

# KOREA OCEAN BUSINESS CORPORATION

2025 SUSTAINABILITY REPORT



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# ABOUT THIS REPORT

## Report Overview

As a specialized public institution in the maritime industry, Korea Ocean Business Corporation(hereinafter referred to as "KOBIC") has been publishing its Sustainability Report since 2022 to transparently disclose and communicate its sustainable efforts and achievements to various stakeholders. This report, the 2025 Sustainability Report, focuses on activities and outcomes based on the corporation's ESG strategy. In particular, through a Double Materiality Assessment, we have identified key issues for sustainable management and detailed our efforts in the environmental, social, and governance areas related to these issues.

## Reporting Period and Scope

Period: From January 1, 2024, to December 31, 2025.

Quantitative Performance: Data from the past three years(2023–2025) is provided to allow for trend analysis by year.

Scope: Includes the overall activities of KOBIC and sub-organizations(financial statements, etc.).

## Report Preparation Standards

This report was prepared based on the Global Reporting Initiative(GRI) Standards 2021 and the Ministry of Economy and Finance's ESG Disclosure Guidelines for Public Institutions(Finalized in Dec. 2025).

It refers to the Ten Principles of the UN Global Compact(UNGC), the UN Sustainable Development Goals(SDGs), and ISO 26000 principles. Financial performance is presented in accordance with the Korean International Financial Reporting Standards(K-IFRS) based on Separate financial statements.

## Report Verification

To ensure internal and external credibility, KOBIC has completed third-party verification by an independent verification organization. Detailed verification criteria and results can be found in the Appendix.

### Website

[www.kobic.or.kr](http://www.kobic.or.kr)

### Address

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### Department in Charge

ESG & Strategy Performance Management Team

### Phone Number

+82-51-795-1511

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# OVERVIEW

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## CEO Message



Dear citizens and valued stakeholders of the Korea Ocean Business Corporation, I am Ahn Byung-gil, the President of Korea Ocean Business Corporation.

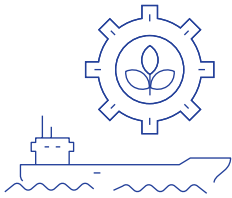
As a specialized maritime finance institution dedicated to supporting the stable growth and competitiveness of the shipping industry, KOBIC has faithfully fulfilled its roles and responsibilities to ensure our maritime sector maintains sustainable competitiveness amidst shifting global tides. The maritime industry currently stands at the center of profound transformations, including global supply chain uncertainties, stringent international maritime environmental regulations, and expanding demands for ESG disclosure. While these changes present significant challenges, they also offer a pivotal opportunity to improve the fundamental structure of our industry and bolster future competitiveness.

In response, KOBIC has progressively implemented ESG management integrated with our core business. In 2025, we achieved significant milestones: Issuance of \$300 million in Blue Bonds, the first among agencies under the Ministry of Oceans and Fisheries. Surpassing KRW 200 billion in cumulative approvals for the ESG Fund. Expanding and restructuring the Maritime Industry Crisis Response Fund to KRW 2 trillion. Implementing ship finance guarantees based on Korea's first Sustainability-Linked Loans(SLL). These achievements demonstrate our practical contribution to the industry's eco-friendly transition and the strengthening of the industrial safety net. Building on these outcomes, we will continue to drive ESG management that meets the actual needs of the field and the industry.

April 2026

**Ahn Byung-gil**

President & CEO, Korea Ocean Business Corporation

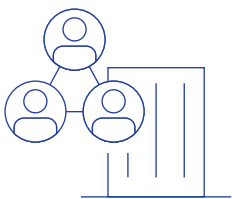
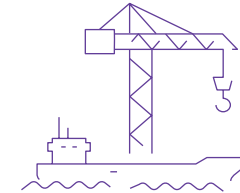


**First, we will strengthen eco-friendly finance and environmental response systems.**

By launching the 'Eco-friendly Ship Fuel Infrastructure Fund' and achieving a 100% GHG reduction rate for two consecutive years, we have solidified our environmental commitment. We will continue to practically support the industry's low-carbon transition through specialized ship finance and the development of alternative fuel infrastructure.

**Second, we will enhance shared growth and the safety net for the entire industry.**

We have worked tirelessly to resolve financial bottlenecks by providing tailored solutions for small and medium-sized shipping companies(SMEs). Moving forward, we will further expand the Crisis Response Fund and improve financial accessibility to ensure that the entire maritime ecosystem—from large carriers to SMEs—can grow together in harmony.



**Third, we will realize transparent management based on ethics and compliance.**

KOBC has bolstered its institutional credibility by obtaining ISO 37301(Compliance Management) certification alongside our existing ISO 37001(Anti-Bribery) status. We will continue to advance our internal control and risk management systems to practice a brand of "Trust Management" that is deeply felt by the public and our stakeholders.

**Dear citizens and valued stakeholders,**

KOBC will remain your most reliable partner, navigating the changing tides to ensure a sustainable and prosperous future for the maritime industry. Thank you for your continued trust and support.

# Introduction of KOBC

## General Overview

KOBC contributes to national economic development by bolstering the competitiveness of the Korean shipping industry.



**Founded**  
July 5, 2018

**Legal Basis**  
Article 1 of the Korea Ocean Business Corporation Act(Law No. 19777)



**Supervising Authority**  
Ministry of Oceans and Fisheries(MOF)

**CEO**  
Ahn Byung-gil

**Institution Type**  
Other Public Institution

**Employees**  
188 persons  
(Based on authorized quota as of Dec 31, 2025)



**Headquarters Location**  
7th Floor, Bldg. C1, 38 Maritime City 2-ro, Haeundae-gu, Busan, Republic of Korea

**Seoul Office**  
2nd Floor, Ilshin Bldg., 11 Eunhaeng-ro, Yeongdeungpo-gu, Seoul, Republic of Korea

## International Credit Rating and Certification Status

MOODY'S

Aa2

FitchRatings

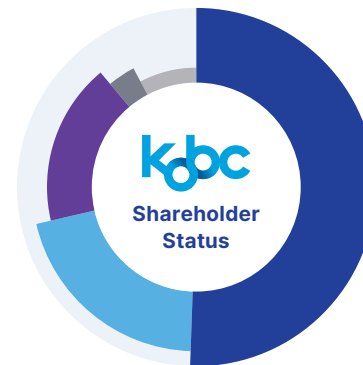
AA-

### Five Consecutive Years of Sovereign-Level Credit Ratings

Secures domestic and international funding at competitive rates based on superior credit ratings

## Capital and Shareholder Status (As of December 31, 2025)

(Unit: Million KRW)



● Government of the Republic of Korea	1,592,308(50.81%)
● Korea Development Bank(KDB)	651,963(20.80%)
● Korea Exim Bank(Export-Import Bank of Korea)	547,790(17.48%)
● Korea Asset Management Corporation(KAMCO)	104,174(3.32%)
● Others	237,640(7.58%)

Total Capital



KRW 8.66 Trillion

Paid-in Capital



KRW 3.13 Trillion

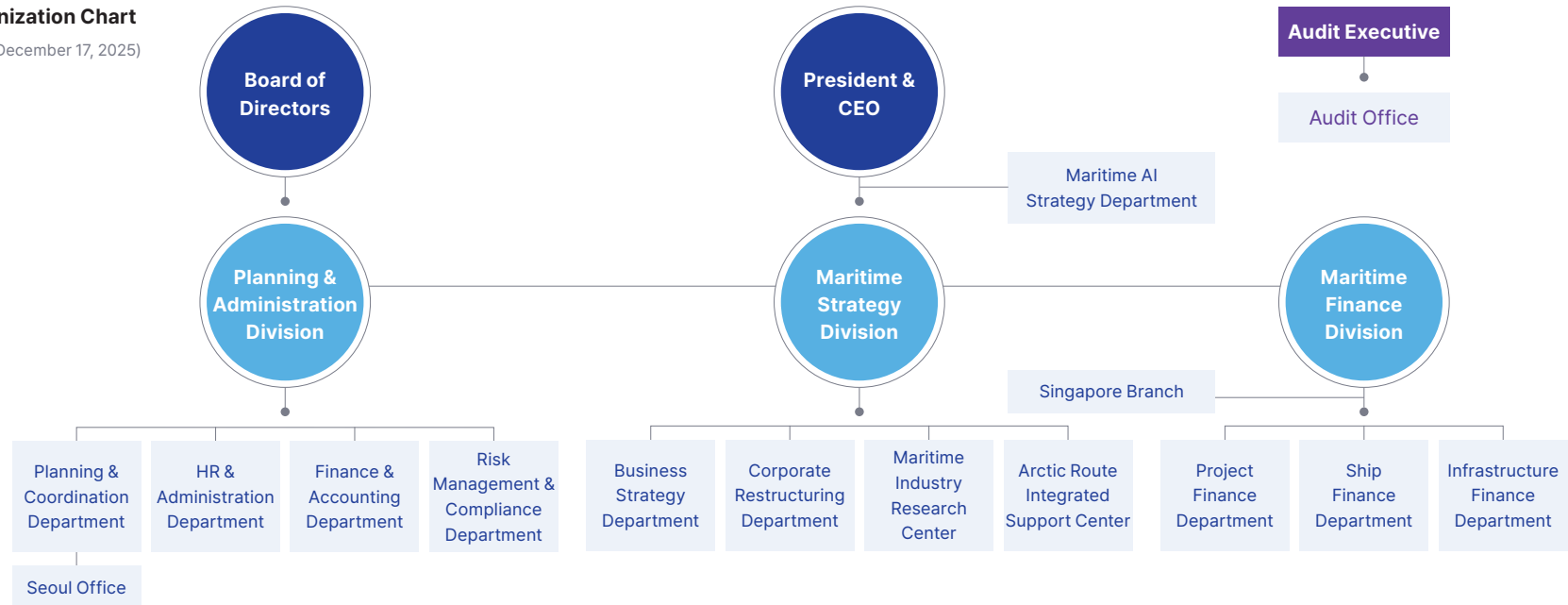
Statutory Capital



KRW 5.0 Trillion

**Organization Chart**

(As of December 17, 2025)



**Main Functions and Roles**

Under Article 11(Business) of the Korea Ocean Business Corporation Act, KOBC performs functions such as investment, financial support, asset management, market stabilization, policy execution, and industry fostering to strengthen the competitiveness of the shipping and port industries.

**Article 11 of the Korea Ocean Business Corporation Act**

1. Investment in assets related to the shipping and port industry, such as vessels and port terminals
- 2-1. Debt guarantees for funds borrowed by shipping and port operators to acquire assets related to the shipping and port industry, such as vessels and port terminals
- 2-2. Debt guarantees for funds borrowed by shipping and port operators using shipping and port-related assets as collateral
- 2-3. Debt guarantees for funds borrowed by shipping and port operators from financial institutions(under Article 2, Subparagraph 3 of the Credit Guarantee Fund Act) when support is necessary to respond to urgent economic or social crises, as prescribed by Presidential Decree
- 2-4. Bid bonds and performance guarantees related to cargo transportation contracts entered into by shipping and port operators
3. Purchase and brokerage of bonds and stocks related to the shipping and port industry
4. Acquisition, management, disposal, and entrustment of assets related to the shipping and port industry, such as vessels and port terminals
5. Investment and debt guarantees for overseas port development and overseas port logistics businesses
6. Functions as a specialized agency for supporting the maritime industry pursuant to Article 40-2, Paragraph 2 of the Marine Transport Act
7. Operation of the freight derivatives marke(Forward Freight Agreements)
8. Fostering of professional human resources in the field of shipping, port, and logistics
9. Consulting for shipping and port operators on investments in overseas logistics markets
10. Surveys and research related to the activities specified in Subparagraphs 1, 2, 2-2 through 2-4, and 3 through 9
11. Tasks entrusted by the State, local governments, or public institutions
12. Providing subsidies to shipping and port operators pursuant to government policies
13. Other tasks prescribed by Presidential Decree to establish sound transaction order and promote the development of the shipping and port industry

# Key Milestones

## 2018

07 Official launch of KOBC

## 2019

- 01 Designated as an "Other Public Institution"
- 02 Introduced Special Guarantee Products for ship eco-friendly facility upgrades
- 06 Launched the Loan Interest Support Program for small and medium-sized shipping companies
- 08 Commenced the Container Box Leasing Support Project

## 2022

- 02 Commenced operation of '1876 Busan,' a comprehensive startup support platform for maritime and port logistics
- 04 Selected as an institution with Excellent Customer Satisfaction among public institutions supervised by the Ministry of Economy and Finance
- 06 Joined the 'Fruit of Love' as a distinguished philanthropic company(Busan's 40th member)
- 07 Established the KOBC 2030 Vision and Mid-to-Long-term Strategy
- 11 Officially announced the KOBC Container Composite Index(KCCI)

## 2024

- 01 Implementation of the Amendment to the Enforcement Decree of the Korea Ocean Business Corporation Act, expanding the scope of port logistics operations
- 05 Launched the Loan Interest Support Project specifically for small and medium-sized shipping companies(SMEs)
- 06 Commenced the publication of the Port Logistics Report
- 08 Designated as a 'Specialized Agency' under the Enforcement Decree of the Supply Chain Stabilization Act, responsible for supply chain investigations and entrusted tasks  
Published the 'ESG Management Guidebook for the Shipping Industry'
- 09 Achieved Korea's first listing of domestic maritime freight indices (KCCI, KDCI) on Bloomberg
- 10 Inauguration of the 3rd President & CEO, Ahn Byung-gil
- 12 Achieved the 'Silver Grade' as a 'Distinguished Philanthropic Company' from the Fruit of Love

## 2020

- 03 Implemented Emergency Support Measures for the shipping industry in response to COVID-19
- 07 Launched the Excellent Shipper-Carrier Certificate Center
- 10 Commenced the Maritime Finance Professional Training Project
- 12 Approved the first Coastal Shipping Support Project

## 2021

- 03 Implemented the 4th financial support project for the Busan ESG Fund for Economic Vitalization(BEF)
- 07 Opened the 'Smart Maritime Center,' a hands-on maritime industry career experience center
- 08 Inauguration of the 2nd President & CEO, Kim Yang-soo
- 09 Commenced the Korean Shipping Collaboration(K-Alliance)
- 11 Issued ESG Bonds for eco-friendly ship finance and support for small/medium shipping companies
- 12 Held the Joint Labor-Management Proclamation Ceremony for ESG Management practice

## 2023

- 01 Received the Minister of Oceans and Fisheries Award at the Best Innovative Practice Contest
- 02 Launched the Global Low-Carbon Ship Policy Response support project
- 03 Held the Joint Labor-Management Proclamation Ceremony for Ethical Management
- 04 • Selected as an institution with Excellent Customer Satisfaction for two consecutive years  
• Successfully issued a \$300 million Global Bond(Debut issuance)
- 05 Guaranteed financing for a new ultra-fast passenger ship on the Pohang-Ulleung route
- 06 Launched the Maritime Industry Crisis Response Fund
- 09 Successfully issued a KRW 100 billion Formosa Bond
- 10 Approval of the Amendment to the Korea Ocean Business Corporation Act by the National Assembly
- 11 • Opened the 'Sailing Through the Ages' media art exhibition hall  
• Received the Special Award at the 'Korea Digital Management Innovation Awards'
- 12 Won the Grand Prize(E Category) for other public institutions at the '2023 ESG Management Innovation Awards'

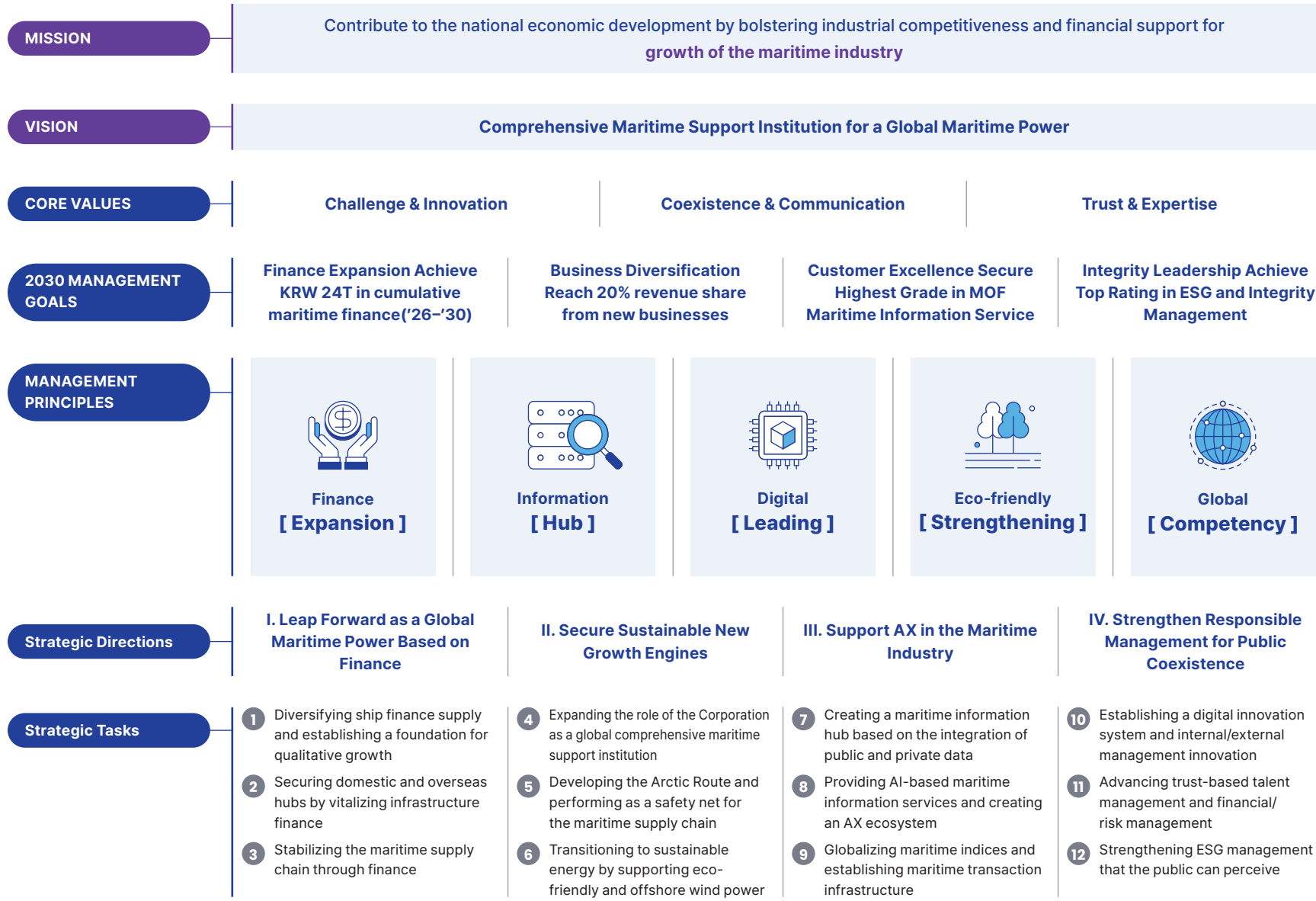
## 2025

- 01 Launched the Eco-friendly Ship Fuel Infrastructure Fund
- 05 Issued \$300 million in Blue Bonds (A first among MOF-affiliated agencies)
- 07 Labor-management Joint Ethical Management Pledge Ceremony
- 09 Expanded and restructured the Maritime Industry Crisis Response Fund to KRW 2 trillion
- 10 Implemented Korea's first Sustainability-Linked Loan(SLL) based ship finance guarantee
- 12 • Officially opened the Singapore Branch (A first for the institution)  
• ESG Support Fund Cumulative Approved Amount Reached KRW 200 Billion



# Mid-to-Long-term Management Strategy

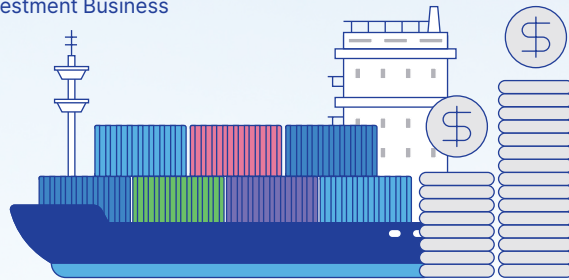
To systematically respond to future environmental changes and promote sustainable growth and development, Korea Ocean Business Corporation has established the "KOBC Mid-to-Long-term Management Goals (2026-2030)." Under the mission to "Contribute to national economic development by supporting finance for the growth of the maritime industry and strengthening industrial competitiveness" and the vision to become the "Comprehensive Maritime Support Institution for a Global Maritime Power," we have set the 2030 management goals, 5 management principles, 4 strategic directions, and 12 strategic tasks.



# Key Businesses

## Ship Finance

- Ship Acquisition Investment & Guarantees
- Asset-Based Investment & Guarantees
- Public Shipowner Business
- SME Special Support Programs
- Eco-friendly Energy Ship Support
- Bunkering Vessel Support
- Ship Fractional Investment Business



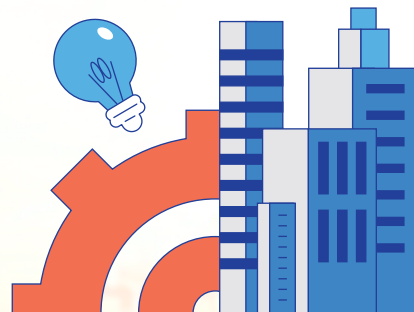
## Infrastructure / Logistics

- Port Infrastructure & Logistics Investment
- Logistics Facility Fund Operations
- Container Box Financial Support



## Management Support

- Maritime Industry Crisis Response Fund
- Credit Guarantee Business
- SME Loan Interest Support
- Eco-friendly Retrofitting Special Guarantees
- Environmental Regulation Compliance Vouchers



## Information / Policy

- Maritime Information & Freight Indices(KCCI · KDCI)
- Maritime Derivatives Market Creation
- Maritime Industry AX·DX Support
- Maritime AX Ecosystem & Data Hub
- Arctic Route Integrated Support System
- SME Consulting Support
- Maritime Finance Professional Training
- Global Low-carbon Ship Policy Response
- Excellent Shipper-Carrier Certificate System
- National Essential Fleet System
- Public-Private Logistics Data Sharing Platform



# 2025 KOBC Awards & Certifications

## Key Awards

Date

'25.6.16.

**2024 East Structured Finance Deal of the Year**

Marine Money

'25.7.8.

**Hope 2025 Citation for Distinguished Philanthropic Service**

Busan Metropolitan City

'25.11.3.

**Prime Minister's Citation at the 2025 Korea Logistics Awards**

Ministry of Land, Infrastructure and Transport

Awarding Organization

'25.11.25.

**Korea Internal Control Management Award: Excellence Institution**

(Awarded by the Chairman of the National Assembly's MOF Committee)

Kookmin Ilbo / Korea Institute of Internal Control

'25.11.25.

**Korea Internal Control Management Award: Monitoring Category**

(Awarded by the President of Kookmin Ilbo)

Kookmin Ilbo / Korea Institute of Internal Control

'25.11.27.

**Excellent Company Award for Eliminating Verbal Abuse**

Younkyung ESG Forum



## Certifications

Date

'25.2.

**Second Party Opinion on SFF(Sustainable Finance Framework)**

DNV

'25.10.

**Excellent Labor-Management Relations**  
(2nd consecutive year)

Korea Management Registrar(KMR)

'25.10.

**ISO 37001(Anti-Bribery Management System)**  
(2nd consecutive year)

Korea Productivity Center Quality Assurance(KPCQA)

'25.10.

**ISO 37301**  
(Compliance Management System)

Korea Productivity Center Quality Assurance(KPCQA)

Issuing Organization

'25.11.

**Internal Control Certification**

Artnet Consulting

'25.11.

**Certified Organization for Eliminating Verbal Abuse**

Younkyung ESG Forum

'25.12.

**Family-Friendly Excellent Organization**  
(6th consecutive year)

Ministry of Gender Equality and Family

'25.12.

**Human Rights Management System Certification**  
(5th consecutive year)

Korea Management Registrar(KMR)



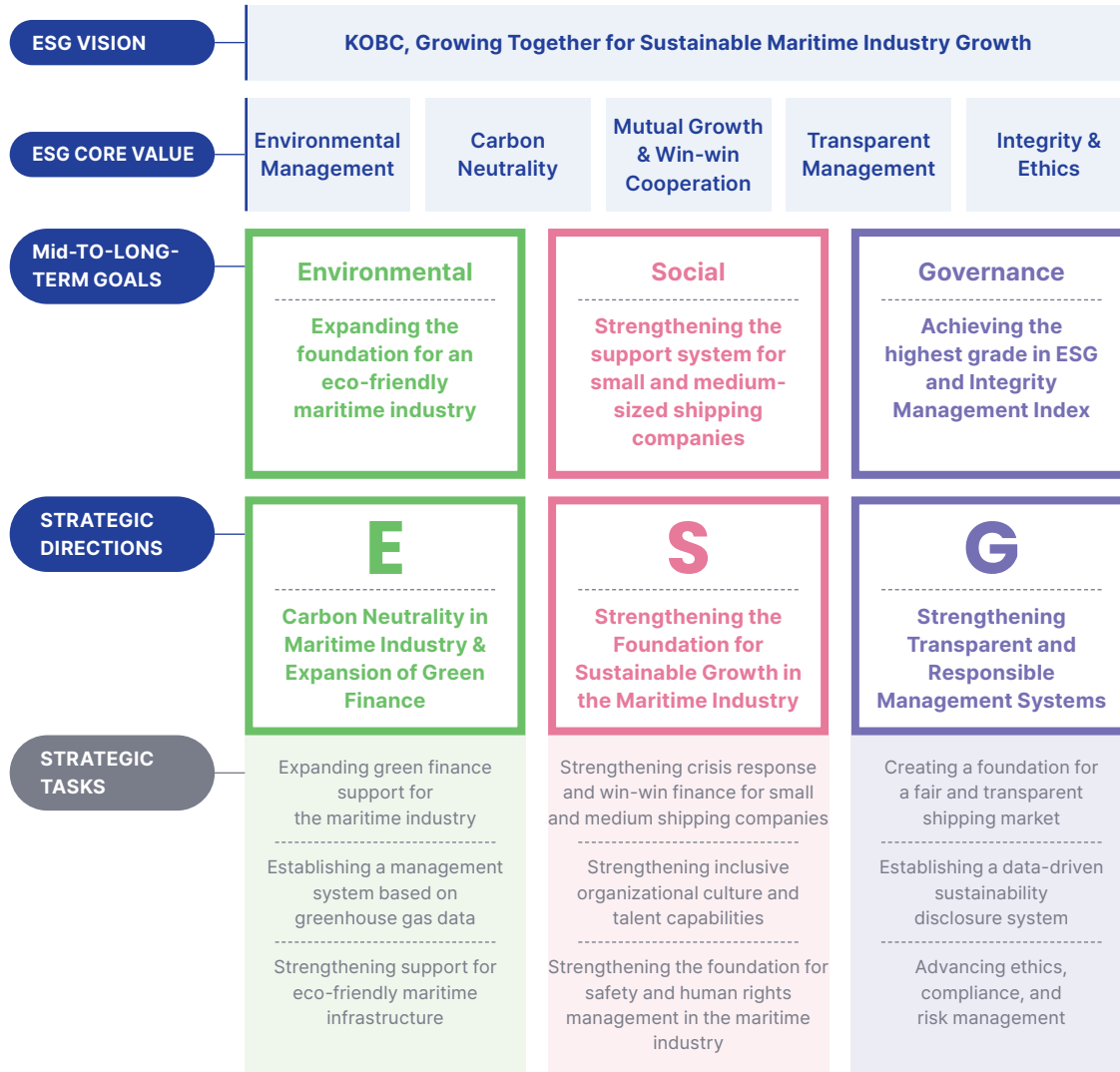
# ESG MANAGEMENT

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# ESG Strategic Framework

To lead ESG management in the shipping industry, KOBC has set 6 core values and mid-to-long-term goals under the ESG vision, "Clean Marine Environment, Coexisting Maritime Industry, and Communicating KOBC." In line with this, we established an ESG strategic framework by setting 3 strategic directions and 9 strategic tasks. Through a Joint Labor-Management Declaration for leading ESG management, both labor and management have declared their cooperation to practice and strive for ESG management.



