Mortality Rate	%			0	0	0	0	0	0	0	0	–	–	0	0.0
	LTIFR(Lost-time injuries frequency rate)	–			0	0	3.14	2.49	–	–	0.41	1.7	–	–	–	0.03
	TRIR(Total recordable incident rate)	–			0	0	1.46	0.8	–	–	1.02	2.2	–	–	–	0

1) OCI SE and DCRE are currently unable to calculate work hours due to the nature of businesses. Reporting of accident rate, LTIFR and TRIR will follow once relevant systems are in place.

2) Started calculating industrial accident rates, LTIFR, and TRIR for OCI Company’s suppliers in 2023.

3) Data errors have been corrected.

4) Based on the data of MSE and OCI AL which carry out production-related activities.



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

ESG Data

Governance and Economic Performance

Board Composition

Category		Unit	2021	2022	2023	2024
Number of Directors		Persons	9	7	7	6
By Type	Number of Executive Directors	Persons	3	3	3	2
	Number of Outside Directors	Persons	5	4	4	4
	Number of Non-executive Directors	Persons	1	0	0	0
Gender	Number of Female Directors	Persons	2	2	2	2
	Number of Male Directors	Persons	7	5	5	4

Participation in the Board of Directors and Board Meetings

Category		Unit	2021	2022	2023	2024
Participation	Average Attendance Rate	%	99	92	95	100
	Average Tenure	Years	9.1	10.1	9.5	7.19
Number of Board Meetings	Regular	Meetings	12	11	11	11
	Special	Meetings	1	3	1	6
	Total	Meetings	13	14	12	17
Agenda Items ¹⁾	Number of Agenda Items	Items	–	–	28	32
	Number of ESG-Related Agenda Items ²⁾	Items	–	–	0	1
	Number of Approved Agenda Items	Items	–	–	28	32
	Number of Approved ESG-Related Agenda Items ²⁾	Items	–	–	0	1

1) Data not collected for 2021 and 2022 due to pre-split operations.

2) ESG-related agenda items approved by the Board of Directors has been additionally reported.

Stock Ownership

Category		Unit	2021	2022	2023	2024
Stock Ownership of Management	CEO Shareholding Ratio ¹⁾	%	0	0	0	0
	Shareholding Ratio of Executives (Excluding CEO)	%	5.1	5.1	6.6	7
Major Shareholders (5% or More)	Government Shareholding Ratio	%	9.8	8.4	10.1	7.8
	Shareholding Ratio of Largest Shareholder	%	5.4	5.4	7.4	7.7
	Shareholding Ratio of Related Parties ²⁾	%	10.4	10.4	13.9	14.6

1) Includes the number of shares owned by the CEO.

2) Includes shares held by related parties owning 5% or more, excluding the largest shareholder.

Management-to-Employee Compensation Ratio

Category	Unit	2021	2022	2023	2024
CEO Compensation ¹⁾	KRW 1,000	833,992	876,721	598,190 ³⁾	1,023,455
Average Employee Compensation ²⁾	KRW 1,000	88,800	95,833	133,220	126,514
CEO-to-Employee Compensation Ratio	Times	9.39	9.15	4.49	8.09

1) CEO compensation refers to remuneration for the company’s President & CEO (Representative Director).

2) Average employee compensation refers to per capita annual salary disclosed in the business report.

3) Compensation for 2023 reflects 8 months of remuneration following CEO’s appointment in May 2023.

Corporate Tax Payment

Category	Unit	2021	2022	2023	2024
Pre-tax Profit	KRW 1,000	401,095,514	753,863,041	532,950,437	175,646,196
Nominal Tax Amount (Tax Liability by Applicable Tax Rate)	KRW 1,000	–70,585,732	32,791,440	75,018,108	61,922,558
Corporate Tax Paid	KRW 1,000	–7,733,665	2,391,163	40,339,369	1,489,173

Association Membership Fees and Donations

Category		Unit	2021	2022	2023	2024
Total Association Membership Fees and Donations		KRW 1,000	403,999	434,303	36,035	36,218
Political Donations ¹⁾		KRW 1,000	0	0	0	0
Contributions to Industry Associations		KRW 1,000	403,999	434,303	36,035	36,218
Key Associations (2021~2022) ²⁾	Korea Chemical Industry Association (KCIA)	KRW 1,000	65,292	62,124	–	–
	International Isocyanate Institute	KRW 1,000	28,660	41,698	–	–
	Korea Chlor-Alkali Industry Association	KRW 1,000	32,400	32,400	–	–
	International Tar Association	KRW 1,000	5,364	7,926	–	–
	Korea Chemicals Management Association	KRW 1,000	3,380	2,380	–	–
2Key Associations (From 2023) ²⁾	Korea Listed Companies Association	KRW 1,000	–	–	18,835	13,510
	Seoul Chamber of Commerce and Industry	KRW 1,000	–	–	14,320	19,728
	Korea Investor Relations Association	KRW 1,000	–	–	1,900	0
	Korea Listed Companies Association (Audit Committee)	KRW 1,000	–	–	980	980

1) In accordance with Article 31 (Restrictions on Contributions) of the Political Funds Act, OCI Holdings does not make political donations.

2) Due to the 2023 corporate spin-off and transition to a holding company, key associations differ from those in 2021 and 2022.



