

# APPROACH TO SUSTAINABLE VALUE





# 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 <sup>1)</sup>	
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 <sup>2)</sup>			
	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 <sup>2)</sup>	
Number of Intellectual Property Rights Held	712
Government R&D Projects	3

NATURAL	
Greenhouse Gas Emissions	2,478,935tCO <sub>2</sub> 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 <sup>3)</sup>

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

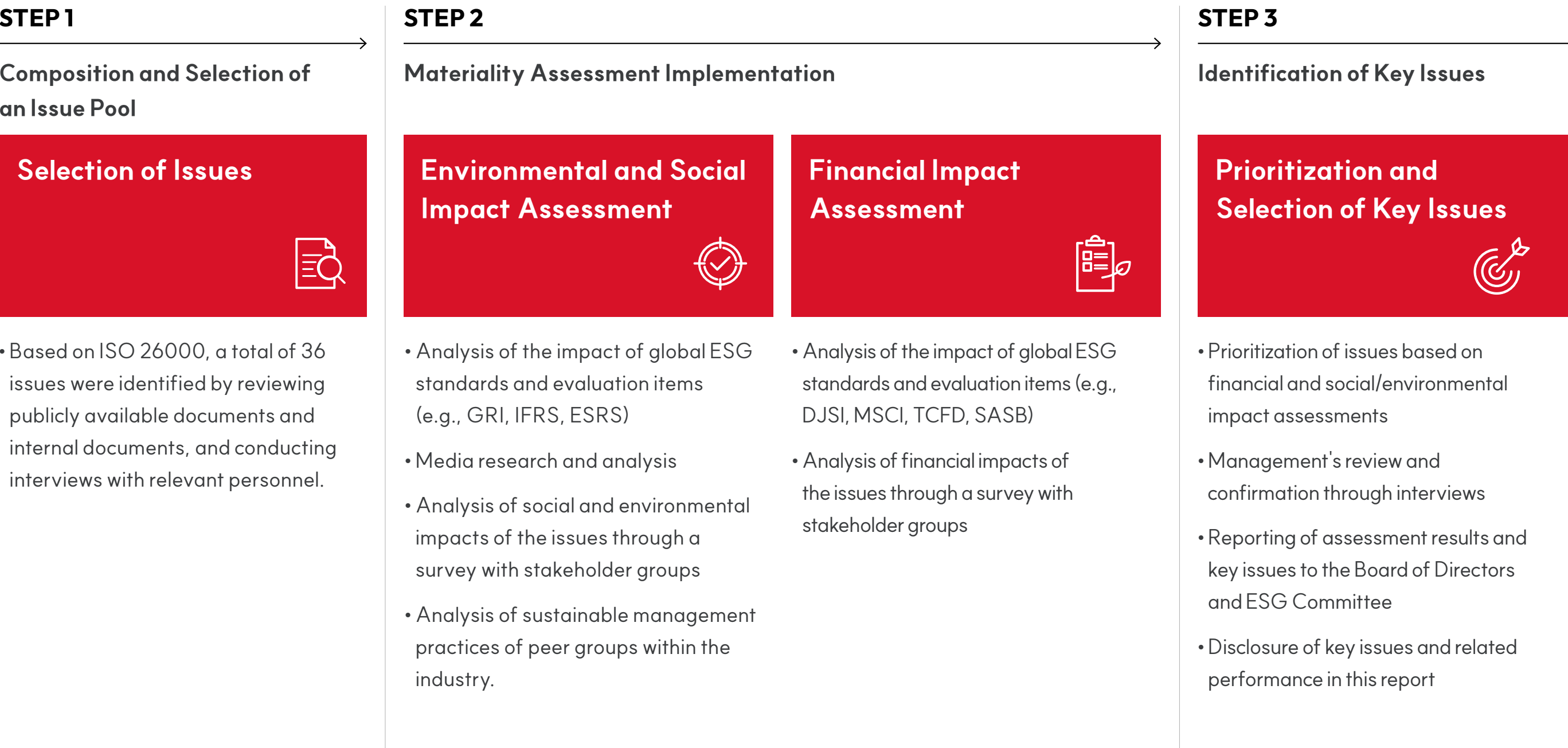
# Double Materiality Assessment

## Overview of Double Materiality Assessment

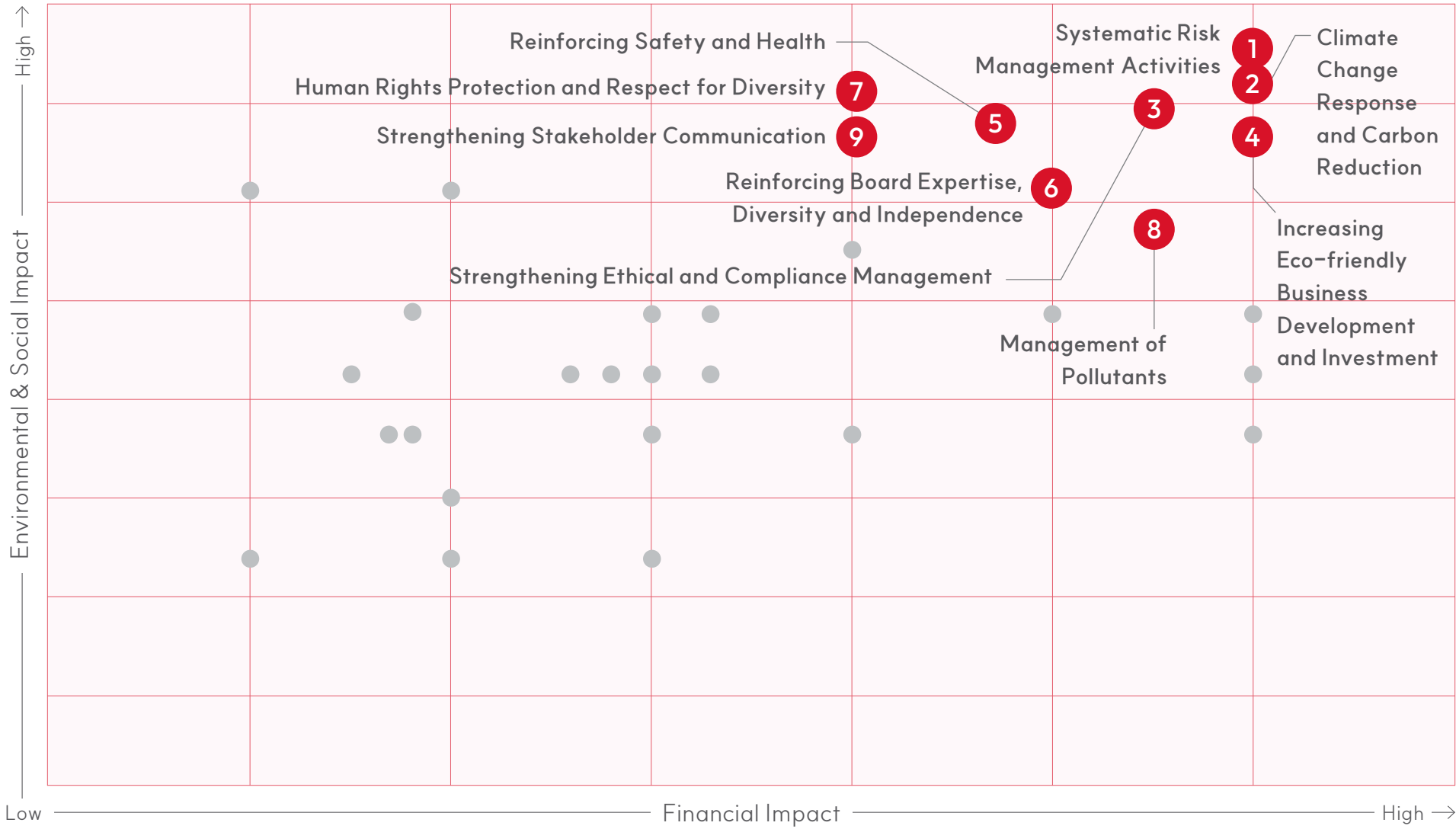
OCI Holdings conducts materiality assessments annually to identify key issues critical for carrying out sustainable management. For the 2024 double materiality assessment, OCI Holdings applied the concept of double materiality<sup>1)</sup> as outlined in the Global Reporting Initiative (GRI) Standards 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 <sup>1)</sup>	Financial Impact	Key Impacts	2024 Achievements	2025 Target	UN SDGs
1	G	Systematic Risk Management Activities	●	●	<ul style="list-style-type: none"><li>Management of corporate management stability through centralized, group-wide risk management</li><li>Decline in corporate competitiveness due to inadequate management of potential and actual risks</li></ul>	<div>OCI Holdings</div> Operated an ESG Working Group and ESG Management Council: Collected and disclosed integrated ESG data from subsidiaries <div>OCI TRS</div> Established ESG risk management framework	<div>OCI Holdings</div> Development of a comprehensive financial and non-financial risk management framework <div>DCRE</div> Identification and assessment of financial and non-financial risks	<div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div>
2	E	Climate Change Response and Carbon Reduction	●	●	<ul style="list-style-type: none"><li>Increased budget and investment costs for implementing carbon reduction measures such as facility upgrades, process improvements and emissions trading</li><li>Delayed transition to low-carbon operations and negative environmental impacts due to continued fossil fuel use</li></ul>	<div>OCI Company</div> Calculated Scope 3 greenhouse gas emissions and conducted Life Cycle Assessments (LCAs) <div>OCI TRS</div> Used hydroelectric power and signed long-term Power Purchase Agreements (PPAs) <div>Bukwang Pharm</div> Calculated Scope 1 and 2 greenhouse gas emissions and energy consumption	<div>OCI Company</div> Reduction of greenhouse gas emissions and response to climate change	<div>7</div> <div>AFFORDABLE AND CLEAN ENERGY</div> <div>13</div> <div>CLIMATE ACTION</div>