## ESG Governance



# ESG Highlights

# E

## ENVIRONMENTAL

Greenhouse Gas Emissions(Scope 1-2) for 2 Consecutive Years

**Achieved ZERO**

100% Transition of Business Vehicles to

**100% Eco-friendly Cars**

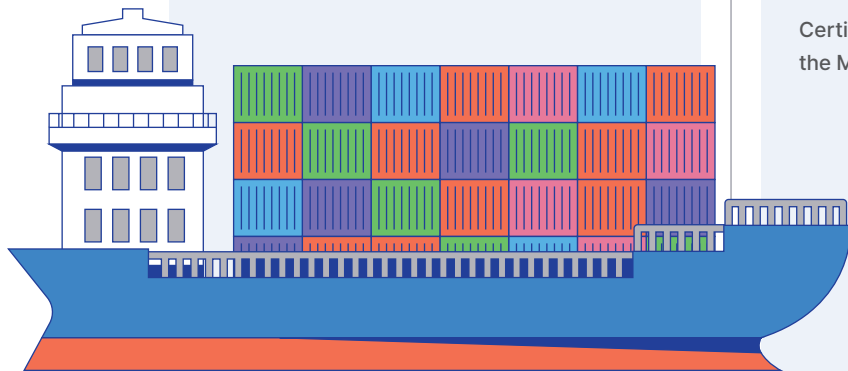
Launched Eco-friendly Ship Fuel Infrastructure Fund

Cumulative approved performance:

**KRW 253.6 billion**

Cumulative Approved Performance of ESG Support Fund Reached

**KRW 200 billion**



# S

## SOCIAL

Obtained Human Rights Management System Certification from KMR

**5 Consecutive Years**

7 Consecutive Years

**Achieved Zero Fatal Accidents and Safety Incidents**

2 Consecutive Years

**Certified as an Excellent Company in Labor-Management Relations**

**6 Consecutive Years**

Certified as a Family-Friendly Company by the Ministry of Gender Equality and Family

# G

## GOVERNANCE

Re-certified for ISO 37001 (Anti-bribery)

Newly certified for ISO 37301 (Compliance Management)

Won the Grand Prize for ESG Communication & Content at the Korea Communication Awards

**2 Crowns Achieved**

Improving Organizational Culture:

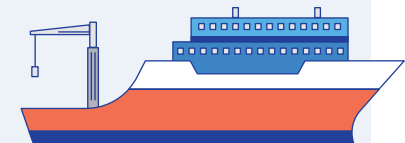
**Established Organizational Culture Innovation Committee**

(Identified 22 tasks)

Reached the Highest Ever Number of Media Reports at

**3,859**

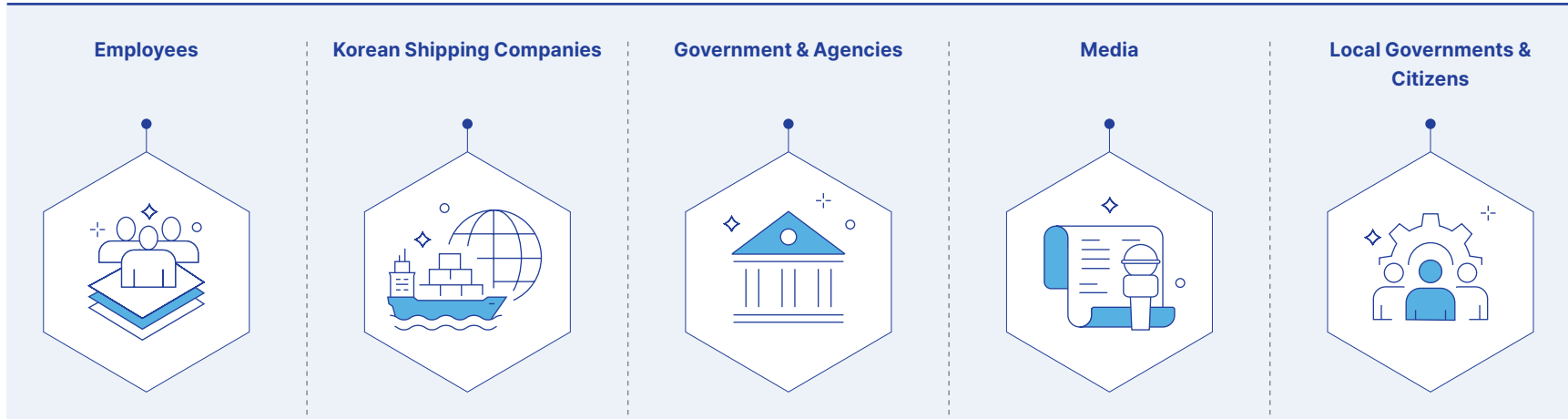
(97% increase year-on-year)



# Stakeholder Communication Strategy

KOBC considers communication with various stakeholders as a core management principle for internalizing sustainability management. By identifying key issues by stakeholder type and operating representative channels, we are strengthening our role as a responsible corporation through two-way communication with multi-layered stakeholders, including employees, Korean shipping companies, government/agencies, the media, and local governments/citizens.

## Stakeholder Types



## Key Issues by Group

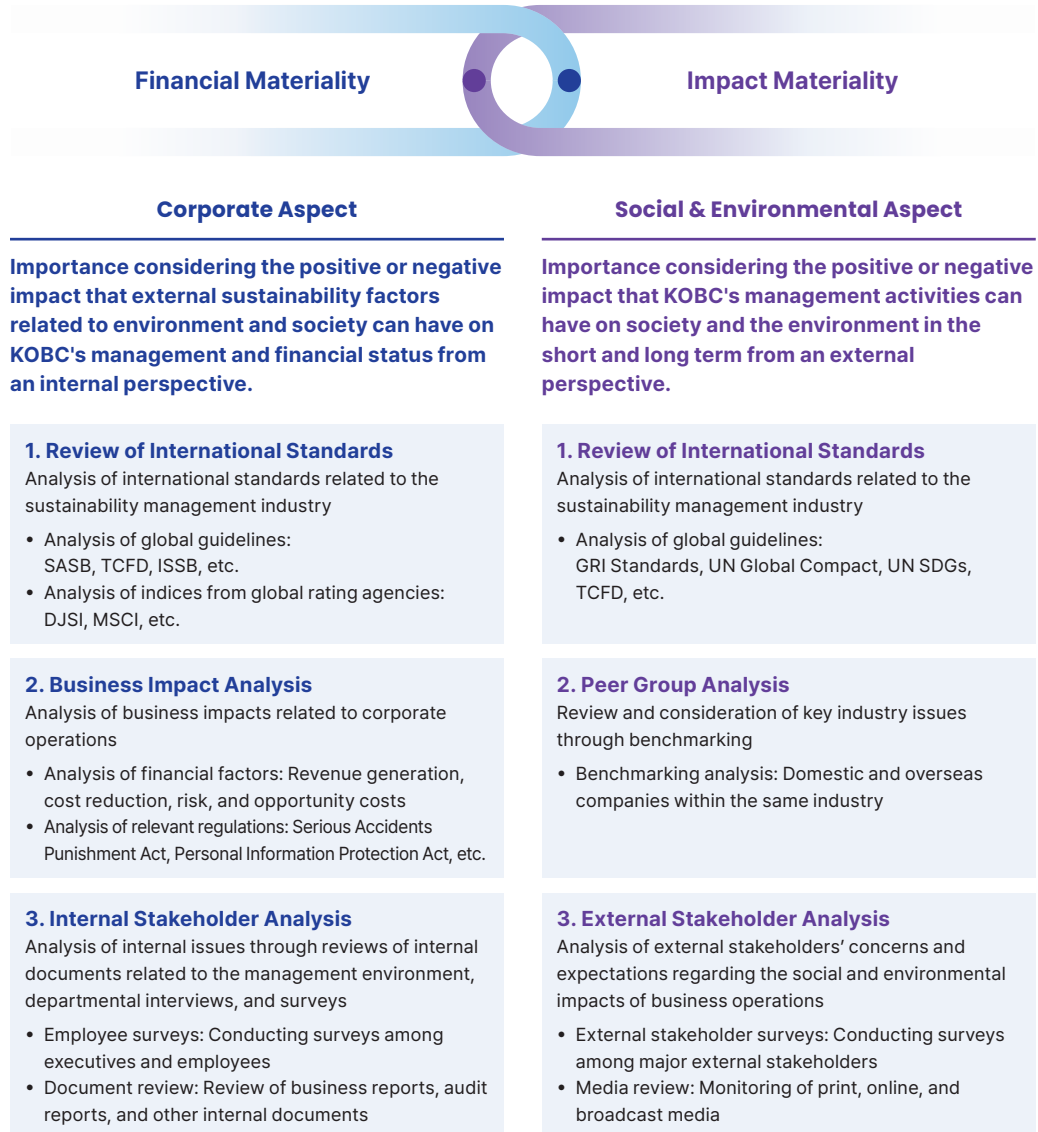
<ul style="list-style-type: none"> <li>• Resolving Management Issues</li> <li>• Creating Management Performance</li> <li>• Organizational Culture, Working Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing Sales &amp; Profit</li> <li>• Mutual Growth for Small &amp; Medium Shipping Companies</li> <li>• Expanding Policy Support</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Projects, National Agenda Tasks</li> <li>• Public Institution Innovation</li> <li>• Vitalizing Maritime Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Rapid Information Sharing</li> <li>• Providing Maritime Market Information</li> <li>• Transparent Information Disclosure</li> </ul>	<ul style="list-style-type: none"> <li>• Spreading ESG Management</li> <li>• Customized Education</li> <li>• Resolving Regional Issues</li> </ul>
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## Representative Channels

<ul style="list-style-type: none"> <li>• Weekly Written Meetings</li> <li>• Monthly Meetings</li> <li>• Performance Review Reports(Quarterly)</li> <li>• Communication Bulletin Boards(Ongoing)</li> <li>• Labor-management Talks (Ad-hoc)</li> </ul>	<ul style="list-style-type: none"> <li>• Business Briefing Sessions(Ad-hoc)</li> <li>• CEO Talks(Ad-hoc)</li> <li>• Regulatory Reform Committee(Ad-hoc)</li> <li>• Corporate Growth Response Center(Ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• National Audits(Annually)</li> <li>• Policy Deliberation Committee(Ad-hoc)</li> <li>• Public-Private-Government Council(Ad-hoc)</li> <li>• Maritime Finance Talks (Ad-hoc)</li> </ul>	<ul style="list-style-type: none"> <li>• Press Releases(Ad-hoc)</li> <li>• Press Corps Talks(Ad-hoc)</li> <li>• Social Contribution Operation Committee(Semi-annually)</li> </ul>	<ul style="list-style-type: none"> <li>• SNS/YouTube(Ongoing)</li> <li>• Public Contests(Ad-hoc)</li> <li>• Sustainability Report (Annually)</li> </ul>
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# Double Materiality Assessment

KOBC systematically manages ESG issues throughout company operations and pursues sustainable development. To respond to changes in the management environment in 2025, we formed a pool of 30 issues across Environmental, Social, and Governance areas by considering both financial materiality and social/environmental materiality; we then derived 12 core issues by conducting surveys among key stakeholders.



- ### Focus Issues\*
- S01 Mutual growth and win-win in the shipping industry**
  - E02 Expanding eco-friendly ship finance support**
  - G01 Advancing ethical management and anti-corruption systems**

\* Survey Period: Feb. 4 – Feb. 13, 2026 / Total Respondents: 1,461(Internal: 35, External: 1,426)

\* Top-priority issues for each E, S, and G category

# Double Materiality Assessment Results

KOBC conducted a materiality assessment reflecting the expectations of key stakeholders and social demands. This materiality assessment derived 12 core issues by comprehensively considering the institution's business impact and social/environmental influence, categorizing them by financial materiality and social/environmental materiality.

Issues	Impact		Stakeholders						Relevance	
	Financial	Social & Environmental	KOBC Employees	Government, Local Governments, & Related Agencies	Shipping Companies & Shippers	Partners & Financial Institutions	General Public (Including Non-profit Organizations)	GRI	UN-SDGs	
<b>S01</b> Mutual growth and win-win in the shipping industry	H	H	●	●	●	●	●	203, 413		
<b>E02</b> Expanding eco-friendly ship finance support	H	H	●	●	●	●	●	201, 203		
<b>E01</b> Responding to global environmental regulations for carbon neutrality	H	H	●	●	●	●	●	307		
<b>G01</b> Advancing ethical management and anti-corruption systems	H	H	●	●	●	●	●	2-26		
<b>S08</b> Securing talent and developing professional capabilities in the shipping and port industry	H	H	●	●	●	●	●	401, 404		
<b>G10</b> Leading implementation of global initiatives	M	H	●	●	●	●	○	2-23		
<b>G08</b> Innovative growth and AI transformation	H	M	●	●	●	●	●	203		
<b>G06</b> Expanding stakeholder communication and participation	H	H	●	●	●	●	●	2-29		
<b>G03</b> Strengthening Enterprise Risk Management(ERM) and internal control systems	H	M	●	●	●	●	●	2-12, 2-16		
<b>S10</b> Work-life balance and establishing a happy organizational culture	H	L	●	●	○	○	●	401, 403		
<b>G07</b> Rationalizing performance evaluation and compensation systems	H	L	●	●	●	●	●	404, 2-19		
<b>S02</b> Safety, health, and disaster management in the shipping industry	L	H	○	●	●	●	●	403		

Factors affecting the institution are categorized into Financial Impact and Environmental / Social Impact, marked as H: High / M: Medium / L: Low.

\* Relative importance for each issue by stakeholder group is indicated by categorizing into Section 1 → ○, Section 2 → ●, Section 3 → ●, Section 4 → ●, and Section 5 → ● (The closer to black, the higher the importance)

# Management Plan for Core Issues & Issue Pool

In the midst of a rapidly changing internal and external environment, KOBC is establishing comprehensive measures to preemptively identify and systematically manage core issues, aiming to promote the sustainable growth of the institution and enhance trust with various stakeholders.

Issue No.	Management Plan for Core Issues	Page
S01	We are securing industrial stability by preemptively addressing market volatility via the Crisis Response Fund and specialized systems, while boosting industry-wide competitiveness through customized consulting for SME shipping companies and the 'Certified Exemplary Shipping-Adhering Cargo Owner' system.	35~44
E02	We support shipping companies in reducing emissions and transitioning to eco-friendly fleets via financing for eco-fuel vessels, while establishing fuel supply chains and infrastructure through the 'Eco-friendly Ship Fuel Infrastructure Fund'.	27~29
E01	To respond to the tightening of IMO's global environmental regulations, we are expanding financial and investment support by establishing a regulatory response network, planning policies to vitalize eco-friendly ship finance, and building a step-by-step eco-friendly support process.	30~31
G01	We have established an ethics and compliance management system based on international standards through ISO 37001 recertification and new ISO 37301 certification, and we are systematically managing ethical risks through enterprise-wide monitoring, self-assessments, and internal control inspections.	54~57
S08	Enhanced maritime finance training led to a 61.5% year-on-year increase in graduates. We also support new talent entry through university-level competency programs and professional mentoring for youth.	40
G10	We are actively supporting the maritime industry's carbon neutrality in response to tightening global environmental regulations like IMO. Furthermore, we are enhancing ESG disclosures by incorporating global initiatives such as GRI Standards, UNGC, UN SDGs.	30, 86~92
G08	We are fostering data-driven decisions and reliable AI use by developing specialized maritime AI models and ethical guidelines. We also promote industry-wide AI adoption through technology verification and data infrastructure building.	64~65
G06	We are raising public interest in the maritime industry through various participatory programs, including cultural events and new media. We also strive to improve responsiveness to industry issues through field-oriented communication and policy consultations.	68~70
G03	We operate an enterprise risk management system to address industry volatility, environmental regulations, and digital transformation. By setting goal-based tasks, we systematically manage business risks linked to ship finance, infrastructure, and regulatory compliance.	66~67
S10	We are fostering a sustainable work environment by lifting flexible work limits and implementing EAP. We also strengthen family support through paternity leave and subsidies for employees' leisure and cultural activities.	45
G07	We are improving reliability by managing performance through a PDCA-based system. We also ensure fair, objective recruitment by implementing a pre-selection system for internal interviewers.	71~72
S02	We support ship safety management through inspections and standardized manuals. We also promote an organization-wide safety culture by operating participatory programs like safety photo contests and quizzes for employees.	41~44

Issue No.	Total Issue Pool
E01	Responding to global environmental regulations for carbon neutrality
E02	Expanding financial support for eco-friendly vessels
E03	Protecting marine ecosystems and preventing pollution
E04	Improving energy efficiency and conserving resources
E05	Climate change risk management and adaptation
S01	Shared growth and win-win cooperation in the shipping industry
S02	Health, safety, and disaster management in the shipping industry
S03	Practicing human rights management and preventing violations
S04	Ensuring job security and respecting diversity
S05	Community contribution and revitalization
S06	Strengthening supply chain sustainability management
S07	Customer satisfaction management and personal information protection
S08	Securing talent and developing professional expertise in shipping and port industries
S09	Harmonizing labor-management relations and strengthening communication
S10	Work-life balance and establishing a happy organizational culture
G01	Advancing ethical management and anti-corruption systems
G02	Establishing transparent board operations and governance
G03	Strengthening Enterprise Risk Management(ERM) and internal control systems
G04	Legal compliance and compliance management
G05	Ensuring transparency and reliability in ESG disclosures
G06	Expanding stakeholder communication and participation
G07	Rationalizing performance evaluation and compensation systems
G08	Innovative growth and AI transformation
G09	Complying with fair contracts and transaction procedures
G10	Leading implementation of global initiatives

# Stakeholder REAL VOICE



## ENVIRONMENTAL



### Expanding Support for Responding to Global Environmental Regulations

Shipping Companies & Shippers

Strict international regulations, like those from the IMO, are increasing the industry's burden. Since individual companies struggle with costs and information, we expect KOBC to facilitate a stable response through eco-friendly financing and policy support.

### Expanding Support for Marine Pollution Prevention

General Public

Since recovering from marine pollution is costly and affects the entire ecosystem, proactive prevention is vital. I hope KOBC helps reduce the shipping industry's environmental footprint by supporting relevant initiatives.

### Strengthening the Foundation for Eco-friendly Vessel Transition

Shipping Companies & Shippers

Adopting eco-friendly vessels is now an urgent task, yet high costs and uncertainty remain major hurdles. I hope KOBC steadily expands financing to facilitate a substantive transition.

### Strengthening Efforts for Resource Circulation and Waste Reduction

General Public

Waste reduction and resource circulation are fundamental to environmental protection. I hope KOBC incorporates these values into its projects to foster eco-friendly awareness across the shipping industry.



## SOCIAL



### Strengthening Shared Growth and Win-Win Support for the Shipping Industry

Shipping Companies & Financial Institutions

With IMO and CSRD regulations tightening, the industry's burden is increasing. We expect KOBC to support a stable response through eco-friendly financing, guarantees, and policy-linked aid.

### Strengthening Customer-Centric Communication and Support Systems

Shipping Companies & Shippers

Continuous communication and reflecting actual demand are key to practical support. We hope KOBC strengthens its communication network to incorporate field feedback and provide timely assistance.

### Supporting Talent Acquisition and Professional Competency Development in the Shipping and Port Industries

Common

Securing specialized talent is vital for maritime competitiveness. We hope the Corporation leads collaborative programs involving industry, academia, and research to expand the professional foundation and respond to industrial shifts.

### Expanding Support for Supply Chain ESG Response

Common

The shipping industry's interconnected nature requires an elevated ESG response across the entire supply chain. We hope KOBC provides tailored information and linked support to ease the compliance burden on SME shipping companies.

# Stakeholder REAL VOICE



GOVERNANCE



## Strengthening Ethical Management and Transparency

Government & Related Agencies

As a public institution managing massive policy funds, KOBC must ensure high ethics and transparency. Continuously strengthening anti-corruption systems is essential for maintaining stakeholder trust.

## Expanding the Foundation for Digital Innovation and AI Utilization

Common

AI and data-driven innovation will improve efficiency and provide sophisticated maritime insights. We hope KOBC expands its digital infrastructure to strengthen its readiness for the future.

## Enhancing Board Independence and Expertise

Shipping Co. · Shippers / Partners · Financial Inst.

To effectively respond to changes in the shipping and financial environments, it is vital for the Board of Directors to make balanced decisions based on independence and expertise. We look forward to KOBC strengthening its responsible decision-making foundation by operating a board that possesses a deep understanding of shipping, finance, and policy.

## Strengthening Integrated Risk Management and Internal Control

Financial Institutions

As KOBC manages policy finance and investments, risk management reflecting market volatility is crucial. We hope for more robust internal controls to preemptively address financial, operational, and ethical risks.

## Expanding Stakeholder Communication and Information Disclosure

Shipping Co. · Shippers / Common

For KOBC's policies and support to be effective on the ground, I believe that continuous communication with stakeholders must go hand-in-hand with transparent information disclosure. We look forward to a closer alignment between field demand and policy direction by expanding opportunities for industry feedback and providing necessary information in a timely manner.



# ESG PERFORMANCE

25  
ENVIRONMENTAL

33  
SOCIAL

56  
GOVERNANCE

# ENVIRONMENTAL

KOBC views the tightening global environmental regulations(IMO, FuelEU Maritime) not as a burden, but as an opportunity to support the eco-friendly transition of Korean shipping companies.

We will continuously provide the necessary support for the low-carbon transition of the maritime industry through financial support for eco-friendly ship introduction, investment in ship fuel infrastructure, provision of environmental regulation information and consulting, and linking policy financial support.



Expanding Financial Support for Eco-friendly Maritime Industry	26
Supporting Korean Shipping Companies' Response to Global Environmental Regulations	29
Environmental Management Promotion System for Carbon Neutrality	31

## Expanding Financial Support for Eco-friendly Maritime Industry

As the global shipping industry paradigm rapidly shifts toward 'low-carbon and zero-carbon,' acquiring eco-friendly vessels has become a core task directly linked to the survival of korean shipping companies. KOBC supports the decarbonization transition of the shipping industry by aiding the introduction of eco-friendly ships and the creation of fuel infrastructure.

## Establishing an ESG Support System

### Strengthening ESG Support Tangible to the Public

While ESG management has become a survival requirement due to strengthening global maritime environmental regulations, most small and medium-sized korean shipping companies, which lack professional personnel and funds, face limits in their independent response. Accordingly, the Corporation, in cooperation with the Korea Asset Management Corporation(KAMCO), has established an ESG support system for small and medium-sized korean shipping companies.



#### Key Performance

- Established a foundation for introducing ESG management for SME shipping companies by building a shipping-specialized ESG rating model and expanding participation
- Established a systematic foundation linking ESG performance with financial support policies
  - ➔ Secured policy significance as an example of ESG expansion in the shipping industry through cooperation between public institutions



Business Agreement Ceremony with Korea Asset Management Corporation(Sept. 30, 2025)

### Realizing Eco-friendly Ship Finance through SLL Ship Loan Guarantees

In October 2025, the Corporation implemented Sustainability-Linked Loan(SLL) based ship finance guarantees for the first time as an institution, supporting the eco-friendly transition of the shipping industry. Through collaboration with Hana Bank, we provided guarantees worth \$135 million for three Pure Car and Truck Carriers(PCTC).

#### Key Performance

- Established a basis for applying ESG-linked financial structures by implementing the Corporation's first SLL-based ship finance guarantee
- Achieved an 8% share of new ship finance supply in 2025, with KRW 177.8 billion in SLL guarantee support

\* SLL: Sustainability-Linked Loan

GRI  
201, 203

#### UN SDGs



## Eco-friendly Ship Finance Support

### Financial Support for the Introduction of Eco-friendly Fuel-Propelled Container Ships

KOBC pursued financial support for Korean container shipping companies to introduce eco-friendly fuel-propelled container ships, responding to tightened international environmental regulations and reflecting government policies and market demand.