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

ESG Data

Governance and Economic Performance

Ethics & Compliance Risk Assessment

Category	Unit	2021 ¹⁾	2022 ¹⁾	2023 ²⁾	2024 ²⁾
Percentage of Worksites Which Conducted Ethics & Compliance Risk Assessments	%	100	100	100	100

1) Based on the business sites of the pre-spin-off OCI Company and its domestic subsidiaries subject to risk assessment for the corresponding year
2) Based on the OCI Holdings and its domestic and overseas subsidiaries subject to risk assessment for the corresponding year

Number of Ethics and Compliance-related Violations and Actions Taken ¹⁾

Category	Unit	2021	2022	OCI Holdings		OCI Company ³⁾		OCI SE		OCI TRS		OCIE & Others		Others	
				2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Total Number of Reports Received	Cases	3	1	0	0	3	0	0	0	0	0	0	0	0	2
Type	Corruption and Bribery	Cases	1	1	0	0	0	0	0	0	0	0	0	0	0
	Discrimination and Sexual Harassment	Cases	2	0	0	0	1	0	0	0	0	0	0	0	0
	Personal Information	Cases	0	0	0	0	0	0	0	0	0	0	0	0	0
	Money Laundering and Internal Transactions ²⁾	Cases	–	–	0	0	0	0	0	0	0	0	0	0	0
	Conflicts of Interest ²⁾	Cases	–	–	0	0	2	0	0	0	0	0	0	0	2
Number of Substantiated Cases Out of Reported Received		Cases	0	1	0	0	2	0	0	0	0	0	0	0	1
Number of Cases Handled Out of Substantiated Cases		Cases	0	1	0	0	2	0	0	0	0	0	0	0	1
Number of Cases by Type of Disciplinary Action Out of the Total Cases Handled		Cases	0	1	0	0	1	0	0	0	0	0	0	0	1

1) The basis for calculating the number of ethics and compliance violations has been changed to the number of reports received.
Data errors from 2021 to 2023 have been corrected and restated accordingly.
2) Reporting by specific violation type has been applied since 2023.
3) Figures are based on the number of reports received by OCI Company after the 2023 corporate split.



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

GRI Index

GRI Standard		Indicator	Page	Remarks
GRI 2: General Disclosures 2021	2-1	Organizational details	100	
	2-2	Entities included in the organization’s sustainability reporting	2	
	2-3	Reporting period, frequency and contact point	2	
	2-4	Restatements of information		Restated data annotated
	2-5	External assurance	98	
	2-6	Activities, value chain and other business relationships	5, 9-15	Business Report for Period 51 > II. Business Overview > 1. Business Summary ~ 4. Sales and Orders
	2-7	Employees	85	
	2-8	Workers who are not employees	85	
	2-9	Governance structure and composition	60-61	
	2-10	Nomination and selection of the highest governance body	62	
	2-11	Chair of the highest governance body	60	
	2-12	Role of the highest governance body in overseeing the management of impacts	60, 63	
	2-13	Delegation of responsibility for managing impacts	60, 63	
	2-14	Role of the highest governance body in sustainability reporting	60, 63	
	2-15	Conflicts of interest	61	
	2-16	Communication of critical concerns	17	
	2-17	Collective knowledge of the highest governance body	63	
	2-18	Evaluation of the performance of the highest governance body	62	
	2-19	Remuneration policies	62	
	2-20	Process to determine remuneration	62	
	2-21	Annual total compensation ratio	62	
	2-22	Statement on sustainable development strategy	3-4, 19-20	
	2-23	Policy commitments	3-4, 19-20	
	2-24	Embedding policy commitments	3-4, 19-20	
	2-25	Processes to remediate negative impacts	43, 51, 64-66, 69	
	2-26	Mechanisms for seeking advice and raising concerns	43, 51, 64-66, 69	

The Global Reporting Initiative (GRI) is an international organization that provides widely recognized guidelines for ESG (Environmental, Social, and Governance) reporting and encourages companies to adopt transparent and consistent sustainability disclosure practices. OCI Holdings prepares its reports in accordance with the GRI Standards 2021, the global framework for sustainability reporting, and ensures transparent disclosure of relevant information.

GRI Standard		Indicator	Page	Remarks
GRI 2: General Disclosures 2021	2-27	Compliance with laws and regulations		Business Report for Period 51 > XI. Other Matters Necessary for Investor Protection > 3. Matters Related to Sanctions, etc.
	2-28	Membership of associations	101	
	2-29	Approach to stakeholder engagement	17-18	
	2-30	Collective bargaining agreements	88	
GRI 3: Material Topics 2021	3-1	Process to determine material topics	16	
	3-2	List of material topics	16-17	
	3-3	Management of material topics	17	
GRI 2: General Disclosures 2021	201-1	Direct economic value generated and distributed (EVG&D)	5-6, 15	
	201-2	Financial implications and other risks and opportunities due to climate change	24-25	
	201-3	Defined benefit plan obligations and other retirement plans	41, 87	
	201-4	Financial assistance received from government	-	
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	53-56	
	203-2	Significant indirect economic impacts	52-56	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	62	
	205-2	Communication and training about anti-corruption policies and procedures	68-70, 88	
	205-3	Confirmed incidents of corruption and actions taken	91	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		Business Report for Period 51 > XI. Other Matters Necessary for Investor Protection > 3. Matters Related to Sanctions, etc.
	207-1	Approach to tax	67	
GRI 207: Tax 2019	207-2	Tax governance, control, and risk management	67	
	207-3	Stakeholder engagement and management of concerns related to tax	67	
	207-4	Country-by-country reporting	67	
GRI 301: Materials 2016	301-1	Materials used by weight or volume	-	
	301-2	Recycled input materials used	-	
	301-3	Reclaimed products and their packaging materials	-	