3	G	Strengthening Ethical and Compliance Management	●	⦿	<ul style="list-style-type: none"><li>Business disruptions and financial losses such as fines, legal expenses due to regulatory violations and administrative sanctions</li><li>Direct and indirect environmental, social, and economic damages caused by insufficient internal controls and regulatory violations</li></ul>	<div>OCI Company</div> Acquired ISO 37001 Anti-Bribery Management System certification and ISO 37301 Compliance Management System certification <div>Bukwang Pharm</div> Disclosed the Code of Conduct and conducted ethics and compliance training for employees	<div>OCI Group</div> Group-wide ethics training <div>OCI Power</div> Ethics Policy Training	<div>16</div> <div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div>
4	E	Increasing Eco-friendly Business Development and Investment	⦿	●	<ul style="list-style-type: none"><li>Increased R&amp;D costs for the production of eco-friendly products through the introduction of green processes and material changes</li><li>Conservation of both direct and indirect natural capital and prevention of negative environmental impacts</li></ul>	<div>OCI Group</div> Expanded green energy business by establishing a solar value chain <div>OCI Company</div> Acquired a company that produces raw materials of renewable pyrolysis oil	<div>OCI Group</div> Continued Expansion of the Solar Power Value Chain <div>OCI Company</div> Promotion of eco-friendly procurement	<div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div>
5	S	Reinforcing Safety and Health	⦿	⦿	<ul style="list-style-type: none"><li>Increased risk of occupational diseases due to acute poisoning or prolonged exposure to hazardous chemicals</li><li>Expenditures from serious industrial accidents and decreased revenue due to suspended operations</li></ul>	<div>OCI Company</div> Enhanced disclosure of data related to health and safety	<div>OCI Company</div> <div>OCI SE</div> Establishment of health and safety goals	<div>3</div> <div>GOOD HEALTH AND WELL-BEING</div>