<b>1</b> <b>Financial Conditions</b> (Providing Competitive Conditions)	<ul style="list-style-type: none"> <li>Designing financial conditions to provide competitive interest rates by establishing a pari-passu financial structure based on adjusted repayment speeds.</li> <li>Supported the foundation for introducing the nation's first methanol-fueled container ship</li> </ul>
<b>2</b> <b>Financial Institutions</b> (Collaboration and Joint Participation)	<ul style="list-style-type: none"> <li>Joint participation through collaboration with 8 financial institutions.</li> <li>(Private) Woori, CA-CIB, CIC, ING, SC, BNP (Policy Finance) KOBC, KEXIM</li> </ul>
<b>3</b> <b>Financial Structure</b> (Structuring Based on Needs)	<ul style="list-style-type: none"> <li>Participated with the largest share(29%) by providing \$180 million out of a total \$620 million</li> <li>Leading eco-friendly finance as a key driver by committing the largest investment among participating institutions</li> </ul>
<b>4</b> <b>Government Policy</b> (Meeting Policy Objectives)	<ul style="list-style-type: none"> <li>Contributed to the role of policy finance according to government policy announcements</li> <li>Supported the enhancement of national fleet competitiveness through the introduction of eco-friendly ships</li> </ul>

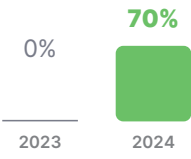
**Key Performance**

- Established a foundation for a low-carbon fleet transition by supporting the introduction of 9 eco-friendly fuel-propelled container ships
- Reduced annual financial costs for shipping companies by KRW 1.25 billion through joint participation of 8 domestic and foreign financial institutions(compared to 2023 financial conditions)

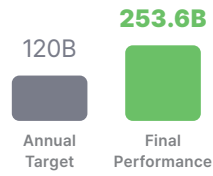
## Eco-friendly Ship Fuel Infrastructure Fund

KOBC is actively responding to the government policy of transitioning the Korean fleet to eco-friendly vessels and building a green ship fuel supply chain. Accordingly, we have significantly expanded financial support for maritime infrastructure to achieve our strategic goal of 'Creating an Eco-friendly Ship Fuel Ecosystem'

**Expected Government (MOF) Goal Achievement Rate(~2030)**



**Policy-linked Fund Approvals**



**Creating <Eco-friendly Ship Fuel Infrastructure Fund>**

- Proactively proposing policies utilizing the Corporation's expertise and reflecting them in key MOF policies

**Strengthening future foundations via collaboration**

- Diversifying the Corporation's investment portfolio

**Project discovery and investment promotion**

- Enhancing the government's supply chain establishment goal achievement rate (from 0% to 70%) and strengthening fund execution(achieving 211% of the annual target)

- Reflected in the 'Global Strategic Port Construction Strategy'(Jointly by relevant ministries)
- Reflected in the '2025 Port Policy Direction'(Port Bureau)

- Target Assets: (Existing) Container terminals & logistics centers → (Expanded) Specialized ports for energy, etc.
- Business Method: (Existing) Harbor Act → (Expanded) Act on Public-Private Partnerships in Infrastructure

- Secured 700,000 tons (LNG: 600k, Methanol: 100k) out of the total 1 million-ton bunkering storage infrastructure target by 2030 (MOF, Nov. 2023)

- Successful investment approval completed for Projects 1 & 2 of the KRW 253.6 billion 'Eco-friendly Ship Fuel Infrastructure Fund'!
- Person in charge of creating the fund received a commendation from the Minister of Oceans and Fisheries!

## Eco-friendly Infrastructure Financial Support

### Eco-friendly Bunkering Ships & Infrastructure Support

KOBC promoted system improvements and project discovery to build an eco-friendly ship fuel supply chain. We also established a financial support foundation for bunkering ship introduction and infrastructure projects.



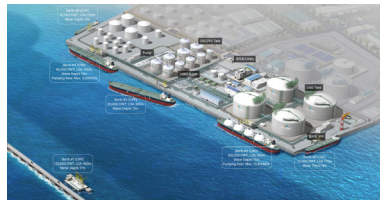
- Completed amendment of the Corporation Act Enforcement Decree for bunkering ship financial support('24).
- Launched a KRW 1 trillion 'Eco-friendly Ship Fuel Infrastructure Fund'.



#### Collaboration & Partnership

Establishing a cooperation system for project discovery and financial structure consultation

- Identifying demand for newbuild eco-friendly bunkering vessels and consulting with shipyards for scheduled construction(regarding Refund Guarantees)
- Developing an optimal financial structure through collaboration with project operators and co-investors



- **Securing Investment Opportunities ①**  
Developing financing options for the introduction of one 18,500 CBM LNG bunkering vessel
- **Securing Investment Opportunities ②**  
Acquiring new clients to improve and modernize the domestic aged bunkering fleet

#### Key Performance

Contributed to the foundation of a bunkering supply chain by detailing financing for bunkering ship introductions and supporting infrastructure projects

## Offshore Wind Power Ships & Infrastructure Support

KOBC pursued building a consensus and support foundation based on cooperation with the National Assembly, government, and industry to respond to financial demand for offshore wind special vessels and infrastructure.

### Building Consensus and Foundations for Offshore Wind Infrastructure Finance

Industry Briefing	National Assembly Forum	Working Group
<ul style="list-style-type: none"> <li>• Formalizing the Corporation's entry into the offshore wind business</li> <li>• Diagnosing project bottlenecks to discover support tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Hosting National Assembly forums for cross-ministerial consensus building</li> <li>• Strengthening cooperation with legislative offices and offshore wind stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Leading the discovery of field-centered policies</li> <li>• Gathering feedback on offshore wind infrastructure finance, and establishing a project implementation system</li> </ul>

### Establishing Public Platform for the Offshore Wind Infrastructure Industry



We have laid the foundation for future business implementation by establishing a policy consensus and a consultative framework for the offshore wind infrastructure financial support system.

#### Key Performance

Established a support system and promotion foundation for offshore wind infrastructure finance based on consensus among stakeholders

# Supporting Korean Shipping Companies' Response to Global Environmental Regulations

KOBC has comprehensively strengthened its policy response, information provision, and financial support systems to assist Korean shipping companies in implementing carbon reduction and fleet efficiency in response to strengthening global maritime environmental regulations such as IMO CII and FuelEU Maritime.

GRI 307

## UN SDGs



## Global Environmental Regulation Strategy

### Strengthening Global Environmental Regulation Response Networks

With the materialization of IMO's mid-term measures for GHG reduction (introduction of carbon levies, GHG fuel standards, etc.), KOBC is playing a key role in preventing the decline in competitiveness of Korean shipping companies and supporting the government's policy response to international maritime regulations. The Corporation has set 'participation in government and shipping industry consultative bodies and network expansion' as its core goal.



Environmental regulations across the maritime industry are tightening rapidly, centered on the International Maritime Organization (IMO), which leads international regulations for marine environmental protection



To respond to this trend, KOBC has participated as an official member of the 'Government TF for IMO Mid-term Measures,' contributing to the establishment of guidelines



Furthermore, we attended the 2nd Special Session of the IMO Marine Environment Protection Committee (MEPC) to identify global environmental regulation trends and continue our efforts for preemptive response



These efforts have extended to the private sector through the operation of the 'Shipping, Shipbuilding, and Finance Green Transition Council, where we gathered expert opinions and strengthened networking



In addition, we shared the key details of the IMO mid-term measures and collected industry feedback and challenges through the 'Shipping Company Briefing for Expanding Eco-friendly Financial Support'



Moving forward, KOBC will continue to expand its environmental regulation response network to strengthen support for the eco-friendly transition of the maritime industry

# Supporting the Enhancement of Korean Shipping Companies' Carbon Neutral Response Capability

## KOBIC's Support for Environmental Regulation Compliance

In response to strengthening global environmental regulations such as IMO and EU ETS, the Korea Ocean Business Corporation (KOBIC) is promoting policy planning and cooperation with relevant organizations to ease the burden of eco-friendly transition and strengthen the response capabilities of national shipping companies.

### Strategies for Environmental Regulation Response and Financial Support for Shipping Companies

<p><b>Policy planning to vitalize eco-friendly ship finance</b></p> <ul style="list-style-type: none"> <li>Policy planning aimed at easing the financial burden on Korean shipping companies and expanding private investment in ship finance</li> </ul>	<p><b>Expanding networks with relevant organizations for environmental regulation response</b></p> <ul style="list-style-type: none"> <li>Official participation in the 'Government TF for IMO Environmental Regulation Response'</li> <li>Operating public-private consultative bodies and briefings for Korean shipping companies regarding environmental regulations</li> </ul>	<p><b>Supporting the enhancement of Korean shipping companies' decarbonization response capabilities in accordance with environmental regulations</b></p> <ul style="list-style-type: none"> <li>Supporting responses through the acquisition and analysis of eco-friendly data</li> <li>Strengthening government policy-linked support projects for environmental regulation compliance</li> </ul>
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### Designing a Korean-style Tax Benefit System to Vitalize Investment in Eco-friendly Vessels

Forum on promoting new tax credits for eco-friendly ship investment (Nov. 26, 2025)



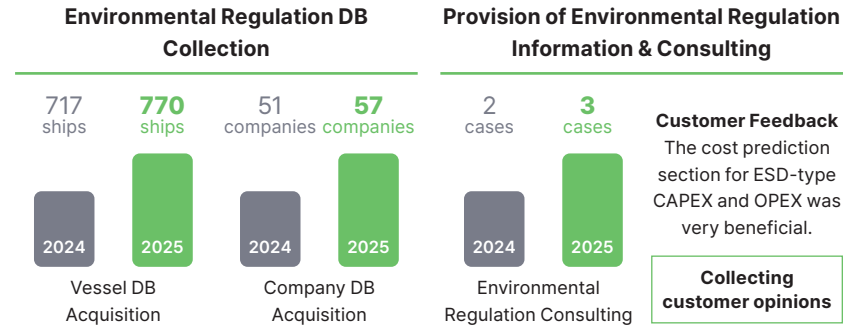
<b>Tax Benefits</b>	<b>Spillover Effects on Related Industries</b>	<b>Active Response to Carbon Neutrality</b>
<ul style="list-style-type: none"> <li>Tax benefit effects for investors and shipping companies</li> </ul>	<ul style="list-style-type: none"> <li>Expected shared growth effects for the shipping, shipbuilding, and ship leasing industries</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of a foundation for environmental regulation response strategies</li> </ul>

#### Key Performance

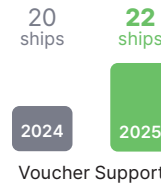
- Designed a tax benefit system and prepared legal amendment plans through analysis of policy significance, equity, feasibility, and economic impact
- Established a foundation for the introduction of a ship tax benefit system by building consensus among relevant agencies and the industry

## Environmental Regulation Response Support for Korean Shipping Companies

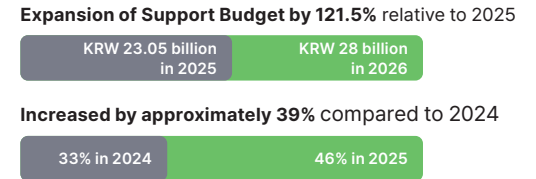
KOBIC is strengthening its support system to enable national shipping companies to effectively respond to regulatory changes by linking the acquisition of eco-friendly data with the provision of environmental regulatory information. By diagnosing areas of information vulnerability for each vessel and company, the Corporation is establishing a practical response foundation through customized consulting, vouchers, and policy support projects.



### Voucher Support for Marine Environmental Regulation Response



### Global Low-Carbon Ship Support



#### Key Performance

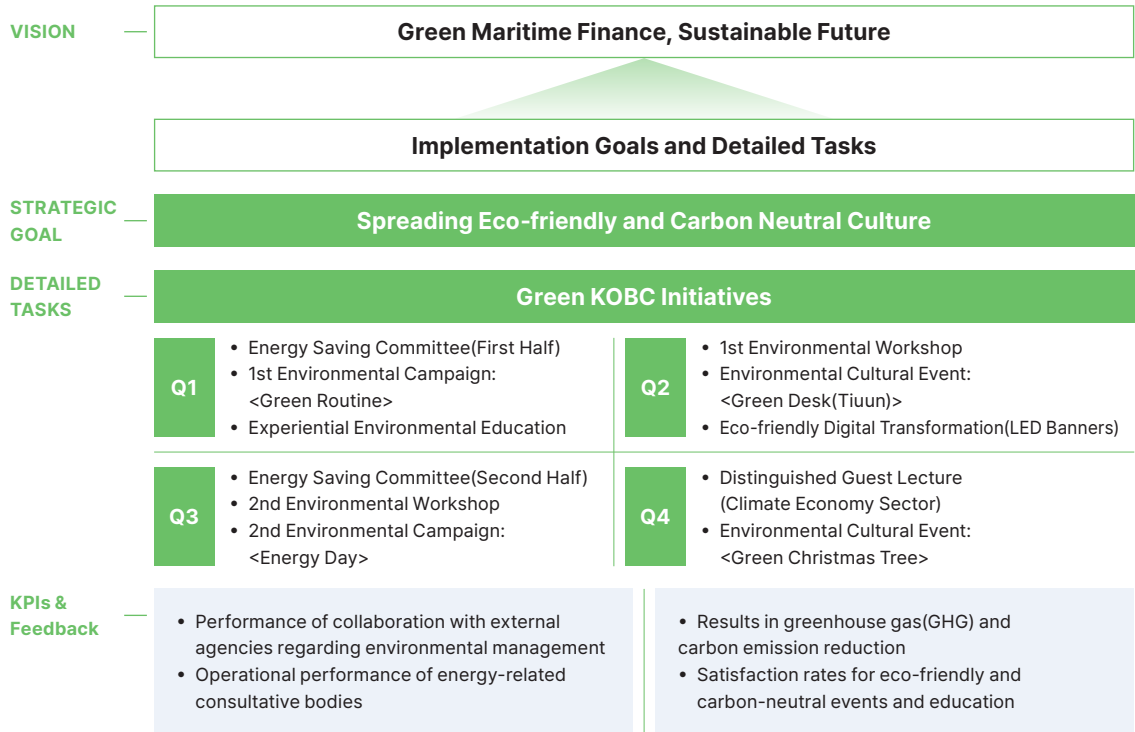
- Regulatory Response**  
Improving carbon regulation readiness via consulting and voucher programs
- Policy Support**  
Successfully securing subsidies for global low-carbon ship projects (Two companies provided with consulting successfully received subsidies for newbuilding contracts)
- Carbon Reduction**  
Reducing 50,000 tons of carbon annually

# Environmental Management Promotion System for Carbon Neutrality

To systematically implement its environmental management goals KOBC continuously promotes daily action-oriented activities, such as energy saving, eco-friendly practices, and environmental education. Through these efforts, we strive to foster an eco-friendly organizational culture and raise awareness of carbon neutrality.

## Establishing an Environmental Management Promotion System

In order to fulfill the national task of realizing carbon neutrality and creating a circular economy ecosystem for a sustainable future, and to embody the role of a leading institution in the transition to a carbon-neutral society, KOBC monitors and manages environmental management tasks. This is achieved by operating quarterly action items, performance indicators(KPIs), and a feedback system, centered on the 'Energy Keeper' activities within each department.



### Environmental Management & Carbon Neutrality Promotion Organization



GRI 302-1, 302-4

UN SDGs



# Eco-friendly & Carbon Neutrality Performance

## Internal Eco-friendly Performance

### Eco-friendly Campaigns with Future Generations

- Plastic Bottle Recycling: Voluntary recycling of 35,820 plastic bottles by children and youth
- Raising Awareness of Marine Protected Species: Distributed 1,560 upcycled products



Collaborated with elementary schools and youth centers



Distributed 'Finless Porpoise' protector dolls to local children

### Spreading Energy Conservation Culture

- Energy Saving Promotion Committee: Fostered a culture of conservation through employee-led initiatives
- Digital Banners: Reduced waste from one-time promotional materials and established eco-friendly advertising practices



Operation of the Energy Saving Promotion Committee



### Strengthening Participatory Environmental Management

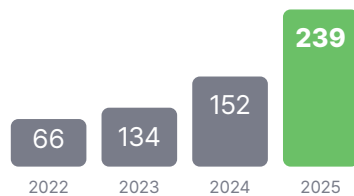
- GHG Reduction\*: Achieved a total reduction of 1,668.4 kgCO<sub>2</sub>e<sub>q</sub> through employee participation  
 \* Equivalent to the annual CO<sub>2</sub> absorption of approximately 253 thirty-year-old pine trees
- Eco-friendly Corporate Culture: Internalized carbon reduction through daily lifestyle programs such as 'E-Diet,' walking challenges, and resource circulation

### Expanding Procurement of Eco-friendly Green Products

The Corporation has achieved a 100% green product purchase index for three consecutive years by diversifying its product categories and suppliers. This was accomplished by proactively identifying green-related event venues and products through independent market research.

### Green Product Purchase Performance

(Unit: KRW million)



## Expanding Eco-friendly Maritime Finance through Blue Bond Issuance

To accelerate the low-carbon transition of the maritime industry and expand support for eco-friendly projects, KOBIC issued \$300 million in maritime-specialized Blue Bonds, a first for an agency under the Ministry of Oceans and Fisheries. We have strengthened our support for eco-friendly maritime finance through pre- and post-management systems based on an established ESG Framework.

Background	Implementation Efforts
<ul style="list-style-type: none"> <li>• Growing large-scale demand for funds in eco-friendly vessels and maritime infrastructure following the accelerated low-carbon transition of the maritime industry</li> <li>• Increasing need for specialized financing instruments and management systems dedicated to eco-friendly projects as a specialized maritime finance institution</li> </ul>	<ul style="list-style-type: none"> <li>• Established a management system complying with International Capital Market Association(ICMA) principles and obtained third-party verification from a professional agency(DNV) to secure reliability in bond issuance and fund management</li> <li>• Allocated funds raised through Blue Bonds to eligible projects for eco-friendly/sustainable vessels and maritime infrastructure</li> </ul>

### Key Performance

- **Financial Innovation**  
Presented a standard model for eco-friendly maritime finance by becoming the first public institution under the Ministry of Oceans and Fisheries to issue Blue Bonds
- **Fund Disbursement**  
Supported the industry's low-carbon transition by injecting \$180 million of the raised funds into 8 eco-friendly and sustainable vessel projects
- **Carbon Reduction**  
Created a greenhouse gas(GHG) reduction effect of 48,368.9 tCO<sub>2</sub>e<sub>q</sub> per year through support for eligible projects
- **External Recognition**  
Recognized with the 'Best Blue Bond'(Korea) at The Asset 'Triple A Awards 2025,' a global financial publication.

# SOCIAL

KOBC considers supporting small and medium-sized (SME) shipping companies and strengthening the foundation for mutual growth in the maritime industry as a key pillar of its social responsibility. We serve as an industry safety net through crisis response and customized support, while creating a healthy organizational culture that respects safety, diversity, and fosters future maritime experts.

	34
Strengthening Support and Safety Net for SME Shipping Companies	
	39
Nurturing Future Maritime Finance Professionals	
	40
Strengthening Safety, Health, and Information Protection Management	
	46
Workplace Respecting Diversity and Work-life Balance	
	48
Human Rights Management Putting People First	
	54
Shared Growth with Local Communities	

## Strengthening Support and Safety Net for SME Shipping Companies

In response to the growing uncertainties in the global supply chain, KOBC supports stable management activities across the maritime industry, including small and medium-sized(SME) shipping companies. We are strengthening the foundation for mutual growth throughout the industry through crisis response funds, supply chain response systems, customized financial support, and consulting services.

GRI  
413-1

UN SDGs



## KOBC, the Financial Safety Zone for the Shipping and Maritime Industry

### Establishing an Institutional Foundation for Supply Chain Stability

In 2024, KOBC was designated as the only specialized supply chain agency among public institutions under the Ministry of Oceans and Fisheries, laying the foundation to ensure the stability of the national shipping and logistics supply chain. In 2025, we strengthened our response capabilities to supply chain crises by conducting research on the introduction of 'Korean Strategic Merchant Vessels,' performing comprehensive diagnoses of the national maritime supply chain, and establishing a crisis response manual.

#### Key Performance

Designated as a specialized agency under the 'Framework Act on Supply Chain,' - the only public institution under the Ministry of Oceans and Fisheries('24.06)

Institutionalized the Maritime Supply Chain Crisis Response Manual('25.11)

Published the Comprehensive Diagnosis Report on the Republic of Korea's Maritime Supply Chain ('25.12)

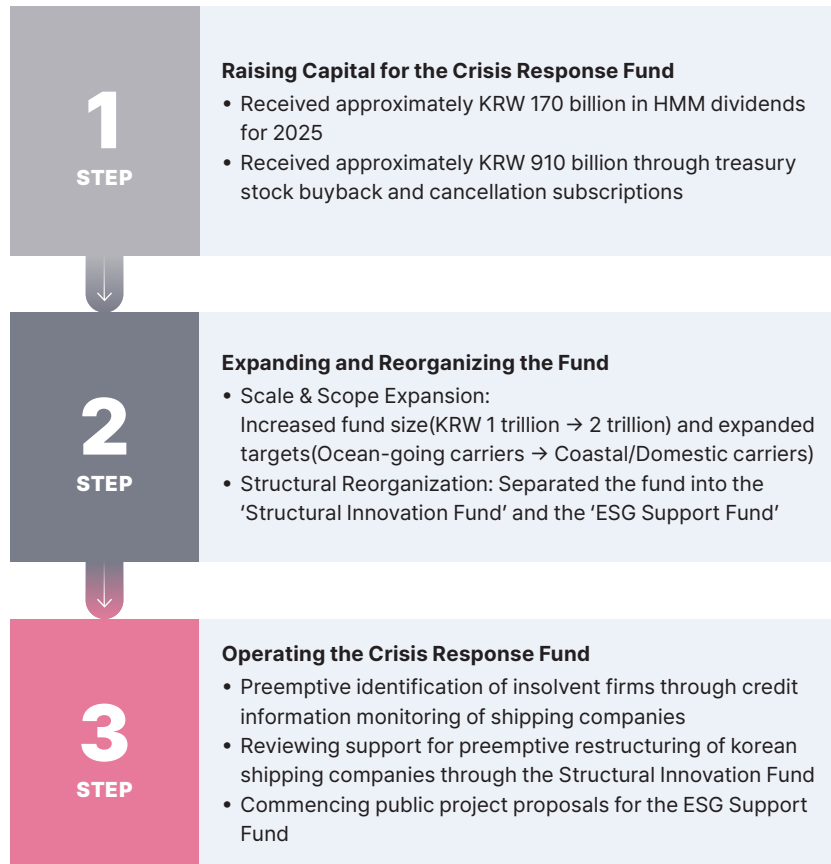
### Establishing a Blind Fund for Global Logistics and Supply Chain Investment

In 2024, KOBC established a KRW 214 billion blind fund for global logistics and supply chain investment to support the stable international expansion of small, medium, and mid-market enterprises. In 2025, the fund became fully operational, with 51.3% of the Corporation's total capital contribution disbursed, thereby contributing to the enhancement of global supply chain competitiveness.

	1	2
Category	Atlanta, Georgia, USA('25. 06)	Savannah, Georgia, USA('25. 09)
Investment Scale	<b>KRW 549 billion</b> (KOBC: KRW 53.8 billion)	<b>KRW 542 billion</b> (KOBC: KRW 48.4 billion)
Beneficiaries	100% US-based subsidiaries of Korean SME export and logistics companies	Korean SMEs/mid-market enterprises in auto parts and logistics sectors
Rent Savings	Rent of \$6.75/ft <sup>2</sup> (CBRE, 1Q '25), achieving approximately 10% savings	Rent of \$6.56/ft <sup>2</sup> compared to \$8.2~\$8.8 for similar nearby assets(MetLife), achieving 8~14% savings

**Crisis Response Fund**

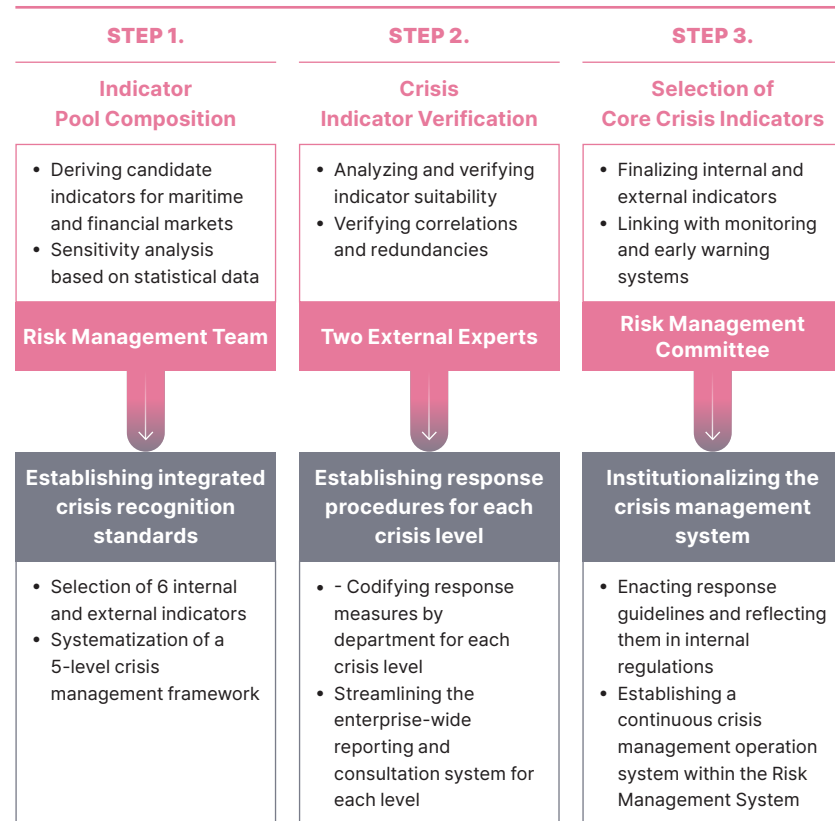
KOBC provides timely liquidity and restructuring funds through its Crisis Response Fund, while operating a preemptive management system for shipping companies showing signs of insolvency. Through these efforts, we serve as a safety net against external risks, such as global shipping market volatility.



**Establishing a Specialized Crisis Response System for Maritime Finance**

KOBC has established a crisis response system specialized in maritime finance to counter the increasing volatility in the shipping and financial markets. By defining crisis response standards and a step-by-step management framework, we have strengthened our preemptive response capabilities based on continuous monitoring.

**Integrated Crisis Recognition Internal/External Indicator Selection Process**



**Key Performance**

**New**

**Established an operational model for a system-based, continuous crisis response framework**

# KOBC, the Financial Safety Zone for the Shipping and Maritime Industry

## Providing Tailored Consulting Services for Shipping Companies

KOBC is strengthening its customer-oriented support system by providing tailored consulting services that reflect the specific structures and demand characteristics of Korean shipping companies. Furthermore, we are enhancing the systematic nature and effectiveness of business operations through preemptive consulting that reflects market outlooks, alongside step-by-step performance reviews.