Consolidated Financial Statements
Independent Auditor’s Report
ESG Data
GRI Index
TCFD
SASB Index
GHG Verification Statement
Third-Party Assurance Statement
Product List
Global Network
UNGC
Key Association Memberships

GRI Index

GRI Standard		Indicator	Page	Remarks
GRI 302: Energy 2016	302-1	Energy consumption within the organization	82	
	302-2	Energy consumption outside of the organization	-	
	302-3	Energy intensity	82	
	302-4	Reduction of energy consumption	82	
	302-5	Reductions in energy requirements of products, and services	26	
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	28-30	
	303-2	Management of water discharge related impacts	28-30	
	303-3	Water withdrawal	83	
	303-4	Water discharge	83	
	303-5	Water consumption	83	
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	30-32	
	304-2	Significant impacts of activities, products and services on biodiversity	30-32	
	304-3	Habitats protected or restored	30-32	
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	31	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	25, 82	
	305-2	Indirect (Scope 2) GHG emissions	25, 82	
	305-3	Other indirect (Scope 3) GHG emissions	82	
	305-4	GHG emissions intensity	82	
	305-5	Reduction of GHG emissions	25	
	305-6	Emissions of ozone-depleting substances (ODS)	-	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	84	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	-	No significant impacts
	306-2	Management of significant waste related impacts	29	
	306-3	Waste generated	83	
	306-4	Waste diverted from disposal	83	
	306-5	Waste directed to disposal	83	

GRI Standard		Indicator	Page	Remarks
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	51	
	308-2	Negative environmental impacts in the supply chain and actions taken	50-52	
GRI 3: Material Topics 2021	401-1	New employee hires and employee turnover	86	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees	41	
	401-3	Parental leave	41, 88	
GRI 403: Occupational Health and Safety 2018	402-1	Minimum notice periods regarding operational changes	-	
	403-1	Occupational health and safety management system	45-49	
	403-2	Hazard identification, risk assessment, and incident investigation	45-49	
	403-3	Occupational health services	47	
	403-4	Worker participation, consultation, and communication on occupational health and safety	45-46	
	403-5	Worker training on occupational health and safety	47-48	
	403-6	Promotion of worker health	47	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	45-49	
	403-8	Workers covered by an occupational health and safety management system	45-49	
	403-9	Work-related injuries	89	
GRI 404: Training and Education 2016	403-10	Work-related ill health	89	
	404-1	Average hours of training per year per employee	88	
	404-2	Programs for upgrading employee skills and transition assistance programs	39-41	
GRI 405: Diversity and Equal Opportunity 2016	404-3	Percentage of employees receiving regular performance and career development reviews	88	
	405-1	Diversity of governance bodies and employees	60-61, 90	
GRI 406: Non-discrimination 2016	405-2	Ratio of basic salary and remuneration of women to men	90	
	406-1	Incidents of discrimination and corrective actions taken	91	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	43, 51	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	43, 51	



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

GRI Index

GRI Standard		Indicator	Page	Remarks
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	43, 51	
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	–	
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	43-44	No related incidents
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	53-56	
	413-2	Operations with significant actual and potential negative impacts on local communities	36, 43-44, 51	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	–	
	414-2	Negative social impacts in the supply chain and actions taken	51	
GRI 415: Public Policy 2016	415-1	Political contributions	90	
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	33	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	–	
	417-1	Requirements for product and service information and labeling	–	
GRI 417: Marketing and Labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	–	
	417-3	Incidents of non-compliance concerning marketing communications	–	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	–	No related incidents

TCFD

The Task Force on Climate-related Financial Disclosures (TCFD) was established in 2015 by the Financial Stability Board (FSB) at the request of the G20 Finance Ministers and Central Bank Governors, with the aim of enhancing transparency around climate-related financial risks and opportunities. OCI Holdings discloses its climate change response efforts in alignment with the TCFD recommendations, enabling a structured approach to climate-related risk management and helping stakeholders better understand the company’s strategies and resilience.

Area	TCFD Recommendations	Page
Governance	a) Describe the board’s oversight of climate-related risks and opportunities.	24
	b) Describe management’s role in assessing and managing climate-related risks and opportunities.	
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	24-25
	b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	
	c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Risk Management	a) Describe the organization’s processes for identifying and assessing climate-related risks.	25
	b) Describe the organization’s processes for managing climate-related risks.	
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	25
	b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

SASB Index

The Sustainability Accounting Standard Board (SASB) is a non-profit organization that sets non-financial reporting standards. SASB has developed and distributes sustainability accounting standards, SASB Index. The index provides a set of industry-specific sustainability topics and recommends companies to communicate with their investors and stakeholders through consistent reports on these topics. OCI Holdings has reported in accordance with the standards for its key business segments: Chemicals and Solar Technology and Project Developers.