6	G	Reinforcing Board Expertise, Diversity and Independence	○	●	<ul style="list-style-type: none"><li>Decline in stakeholder trust due to increased risks of poor management and corruption</li><li>Loss of competitiveness due to lack of innovation, failure to respond to risks and poor strategic decision-making</li></ul>	<div>OCI Holdings</div> Appointed a female outside director as Chairperson of the Board <div>OCI Company</div> Appointed an outside director as Chairperson of the Board and reinforced evaluation systems	<div>OCI Holdings</div> Maintaining transparent governance through proactive governance improvements	<div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div>
7	S	Human Rights Protection and Respect for Diversity	●	○	<ul style="list-style-type: none"><li>Human rights violations stemming from wage and working condition disparities and employment discrimination</li><li>Legal and reputational risk response costs arising from regulatory violations and social issues</li></ul>	<div>OCI SE</div> Established and disclosed human rights management policy	<div>OCI Company</div> Establishment of human rights risk management procedures and targets <div>OCI TRS</div> Establishment of employee diversity goals	<div>5</div> <div>GENDER EQUALITY</div> <div>10</div> <div>REDUCED INEQUALITIES</div>
8	E	Management of Pollutants	●	○	<ul style="list-style-type: none"><li>Poor management during product manufacturing and transportation may cause Harmful impacts on employee health and nearby communities</li><li>Continuous increase in costs for managing pollutant emissions and legal/reputational risk response costs due to regulatory violations</li></ul>	<div>OCI TRS</div> Acquired ISO 14001 Environmental Management System certification	<div>OCI Company</div> Enhancement of water-related risk analysis	<div>14</div> <div>LIFE BELOW WATER</div> <div>15</div> <div>LIFE ON LAND</div>
9	S	Strengthening Stakeholder Communication	○	⦿	<ul style="list-style-type: none"><li>A culture of transparent management is created by sharing corporate strategies and ESG activities with stakeholders</li><li>Long-term investment value is re-evaluated and trust in sustainable financing (e.g., ESG bonds, green finance) increases by transparently disclosing ESG information</li></ul>	<div>OCI Holdings</div> <div>OCI TRS</div> Membership in the UN Global Compact (UNGC)	<div>OCI Holdings</div> Continued publication of sustainability reports	<div>17</div> <div>PARTNERSHIPS FOR THE GOALS</div>