### CASE 1. Consulting for Improving Financial Stability of Company A(Local Branch, 2024)

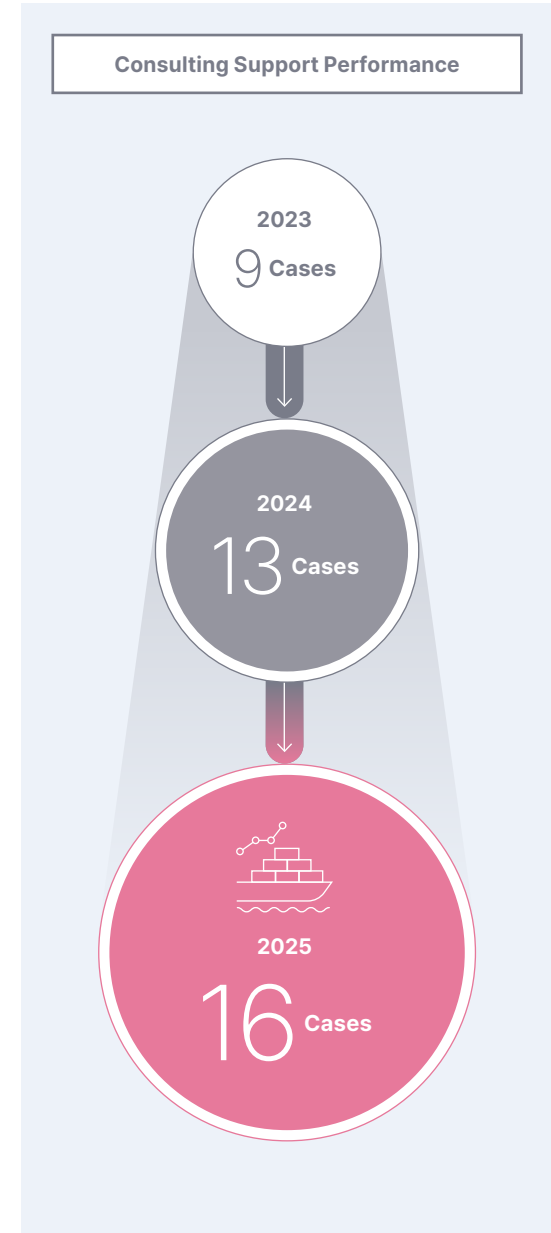
Background	Support Details	Performance
<ul style="list-style-type: none"> <li>Continued burden of high-interest loans following corporate rehabilitation</li> <li>Need for fleet maintenance and improvement of financial stability</li> </ul>	<ul style="list-style-type: none"> <li>Debt analysis &amp; refinancing support(7-8% floating rates)</li> <li>Refinancing one PCTC and financing one additional vessel</li> <li>Parallel consulting on eco-friendly response strategies</li> </ul>	<ul style="list-style-type: none"> <li>KRW 3B savings in financial costs(2 vessels)</li> <li>15% reduction in interest expenses vs. Company A's 3-year average</li> </ul>

### CASE 2. Consulting for Improving Financial Structure of Company C to Preemptively Respond to Market Downturn(2025)

Background	Support Details	Performance
<ul style="list-style-type: none"> <li>Need to strengthen financial structure stability in preparation for the slowdown in the container market</li> </ul>	<ul style="list-style-type: none"> <li>Supported the restructuring of high-interest and maturing loans through debt structure analysis</li> <li>Devised liquidity securing plans utilizing idle vessels</li> </ul>	<ul style="list-style-type: none"> <li>Achieved an interest rate reduction of approximately 0.5~0.8%p</li> <li>Secured KRW 36.3 billion in new liquidity</li> </ul>

### CASE 3. Consulting for Ship Refinancing and Future Investment Plans of Company S(2025)

Background	Support Details	Performance
<ul style="list-style-type: none"> <li>Decrease in operating profit due to market recession and increased burden of high-interest loans</li> </ul>	<ul style="list-style-type: none"> <li>Identification of high-interest financing through the analysis of existing ship finance structures</li> <li>Provision of low-interest refinancing in connection with KOBC financing and establishment of financial structure improvement plans</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of interest expenses by approximately KRW 330 million</li> <li>Secured an additional KRW 7.6 billion in liquidity</li> <li>Improved current ratio by approximately 16%p</li> </ul>

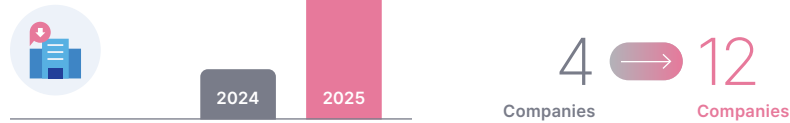


# KOBC, the Financial Safety Zone for the Shipping and Maritime Industry

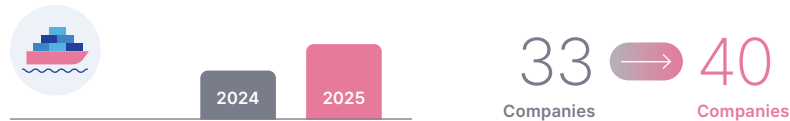
## Excellent Shipper-Carrier Certificate System

To establish a partnership and mutual growth system between shipping companies and shippers and to expand the use of national vessels, KOBC operates the Excellent 'Shipper-Carrier Certificate System'. In 2024, the scope and criteria for certification were expanded, and in 2025, the effectiveness of the system was enhanced by improving incentives and strengthening inspections.

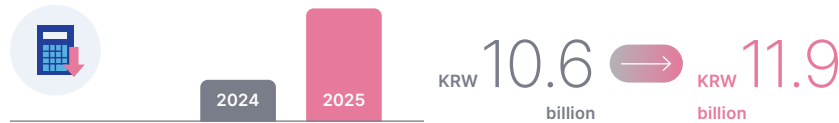
### Tax Credit Beneficiaries



### Cumulative Certified Enterprises



### Estimated Port Charge Reductions for 8 Certified Carriers(2025)



Shared Growth Policy Seminar for Shipping Companies and Shippers

## Special Support Program for SME Shipping Companies

KOBC operates the 'Special Support Program for SME Shipping Companies' to listen to on-site voices and work together to resolve the difficulties faced by small and medium-sized carriers. Through this program, we are laying the foundation for SME shipping companies to overcome crises and achieve stable growth.

### Turning Field Voices into Policy! Special Support Program for SME Shipping Companies

2025 Edition

#### Addressing Ongoing Financial Difficulties of SME Carriers

The burden of high interest rates is too heavy.

We lack funds to comply with environmental regulations.

KOBC has improved the Special Support Program by reflecting these on-site opinions.

#### What has changed?

- [Limit] Increased from KRW 20 billion → KRW 40 billion
- [Scope] Expanded to include both ocean-going and coastal/domestic carriers that have obtained a Grade 4 or higher 'Eco-friendly Vessel Certification' from the Korea Maritime Transportation Safety Authority(KOMSA).
- Introduced combined support linking direct loans and guarantees.



**CEO of a Regional Chemical Tanker Company**  
We faced significant challenges in procuring ship finance. However, thanks to the Korea Ocean Business Corporation, we received \$20,850,000 in newbuilding finance to replace our aged vessels, enabling us to successfully comply with environmental regulations.

#### Key Performance

#### Customer Satisfaction Survey Results for SME & Coastal Carrier Support

87.7 Points → 97.3 Points

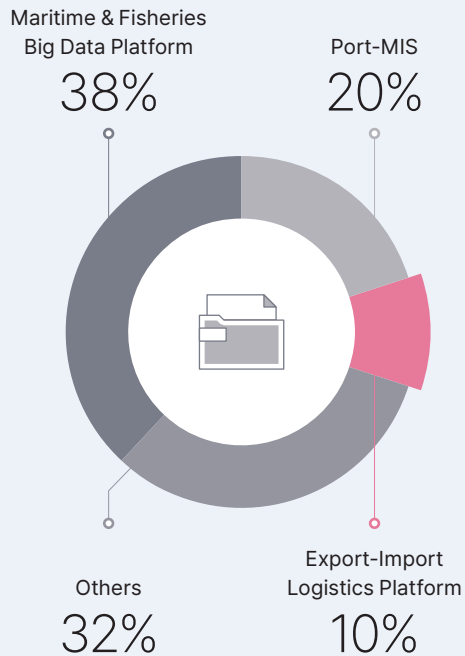


# Establishing an Integrated Maritime Industry Data Platform

KOBC is building an integrated maritime industry data platform to bridge data gaps within the sector and enable the unified utilization of public and private data. With the goal of providing comprehensive maritime information services by linking import/export logistics, shipping market trends, and policy/statistical information, we are enhancing data usability and scalability through demand-driven data integration and the construction of AI training datasets.

## Expanding Public Data Accessibility through Data Opening and Promotion

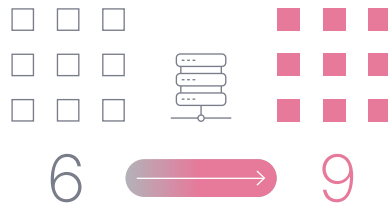
- Established open data catalogs and registered file data via the National Public Data Portal
  - Ranked 3rd overall among Ministry of Oceans and Fisheries(MOF) affiliates by opening approximately 100 data tables out of 1,114 total candidates.



## Enhancing Platform Utility by Discovering New Demand-Based Data

- Analyzed data demand surveys from the "2024 Maritime Industry Digital Transformation Conference" and Export-Import Logistics Platform users
  - Identified new business projects based on user needs
- Secured and advanced demand-driven data connectivity
  - Secured 3 new types of data

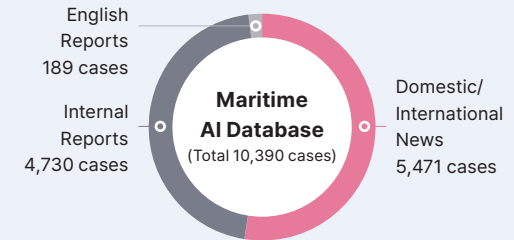
### Increased connected data categories



- Developed new features and established a Generative AI-based maritime information service
  - Achieved "Very Satisfied" rating in detailed functional satisfaction surveys

## Strengthening Data Usability and Scalability through AI Training Data and Data Hub Foundation

- Executed AI training data design and standardization
  - Completed preprocessing of maritime-specific AI model training data



- Generated and distributed data statistical analysis information
  - Developed 3 types of analytical/statistical information and sharing functions
  - Achieved "Very Satisfied" rating in statistical service satisfaction surveys.
- Established a consultative body for government policy projects



Signed MOU for Autonomous Shipping('25.12)

# Nurturing Future Maritime Finance Professionals

KOBC is expanding its maritime industry human resource development programs to establish a foundation for the sustainable growth of the shipping, port, and logistics sectors. Through the operation and support of specialized educational programs, we are cultivating talents equipped with the practical expertise demanded by the industry. We are committed to continuously strengthening the human capital competitiveness across the entire maritime sector.

## Nurturing Talents for the Future of the Maritime Industry

To support the sustainable growth of the maritime industry, KOBC is expanding its professional talent development programs. In 2025, we operated systematic formal curricula and educational programs for university students and young adults to bolster the competitiveness of the shipping, port, and logistics sectors. Furthermore, we enhanced the industry's human resource base and deepened understanding of the sector through localized talent development initiatives.

### Maritime Finance Professional Development Program

Category	Basic	Advanced	Port & Logistics <span style="color: red;">New</span>
Recruitment	25 Persons	15 Persons	26 Persons
Completion	25 Persons	15 Persons	25 Persons
Satisfaction	4.88/5.0	4.75/5.0	4.67/5.0
Cumulative Graduates	289 Persons(Since 2020)		

### Nurturing Regional Talent

- Supported Master's programs at regional Graduate Schools of Maritime Finance(30 students per year)
- Newly expanded support for Master's and Doctoral programs at regional Graduate Schools of Global Logistics(Master's program: 46 students / Doctoral program: 8 students)

### Special Future Maritime Finance Lecture for the general public(21 participants)



Understanding and Reality of the Northern Sea Route(Nov 25, '25)

### Job Competency Enhancement Program for University Students

Institution	Mokpo National Maritime Univ.	Pyeongtaek Univ.
Date	'25.10.21, '25.12.4.	'25.11.6. '25.11.27
Department	Dept. of Shipping & Transportation	Dept. of International Logistics
Participants	62 Persons	44 Persons
Satisfaction	4.8/5.0	4.7/5.0



Job Competency Enhancement Training for University Students

### Cultivating Future Experts Focused on Youth

- Career consulting and incumbent mentoring for young professionals in the maritime finance industry

2024 20 participants ➔

2025 24 participants

### Key Performance

**Total Number of Recruited Trainees**  
 19% increase compared to 2024  
 (253 persons in '24 ➔ 300 persons in '25)

**Number of Graduates from Professional Development Programs**  
 67% increase compared to 2024  
 (39 persons in '24 ➔ 65 persons in '25)

GRI 413-1

UN SDGs



# Strengthening Safety, Health, and Information Protection Management

KOBC operates a prevention-oriented management system to create a safe working environment for employees, ensure the safety management of owned vessels, and strengthen information security and personal information protection. We are dedicated to fostering a secure and trustworthy business environment through disaster and safety management, robust security response systems, and proactive personal information protection activities.

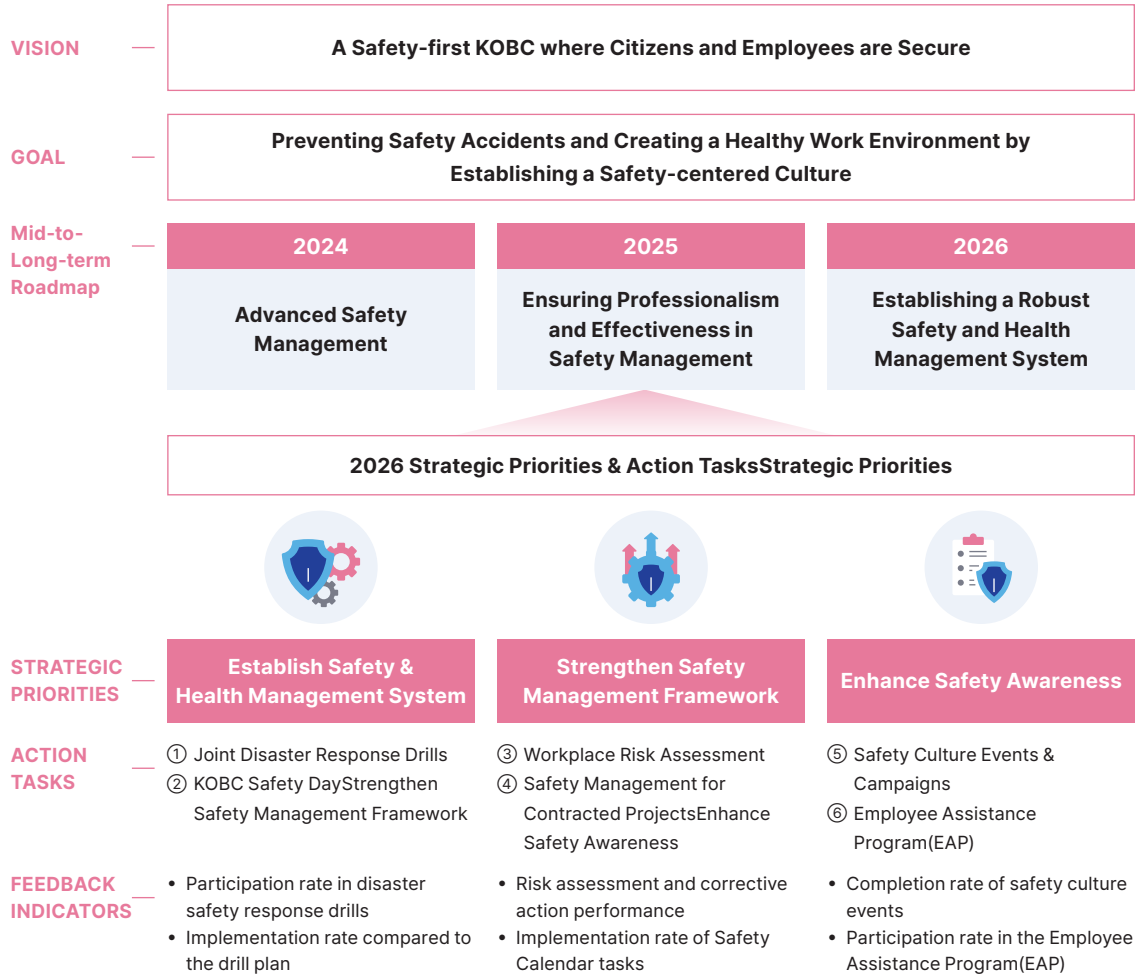
GRI  
403-5~7, 416-1

UN SDGs



## Disaster and Safety Management System

Based on our mid-to-long-term roadmap for safety management, KOBC is continuously strengthening its disaster and safety management systems.



## Industrial Accident Reduction Goals & Status

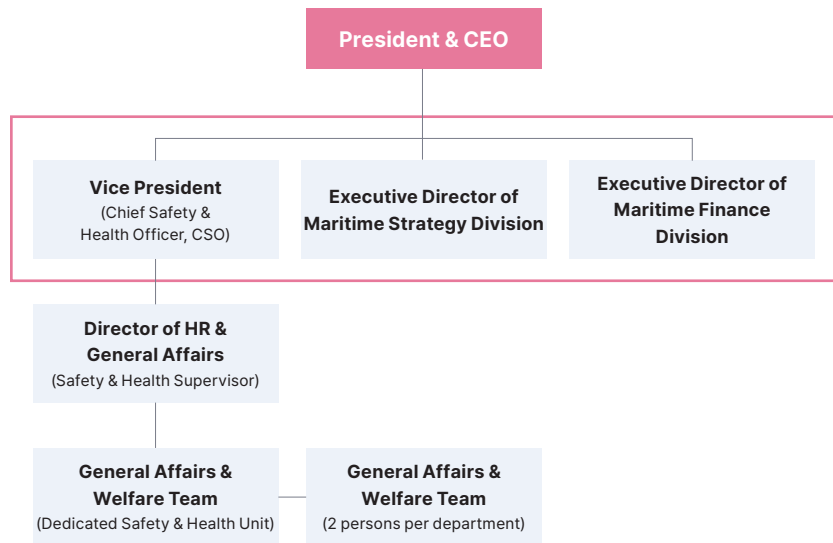
(Unit: Persons)

Category	2021		2022		2023		2024		2025	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Fatalities from Industrial Accidents	0	0	0	0	0	0	0	0	0	0
Fatalities from Safety Accidents	0	0	0	0	0	0	0	0	0	0

### Disaster and Safety Management System

KOBC has clarified its safety accountability hierarchy centered around the CEO. The Vice President is designated as the Chief Safety and Health Officer, with the General Affairs & Welfare Team serving as the dedicated department. This organization oversees safety management planning, risk assessments, workplace inspections, employee training, and responses to disasters and infectious diseases.

### Safety Management Organization & Accountabilities



### Operation of Safety Reporting Channels

KOBC operates a safety reporting system to ensure that employees can easily identify and mitigate hazards in their daily work environment. By encouraging voluntary participation, we are establishing a safety culture focused on preemptive prevention.

### Employee Reporting Channel, KOBC Safety Change

(Unit: Cases)

Category	Request for Removal	Preemptive Measures	Near-Miss Prevention
2023	1	14	-
2024	16	66	11

### Safety Inspection, KOBC Safety Calendar

(Unit: Cases)

Category	Contracting	Facilities	Safety	Health	Total
2023	63	-	-	-	-
2024	51	37	27	41	156

### Safety Personnel Status

(Unit: Persons)

2024				2025			
Total Personnel		Safety Personnel		Total Personnel		Safety Personnel	
Quota	Current	Quota	Current	Quota	Current	Quota	Current
172	179	-	1	177	176	-	1

### Safety Budget

(Unit: KRW Million)

2024		2025	
Budget	Execution	Budget	Execution
84	82.4	99	94

### Prevention-Oriented Safety Management Based on Risk Assessment

KOBC has regularized risk assessments to systematically identify workplace hazards and establish reduction measures. Through the preemptive discovery of risk factors, we have improved the working environment and strengthened prevention-oriented safety management.

### 2025 Risk Assessment Performance

(Unit: Cases)

Electrical*	Working Environment	Operational Characteristics
2	4	1

**100% Implementation of risk factor reduction and improvement measures  
ZERO safety accidents**

### Operation of Safety & Health Employee Assistance Program(EAP)

KOBC operates a participation-based Employee Assistance Program(EAP) to diagnose organizational stress and expand psychological counseling. We have also implemented health management initiatives and provided supplies to prevent musculoskeletal disorders.

#### Participation-based Programs

##### 1:1 Personalized Psychological Counseling & Safety/Health Programs

[Organizational Stress Diagnosis] [Individual Counseling] [Mental & Physical Care]  
 [Musculoskeletal Disorder Prevention] [Physical Health]



Employee Physical Health Program

#### Supply Support





##### Supply Support for Industrial Accident Prevention

[Wrist Health: Ergonomic mice(10 units)]  
 [Heatwave Prevention: Cooling arm sleeves(200 units)]  
 [Fire Prevention: Electrical outlet fire-extinguishing patches(200 units),  
 Safety multi-tabs(20 units)]  
 [Cold/Frostbite Prevention: Hand warmers(200 units)]



### KOBC Safety Day

KOBC operates 'KOBC Safety Day' to help employees reflect on the value of safety and put it into practice. Through mock drills, we strengthen crisis response capabilities and internalize a 'Safety-First' mindset.

Quarter/Focus Area	Key Activities
<b>Q1</b> <b>Business Continuity Management</b> 	<ul style="list-style-type: none"> <li>Advanced emergency contact system operation drill (Feb '25)</li> <li>Established emergency work plans for business continuity(Mar '25)</li> </ul>
<b>Q2</b> <b>Disaster Preparedness</b> 	<ul style="list-style-type: none"> <li>Earthquake alert dissemination &amp; evacuation drill(Apr '25)</li> <li>Mock drills for typhoons/heavy rain protocols &amp; service adjustments(Jun '25)</li> <li>Dissemination of heavy rain evacuation tips &amp; joint facility inspections with HDC</li> </ul>
<b>Q3</b> <b>Fire Safety Training</b> 	<ul style="list-style-type: none"> <li>Fire response protocol dissemination &amp; fire safety drill (Aug '25)</li> <li>Pre-holiday facility and fire safety inspections(Sep '25)</li> <li>Visit to Fire Safety Experience Center &amp; hands-on training(Oct '25)</li> </ul>
<b>Q4</b> <b>Emergency Response Education</b> 	<ul style="list-style-type: none"> <li>Emergency response protocol dissemination &amp; First Aid/CPR/AED training(Nov '25)</li> </ul>

#### Conducted Safety Officer Workshops (3 sessions)



Source:  
 Safety Management Report

## Advancing the Safety Management System for Owned Vessels

To prevent maritime accidents and preserve vessel asset value, KOBC conducts regular inspections of its entire fleet, including on-site inspections accompanied by staff. We have systematized our management framework by establishing a comprehensive safety management manual. Furthermore, through cooperation with relevant organizations, we have strengthened our preemptive safety management by reflecting the latest regulations and technologies, ultimately achieving ZERO maritime safety accidents.

### Fleet-wide Vessel Inspections

Conducted inspections for all owned vessels

Vessel Type	No. of Vessels	Inspection Locations
Container	12	Port of Busan and China (Guangzhou, Ningbo, Qingdao, etc.)
Chemical	3	Ports of Yeosu and Ulsan



Chemical Tanker Inspection

### On-site Inspection Training for Employees

Accompanied on-site vessel inspections for staff development  
(Total: 4 sessions, 13 participants)



Chemical Tanker Inspection

### Development of Practical Manuals

Created a management manual encompassing vessel safety management and asset value preservation strategies.



### Networking with Relevant Organizations

Established a network with specialized institutions (Korean Register (KR) and Ship Management Companies).  
Quarterly Meetings with KR / CEO Roundtables with Ship Managers.



KR Quarterly Meeting



Ship Manager CEO Roundtable

## Efforts to Promote a Culture of Safety

To prevent maritime accidents and preserve vessel asset value, KOBC conducts regular inspections of its entire fleet, including on-site inspections accompanied by staff. We have systematized our management framework by establishing a comprehensive safety management manual. Furthermore, through cooperation with relevant organizations, we have strengthened our preemptive safety management by reflecting the latest regulations and technologies, ultimately achieving ZERO maritime safety accidents.

- ① Safety Photo Contest (Poster)
- ② Safety Culture Diagnostic Survey (Poster)



### Safety Quiz Sessions



### "Spot the Hazard" (Hidden Safety Risks) Activities



### Safety Culture Index: Development and Diagnosis

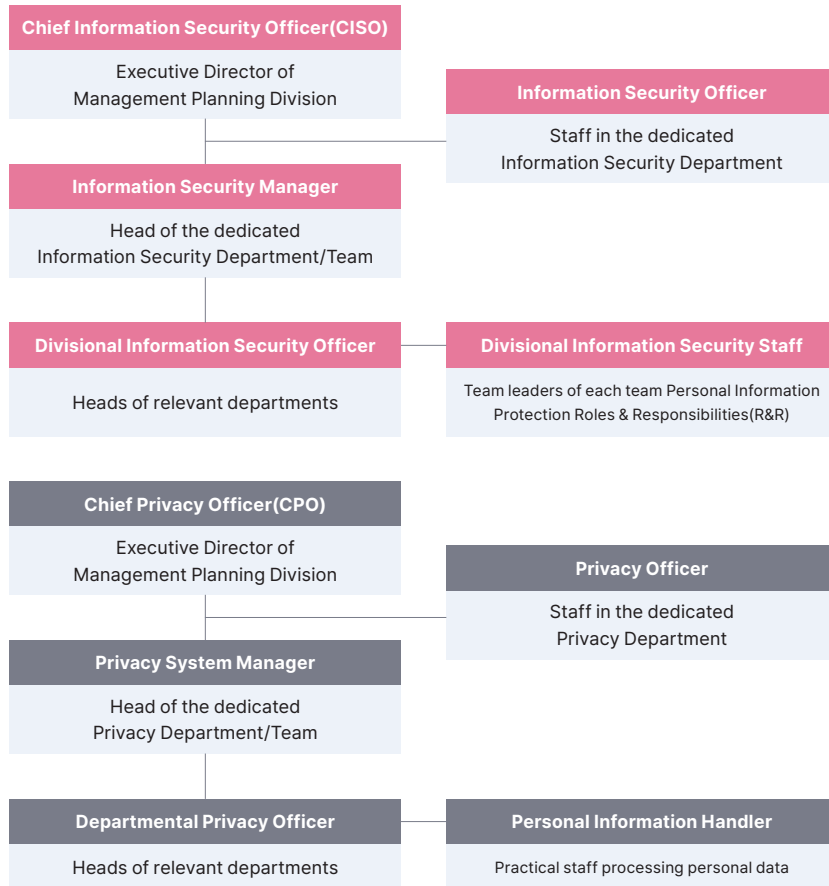


# Strengthening Information Security and Personal Information Protection Management

## Information Security Framework

KOBC recognizes information security as a core value of its institutional operations. To ensure this, the Executive Director of the Management Planning Division concurrently serves as the Chief Information Security Officer(CISO), overseeing both management strategies and information security policies.