Topic	Code	Accounting Metric	Unit	2022	2023	2024	Remarks
Greenhouse Gas Emissions	RT-CH-110a.1	Gross global Scope 1 emissions	tCO ₂ eq	644,402	1,969,775	1,912,733	
		Percentage covered under emissions-limiting regulations	%				Not disclosed
	RT-CH-110a.2	Discussion of long term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	–			p. 25–26	
Air Quality	RT-CH-120a.1	Emissions of Nox (excluding N2O)	t	853	921	786	
		Air emissions of sulfur oxides (Sox)	t	572	543	501	
		Air emissions of volatile organic compounds (VOCs)	t		1.2	1.18	
		Air emissions of hazardous air pollutants (HAPs)	t		0.4	0.4	
Energy Management	RT-CH-130a.1, RR-ST-130a.1	Total energy consumed	TJ	18,577	55,947	55,683	
		Percentage grid electricity	%			p. 82	Disclosed separately by company
		Percentage renewable	%				Not disclosed
		Total self-generated energy	TJ			p. 82	Disclosed separately by company
Water Management	RT-CH-140a.1, RR-ST-140a.1	Total water withdrawn	t	10,018,242	14,502,387	14,564,777	
		Percentage of water withdrawn in regions with High or Extremely High Baseline Water Stress	%	0	0	0	
		Total water consumed	t	10,018,242	11,434,378	11,759,696	
		Percentage of water consumed in regions with High or Extremely High Baseline Water Stress	%	0	0	0	
	RT-CH-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Cases				Business Report > Other Matters Necessary for Investor Protection > Matters Related to Sanctions, etc.
	RT-CH-140a.3, RR-ST-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	–			p. 29, 30	
	Hazardous Waste Management	RT-CH-150a.1, RR-ST-150a.1	Amount of hazardous waste generated	t	5,354	33,918	27,884
Percentage of hazardous waste recycled			%	9.4	8.7	9.9	
RR-ST-150a.2		Number of reportable spills,	Cases				Business Report > Other Matters Necessary for Investor Protection > Matters Related to Sanctions, etc.
		Aggregate quantity of reportable spills,	t				Not disclosed
		Quantity of reportable spills recovered	t				Not disclosed
Ecological Impacts of Project Development	RR-ST-160a.1	Number and duration of project delays related to ecological impacts	–				Not disclosed
	RR-ST-160a.2	Description of efforts in solar energy system project development to address community and ecological impacts	–			p. 35	
Community Relations	RT-CH-210a.1	Discussion of engagement processes to manage risks and opportunities associated with community interests	–			p. 18	

* 2022 data is based on the standalone performance of OCI Company prior to the corporate split. The 2023 and 2024 data include OCI Holdings and its subsidiaries specified within the reporting boundary (OCI Company, OCI SE, DCRE, OCI Information & Communications, OCI TerraSus, OCIE, OCIEnergy, OCI AL, and MSE).
Any data that falls outside the defined reporting scope is annotated accordingly.
** Greenhouse gas emissions are reported only for entities subject to the Greenhouse Gas and Energy Target Management System and Emissions Trading Scheme. Emission intensity figures are reported separately for subsidiaries that operate production facilities within this group.



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

SASB Index

Topic	Code	Accounting Metric	Unit	2022	2023	2024	Remarks
Workforce Health & Safety	RT-CH-320a.1	Total recordable incident rate (TRIR) for direct employees	Ratio			p. 89	Disclosed separately by company
		Fatality rate for direct employees	Ratio	0	0	0	
		Total recordable incident rate (TRIR) for contract employees	Ratio				Not disclosed
		Fatality rate for contract employees	Ratio				Not disclosed
	RT-CH-320a.2	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	-			p. 89	
Product Design for Use-phase Efficiency	RT-CH-410a.1	Revenue from products designed for use phase resource efficiency	KRW				Not disclosed
Management of Energy Infrastructure Integration & Related Regulations	RR-ST-410a.1	Description of risks associated with integration of solar energy into existing energy infrastructure and discussion of efforts to manage those risks	-			p. 65-66	
	RR-ST-410a.2	Description of risks and opportunities associated with energy policy and its impact on the integration of solar energy into existing energy infrastructure	-			p. 65-66	
Safety and Environmental Stewardship of Chemicals	RT-CH-410b.1	Percentage of products that contain GHS1) Category 1 and 2 Health and Environmental Hazardous Substances	%				Not disclosed
	RT-CH-410b.1	Percentage of products that contain GHS1) Category 1 and 2 Health and Environmental Hazardous Substances that have undergone a hazard assessment	%				Not disclosed
	RT-CH-410b.2	Discussion of strategy to manage chemicals of concern and develop alternatives with reduced human and/or environmental impact	-			p. 33	
Product End-of-life Management	RR-ST-410b.1	Percentage of products sold that are recyclable or reusable	%				Not disclosed
	RR-ST-410b.2	Weight of end-of-life material recovered, percentage recycled	%				Not disclosed
	RR-ST-410b.3	Percentage of products by revenue that contain IEC 624742)	%				Not applicable
	RR-ST-410b.4	Description of approach and strategies to design products for high value recycling	-				Not disclosed
Genetically Modified Organisms	RT-CH-410c.1	Percentage of products by revenue that contain genetically modified organisms (GMOs)	%				Not applicable
Materials Sourcing	RR-ST-440a.1	Description of the management of risks associated with the use of critical materials	-			p. 65-66	
	RR-ST-440a.2	Description of the management of environmental risks associated with the polysilicon supply chain	-			p. 65-66	
Management of the Legal and Regulatory Environment	RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	-			p. 36, 65-66	
Operational Safety, Emergency Preparedness and Response	RT-CH-540a.1	Process Safety Incidents Count (PSIC)	Cases				Not disclosed
		Process Safety Total Incident Rate (PSTIR)	Ratio				Not disclosed
		Process Safety Incident Severity Rate (PSISR)	Ratio				Not disclosed
	RT-CH-540a.2	Number of transport incidents	Cases				Not disclosed
Activity Metric	RT-CH-000.A	Production of basic chemical business	t	121,000	105,000	101,000	
		Production of carbon chemical business	t	1,030,000	1,036,000	1,087,000	
	RR-ST-000.A	Total capacity of photovoltaic (PV) solar modules produced	MW				Not disclosed
	RR-ST-000.B	Total capacity of completed solar energy systems	MW			p. 10	
	RR-ST-000.C	Total project development assets	-				Not disclosed