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
<div>Customers</div> <div></div>	<ul style="list-style-type: none"><li>Enhancing product safety and quality</li><li>Designing and developing eco-friendly products</li><li>Improving customer management systems and customer satisfaction</li></ul>	<ul style="list-style-type: none"><li>Customer satisfaction surveys (at least once a year, varies by subsidiary to subsidiary)</li><li>Face-to-face &amp; remote consultation channels (open all year round)</li></ul>
<div>Shareholders</div> <div></div>	<ul style="list-style-type: none"><li>Expanding market and diversifying business portfolio</li><li>Protecting shareholder rights and establishing sound governance</li><li>Strengthening financial soundness</li></ul>	<ul style="list-style-type: none"><li>General shareholders’ meetings (annually)</li><li>Disclosures, IR/PR activities (as needed, quarterly)</li><li>Integrated reports (annually)</li></ul>
<div>Employees</div> <div></div>	<ul style="list-style-type: none"><li>Improving work environment and organizational culture</li><li>Fair performance evaluation and compensation</li><li>Protecting human rights and increasing employee diversity</li><li>Strengthening employment stability and capability development</li></ul>	<ul style="list-style-type: none"><li>Labor-management councils, group-wide Consultative Groups (quarterly)</li><li>Position-specific meetings and workshops (quarterly)</li><li>Management status briefings (quarterly)</li></ul>
<div>Communities &amp; NGOs</div> <div></div>	<ul style="list-style-type: none"><li>Providing eco-friendly energy and carrying out biodiversity conservation activities</li><li>Preventing environmental and safety incidents in communities</li><li>Invigorating local economy and supporting disadvantaged groups</li></ul>	<ul style="list-style-type: none"><li>Industry-academia-government MoUs (as needed)</li><li>Social contribution activities (as needed)</li><li>Community councils (as needed)</li><li>Scholarships/OCI Art Museum (as needed)</li></ul>

Stakeholders	Key Issues and Areas of Interests	Communication Channels
<div>Suppliers</div> <div></div>	<ul style="list-style-type: none"><li>Establishing an ecosystem for mutual growth and collaborations</li><li>Reinforcing awareness of ethics and compliance</li></ul>	<ul style="list-style-type: none"><li>Workshops and meetings with suppliers (OCI Company annually, as needed)</li><li>Electronic procurement system</li></ul>
<div>Government &amp; Associations</div> <div></div>	<ul style="list-style-type: none"><li>Legal and regulatory compliance</li><li>Enhancing tax transparency</li><li>Promoting academia-industry collaboration</li></ul>	<ul style="list-style-type: none"><li>Participation in government agency meetings (as needed)</li><li>Engagement in public policies and investments (as needed)</li><li>Joint research and development projects (as needed)</li><li>Participation in industrial associations (as needed)</li></ul>
<div>Media</div> <div></div>	<ul style="list-style-type: none"><li>Transparent information disclosure</li><li>Building trust and managing communication channels</li></ul>	<ul style="list-style-type: none"><li>Website (as needed)</li><li>Press releases and communication with journalists (as needed)</li><li>Marketing activities (as needed)</li></ul>