## Information Security Roles & Responsibilities(R&R)




## Establishing AI-based Cybersecurity Systems

KOBC has established an AI-driven cybersecurity framework to respond preemptively to cyber threats and disaster situations. We have upgraded our response capabilities through practical cyber drills while building intelligent defense systems, including AI-based security monitoring, a national three-tier security monitoring system, and the foundation for the KOBC Cyber Security Center. We are also enhancing internal security levels by strengthening employee authentication and ensuring constant readiness through our Cyber Security Center.

**Key Performance**

- Achieved ZERO information security incidents for 7 consecutive years
- Obtained ePrivacy Certification, an excellent external certification for personal information protection
- Completed intelligent screening and blocking of continuous external attacks(Avg. 200 cases per month)



## Strengthening IT Resilience Against Disasters

To enhance IT resilience in response to disaster situations, KOBC has refined its entire process—from incident detection and response to recovery. Through realistic mock drills, we have secured rapid recovery capabilities for major information

**Key Performance**

- Completed execution of the 3-stage disaster response system (Detection → Response → Reinforcement)
- Successful recovery drill for all information systems assuming a main data center failure (Restored 9 major information systems within the maximum recovery time(5.5 hours))

### Personal Information File Management

KOBC has established a lifecycle management procedure for personal information files from creation and modification to inspection and destruction. We maintain data accuracy through semi-annual comprehensive clean-ups. In 2025, we deleted one unnecessary data item, updated the counts of handlers and data subjects, and destroyed two temporary files. All changes are reported to the CPO, approved by the relevant authorities, and reflected on the Privacy Portal. We enhance transparency and accessibility by disclosing file statuses via our Privacy Policy and the portal. Furthermore, we ensure the reliability of data protection by strictly following internal destruction procedures and systematically managing logs.

### Personal Information Privacy Policy

KOBC constantly discloses and regularly updates its Privacy Policy on our website. We have adopted a readability-focused UI—incorporating infographics, organized tables of contents, and highlighted key sections—to help data subjects understand the content easily. We also provide shortcuts to the registered personal information files and offer clear procedural guides for exercising data rights. User feedback is actively collected and reflected in internal regulation updates, further improving accessibility through user-friendly interfaces.

### Raising Awareness of Personal Information Protection

KOBC conducts personal information protection training for all executives and employees to raise organizational awareness and strengthen the foundation for regulatory compliance.

### Measures for Ensuring Personal Information Security

To manage personal information securely, KOBC inspects access rights to processing systems monthly, including checking for accounts inactive for over three months. We also conduct monthly audits of access logs to monitor for abnormal activities, ensure mandatory data collection, verify reasons for downloads, and check the integrity of logs. Access logs are stored for at least one year; however, logs involving unique identifiers or sensitive information are stored for over two years in accordance with regulatory standards.

#### Personal Information Protection Training Status

Category	2024			2025		
	Partici-pants	Comple-tion	Rate	Partici-pants	Comple-tion	Rate
All Employees	169	169	100%	170	170	100%
Handlers	64	57	89%	68	68	100%
Managers	2	2	100%	2	2	100%
CPO	1	1	100%	1	1	100%

#### Access Rights Audit:

##### Granting, Modification, and Revocation

(Unit: Cases)

System	Total Accounts	Admin Accounts	Handler Accounts	Inactive (3mo+)	Audit Cycle
Maritime Info Service	16	6	10	0	Monthly
Professional Training	12	6	6	0	Monthly
ERP	15	5	11	0	Monthly

#### Public Institution Privacy Protection Level Evaluation

(Unit: Grade)

2020	2021	2022	2023	2024
Good	Good	S	B	B

# Workplace Respecting Diversity and Work-life Balance

Based on the values of diversity and inclusion, KOBC is dedicated to creating a work environment where members can maintain a healthy balance between work and life. We are building a sustainable organizational culture by improving welfare systems, expanding flexible work arrangements, nurturing female talent, and strengthening socially equitable recruitment.

GRI 404-2

UN SDGs



## A Work Environment Where Happiness and Growth Coexist

### Creating a 'Great Place to Work' Based on Employee Well-being and Competency

To establish a sustainable work environment, KOBC has overhauled its institutional frameworks—including work-life balance support, expanded flexible work arrangements, and improved workspaces—to simultaneously enhance work engagement and professional expertise.

#### Expanded Childbirth Grants

- (Union) 500,000 KRW for members
- (Management) 2M KRW each for 1st & 2nd child, 3M KRW for 3rd child

**Result:**  
14M KRW total paid to 7 employees

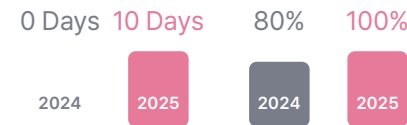
#### New Scholarship for Academic Excellence

- Established a scholarship program for employees' children (university students) with outstanding academic records

**Result:**  
4M KRW total awarded to 8 students

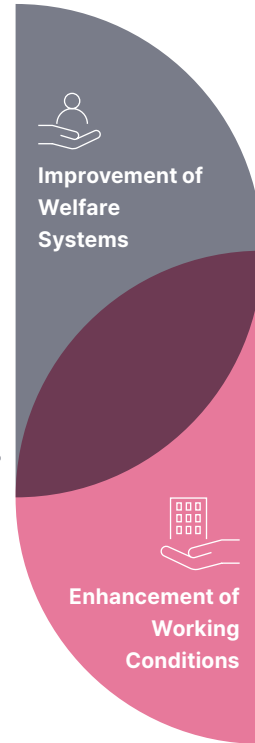
#### Expanded Maternity/Paternity Leave

- Paternity leave: 10 days → 20 days
- Maternity leave (preterm birth): 90 days → 100 days
- Partner's prenatal check-up accompaniment leave: 0 days → 10 days



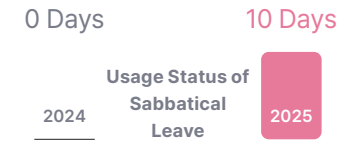
Partner's Prenatal Check-up Accompaniment Leave (Usage Status)

Statutory Maternity/Paternity Leave (Utilization Rate)



#### Introduction of Sabbatical Leave (Long-service Leave)

- Granting Leave:  
10~20 years of service: 5 days,  
20+ years of service: 7 days



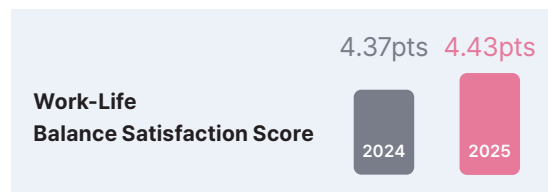
#### Flexible Work & Time-off Policies

- Extended the validity of compensatory leave up to 2 years



#### Expanded Self-Development Support

- Established criteria for supporting full-time graduate school programs  
**Selected 1 initial recipient for support**



Work-Life Balance Satisfaction Score

**Family-Friendly Company Certification:**  
Certified by the Ministry of Gender Equality and Family for 6 consecutive years.

# HR Operations Based on Inclusion and Diversity

## Inclusive Human Resource Management through the Employment of Underprivileged Groups

KOBC has improved its recruitment procedures by refining preferential hiring criteria for vulnerable groups and identifying job roles specifically suitable for individuals with disabilities. Through these initiatives, we have expanded socially equitable recruitment and strengthened the creation of customized job opportunities.

### Efforts for Socially Equitable Recruitment

<b>Individuals with Disabilities</b>	<p><b>[Job Development]</b> Identified suitable roles for the disabled(In-house baristas, mail management)</p> <p><b>[Relaxed Requirements]</b> Abolished language proficiency scores and implemented restricted competitive recruitment</p> <p><b>[System Improvement]</b> Subdivided extra points based on disability severity(Mild: 3%, Severe: 5%)</p> <p><b>[Awareness]</b> Cultivated an inclusive culture for university students with disabilities</p>
<b>Regional Talent</b>	<p><b>[Proactive Promotion]</b> Conducted "On-site Campus Recruitment Briefings" at regional universities(2 sessions)</p> <p><b>[Outreach]</b> Participated in regional talent job fairs and operated consultation booths(6 sessions)</p>
<b>Economically Vulnerable Groups</b>	<p><b>[New Incentives]</b> Established extra points for the near-poverty group(5% for document screening and written exams)</p>
<b>Youth Interns</b>	<p><b>[Job Matching]</b> Assigned departments based on preferred roles identified through job interviews</p> <p><b>[Educational Support]</b> Introduced mandatory Finance/Accounting courses and provided interview-specific career training</p> <p><b>[Mentoring]</b> Enhanced job understanding and organizational adaptation through the Mentor-Mentee system</p> <p><b>[Expanding Opportunities]</b> Guaranteed career opportunities by supporting business trips for external interviews and job fairs</p>

### 2025 Socially Equitable Recruitment Performance

Category	Individuals with Disabilities	Regional Talent	Youth Employment	Youth Interns
Metric	Total Employees	No. of Recruits	Quota(%)	Quota(%)
Gov't Target	3.8%	35.0%(5 Persons)	3.0%(6 Persons)	7.0%(12 Persons)
Actual	9 Persons	76.9%(10 Persons)	6.9%(12 Persons)	13.5%(24 Persons)
Status	Achieved	Achieved	Achieved	Achieved

## Attracting Female Talent and Nurturing Female Managers

KOBC has increased the proportion of female recruitment through merit-based personnel management and actively assigned female talents to core functions and key positions. By doing so, we are strengthening female leadership and continuously enhancing female representation within the organization.

### 1 Talent Acquisition

<p><b>Entry-level Employees</b> Expanding recruitment of female talent based on blind hiring principles</p>	<p><b>Experienced Professionals</b> Recruitment of female professionals with specialized certifications</p>
<p><b>Trend in Female Recruitment Rate</b></p> <p>2018 22.6% → 2024 46.6% → 2025 47.9%</p>	
<p><b>Hired 6 professionals, including lawyers, accountants, and labor attorneys</b></p>	

### 2 Strengthening Leadership

<p><b>Strategic Operational Placement</b> Active assignment of female employees to core business functions.</p>	<p><b>Key Appointments</b> Empowered Grade 4 female employees with Grade 3 responsibilities.</p>	<p><b>Leadership Pipeline Development</b> Operation of the "Kaptain" (KOBC + Captain) System</p>
<p><b>Newly assigned female employees to core tasks:</b></p> <p>2024 0 person → 2025 4 person</p>	<p><b>Provided opportunities to acquire managerial competencies.</b></p>	<p><b>Selection of Next-Generation Female Leaders:</b> 1 person selected</p>

### 3 Enhancing Representation

<p><b>Major Decision-Making Bodies</b> Expanding participation of female members in key committees</p>	<p><b>Junior Board</b> Increasing the ratio of young female directors within the Junior Board.</p>	<p><b>Internal Interviewers &amp; Panels</b> Nurturing female interviewers to ensure gender-balanced recruitment</p>
<p>Enhancing female representation to ensure diverse perspectives in governance</p>	<p><b>Empowering Young Female Directors to participate in corporate innovation</b></p> <p>2024 50% → 2025 67%</p>	<p><b>Ensuring the participation of female members in the Personnel Committee</b></p> <p>2024 2 person → 2025 3 person</p>

# Human Rights Management Putting People First

KOBC operates under the fundamental principle of respecting the rights and dignity of all stakeholders, including our employees. We are committed to continuously monitoring and improving our institutional frameworks and procedures to prevent discrimination and human rights violations. By operating the Human Rights Management Committee and strengthening human rights education, impact assessments, and supply chain accountability, we are further advancing our human rights management system.

GRI  
2-30, 410-1

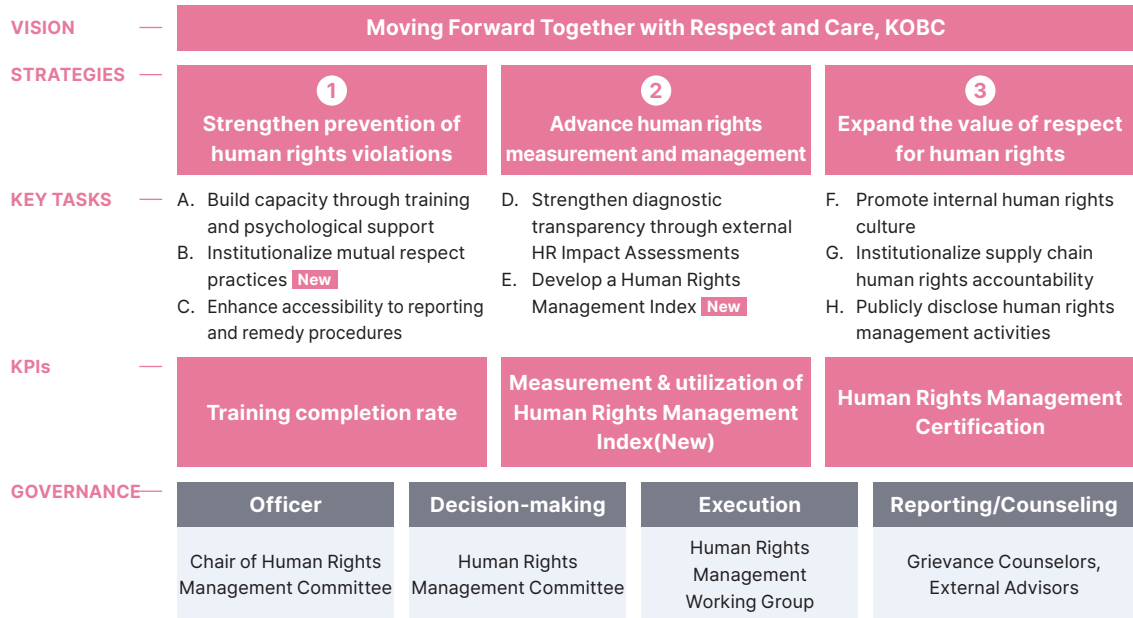
UN SDGs



## Spreading a Culture of Respect for Human Rights

### Human Rights Management Strategy Framework

Integrating human rights into the core of our corporate values, KOBC operates a systematic framework to ensure dignity and respect for all.



### Human Rights Management Training

KOBC enhances employees' human rights sensitivity and practical application through education focused on the latest human rights issues and case studies.

#### All-Employee Human Rights Training

**All-Employee Human Rights Training(Cyber Training)**  
(Participants) All executives(including CEO) and employees  
(PERIOD) OCT 20 ~ NOV 12, 2025  
(Course) Realizing a Fair and Human Rights-Oriented Society  
(Completion) 195 participants  
(As of Nov 13, 2025)

#### Special Lectures by External Experts (In-person)

**1st Session**  
(Course) "Human Rights Management and Our Practices"  
(DATE) SEP 8, 2025  
(Instructor) Sun-jeong Jang(CEO of LeeRang Labor Law Firm)  
(Attendance) 52 participants

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**2nd Session**  
(Course) "Refreshing Our Institution through Human Rights Management"  
(DATE) NOV 12, 2025  
(Instructor) In-sik Jeong(Human Rights Instructor, National Human Rights Commission of Korea)  
(Attendance) 26 participants

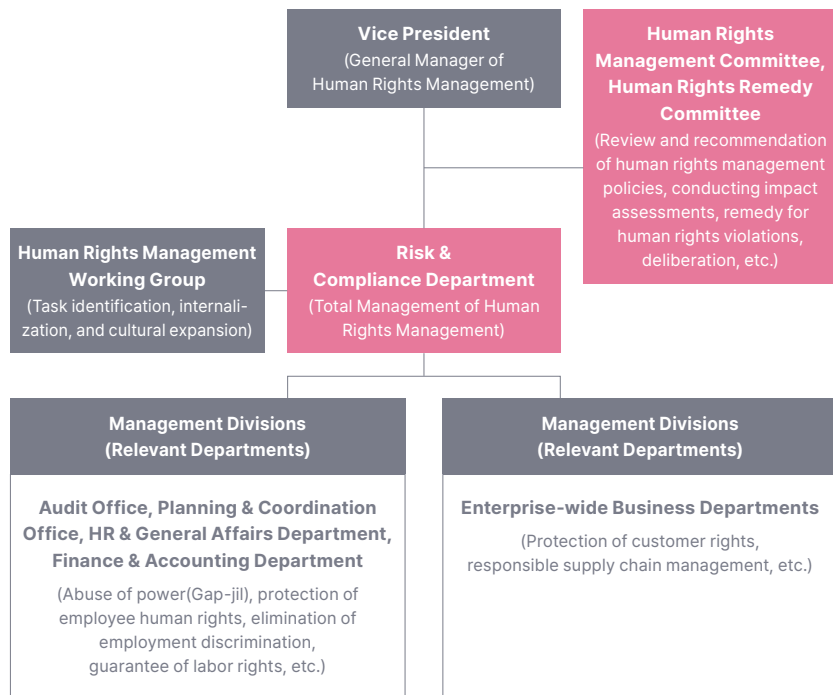
#### Capacity Building for HR Management Officers

(Course) "Business and Human Rights Capacity Building" by the National Human Rights Commission of Korea  
(Completion) 3 officers



### Organization for Human Rights Management

KOBC operates a human rights management system led by the Executive Director (Vice President), centered on the Risk & Compliance Department and the Working-level Task Force. The Corporation has established an enterprise-wide human rights management framework that deliberates on key matters through the Human Rights Management Committee and the Human Rights Relief Committee.



### Establishment of Human Rights Policy

KOBC has established its human rights policy by gathering a wide range of opinions from experts and stakeholders. Through this, we have clarified the principles of respecting human rights across all areas of management and strengthened the foundation for its execution.



KOBC Charter of Human Rights Management

### Human Rights Management Committee

KOBC's Human Rights Management Committee is a body with expertise and independence that deliberates on human rights management plans and systems, human rights impact assessments, and matters regarding the remedy of human rights violations. The committee consists of 9 internal and external members, each serving a two-year term.



#### External Members of the Human Rights Management Committee

Name	Field	Affiliation & Title
Kim Se-hyun	Industry Representative (Maritime)	(Present) Director, Busan Office of Korea Shipping Association (Former) Specialist, Regulatory Reform Task Force, Prime Minister's Office
Jung Hee-jin	Human Rights (Legal)	(Present) Attorney, Hanol Law Firm (Former) Legal Counsel, Busan Sasang Police Station
Choi Hyun-seok	Human Rights (Legal)	(Present) Disciplinary Committee Member, Busan Metropolitan Police Agency (Former) Prosecutor, Seoul Northern District Prosecutors' Office
Bae Byung-ho	Human Rights (Labor)	(Present) Advisory Member, Busan Labor Rights Center (Former) Expert Counselor, Anti-Corruption & Civil Rights Commission
Lee Pil-suok	Human Rights (Counseling)	(Present) Auditor, National Council of Family Violence Counseling Centers (Former) Executive Representative, Busan Counseling Center & Shelter for Women

#### 2025 Operation Performance of Human Rights Management Committee



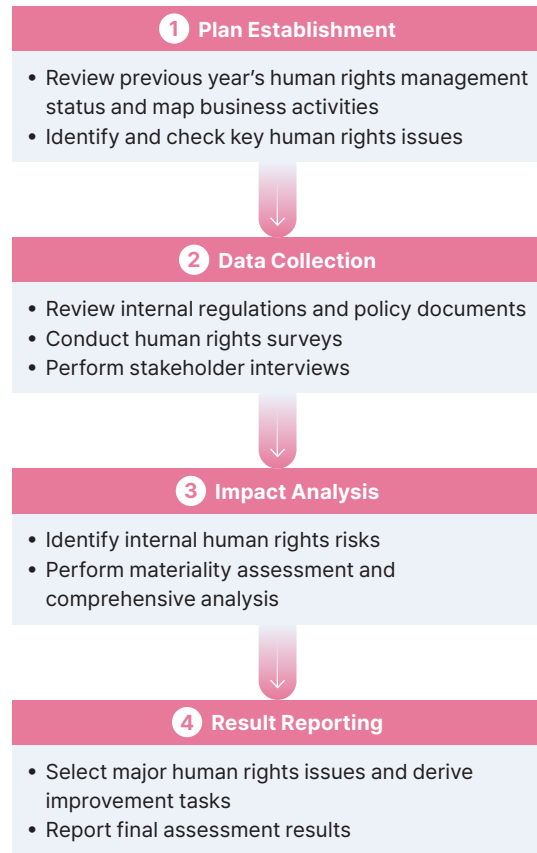
Category	1st Meeting	2nd Meeting
Date / Method	May 29, 2025 [In-person]	Dec 22, 2025(Mon) [Written]
Participants	Total 8 (Internal: 4, External: 4)	8 out of 9 (Internal: 3, External: 5)
Agenda Items	1 Case (2025 Human Rights Management Plan)	4 Cases (4 Reports)
Resolution Results	Approved as proposed	Received as proposed

# Human Rights Impact Assessment

## Human Rights Impact Assessment

KOBC conducts an annual Human Rights Impact Assessment to prevent human rights violations against various stakeholders. In 2025, we established and inspected 119 indicators across 28 items in 8 categories, reflecting potential issues in institutional operations and major business sectors. The assessment revealed an overall improvement in human rights management, including enhanced independence in remedy procedures, organizational culture improvements, and an advanced management system. Moving forward, we plan to derive and continuously supplement improvement tasks based on these assessment results.

### Human Rights Impact Assessment Procedure



### Major Human Rights Issues and Improvement Measures according to the 2025 Human Rights Impact Assessment


Category	Major Human Rights Issues	Improvement Measures
Priority 1	<b>Discrimination</b>	(Long-term) Efforts to enhance objectivity and transparency in personnel management (appointments and evaluations)
	<b>Supply Chain Management</b>	(Short-term) Establish a Supplier Code of Conduct and identify partners (Mid-term) Share the Supplier Code of Conduct and implement monitoring (Long-term) Plan to incorporate human rights management elements into ship finance policies
	<b>Human Rights Management System</b>	(Long-term) Establish regulations to provide a basis for tracking responsive measures (Mid-term) Verify the effectiveness of responsive measures and ensure stakeholder participation
Priority 2	<b>Grievance Redress System</b>	(Short-term) Review outsourcing the operation of the system to external entities (Mid-term) Conduct simulation training to improve accessibility to counseling and reporting systems (Long-term) Establish a restorative remedy system
	<b>Human Rights Management System</b>	(Short-term) Institutionalize procedures for stakeholder participation (Mid-term) Expand supplier participation in Human Rights Impact Assessments (HRIA) (Long-term) Operate communication channels for human rights management with external stakeholders
Priority 3	<b>Human Rights Management System</b>	(Short-term) Revise the Charter of Human Rights Management; institutionalize the education-feedback loop; and develop training programs (Mid-term) Institutionalize the operation of the Working-level Consultation Body (Long-term) Develop measures to promote senior management's participation in human rights management
	<b>Occupational Health and Safety</b>	(Long-term) Expand risk assessment factors to include psychological and mental health factors.

# Expanding the Value of Respect for Human Rights

## Strengthening Human Rights Management with Stakeholders

KOBC promotes human rights management activities encompassing employees, partners, and the public to spread a culture of respect and enhance external trust. In particular, we have continuously advanced our human rights management system by improving internal culture and strengthening the human rights accountability of our partners.

 **Human Rights Management System Certification Maintained for 5 consecutive years**

 **Anti-Verbal Violence Company Certification(2025): Certified as a company free from verbal violence**

**Internal**

### Human Rights Week Commemorating International Human Rights Day

Employees spread a culture of respect within the organization through participation-based campaigns and programs celebrating International Human Rights Day. These activities strengthened internal communication and fostered a fair organizational culture.



### Spreading a Culture of Respect and Positivity through Intergenerational Appreciation Campaigns



Human Rights Management Slogan Contest



Online Integrity & Human Rights "Golden Bell" Challenge

### Formalizing Responsibility for Respecting Human Rights

Mandatory Submission of "Pledge to Fulfill Human Rights Obligations"; Required at the contract stage to institutionalize responsibility.

### Cooperation in Preventing and Improving Human Rights Risks

Established a cooperation system for prevention and corrective actions based on pledges to prohibit discrimination and guarantee labor rights.



**External**

### Institutionalizing Human Rights Accountability in the Supply Chain

We have integrated human rights respect obligations into the contracting stage for all partners and service providers. Furthermore, we have established a cooperative framework focused on preventing and mitigating human rights risks within the supply chain.



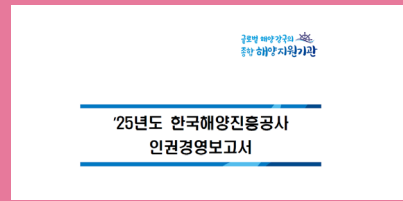
**Public**

### Disclosure of Human Rights Management Activities

KOBC has enhanced transparency and public accessibility by disclosing human rights management activities to the public and providing constant access to related information.



### Transparent Disclosure of Human Rights Performance



2025 KOBC Human Rights Management Report



Constant Guidance on Human Rights Norms & Reporting Center

### Operation of Human Rights Reporting & Counseling Channels

KOBC operates an enterprise-wide human rights management system led by the Executive Director. With the Risk & Compliance Department and the Working Group at its core, the Corporation ensures that major issues are deliberated through the Human Rights Management Committee and the Human Rights Remedy Committee.