1) Globally Harmonised System of Classification and Labelling of Chemicals
2) IEC 62474 (Material Declaration for Products of and for the Electrotechnical Industry) developed by the International Electrotechnical Commission



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

GHG Verification Statement

To readers of OCI Holdings Integrated Report 2024

Introduction

DNV Business Assurance Korea Ltd. (“DNV”) was commissioned by OCI Holdings Company Ltd. (“Company”) to perform third-party verification of Greenhouse Gas Statement for the calendar year 2024 of the company and its subsidiaries participating in the Korea Emission Trading Scheme(Korea “ETS”). The company is responsible for the preparation of the GHG statement on the basis set out within the guidelines on the operation of GHG-ETS(Notification No. 2024-155 of Ministry of Environment). The Company has full responsibility of the GHG statement. According to terms of contract, DNV expressly disclaims any liability or responsibility for any decisions, based upon the verification opinion.

Scope of Verification

The GHG emissions data covered by our verification is based on the GHG statement submitted to the competent authority.

- Organizational boundary: OCI Holdings and its subsidiaries participating in the K-ETS (OCI company and OCI SE)
- Operational boundary: Direct Emissions (Scope 1) and Indirect Emissions (Scope 2)
- Reporting period: 2024.01.01 ~2024.12.31

Verification Approach

The verification has been conducted in accordance with the verification principles and tasks outlined in the guidelines on the operation of GHG-ETS (Notification No. 2024-155 of Ministry of Environment) and the verification guideline for GHG-ETS (Notification No. 2024-169 of Ministry of Environment) based upon a reasonable level of assurance. DNV planned and concluded our work so as to obtain all the information and explanations deemed necessary to provide us with sufficient evidence to provide a verification opinion with 5.0%/2.5%¹⁾ materiality level. As part of the verification process, we have reviewed as follows:

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

Conclusions

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

- DNV presents an ‘Unmodified’ opinion on Greenhouse Gas Emissions

1) OCI Holdings: 2.5%, OCI Company and OCISE: 2.5%

	Greenhouse Gas Emissions (tCO ₂ eq.)			Energy Consumption (TJ)
	Direct emission (Scope 1)	Indirect emissions (Scope 2)	Total emissions	
OCI Holdings	401.776	738.949	1,140	22
OCI Company	621,879.923	565,369.947	1,187,245	18,408
OCI SE	1,290,450.911	99.371	1,290,550	23,775

* In order to report the GHG emissions and Energy consumption as an integer, the value on the opinion might be different from the actual number with ± 1tCO₂-eq.

** The GHG emission is based on emissions for surrender of emission permits.

22 May 2025 Seoul, Korea
DNV Business Assurance Korea Ltd.
Country Representative Lee, Jang Sup



DNV

DNV BUSINESS ASSURANCE

This Verification Opinion is valid as of the date of the issuance. Please note that this Verification Opinion would be revised if any material discrepancy which may impact on the Greenhouse Gas Emissions of the company is subsequently brought to our attention. In the event of ambiguity or contradiction in this opinion between English version and Korean version, Korean shall be given precedent.



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

Third-Party Assurance Statement

To readers of OCI Holdings Integrated Report 2024

Introduction

Korea Management Registrar (KMR) was commissioned by OCI Holdings to conduct an independent assurance of its INTEGRATED REPORT 2024 (the “Report”). The data and its presentation in the Report is the sole responsibility of the management of OCI Holdings. KMR’s responsibility is to perform an assurance engagement as agreed upon in our agreement with OCI Holdings and issue an assurance statement.

Scope and Standards

OCI Holdings described its sustainability performance and activities in the Report. Our Assurance Team carried out an assurance engagement in accordance with the AA1000AS v3 and KMR’s assurance standard SRV1000. We are providing a Type 2, moderate level assurance. We evaluated the adherence to the AA1000AP (2018) principles of inclusivity, materiality, responsiveness and impact, and the reliability of the information and data provided using the Global Reporting Initiative (GRI) Index provided below. The opinion expressed in the Assurance Statement has been formed at the materiality of the professional judgment of our Assurance Team.

Confirmation that the Report was prepared in accordance with the GRI standards 2021 included in the scope of the assurance. We have reviewed the topic-specific disclosures of standards which were identified in the materiality assessment process

- GRI Sustainability Reporting Standards
- Universal standards
- Topic specific standards
 - Management approach of Topic Specific Standards
 - GRI 201: Economic Performance (not included 201–4)
 - GRI 205: Anti-Corruption
 - GRI 302: Energy
 - GRI 306: Effluents and Waste
 - GRI 403: Occupational Health and Safety
 - GRI 405: Diversity and Equal Opportunity

As for the reporting boundary, the engagement excludes the data and information of OCI Holdings’ partners, suppliers and any third parties.

KMR's Approach

To perform an assurance engagement within an agreed scope of assessment using the standards outlined above, our Assurance Team undertook the following activities as part of the engagement:

- reviewed the overall Report;
- reviewed materiality assessment methodology and the assessment report;
- evaluated sustainability strategies, performance data management system, and processes;
- interviewed people in charge of preparing the Report;
- reviewed the reliability of the Report’s performance data and conducted data sampling;
- assessed the reliability of information using independent external sources such as Financial Supervisory Service’s DART and public databases.

Limitations and Recommendations

KMR’s assurance engagement is based on the assumption that the data and information provided by OCI Holdings to us as part of our review are provided in good faith. Limited depth of evidence gathering including inquiry and analytical procedures and limited sampling at lower levels in the organization were applied. To address this, we referred to independent external sources such as DART and National Greenhouse Gas Management System (NGMS) and public databases to challenge the quality and reliability of the information provided.

Conclusion and Opinion

Based on the document reviews and interviews, we had several discussions with OCI Holdings on the revision of the Report. We reviewed the Report’s final version in order to make sure that our recommendations for improvement and revision have been reflected. Based on the work performed, it is our opinion that the Report applied the GRI Standards. Nothing comes to our attention to suggest that the Report was not prepared in accordance with the AA1000AP (2018) principles.

Inclusivity

OCI Holdings has developed and maintained different stakeholder communication channels at all levels to announce and fulfill its responsibilities to the stakeholders. Nothing comes to our attention to suggest that there is a key stakeholder group left out in the process. The organization makes efforts to properly reflect opinions and expectations into its strategies.

Materiality

OCI Holdings has a unique materiality assessment process to decide the impact of issues identified on its sustainability performance. We have not found any material topics left out in the process.

Responsiveness

OCI Holdings prioritized material issues to provide a comprehensive, balanced report of performance, responses, and future plans regarding them. We did not find anything to suggest that data and information disclosed in the Report do not give a fair representation of OCI Holdings’ actions.

Impact

OCI Holdings identifies and monitors the direct and indirect impacts of material topics found through the materiality assessment, and quantifies such impacts as much as possible.

Reliability of Specific Sustainability Performance Information

In addition to the adherence to AA1000AP (2018) principles, we have assessed the reliability of economic, environmental, and social performance data related to sustainability performance. We interviewed the in-charge persons and reviewed information on a sampling basis and supporting documents as well as external sources and public databases to confirm that the disclosed data is reliable. Any intentional error or misstatement is not noted from the data and information disclosed in the Report.

Competence and Independence

KMR maintains a comprehensive system of quality control including documented policies and procedures in accordance with ISO/IEC 17021:2015 – Requirements for bodies providing audit and certification of management systems. This engagement was carried out by an independent team of sustainability assurance professionals. KMR has no other contract with OCI Holdings and did not provide any services to OCI Holdings that could compromise the independence of our work.

June 2025 Seoul, Korea
CEO

E. J. Hwang



Consolidated Financial Statements
Independent Auditor’s Report
ESG Data
GRI Index
TCFD
SASB Index
GHG Verification Statement
Third-Party Assurance Statement
Product List
Global Network
UNGC
Key Association Memberships