Category	Counseling & Reporting Content	Channels & Methods
<b>Workplace Bullying &amp; Sexual Harassment</b>	Reporting and counseling for workplace bullying, sexual harassment, and sexual violence for internal employees	Access the 'K-Whistle' platform via the 'KOBC Integrated Clean Reporting Center'



<b>Corruption &amp; Integrity Violations</b>	Reporting corruption by partners, violations of the Code of Conduct, the Anti-Graft Act, lax management, and illegal subcontracting
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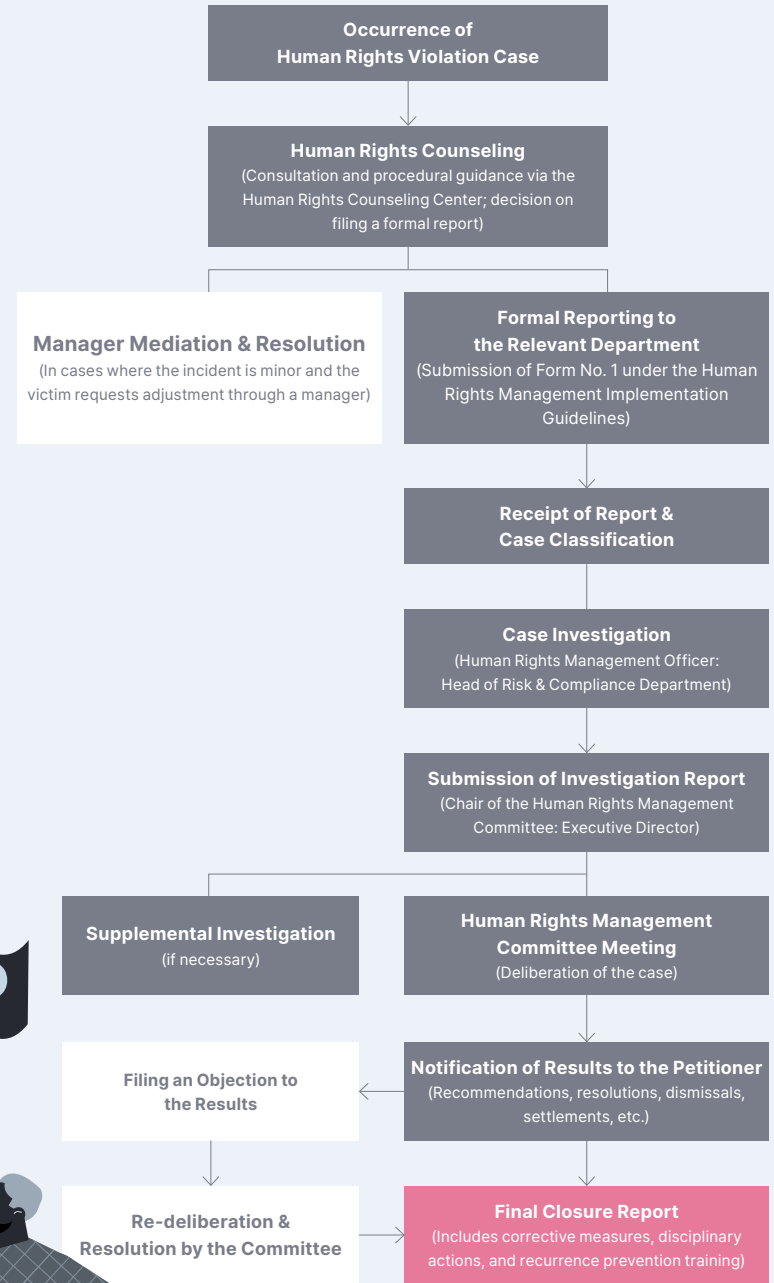
<b>Grievance Counselors</b>	Reporting and counseling for grievances related to workplace bullying, sexual harassment, and sexual violence	Application for counseling via online or offline channels through designated grievance counselors
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<b>External Advisors</b>	Reporting and legal counseling regarding 'Gap-jil'(abuse of power), workplace bullying, and sexual harassment	Counseling via email with certified labor attorneys and gender equality experts
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### Human Rights Violation Remedy Procedure



## Strategic Labor-Management Partnership

KOBC has established a vision and strategic framework for labor-management relations based on communication and trust. By institutionalizing an operational system centered on laws and principles—strictly complying with labor laws and government guidelines—we are expanding a cooperative and mutually beneficial employment culture.



## Operation of Labor-Management Consultation System

KOBC promotes key decision-making centered on the Labor-Management Council and operates a systematic, year-round management consultation system through the Joint Working-Level Task Force. Furthermore, we effectively coordinate labor-management issues by translating on-site feedback into institutional improvements through diverse communication channels.

<p><b>Human Rights Management and Our Practices</b></p> <p><b>[CEO in the Field]</b> Significant expansion 20 sessions in '24 → 165 sessions in '25</p> <p><b>[Live Broadcast of Monthly/Quarterly Meetings <span style="background-color: #f08080; padding: 2px;">New</span>]</b> Ongoing</p> <p><b>[Issue Sharing Bulletin Board <span style="background-color: #f08080; padding: 2px;">New</span>]</b> 75 cases posted and shared</p>	<p><b>Joint Labor-Management Communication</b></p> <p><b>[Labor-Management Council]</b> Held 4 times; 28 agenda items consulted</p> <p><b>[Joint Working-Level Task Force]</b> Held 7 times</p> <p><b>[Labor-Management Bridge Day &amp; Mutual Respect Day]</b> Held 24 times</p>
<p><b>On-site Engagement</b></p> <p><b>[One-Mind Event]</b> Ice cream sharing event with labor and management representatives</p> <p><b>[Lunch Box Meetings by Rank]</b> Operated frequently</p> <p><b>[CEO-Junior Board Meeting]</b> Special meetings and "Hope Day"(networking sessions)</p>	<p><b>Innovation-Driven Communication</b></p> <p><b>[Organizational Culture Innovation Committee]</b> Derived 13 improvement tasks for personnel innovation Derived 9 improvement tasks for integrity innovation</p>

## Conclusion of Dispute-Free Wage Agreement

Based on a robust labor-management consultation system, KOBC has established a mutually beneficial labor culture, leading to the conclusion of dispute-free wage agreements for five consecutive years. Furthermore, we continue to enhance employee satisfaction by promoting various activities to improve the working environment.

### Key Achievements in Working Environment Improvement

- |   |   |
|---|---|
| <p><b>Family-Friendly Employee Happiness Support</b></p>              | <p><b>[Overtime]</b> Conducted joint labor-management campaigns to reduce overtime and signed a mutual agreement</p> <p><b>[Compensatory Leave]</b> Revised the eligibility for compensatory leave reflecting key job functions and signed a mutual agreement</p> <p><b>[Work-Life Balance]</b> Participated in and was selected for the "Work-Life Balance Campaign" hosted by the Ministry of Employment and Labor</p>  |
| <p><b>Health &amp; Safety Employee Health Support</b></p>             | <p><b>[Safe Workplace]</b> Conducted air quality(1 session) and work environment (1 session) measurements considering respiratory health</p> <p><b>[Work Environment]</b> Registered as a user institution of the Smart Work Centerto ensure business continuity during business trips</p> <p><b>[Health Promotion]</b> Conducted "Mobile Mental Health Checkups" for 80 employees to prevent job-related stress</p> <p><b>[Environment Improvement]</b> Purchased food waste processors(4 units) and repaired sofas for a pleasant workplace</p> |
| <p><b>Organizational Culture Mutual Benefit &amp; Cooperation</b></p> | <p><b>[Communication]</b> Introduced a "CEO Talk Concert" at the joint labor-management workshop to enhance two-way communication</p> <p><b>[Capacity Building]</b> Established a new system to grant job training points for obtaining general certifications beyond those required for the job</p> <p><b>[Welfare Agreements]</b> Expanded non-monetary welfare by signing agreements with 32 corporations across 8 fields</p>  |



Award ceremony for the "Excellent Labor-Management Relations Enterprise" certification and trophy for two consecutive years(Nov. 2025)

## Grievance Redress and Prevention in Labor Relations

KOBC conducts workplace bullying prevention training for the CEO and senior management(including non-executive directors) during board meetings. Simultaneously, we provide basic labor relations training for new employees—covering the Labor Union Act and collective/wage agreements—to enhance understanding of rights and obligations and prevent conflicts from the early stages. As a result of these efforts, we achieved a 100% completion rate for both workplace bullying prevention and new employee labor-management training, contributing to the establishment of a prevention-centered labor culture where all employees

# Shared Growth with Local Communities

**KOBC promotes maritime-specialized social contribution activities based on cooperation with the local community. We are fulfilling our social responsibility and practicing a public institution, focusing on nurturing maritime talent, expanding the culture of maritime sharing, and promoting co-prosperity with the local community.**

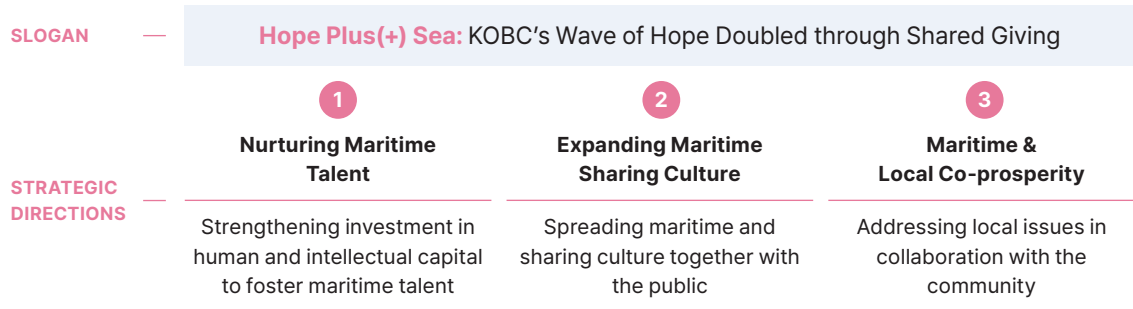
GRI  
413-1

UN SDGs



## Restructuring Win-Win Strategies for Growth with the Public

KOBC has restructured its win-win strategies to reflect changes in the internal and external environment as well as local issues. We have established three strategic directions—Nurturing Maritime Talent, Expanding Maritime Sharing Culture, and Strengthening Local Cooperation—while promoting expanded win-win initiatives based on public participation. Furthermore, we are enhancing our execution power through a structured Plan-Do-Check-Act(PDCA) framework.



**Social Value Created through Three Specialized Projects**

**KOBC promotes three representative specialized projects from the perspectives of Life Cycle, Virtuous Cycle, and Value Sharing.**

**1.**  
**Nurturing Maritime Talent for the Future**




Maritime Dream Dock      Sea-Link Expedition

**We are enhancing children and youth's understanding of the ocean and expanding the public's awareness of maritime sectors.**

**2.**  
**Creating Safe Changes Together with the Local Community**



**[Child]** There are so many big trucks that I'm scared on my way to school!

**[KOBC]** KOBC will take responsibility for the safety of port cities as well!

**We are resolving local inconveniences and creating a safe environment for everyday life.**

**3.**  
**Practicing Value Sharing to Protect the Ocean**




Biodiversity Education      Upcycling Education

**We go beyond simple environmental protection to build a sustainable maritime ecosystem together.**

## Internalizing a Culture of Sharing & Strategic Networking

KOBC has established a new voluntary service system based on spontaneous employee participation and is embedding a culture of sharing within the organization by expanding social contribution activities in the fields of safety and the environment. Furthermore, we have expanded the scope and impact of our social contributions through strategic networking, such as strengthening cooperation with Busan Metropolitan City and related organizations and promoting joint volunteer activities.

### Employee Voluntary Activities



Abandoned Dog Protection Activities

Yeontan(Coal Briquette) Bank Sharing Event



Warm Kimchi Sharing Event



'Value-Link Partners' Certification



Joint Volunteer Activity 'Big Event'

### Employee Volunteer Performance



### 2 Consecutive Years: Excellence in Win-Win Management Certification



### Awards for Win-Win Management



Gold Medal from the Korean Red Cross

Commendation from the Community Chest of Korea (Fruit of Love)

# GOVERNANCE

As a specialized policy finance institution for the maritime industry, KOBC recognizes transparent and accountable governance as the foundation of trusted institutional management. We are continuously enhancing our accountability and public trust based on ethical and compliance management, robust board operations, comprehensive risk management, proactive stakeholder communication, and fair personnel management.

- 57 **Transparent and Integrity-Driven Ethical Management System**
- 63 **Strengthening the Expertise and Accountability of the Board of Directors**
- 67 **Digital Transformation-Based Internal and External Management Innovation**
- 70 **Advancement of Risk Management Systems for Maritime Industry Response**
- 72 **Expanding Stakeholder Communication and Participation**
- 75 **Fair Recruitment and Personnel Systems**

# Transparent and Integrity-driven Ethical Management System

KOBC is strengthening its internal control and monitoring systems to systematically manage corruption and conflict-of-interest risks. We operate a management structure where ethical risk inspections are directly linked to institutional improvements. Furthermore, based on anti-corruption and compliance management systems aligned with international standards, we are fostering a culture of ethics and compliance throughout the organization, fulfilling our responsibility as a specialized policy finance institution for the maritime industry.

GRI  
2-12, 2-16, 2-26

UN SDGs



## Internalizing Integrity and Ethical Management

### Establishing and Implementing the Ethical Management Framework

KOBC is spreading a voluntary culture of integrity and ethics across the organization based on employee participation. We are moving toward our ethical vision: Realizing a Corruption-FREE, Clean KOBC Trusted by the Public.

#### Ethical Management Framework



#### Ethical Management Organization Chart



### Expanding CEO-Led Integrity Communication

To enhance the effectiveness of ethical management, KOBC is spreading a culture of integrity throughout the organization, driven by the CEO's leadership by example. We are committed to strengthening trust-based communication among all executives and employees to ensure ethical values are deeply embedded in our daily operations.

<p><b>Establishment and Operation of an Integrity &amp; Ethics Control Tower</b></p>	<ul style="list-style-type: none"> <li>Launched and Operated the Organizational Culture Innovation Committee and the Integrity Innovation Task Force(3 Divisions)</li> <li>Operated an "Audit-Inspection-Feedback" system centered on the Ethical Management Committee and the Internal Control Council</li> <li>Enhanced execution power through on-site communication by Compliance Officers and the Ethical Management Task Force</li> </ul>
<p><b>Disseminating Commitment to Ethical Management</b></p>	<ul style="list-style-type: none"> <li>Formalized commitment through the CEO's ethical leadership declarations                             <ul style="list-style-type: none"> <li>- CEO Ethical Management Pledge(April)</li> <li>- Joint Labor-Management Ethical Management Pledge(July)</li> <li>- CEO &amp; All Employees' Declaration on Integrity Practice and Organizational Culture Innovation(September)</li> </ul> </li> </ul>
<p><b>Expanding Integrity Communication in Daily Life</b></p>	<ul style="list-style-type: none"> <li>CEO Integrity Letter(2 sessions) and Management Integrity Letter Relay (2 sessions)</li> <li>"Integrity Songpyeon" Sharing Event led by Management and the Labor Union Branch Head(October)</li> <li>"No-Gifts" Campaign for Traditional Holidays(Zero-tolerance for giving or receiving gifts)</li> </ul>



### Establishing and Advancing Global Standard-Based Ethical & Compliance Systems

KOBC is establishing and advancing its ethical and compliance management systems based on international standards to ensure global competitiveness and transparency.

<p><b>ISO 37001 (Anti-Corruption Management System) Re-certification</b></p>	<p><b>ISO 37301 (Compliance Management System) New Certification</b></p>
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### Strengthening Records Management and Preservation Systems

To enhance the systematic nature and reliability of records management, KOBC is standardizing the entire process of evaluation, transfer, and inspection of records. This is supported by the establishment of comprehensive operational plans and the revision of relevant internal regulations. KOBC has established a crisis response system specialized in maritime finance to counter the increasing volatility in the shipping and financial markets. By defining crisis response standards and a step-by-step management framework, we have strengthened our preemptive response capabilities based on continuous monitoring.

<p><b>Prevention of Unauthorized Disposal</b></p> <p>Controlling the risk of unauthorized disposal through the operation of the Records Evaluation and Review Committee (consisting of 5 internal and external members)</p>	<p><b>Establishment of Preservation Environment</b></p> <p>Selection of records for transfer and inspection of archives and stored records conducted by Certified Records Managers</p>
<p><b>Disposal of 90 volumes of records with expired preservation periods</b></p>	<p><b>Transfer of 390 volumes of non-electronic records Inspection of 1,469 volumes of stored records</b></p>
<p><b>Updating Classification Systems</b></p> <p>Improvement and reorganization of the classification system by reflecting the results of record preservation value evaluations</p>	<p><b>Strengthening Cooperation with Related Institutions</b></p> <p>Hosted the Records Management Council for public institutions in the maritime and fisheries sector</p>
<p><b>Classification System Expansion (Increased 220 categories in 2024 → 235 categories in 2025)</b></p>	<p><b>Participant, 14 records management officers from 11 institutions under the Ministry of Oceans and Fisheries</b></p>

## Ethical Charter of the Korea Ocean Business Corporation

The Korea Ocean Business Corporation (KOBC) is a proud public institution dedicated to enhancing the nation's maritime competitiveness and contributing to national economic development by providing essential services for the growth of the maritime industry. With pride and dignity, we strive to become an institution loved and trusted by the public through ethical and compliance management. To this end, we hereby establish this Ethical Charter as the standard for conduct and value judgment for all executives and employees and solemnly pledge to put it into practice.



### First

#### Integrity and Professionalism

We shall accomplish our mission with creative thinking and a challenging spirit, perform our duties with fairness, and strive to prevent corruption and foster a clean public service environment.



### First

#### Legal Compliance and Mutual Prosperity

We shall comply with all laws and social norms and seek common prosperity by building collaborative, community-oriented relationships with all stakeholders.



### First

#### Respect for Employees and Fair Opportunity

We shall respect the dignity of every individual employee, eliminate all forms of discrimination, and ensure equal opportunities and fair evaluations based on ability and merit, while striving to improve the health and quality of life of our staff.



### First

#### Social Responsibility and Partnership

As members of society, we shall actively participate in public interest activities and contribute to the development of the nation and society as a reliable partner in the growth of the maritime industry.

## Establishing a Feedback Loop for Ethical Risk Inspections

KOBC has established a full-lifecycle monitoring system to pre-emptively inspect ethical risks and a feedback loop to ensure continuous management throughout the operational process.

### Ethics Vision & Framework



### Continuous Monitoring



### Post-Monitoring (Feedback & Follow-up)



#### • Compliance Officers

Established a pre-inspection system to ensure adherence to internal control regulations

#### • Ethical Management Task Force

Inspected and monitored activities by department → Identified ethical risks and derived improvement tasks

#### • Integrity & Ethics Self-Diagnosis

Identified vulnerability factors in advance and assessed employee awareness levels (Total 214 participants)

#### • Internal Control Checklist

Inspected operational status for 133 items and advanced the self-diagnosis checklist

#### • Conflict of Interest & Code of Conduct Inspection

Constantly monitored for non-compliance and violations, managing vulnerabilities through institutional improvements

#### • ACRC Recommendation Compliance

Inspected the implementation of sanctions against unscrupulous contractors and monitored contract status (ACRC: Anti-Corruption and Civil Rights Commission)

#### • Improvement Based on External Evaluation

Incorporated improvement recommendations from external professional evaluation and certification bodies

#### • Feedback via Internal Governance

Provided feedback on inspection results through the Ethical Management Committee and the Organizational Culture Innovation Committee

#### • Follow-up on ACRC Recommendations

Submitted measures to ease the employment burden for graduates of overseas educational institutions

## Integrity & Ethical Awareness Self-Diagnosis




Category	Unit	2023	2024	2025
Number of Participants	Persons	111	128	107
Average Score	Points	88.7	97.7	97.5

### Ensuring Independence of the Audit Function

In accordance with the 'Audit Regulations', KOBC operates under a Standing Auditor system to ensure the efficient and seamless execution of audit duties. The Audit Office is structured directly under the Standing Auditor, and internal regulations are established to maintain independence from decision-making and executive bodies, thereby securing the objectivity and independence of the audit function.

### Implementing Tailored Ethics Training

To instill a proper culture of integrity within the organization, KOBC has conducted tailored ethics training for all executives and employees.





 <p><b>Common Training</b></p>	<ul style="list-style-type: none"> <li>• Mastering anti-corruption laws and the Code of Conduct through a combination of online and offline training</li> <li>• Providing educational animation content based on international internal control standards</li> </ul>
 <p><b>Life-cycle Based Training</b></p>	<ul style="list-style-type: none"> <li>• <b>(New Recruits)</b> Code of Conduct, public service ethics, and core values</li> <li>• <b>(Promotees)</b> Professionalism for middle management and case studies on the misuse of authority</li> <li>• <b>(Senior Management)</b> Integrity leadership, respect for human rights, and workplace bullying prevention</li> <li>• <b>(Prospective Retirees)</b> Regulations on post-retirement employment restrictions and ethical transitions</li> </ul>
 <p><b>Job-Specific Training</b></p>	<ul style="list-style-type: none"> <li>• <b>(Ethical Management Task Force)</b> Participation in the Spring Conference of the Society of Business Ethics and ISO certification training</li> <li>• <b>(Integrity Officers)</b> Attendance at regional briefing sessions hosted by the Anti-Corruption and Civil Rights Commission(ACRC)</li> <li>• <b>(Internal Control Officers)</b> Specialized professional courses at the Korea Internal Control Institute</li> <li>• <b>(Compliance Officers)</b> In-person training on internal control case studies from other institutions and self-assessment methodologies</li> </ul>

### Ethics(Anti-Corruption) Training Performance

Category	Unit	2023	2024	2025
Training Hours per Employee	Hours	5	3.32	3.88
Number of Participants	Persons	173	158	180

### Internalizing and Expanding the Culture of Integrity

KOBC is strengthening employee-participatory programs and external collaborative activities to make the culture of integrity a part of daily life.

 <p><b>Integrity Mileage System Individual Level</b></p>	 <p><b>Distribution of Integrity Goods</b></p>
<ul style="list-style-type: none"> <li>• <b>Individual Level</b> Strengthened rewards for outstanding ethical employees(CEO awards for top performers and personnel evaluation bonus points)</li> <li>• <b>Department Level</b> Selection of "Integrity Excellence Departments" and awarding of prizes</li> </ul>	<ul style="list-style-type: none"> <li>• "Integrity Stationery(Integrity-必-Writing Tools)": Produced in collaboration with local businesses employing people with disabilities - Used to promote the expansion of the Integrity Pledge among all employees</li> </ul>
 <p><b>Collaboration with Private Specialized Institutions</b></p>	 <p><b>Collaboration with Public Institutions</b></p>
<ul style="list-style-type: none"> <li>• <b>Institute for Industrial Policy Studies</b> Exchanged information and shared best practices through the BEST ESG Forum, CEO gatherings, and regular working-level meetings</li> <li>• <b>Transparency International Korea</b> Participated in the TI-KOREA Forum to align with global integrity standards</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Benchmarking</b> Conducted meetings and exchanges with five top-rated institutions in integrity surveys to benchmark their ethical cultures</li> <li>• <b>Invited Lectures</b> Hosted a case-study training session featuring experts from Korea Hydro &amp; Nuclear Power(KHNP)(November)</li> </ul>

### Operating Ethical Risk Reporting Channels

To promptly identify and address corrupt activities, KOBC operates a variety of on-and-offline reporting channels, ensuring accessibility and confidentiality for all whistleblowers.

### Ethical Risk Reporting Channels

Category	Channel
Online	Integrity Portal(Anti-Corruption and Civil Rights Commission)
	K-Whistle(Korea Business Ethics Institute)

### Conflict of Interest Prevention Framework



### 2025 Performance by Risk Type

Category	Key Actions	Results
Private Use of Corporate Assets	• Conducted annual inspections of employee housing(dormitories), revised relevant regulations	ZERO cases of misuse
Use of Insider Information	• Performed semi-annual audits of restricted stock holdings; refined criteria for limiting disciplinary mitigation	ZERO holdings of restricted stocks
Recruitment Irregularities	• Expanded the "Recruitment Verification Committee" composed of 4 external experts(increased 1 case in '24 → 4 cases in '25)	ZERO recruitment irregularities
Public Flight Mileage	• Established a dedicated mileage reporting system and conducted usage audits	ZERO cases of improper use
Omission of Private Interest Disclosure	• Provided guidance on disclosure and evasion procedures; implemented checklist-based self-inspections	ZERO disclosure omissions
Omission of Business Transaction Disclosure	• Established consultation/reporting systems via dedicated departments, enhanced promotional activities	ZERO disclosure violations
Violations of Integrity Contracts	• Enforced controls at every contracting stage, including the collection of "Integrity Pledges"	ZERO contract accidents or violations

### Implementation of Specialized Conflict of Interest Prevention Training

KOBC has established management frameworks for major risk types and strengthened pre-inspection and post-management activities to ensure robust conflict of interest prevention.

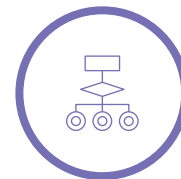
#### Tailored Specialized Training

- Implementing tailored specialized training by position and role - Customized thematic training for All employees / Management / Recruitment officers / Executive secretaries / Finance and contracting officers



#### Establishing Organizational Culture

- Spreading case-based learning through participatory programs(Integrity Quiz: 3 sessions for all employees, 1 session for managers; Integrity Golden Bell: 1 session)
- Internalizing the fulfillment of employee obligations through the "Conflict of Interest Prevention Act Compliance Pledge"(July)



#### Ethical Standards Violations & Disciplinary Actions

Category	Unit	2022	2023	2024	2025
Corruption & Bribery	Cases	0	0	0	0
Discrimination & Harassment	Cases	0	0	0	0
Employment Rules	Cases	0	2	0	0
Duty of Integrity & Fairness	Cases	0	0	1	0
Money Laundering & Insider Trading	Cases	0	0	0	0

#### Disciplinary Action Results

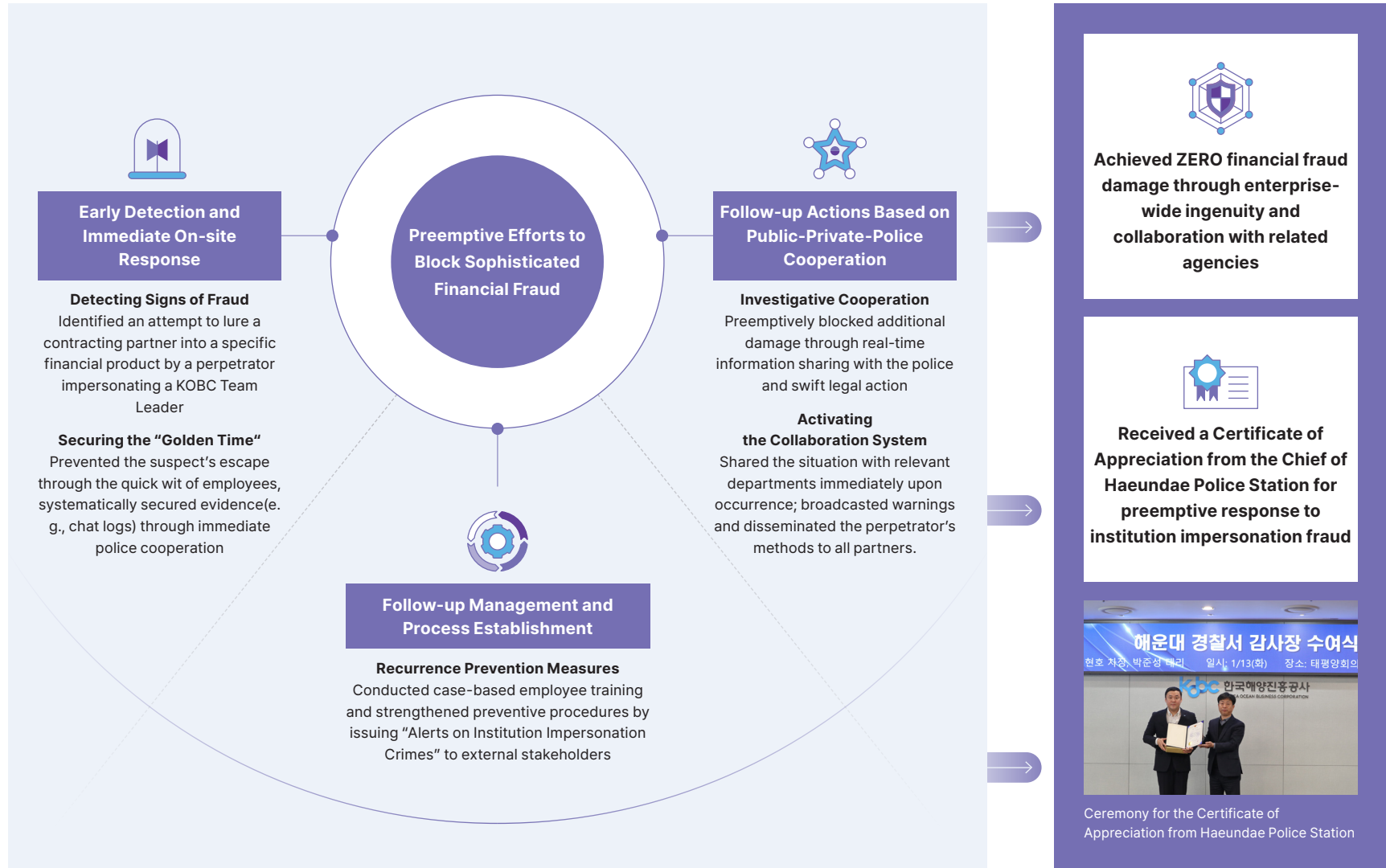
Category	Unit	2022	2023	2024	2025
Minor Disciplinary Actions (Reprimand, Salary Reduction)	Cases	0	1	0	0
Major Disciplinary Actions (Suspension, Demotion, Dismissal)	Cases	0	1	1	0

## Responding to Sophisticated Financial Fraud and Protecting Partners

As sophisticated financial fraud impersonating public institutions becomes increasingly advanced, KOBC has established a system to detect signs of fraud early and respond immediately on-site.