Product List

Product	Molecular Formula	CAS Number	Main Applications	Company	Plant
Category – Basic Chemicals					
Polysilicon	Si	7440-21-3	Key material for solar cells and semiconductor wafers	OCI Company / OCI TerraSus	Gunsan, Korea / Sarawak, Malaysia
Hydrogen Peroxide	H ₂ O ₂	7722-84-1	Bleaching agent, disinfectant	OCI Company / P&O Chemical / Philko Peroxide	Iksan, Korea / Makati City, Philippines
Sodium Percarbonate	2Na ₂ CO ₃ ·3H ₂ O ₂	15630-89-4	Bleaching agent, disinfectant	OCI Company / OCI Alabama	Iksan, Korea / Alabama, USA
Slim Rod	Si	7440-21-3	Seed material for polysilicon production	OCI Specialty	Gongju, Korea
Ingot	Si	7440-21-3	Base material for silicon wafers	OCI Specialty	Gongju, Korea
Wafer	Si	7440-21-3		OCI Specialty	Gongju, Korea
BPMC (2-sec Butyl phenyl methyl carbamate, Fenobucarb)	C12H 17NO ₂	3766-81-2	Carbamate insecticide for rice and cotton crops	OCI Vietnam	Binh Duong, Vietnam
Frit, Composition, Printing Powder		7783-82-6	Glaze for tiles and ceramics	OCI Ferro	Ansan, Korea
Colorants		7631-86-9	Dyes for tiles and ceramics	OCI Ferro	Ansan, Korea
Media	Si	3766-81-2	Printing powder	OCI Ferro	Ansan, Korea
Category – Petrochemicals and Carbon Materials					
Carbon Black	C	1333-86-4	Pigment and reinforcing agent for rubber, ink, and electrical insulation	OCI Company	Pohang & Gwangyang, Korea / Sichuan, China
Naphthalene	C ₁₀ H ₈	91-20-3	Dye chemicals	OCI Company / Shandong OCI / MaSteel OCI Chemical	Pohang & Gwangyang, Korea / Shandong & Anhui, China
Pitch	-	65996-93-2	Binder for aluminum smelting	OCI Company / Shandong OCI / MaSteel OCI Chemical	Pohang & Gwangyang, Korea / Shandong & Anhui, China
Wash Oil	-	90640-84-9	Synthetic resins, solvents	OCI Company / Shandong OCI / MaSteel OCI Chemical	Pohang & Gwangyang, Korea / Shandong & Anhui, China
Carbon Black Oil		001-58-9	Carbon black	OCI Company / MaSteel OCI Chemical	Shandong, Anhui, China
Creosote		8001-58-9	Preservative for carbon black and wood	OCI Company / Shandong OCI / MaSteel OCI Chemical	Pohang & Gwangyang, Korea / Shandong & Anhui, China
Decant Oil	C ₆ H ₅ CH ₃	71-43-2	Synthetic resins	Shandong OCI / MaSteel OCI Chemical	Shandong & Anhui, China
Category – Energy Solutions and Others					
Solar PV Energy Development & Operation			Utility-scale solar PV plant construction, operation and electricity sales	OCI Energy	Texas, USA
Solar PV Energy Development & Operation			Distributed solar PV plant construction, operation and electricity sales	OCI Solar China	Jiaxing, Hongze, Wuxi & Yantai, China
Solar PV Modules			Solar module manufacturing	Mission Solar Energy	Texas, USA
Solar PV Trackers			Dual-axis solar tracker manufacturing	Sun Action Trackers	Texas, USA
Electricity, Steam			Electricity	OCI SE	Gunsan, Korea



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

Global Network



Republic of Korea

1. OCI Company

- Address: OCI Building, 94 Sogong-ro, Jung-gu, Seoul
- Tel: +82-02-727-9500
- Services: Basic Chemicals and Carbon Materials

2. OCI SE

- Address: 213 Saemangeum Sandan 3-ro, Gunsan-si, Jeollabuk-do
- Tel: +82-63-440-9100
- Services: Operation of Combined Heat and Power Plant

3. DCRE

- Address: 230 Dokbae-ro, Michuhol-gu, Incheon
- Tel: +82-32-830-2500
- Services: Real Estate Development

4. OCI Specialty

- Address: 110 Tancheon Industrial Complex-gil, Tancheon-myeon, Gongju-si, Chungcheongnam-do
- Tel: +82-41-851-7000
- Products: Slim Rod (Filament)

5. OCI Power

- Address: 4F, OCI Building, 94 Sogong-ro, Jung-gu, Seoul
- Tel: +82-2-3016-1100
- Products: Inverters, Solar Power Development and Operation

6. OCI Information & Communication

- Address: 8F, OCI Building, 94 Sogong-ro, Jung-gu, Seoul
- Tel: +82-2-6288-1000
- Products: Information System Consulting, Development, Management and Operation

7. OCIDream

- Address: 2F, OCI Building, 94 Sogong-ro, Jung-gu, Seoul
- Tel: +82-2-776-7511
- Services: Food Services (Colleague), Cultural Business, etc.

8. OCI-FERRO

- Address: 253-21 Wonsi-ro, Danwon-gu, Ansan-si, Gyeonggi-do
- Tel: +82-31-489-8800
- Products: Frit for Glaze, Zirconium Silicate

9. Bukwang Pharmaceutical Co., Ltd.

- Address: 7 Sangdo-ro, Dongjak-gu, Seoul
- Tel: +82-2-3016-1100
- Services: Biopharmaceutical R&D

Northeast Asia

10. OCI CHINA CO., LTD.

- Address: Room 302, Building 9, No. 696, Weihai Road, Jingan District, Shanghai, China
- Tel: +86-21-3372-2600
- Products: Polysilicon and Chemicals Sales, Business Development

11. SHANDONG OCI CO., LTD.

- Address: No.1 Hengshan Road, chemical industrial complex Xuecheng District, Zaozhuang City, Shandong Province, 277000, China
- Tel: +86-632-805-7103
- Products: Pitch, CBO, Naphthalene, and Other Products

12. MA STEEL OCI CHEMICAL CO., LTD.

- Address: No.1 Kunlunshan Road, Xuecheng District, Zaozhuang City, Shandong Province, China. 277000
- Tel: +86-555-3500-375
- Products: Pitch, CBO, Naphthalene, and Other Products

13. OCI SOLAR (CHINA) CO., LTD.

- Address: Room 501-1, No.1 Bldg., Lijing Plaza, Gaozhao Street, Xiuzhou District, Jiaxing City, Zhejiang Province, China
- Tel: +86-573-8398-0000
- Services: Solar PV Power Development and Operation

14. OCI JAPAN CO., LTD.

- Address: 3F, Mita Kokusai Building, 1-4-28 Mita, Minato-ku, Tokyo, 108-0073, Japan
- Tel: +81-3-6400-5800
- Products: Carbon Black and Chemical Products Sales, Business Development

Southeast Asia

15. OCITerraSus

- Address: Lot 600, 6th Floor, Wisma Bukit Mata Kuching, Jalan Tunku Abdul Rahman, 93100 Kuching, Sarawak, Malaysia
- Tel: +60-82-422-705
- Fax: +60-82-427-708
- Products: Polysilicon

16. OCI VIETNAM CO., LTD.

- Address: KM24, DT743 Street, Binh Thang Village, Di An Town, Binh Duong Province, Vietnam
- Tel: +84-650-375-0461
- Products: Insecticides, Disinfectants, Herbicides, Surfactants

17. PHILKO PEROXIDE CORP.

- Address: Unit 8-1, 8th Floor, BDO Towers Paseo, 8741 Paseo de Roxas, Bel-Air, Makati City 1209 NCR Fourth District
- Tel: +63-2-889-6120
- Products: Hydrogen Peroxide and Other Products

USA

18. OCIEnterprises

- Address: 8000 IH-10 West, Suite 1201, San Antonio, TX 78230, USA
- Tel: +1-210-453-3100
- Services: Holding Company

19. OCIEnergy LLC

- Address: 8000 IH-10 West, Suite 1201, San Antonio, TX 78230, USA
- Tel: +1-210-453-3100
- Services: Solar PV Power Development and Operation

20. MISSION SOLAR ENERGY LLC

- Address: 8303 S. New Braunfels Avenue, San Antonio, TX 78235, USA
- Tel: +1-210-531-8600
- Products: Solar PV Modules

21. OCIALABAMA LLC

- Address: 1455 Red Hat Road, Decatur, AL 35601, USA
- Tel: +1-256-301-5236
- Products: Sodium Percarbonate



Consolidated Financial Statements

Independent Auditor’s Report

ESG Data

GRI Index

TCFD

SASB Index

GHG Verification Statement

Third-Party Assurance Statement

Product List

Global Network

UNGC

Key Association Memberships

UNGC



The United Nations Global Compact (UNGC) is a global initiative supporting corporate sustainability and social responsibility, based on ten universal principles in the areas of human rights, labor, environment, and anti-corruption. OCI Holdings became a member of UNGC on January 22, 2024, and OCI TerraSus joined on March 12, 2025.

OCI Holdings and OCI TerraSus incorporate UNGC’s core principles into their corporate strategy, culture, and operations, and are strengthening cooperation with the United Nations and global stakeholders to reinforce their commitment to sustainable management.

The Ten Principles of the UN Global Compact (UNGC)

1. Business should support and respect the protection of internationally proclaimed human rights;
2. Make sure that they are not complicit in human rights abuses
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
4. the elimination of all forms of forced and compulsory labour
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect of employment and occupation.
7. Businesses should support a precautionary approach to environmental challenges
8. undertake initiatives to promote greater environmental responsibility
9. encourage the development and diffusion of environmentally friendly technologies.
10. Businesses should work against corruption in all its forms, including extortion and bribery.

Key Association Memberships

Category	Associations and Organizations	
OCI Holdings	• Korea Listed Companies Association (Audit Committee) • Korea Listed Companies Association • Korea Investor Relations Service	• Korea Enterprises Federation • Seoul Chamber of Commerce and Industry • United Nations Global Compact (UNGC)
OCI Company	• Petrochemical Joint Registration Consortium (PJRC) • Korea Chemicals Management Association (KCMA) • Korea Responsible Care Council (KRCC) • Korea Employers Federation (KEF) • Seoul Chamber of Commerce and Industry (SCCI) • Korea Listed Companies Association (KLCA) • Korea CFO Association • Korea IR Service Association (KIRA) • Korea Chemical Industry Association • Korea Chlor-Alkali Industry Association • International Isocyanate Institute (Triple-I)	• Korea Vinyl Environmental Council • International Tar Association • Japan Chemical Innovation and Inspection Institute • The Rubber Society of Korea • Korea Rubber Industry Association • Korea Carbon Nano Industry Association • Silicon Chemical Industry Research Association • Korea Semiconductor Industry Association (KSIA) • Korea Industrial Technology Association (KOITA), CTO Club • Korea Feed Ingredients Association • Korea International Trade Association (KITA)
OCI Power	• Korea Photovoltaic Industry Association	
OCI SE	• Jeonbuk Environmental Technicians Association • Gunsan Business Environmental Council	• Gunsan Fire Safety Association • Jeonbuk Regional Chemical Plant Council
DCRE	• Incheon Studies Association (Incorporated Association) • Incheon Business Forum	• Korea Housing Builders Association • Incheon Employers Federation
OCIE & OCI Energy	• Solar Energy Industries Association (SEIA) • Texas Solar Power Association (TSPA) • Advanced Power Association (APA) • North American Energy Markets Association (NAEMA)	• Gulf Coast Power Association (GCPA) • Women’s Energy Network (WEN) • Greater San Antonio Chamber of Commerce (SATX)
OCI TerraSus	• Sarawak Chamber Of Commerce & Industry (SCCI) • Malaysian Employers Federation (MEF)	• Federation of Malaysian Manufacturers (FMM)

OCI Holdings