In 2025, KOBC promptly identified an incident where a perpetrator impersonated a KOBC team leader to lure a contracting partner into signing up for a specific financial product. Through the quick wit of our employees and close cooperation with the police, we prevented the suspect's escape and systematically secured relevant evidence.

Furthermore, we strengthened information sharing with investigative agencies through a public-private-police cooperation network. We blocked further damage by issuing preventive guidance and alerts to our partners. Based on this enterprise-wide response and collaboration with related organizations, we achieved ZERO fraud damage and ZERO financial loss for our partners. In recognition of these efforts, KOBC received a Certificate of Appreciation from the Haeundae Police Station.



# Strengthening the Expertise and Accountability of the Board of Directors

**BOD of KOBC is the supreme decision-making body that determines management policies. We promote responsible board operations based on the active participation of directors and the enhancement of transparency and expertise. By establishing a robust BOD operational framework, we systematically set strategic directions and appoint directors with deep professional expertise to enhance the efficiency and professionalism of the institution's management.**

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UN SDGs



## Overview of the Board of Directors

BOD of KOBC is composed of the President, Executive Directors, and Non-executive Directors, with the President serving as the Chair to preside over meetings. The Corporation ensures the independence, fairness, and transparency of the BOD. The President, Non-executive Directors, and the Auditor are appointed by the Minister of Oceans and Fisheries from among candidates recommended by the Executive Recommendation Committee. Executive Directors are appointed by the President from among candidates recommended by the same committee. The President's term of office is three years, while the terms for Directors and the Auditor are two years. Each may be reappointed on a one-year basis upon the expiration of their terms.

## Status of Board of Directors Operations

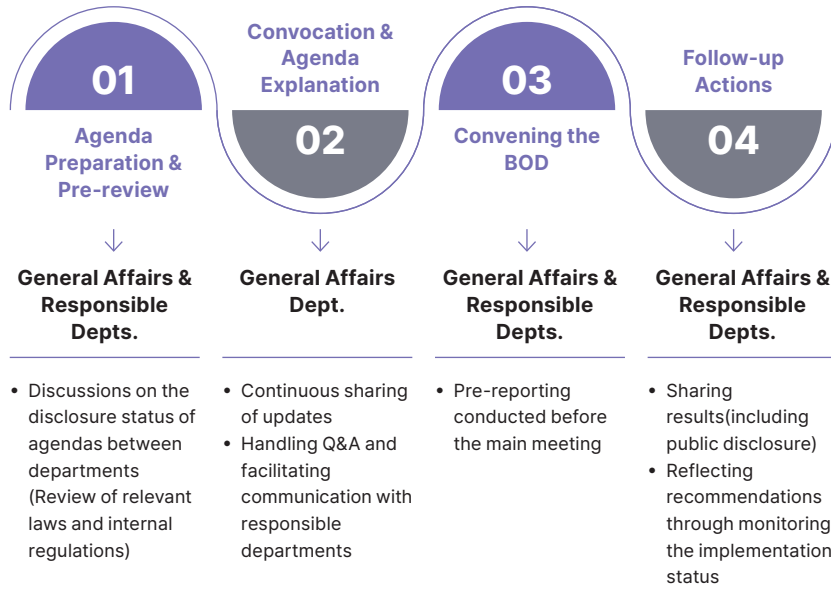
Category	Unit	2024	2025
Number of Meetings Held	Cases	11	12
Number of Resolution Items	Cases	39	33
Number of Reporting Items	Cases	28	24
Number of Management Recommendations	Cases	44	46
Attendance Rate	Total	%	97
	Executive Directors	%	100
	Non-executive Directors	%	93

## Profiles of Board Members

Position	Name(Gender)	Age	Key Career Highlights	Term of Office
President & CEO	Ahn, Byeong-gil (M)	65	<ul style="list-style-type: none"> <li>(Former) Member of the 21st National Assembly</li> <li>(Former) CEO of the Busan Ilbo</li> </ul>	2024. 10. 02. ~ 2027. 10. 01.
Executive Director	Ryu, Jae-hyung (M)	59	<ul style="list-style-type: none"> <li>(Former) Director of Busan Regional Office of Oceans and Fisheries, MOF</li> <li>(Former) Director of Masan Regional Office of Oceans and Fisheries, MOF</li> </ul>	2024. 11. 25. ~ 2026. 11. 24.
Standing Auditor	Hwang, Seong-min (M)	58	<ul style="list-style-type: none"> <li>(Former) Standing Auditor of Gyeonggi Housing &amp; Urban Development Corp.</li> <li>(Former) Standing Auditor of KAMCO Vessel Management Co., Ltd.</li> </ul>	2023. 10. 30. ~ 2025. 10. 29.
Non-executive Director	Park, Ji-woo (M)	70	<ul style="list-style-type: none"> <li>(Current) Outside Director of Koryo Credit Information</li> <li>(Former) CEO of KB Capital</li> </ul>	2023. 10. 30. ~ 2025. 10. 29.
Non-executive Director	Shin, Young-ran (F)	48	<ul style="list-style-type: none"> <li>(Current) Professor, Graduate School of Global Logistics, KMOU</li> <li>(Former) Non-executive Director of Busan Port Authority</li> </ul>	2023. 10. 30. ~ 2025. 10. 29.
Non-executive Director	Lee, Byeong-hee (M)	68	<ul style="list-style-type: none"> <li>(Current) Advisory Member for Education Policy, Gyeongnam Education Office</li> <li>(Former) Member of the Gyeongsangnam-do Provincial Assembly</li> </ul>	2023. 10. 30. ~ 2025. 10. 29.
Non-executive Director	Kim, Chang-soo (M)	56	<ul style="list-style-type: none"> <li>(Current) Associate Professor, Dept. of International Trade, Pusan National University</li> <li>(Former) Deputy Director, Shipping Policy Div., MOF</li> </ul>	2025. 1. 2. ~ 2027. 1. 1.

### Systematization of Board of Directors(BOD) Operational Processes

To encourage the BOD's active participation in management and strengthen its role, KOBC has established a systematic operational process.



### Evaluation of Board Performance & Remuneration

In accordance with the 「Executive Compensation Regulations」, the performance-based pay for executives is calculated by multiplying the base salary of the evaluation year by the performance pay rate. For Non-executive Directors, who are not eligible for regular salaries, duty allowances(within budget limits) and attendance allowances(based on 「BOD Regulations」) may be paid to encourage agenda deliberation and research for the institution's development.

#### Executive Remuneration

(Based on FY 2025.12.31 Settlement)

Category	Unit	2024	2025
President & CEO (Base + Performance Bonus)	KRW 1,000	322,232	332,271
Standing Auditor & Directors (Base + Bonus)	KRW 1,000	213,992	220,537
Average Executive Remuneration (Annual)	KRW 1,000	250,072	257,782
Non-executive Directors (Fixed + Attendance Fee)	KRW 1,000	29,425	26,150

### Utilization of BOD Expertise

Beyond simple deliberation and resolution functions, KOBC effectively utilizes the diverse expertise possessed by directors across all aspects of management.

#### Internal Meetings with Employees

5 Session

- Female Employees**  
Presented female manager role models and shared career roadmaps to support professional growth
- Heads of Departments**  
Established two-way communication channels through management-level meetings to enhance operational understanding
- Junior Board**  
Provided opportunities for direct communication with the MZ generation(Younger staff)

#### Role Empowerment Programs

2 Session

- Strengthening Governance Roles**  
Newly established to expand participation in management and increase the BOD's contribution to decision-making
  - Advanced the budget management system and reviewed its adequacy
  - Supported strategic decision-making through on-site board meetings and expert dialogues

#### Training for New Recruits

2 Session

- Current Executives**  
Introduced the functions and roles of the KOBC Board of Directors to new employees
- Former Executives**  
Leveraged the expertise of two retired executives to provide specialized financial training for new recruits(Ship finance taxation/accounting, Offshore plant PF practice)

#### Participation in Specialized Committees

4 Session

- Job Grade Evaluation**  
Actively contributed to improving KOBC's personnel and compensation policies by participating as evaluation committee members
- Risk Management Committee**  
Utilized the professional knowledge of non-executive directors in finance and management to strengthen risk oversight



Board of Directors Role Empowerment Program

## Operation of Sub-committees under the Board of Directors

KOBC operates two specialized sub-committees under the Board of Directors: the ESG Management Committee and the Risk Management Committee. Each committee is operated in accordance with its established regulations. To ensure independence and expertise, both committees consist of one Executive Director and two Non-executive Directors, maintaining a majority of non-executive members. In particular, non-executive directors with financial expertise participate in both committees to address the direct and indirect impacts of the industry's characteristics on risk management and ESG management.

### BOD Sub-committee 1: ESG Management Committee

KOBC has established and operates the ESG Management Committee based on Article 33, Paragraph 1, Item 2 of the 「Articles of Incorporation」 for the systematic and integrated management of ESG management. Agendas submitted to the committee are categorized into resolution items and reporting items. Resolution items include the finalization of ESG management implementation plans, decisions on major ESG-related policies, and other matters recognized as necessary by the Chairperson; major matters resolved by the committee are reported to the next Board of Directors meeting. Reporting items include the results of monitoring ESG management performance, resolution items from the previous committee meeting, and matters recognized as necessary by the Chairperson for the ESG management

### BOD Sub-committee 2: Risk Management Committee

The Risk Management Committee is a decision-making body established under the Board of Directors to systematically manage major risks within KOBC and secure a stable management foundation. The committee sets acceptable risk levels (risk appetite) and establishes standards to pre-examine and manage risks that may arise from major businesses such as investment, guarantees, and fund management. By operating a constant monitoring system centered on the Chief Risk Officer and the responsible department, the committee regularly inspects the risk status and compliance with limits, and reports the results to the Board of Directors to enable preemptive responses.

#### ESG Management Committee Members



**Ryu, Jae-hyung** | Executive Director | M | Management / Administration

(Former) Director of Busan Regional Office of Oceans and Fisheries, MOF  
(Former) Director of Masan Regional Office of Oceans and Fisheries, MOF



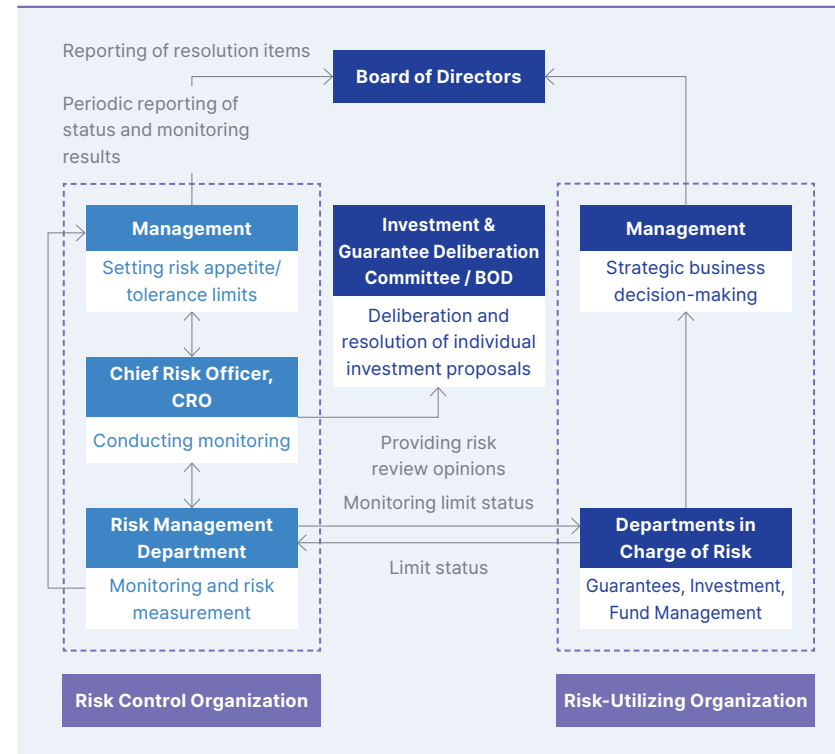
**Park, Ji-woo** | Non-executive Director | M | Finance

(Current) Outside Director of Koryo Credit Information  
(Former) CEO of KB Capital



**Lee, Byeong-hee** | Non-executive Director | M | Policy

(Current) Advisory Member for Education Policy, Gyeongnam Education Office  
(Former) Member of the Gyeongsangnam-do Provincial Assembly



**2025 KOBIC Board of Directors Agenda Items**

Meeting(Attendance)	Agenda Item	Results
1st 100%	Resolution(2025-1): Amendment to the Organization Regulations(Draft)	Approved
	Reporting(2025-2): Minutes of the 11th Board Meeting of 2024	Acknowledged
2nd 100%	Reporting(2025-3): Minutes of the 1st Board Meeting of 2025	Acknowledged
	Reporting(2025-4): 4Q 2024 Business Report	Acknowledged
	Resolution(2025-5): 2024 Budget Carry-over(Draft)	Modified & Approved
	Resolution(2025-6): 2025 Budget Operation Plan(Draft)	Approved
	Resolution(2025-7): Mid-to-Long-term Financial Management Plan(Draft)	Approved
	Resolution(2025-8): Expanded Support for Professional Talent Development(Draft)	Approved
	Reporting(2025-9): Minutes of the 2nd Board Meeting of 2025	Acknowledged
3rd 71.4%	Reporting(2025-10): 2024 Audit Report	Acknowledged
	Resolution(2025-11): Contribution to Busan International Financial City Promotion Center	Approved
	Resolution(2025-12): Submission of Executive Compensation Limit Approval to General Shareholders' Meeting	Approved
	Resolution(2025-13): Exception Approval for Exceeding HMM Co., Ltd. Credit Grant Limit(Draft)	Approved
	Resolution(2025-14): 2025 Funding Plan including Corporate Bond Issuance(Draft)	Approved
	Resolution(2025-15): Approval of 2024 Financial Statements and Operating Report(Draft)	Approved
	Reporting(2025-16): Minutes of the 3rd Board Meeting of 2025	Acknowledged
4th 100%	Reporting(2025-17): Audit Report on Financial Statements and Operating Report for the 7th Fiscal Year	Acknowledged
	Resolution(2025-18): Convening the 7th Annual General Meeting of Shareholders(Draft)	Approved
	Resolution(2025-19): Resolution on Financial Statements and Operating Report for the 7th Fiscal Year(2024)(Draft)	Approved
5th 100%	Reporting(2025-20): Minutes of the 4th Board Meeting of 2025	Acknowledged
	Reporting(2025-21): 1Q 2025 Business Report	Acknowledged
	Resolution(2025-22): Amendment to the Organization Regulations(Draft)	Approved
	Resolution(2025-23): Amendment to Executive Compensation Regulations(Draft)	Approved
	Resolution(2025-24): Additional Capital Contribution to the US Subsidiary(Draft)	Approved
6th 100%	Reporting(2025-25): Minutes of the 5th Board Meeting of 2025	Acknowledged
	Reporting(2025-26): Report on Resolutions of the 1st Risk Management Committee of 2025	Acknowledged
	Reporting(2025-27): Report on 2024 Internal Control Results and 2025 Implementation Plan	Acknowledged
	Resolution(2025-28): Exception Approval for Exceeding HMM Co., Ltd. Credit Grant Limit(Draft)	Approved

Meeting(Attendance)	Agenda Item	Results
7th 100%	Reporting(2025-29): Minutes of the 6th Board Meeting of 2025	Acknowledged
	Reporting(2025-30): 2Q 2025 Business Report	Acknowledged
	Reporting(2025-31): Report on the Result of Appointing New Members to the Management Innovation Advisory Committee	Acknowledged
	Reporting(2025-32): Report on Resolutions of the 2nd Risk Management Committee of 2025	Acknowledged
	Resolution(2025-33): Formation of the Executive Recommendation Committee(Draft)	Approved
	Resolution(2025-34): Amendment to the Remuneration Regulations(Draft)	Approved
8th 100%	Resolution(2025-35): Plan to Expand and Reorganize the Shipping Industry Crisis Response Fund to Address Low Market Conditions(Draft)	Approved
	Resolution(2025-36): Undisclosed as a confidential matter pursuant to Article 9, Paragraph 1, Item 7 of the 'Official Information Disclosure Act,	Approved
9th 100%	Reporting(2025-37): Minutes of the 7th Board Meeting of 2025	Acknowledged
	Reporting(2025-38): Minutes of the 8th Board Meeting of 2025	Acknowledged
	Resolution(2025-39): Relocation of the Seoul Office Address	Approved
	Resolution(2025-40): Amendment to the Personnel Regulations(Draft)	Approved
10th 60%	Resolution(2025-41): Amendment to the Accounting Regulations(Draft)	Approved
	Resolution(2025-42): Amendment to the Fund Management Regulations(Draft)	Approved
	Reporting(2025-43): Minutes of the 9th Board Meeting of 2025	Acknowledged
	Resolution 2025-44: KOBIC Mid-to-Long-term Management Goals(Draft)	Approved
	Resolution(2025-45): Amendment to the 'Audit Regulations,(Draft)	Approved
	Reporting(2025-46): Minutes of the 10th Board Meeting of 2025	Acknowledged
11th 100%	Reporting(2025-47): Report on the Results of the 2025 National Assembly Audit	Acknowledged
	Reporting(2025-48): 3Q 2025 Business Report	Acknowledged
	Resolution 2025-49: Amendment to the 'Internal Control Regulations,(Draft)	Approved
	Resolution 2025-50: Establishment of a Domestic Port Logistics Infrastructure Blind Fund and Investment Plan(Draft)	Approved
	Resolution 2025-51: Amendment to the 'Personnel Regulations,(Draft)	Approved
12th 100%	Reporting(2025-52): Minutes of the 11th Board Meeting of 2025	Acknowledged
	Reporting(2025-53): Report on the Results of Resolutions by the ESG Management Committee	Acknowledged
	Resolution 2025-54: Amendment to the 'Organization Regulations,(Draft)	Approved
	Resolution 2025-55: 2026 Business Plan and Budget(Draft)	Approved
	Resolution 2025-56: 2026 Safety Management Responsibility Plan	Approved
	Resolution 2025-57: Appointment and Dismissal of the Compliance Officer(Draft)	Approved

# Digital Transformation- Based Internal and External Management Innovation

KOBC is promoting operational innovation and the advancement of internal and external services based on digital transformation. We are enhancing operational efficiency by utilizing digital technologies such as data and AI, while expanding specialized information services for the maritime industry and digital transformation support functions. Through these efforts, we are responding to the changing industrial environment and establishing a foundation for sustainable innovation.

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UN SDGs



## Establishment of a Specialized AI Model for the Maritime Industry

KOBC is expanding data-based services accessible to the public and the industry by establishing a multi-AI model trained on maritime industry data—a first among maritime public institutions.

### Establishment of an AI Model Specialized for the Maritime Industry

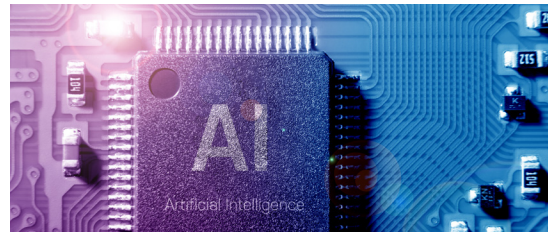
- **Data Training**  
Training on specialized data such as reports, media articles, and research
- **AI Implementation**  
Configuration of a Multi-AI system to support diverse functionalities

### Development of Core Services

- **Launch of Public Services**  
24-hours chatbot operation, visualization of news and indices, and provision of issue summaries
- **Operational Support**  
Generation of draft reports, provision of Korean-English translation, and implementation of proofreading

## Establishment of Ethical Guidelines for AI Utilization

To ensure the stable operation and reliability of the "Maritime Industry-Specialized AI Model," KOBC has established 'AI Ethical Guidelines'—a first among maritime public institutions.



Have you ever experienced discomfort when Generative AI, now deeply integrated into our daily lives, provides unreliable answers to sensitive topics?



During the development of the "Maritime Industry-Specialized AI Model," KOBC recognized the necessity of establishing standards to prevent such issues from undermining the credibility of our services.



Accordingly, we established the 'KOBC AI Ethical Guidelines', which define 11 types of harmful and risky elements in the process of AI utilization, and applied them to our services for the first time among maritime public institutions.



Based on these guidelines, we have implemented query refusal and standardized response functions for sensitive or inappropriate questions, thereby creating a reliable environment for utilizing AI services.



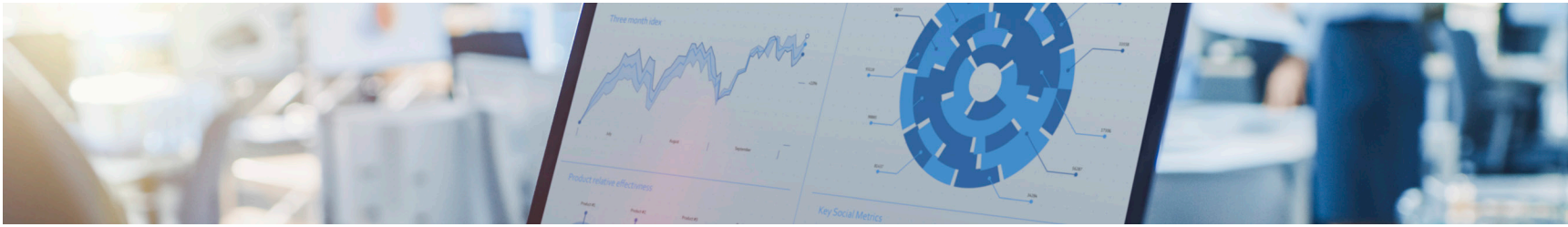
### Strengthening Diagnosis and Support for Digital/AI Transformation of Maritime Companies

KOBC objectively assesses the level of digital transformation within maritime companies. Through this, we support companies in inspecting their own digital capabilities and establishing step-by-step transformation strategies.

### Supporting Proof of Concept(PoC) to Expand AI Utilization in the Maritime Industry

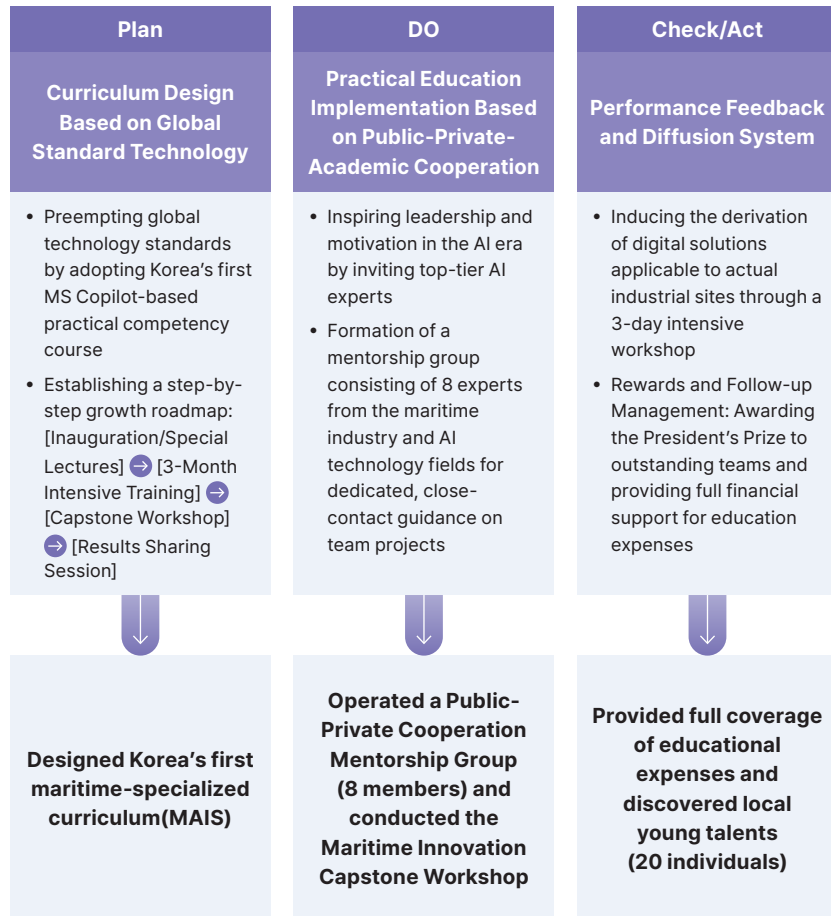
KOBC identifies AI utilization tasks required on-site for maritime industry professionals and companies, and supports the process of verifying the feasibility and effectiveness of technology application.

<b>AX·DX Maturity Diagnosis for the Maritime Industry</b>	<b>Provision of Individual Diagnostic Reports for Maritime Companies</b>	<b>Information Sharing on AX·DX in the Maritime Industry</b>	<b>AI Technology Verification(PoC)</b>	<b>Establishment and Sharing of Supplier Database</b>	<b>Establishment of Guidelines for AI Introduction in the Maritime Industry</b>
<ul style="list-style-type: none"> <li>• Advancement of the AX·DX diagnostic framework and conducting individual visits and interviews to expand the scope of diagnosis</li> <li>- Surveys on IT-owning status, number of IT department employees, and IT investment scale to identify the quantitative status by sector and company</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of customized diagnostic reports(for requesting companies) to support management reporting and the establishment of IT strategies</li> <li>- Individual Company Visits → Interviews → Report Generation → Distribution to Individual Companies</li> </ul>	<ul style="list-style-type: none"> <li>• Organization of working-level consultative groups and conferences, expansion of newsletters, and sharing of best practices and trends.</li> <li>- Working-level Consultative Group(Quarterly), Conference(Semi-annually), Web Newsletter(Ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Support through a 3-step process(Task Identification → Prototype Development → Technology Verification) to verify effectiveness before AI introduction by maritime companies</li> </ul>	<ul style="list-style-type: none"> <li>• Established a database of domestic maritime-specialized companies/solutions and mapped out the domestic technology supply landscape</li> </ul>	<ul style="list-style-type: none"> <li>• Completed the establishment of checklists for each stage (AI Planning–Development–Operation–Utilization) and shared the guidelines</li> </ul>
<p><b>Expansion of AX·DX Support Target Companies</b></p> <p>43 companies (2024) → 54 companies (2025)</p>	<p><b>Achieved 4.4 points in Satisfaction Survey, Targeting Companies Participating in Diagnostic Reports</b> (Out of a 5-point scale)</p>	<p><b>100% Increase in the Number of Working-level Consultative Group Meetings</b></p> <p>2 meetings (2024) → 4 meetings (2025)</p>	<p><b>Derived 5 tasks and completed the development of prototype AI Agents</b></p>	<p><b>Established a database of 49 domestic maritime-specialized technology suppliers and completed the domestic technology supply landscape map</b></p>	<p><b>Completed the establishment of the first-ever guidelines for AI introduction in the domestic maritime industry</b></p>



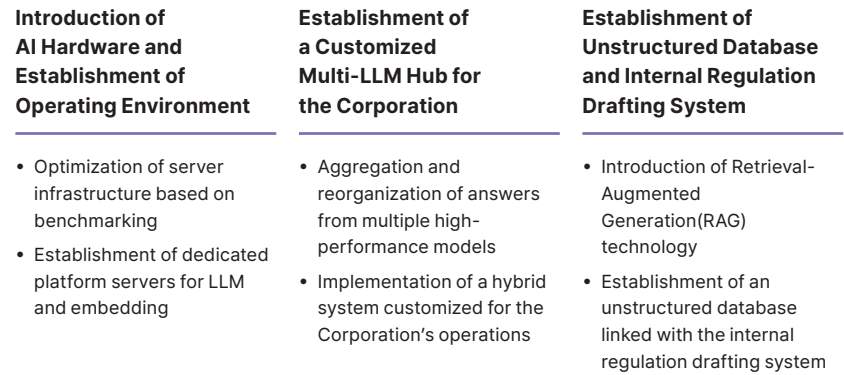
### Nurturing Young Talents for Leading AX in the Maritime Industry

KOBC is promoting support for nurturing “Digital Ocean Leaders”—young talents pioneering AI Transformation (AX) in the maritime industry—to address the increasing demand for convergence-type talents with AI-based practical skills and the lack of curricula specialized for the industrial field.



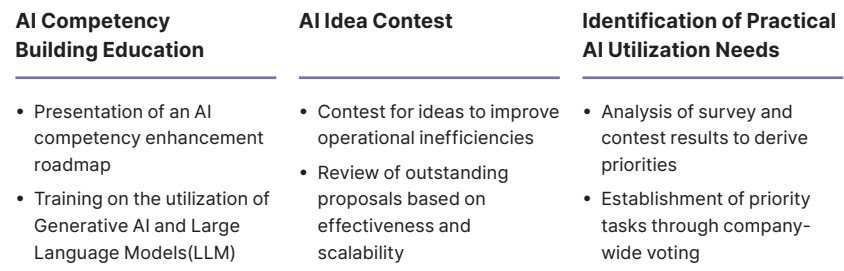
### Establishment of Internal AI Infrastructure

While supporting the intelligent transformation of the maritime industry, KOBC is promoting the establishment of AI-based infrastructure to enable sophisticated and rapid industry support through the enhancement of internal operational efficiency.



### Advancing AI Competency Building for Employees

KOBC is implementing various competency-building programs to establish a foundation where employees can effectively apply AI to their actual tasks.



# Advancement of Risk Management Systems for Maritime Industry Response

KOBC is continuously advancing its management systems to respond to various risks surrounding the maritime industry, including global economic fluctuations, changes in shipping market conditions, and the strengthening of environmental regulations. By constantly monitoring key risks in the shipping and logistics industries and refining response systems, we are strengthening the foundation for stable operations and sustainable growth in the maritime sector.

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UN SDGs



## Advancement of Credit Rating Systems

In shipping and ship finance, which involve large-scale capital, accurately identifying and measuring the risks of individual transactions and investment targets is a core foundation for stable policy finance. KOBC is advancing its credit rating system for sophisticated credit risk management that reflects the complex transaction structures and high volatility inherent in the industry.



**1. Early Warning System(EWS) Operation**

- Constant monitoring of credit information, including alerts for fluctuations in key indicators
- Early detection of abnormal signs through the operation of an EWS response system



**2. Expansion of Credit Rating Scope**

- Expansion of rating targets to include specialized finance, public/financial institutions, and SPCs
- Transition from simple borrower-based ratings to transaction-specific credit ratings



**3. Application of Shipping-Specialized Indicators**

- Moving away from reliance on external ratings by developing specialized models for key industries
- Evaluation centered on maritime industry indicators
- Patent application for the credit rating model



**4. Introduction of Rating Systems for Foreign Companies**

- Integration with international credit rating agencies
- Refinement of the system, including revision of internal regulations
- Establishment of credit monitoring and early warning systems for foreign companies

## Advancement of Capital Adequacy Management Systems

As a public institution supporting the maritime industry, KOBC is establishing and advancing a capital adequacy management system to balance industry support with financial soundness. By systematically reflecting various risks that arise during the industry support process, we are strengthening the foundation for sustainable financial support.

### Refinement of Risk Standards

- Establishment of standards reflecting the characteristics of maritime finance
- Update of risk calculation manuals for each asset class
- System reorganization, including the granularization of risk weights
- Publication of an operational manual for BIS(Bank for International Settlements) evaluation

### Constant Monitoring System





- Selection of 21 risk monitoring indicators
- Establishment of standards and reporting systems for each indicator
- Enhanced response speed through daily updates
- Linkage of inspection and corrective actions when abnormal signs occur

### Preemptive Response Based on Models

- Development of models reflecting shipping market indicators
- Utilization of Korea's first credit risk model reflecting the specificity of the shipping industry(employee-patented) to advance risk factor analysis

### Risk Response Performance Management Based on Management Goals

KOBC establishes performance indicators based on the CEO's management contract and preemptively responds to major risks facing the shipping and logistics industries. We mitigate risks related to liquidity and vessel acquisition through ship and infrastructure financing, enhance industrial adaptability to strengthening environmental regulations, and manage the risk of industrial competitiveness gaps that may arise during digital transformation through AX support projects.

Risk	Response Task	2025 Performance		New Target Setting		
<b>Liquidity &amp; Vessel Acquisition</b> 	<b>Ship Financing Support</b>	2024	KRW 1,911.1 B →	2025	KRW 2,102.2 B →	
		2025	KRW 2,211.5 B	2026	KRW 2,312.3 B →	
				2027	KRW 2,543.7 B →	
<b>Port &amp; Logistics Infra Bottlenecks</b> 	<b>Infrastructure Financing Support</b>	2024	KRW 493.6 B →	2025	KRW 543.0 B →	
		2025	KRW 547.4 B	2026	KRW 597.3 B →	
				2027	KRW 657.0 B →	
<b>Environmental Regulations (IMO, EU ETS, etc.)</b> 	<b>Environmental Regulation Voucher Support</b>	<b>Vouchers</b> 2024 20 → 2025 22 vessels		2025 22 → 2026 25 → 2027 28 vessels		
	<b>Professional Talent Development</b>	<b>Talent</b> 2024 44 → 2025 65 persons		2025 65 → 2026 75 → 2027 85 persons		
<b>Digital Transformation Gap</b> 	<b>Promoting participation in AX support projects</b> New	<b>AX Support</b> 2024 43 → 2025 54 companies		2025 50 → 2026 60 → 2027 70 companies		
	<b>Development of maritime AI tools</b> New	<b>AI Tools</b> 2025 5 cases		2025 3 → 2026 5 → 2027 7 cases		

# Expanding Stakeholder Communication and Participation

KOBC is establishing trust-based cooperative relationships through active and transparent communication with various stakeholders. We implement customized communication strategies tailored to the characteristics of each stakeholder group—including the government, the National Assembly, corporations, and the general public—and enhance the effectiveness of our operations by reflecting gathered feedback into management and policy. Through these efforts, we are strengthening our accountability as a public institution and contributing to the sustainable development of the maritime industry and the creation of social value.

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UN SDGs



## Establishment of Stakeholder Communication Strategy

KOBC is establishing a foundation for systematic communication with major stakeholders by formulating a stakeholder communication strategy. We strengthen trust-based cooperative relationships by gathering diverse opinions and reflecting them in our management activities.

### Stakeholder

Corporate Customers	General Public	Media	Govt. & Nat'l Assembly	Local Govts. & Agencies	Employees
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### Communication Strategy

Field-oriented Communication	Two-way Communication	Transparent Communication	Active Communication	Win-win Communication	Empathetic Communication
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### Communication Channels

<ul style="list-style-type: none"> <li>• Business Briefings</li> <li>• Field/CEO Meetings</li> <li>• Customized Consulting</li> <li>• Corporate Growth Response Center</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Events/ Campaigns</li> <li>• Public Contests</li> <li>• New Media (SNS, etc.)</li> <li>• Supporters Groups</li> </ul>	<ul style="list-style-type: none"> <li>• Feature Articles, Press Releases</li> <li>• Press Conferences</li> <li>• Media Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Gov't Policy Consultative Groups</li> <li>• Nat'l Assembly Forums/ Seminars</li> <li>• National Audit</li> <li>• Gov't Liaison Channels</li> </ul>	<ul style="list-style-type: none"> <li>• Related Agency Consultative Groups</li> <li>• Institutional/ Local Govt. Interviews</li> <li>• Site Visits</li> </ul>	<ul style="list-style-type: none"> <li>• Grade-specific Meetings</li> <li>• Org. Culture Innovation Committee</li> <li>• Communication Boards</li> <li>• Labor-Management Meetings</li> </ul>
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### Role of the CEO

<b>Direct Communication</b> Field Visits & Meetings(114 times), Press Conferences(11 times), Media Interviews(16 times)	<b>Strengthening Cooperation</b> MOUs Signed(14 times)	Communication Events & Meetings(62 times)
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### Operating System

[Opinion Collection] Communication Channels → [Review & Deliberation] General Management Dept. → [Reflection of Opinions] Relevant Depts. → [Monitoring & Feedback] Weekly/Monthly/Quarterly Management Meetings

### Representative Achievements

<p>88.2 points</p> <p>2024</p> <p>Improved Customer Satisfaction</p> <p>91.0 points</p> <p>2025</p>	<p><b>2025 Korea Communication Awards</b></p> <p><b>Grand Prize in ESG Communication &amp; Contents Achieved Double Crown</b></p>	<p><b>Record-high Media Coverage</b></p> <p><b>(3,859 cases, Approx. 2-fold increase compared to the previous year)</b></p>
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## Implementation of Two-way Communication with the Public

KOBC is expanding public participation by actively planning and implementing two-way communication activities, including cultural events, campaigns, contests, new media, and advertising.

### Communication Channel

### Communication Efforts

#### Cultural Events & Campaigns



- **Delivering maritime and environmental policies through experiential methods via the "Maritime Mecenat" project**  
e.g., Green Sailing Board Game, Maritime Art Festival, International Ocean Film Festival

Maritime Mecenat 1: Maritime Art Festival  
Maritime Mecenat 2: International Ocean Film Festival



#### Contests



- **Launched and promoted the public maritime environment contest, "Finding the Hae-dap(Sea-solution)."**  
Provided expert mentoring for 6 teams that passed the written evaluation and supported the commercialization of ideas

"Finding the Hae-dap" Contest Poster  
"Finding the Hae-dap" Contest Award Ceremony



#### New Media



- **Reorganized the supporters group, "Hae-jini," into a professional creator-oriented system**  
Expanded the number of channels(1 → 5) to drive the diffusion of digital content.

New Media: "Hae-jini Creators"



#### Advertising



- **Expanded public touchpoints by diversifying media such as print, banners, outdoors, trains, audio, and video**
- **Implemented joint promotions with relevant ministries to improve public understanding of national tasks**

Expansion of Outdoor Advertising  
Joint Advertisement with the Ministry of Oceans and Fisheries



## Field-Oriented Communication for Corporate Customers

KOBC is strengthening field-centered communication to actively reflect the opinions of corporate customers.



Regional Briefings for Small and Medium-sized Shipping Companies



CEO Meeting with Container Shipping Companies

## Active Communication with Government/National Assembly and Provision of Rapid, Transparent Information

KOBC is strengthening field-centered communication to actively reflect the opinions of corporate customers.

Communication Channel	Communication Efforts
<b>Policy Consultative Groups</b> 	<ul style="list-style-type: none"> <li>Attended the 2nd IMO MEPC Special Meeting (Oct 2025, London); participated in establishing IMO mid-term measure guidelines and explored policy finance response strategies</li> <li>Acted as the lead communicator among 23 organizations, including the Ministry of Oceans and Fisheries</li> </ul>
<b>National Assembly Forums</b> 	<ul style="list-style-type: none"> <li>Forum on Arctic Route Development Strategies and Prerequisite Tasks (Jul 25)</li> <li>Forum on Development Strategies for Fractional Ship Investment (Sep 3)</li> <li>Forum on Establishing an Infrastructure Financing Support System for Offshore Wind Power (Sep 25)</li> </ul>
<b>Media &amp; PR</b> 	<ul style="list-style-type: none"> <li>Expanded distribution of feature articles and press releases ('24: 135 cases → '25: 168 cases)</li> <li>Increased press conferences ('24: 4 times → '25: 11 times).</li> <li>Increased CEO media interviews ('24: 1 case → '25: 16 cases)</li> <li>Organized a press fam tour for the MOF press corps to cover the opening of the Singapore office</li> </ul>



Attendance at the 2nd IMO MEPC Special Meeting



Forum on Development Strategies for Fractional Ship Investment



Press Fam Tour for the Opening of the Singapore Office

# Fair Recruitment and Personnel Systems

KOBC realizes trusted organizational management based on a fair and transparent recruitment and personnel system. We select and nurture competency-oriented talent through job-based personnel management and objective evaluation systems, while continuously strengthening fairness and acceptability. Through these efforts, we are enhancing the expertise and competitiveness of our organization, and promoting responsible personnel management and sustainable growth as a public institution.

GRI  
2-19, 401, 404, 405, 406

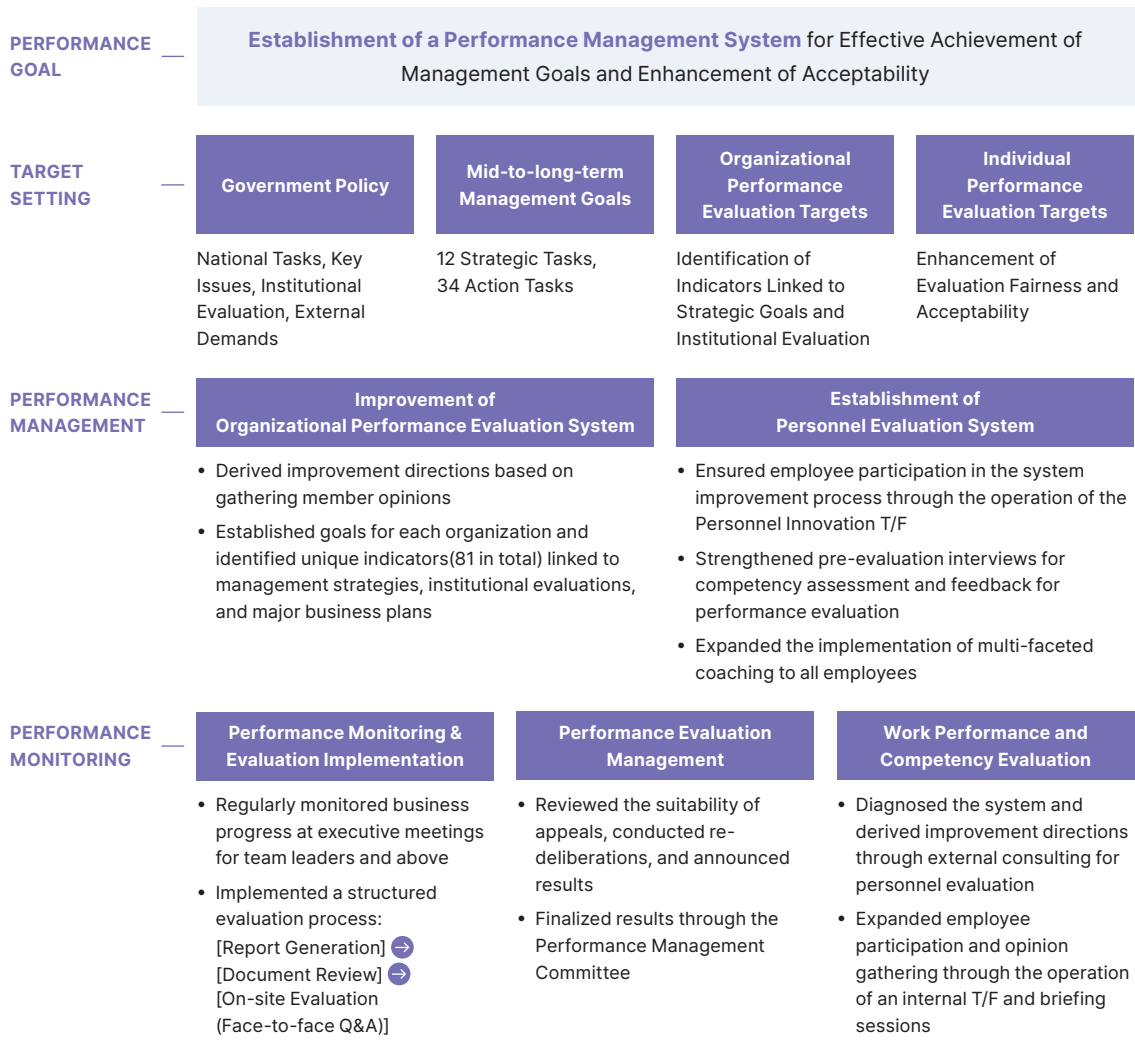
UN SDGs



## Establishment of a Fair Personnel System

### Establishment of a PDCA-based Performance Management System

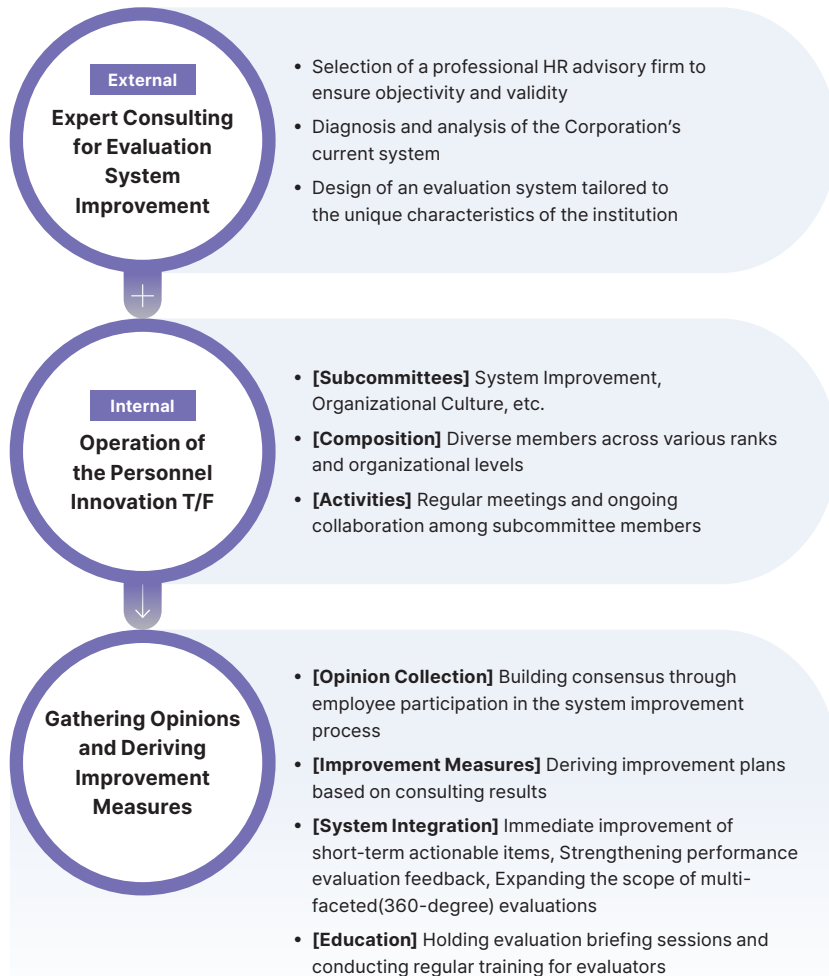
KOBC is establishing a PDCA(Plan-Do-Check-Act) based performance management system to effectively achieve management goals and enhance organizational acceptability. We set performance targets that reflect government policies and mid-to-long-term management goals, and promote systematic performance management by linking organizational performance evaluations with individual performance evaluations.



## Establishment of a Fair Personnel System

### Establishment of a Personnel Evaluation System Created Together by Employees

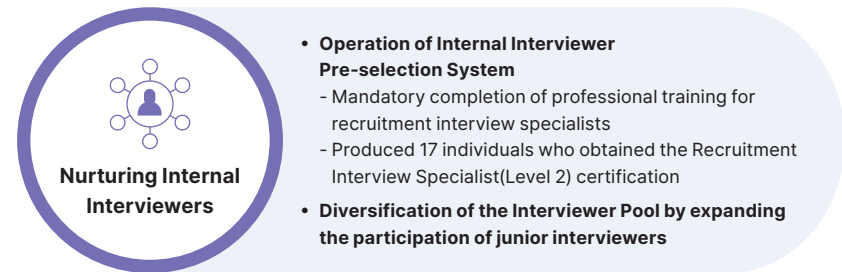
KOBC is building a personnel evaluation system with the active participation of its employees to establish an evaluation framework with high levels of fairness and trust within the organization. By gathering opinions from various positions and ranks, we have fostered a strong consensus regarding the system.



## Fair Recruitment

### Strengthening Internal Interviewer Expertise for Fair Recruitment Operations

KOBC operates its recruitment process with a focus on job suitability. To ensure fair recruitment operations, we implement a pre-selection system for internal interviewers and enhance their expertise by supporting professional interview training and the acquisition of certifications.



#### 2025 Expert Recruitment Results

Recruited 12 professionals with specialized certifications



# APPENDIX

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# ESG Performance

## Economic Performance

### Statement of Financial Position

	Category	Unit	2023	2024	2025	
Assets	Current Assets	Cash and Due from Banks	KRW	945,978,862,868	1,022,617,555,922	1,399,742,662,042
	Financial Assets	Financial Assets at Fair Value through Profit or Loss(FVPL)	KRW	3,646,648,701,966	1,826,866,938,033	486,016,536,580
		Financial Assets at Fair Value through Other Comprehensive Income(FVOCI)	KRW	1,398,904,900,563	1,350,278,863,200	1,350,278,863,200
		Financial Assets at Amortized Cost	KRW	969,460,595,300	1,575,754,270,642	2,492,900,396,885
		Financial Guarantee Assets	KRW	12,359,516,413	536,663,278	-
		Derivative Assets	KRW	-	6,247,570,560	27,518,092,422
	Investments in Subsidiaries and Associates	Investments in Subsidiaries	KRW	473,712,706,839	1,065,599,088,903	1,400,360,768,269
		Investments in Associates	KRW	4,296,108,859,254	6,561,626,306,921	7,427,917,466,200
	Investment Properties		KRW	7,506,823,703	-	-
	Property, Plant and Equipment(PPE)		KRW	7,910,987,112	7,639,816,971	10,901,522,699
	Intangible Assets		KRW	7,425,593,822	7,538,297,244	8,224,449,716
	Other Assets	Net Defined Benefit Assets	KRW	617,410,619	369,215,635	710,303,247
		Other Receivables	KRW	45,841,832,205	41,583,380,137	54,756,695,565
		Other Assets	KRW	600,679,636	431,402,962	426,166,431
Rights of Indemnity		KRW	-	-	26,964,336,772	
Total Assets		KRW	11,813,077,470,300	13,467,089,370,408	14,686,718,260,028	
Liabilities	Financial Liabilities	Borrowings and Debts	KRW	2,685,233,335,148	3,963,165,133,659	4,569,323,518,125
		Financial Guarantee Liabilities	KRW	56,171,518,845	38,661,642,826	10,807,957,171
		Derivative Liabilities	KRW	1,327,742,888	14,183,822,730	-
		Lease Liabilities	KRW	3,448,244,643	3,140,947,927	4,878,525,223
	Other Liabilities	Provisions	KRW	2,764,569,374	1,942,676,008	2,002,477,858
		Current Tax Liabilities	KRW	32,618,598,067	23,116,569,514	55,900,446,622
		Deferred Tax Liabilities	KRW	1,352,031,784,368	1,398,937,458,173	1,361,233,248,228
		Other Payables	KRW	19,692,283,960	25,937,552,147	29,338,025,699
		Other Liabilities	KRW	321,397,710	39,933,749	6,688,206

# ESG Performance

## Economic Performance

### Statement of Financial Position

Category		Unit	2023	2024	2025
<b>Liabilities</b>	Total Liabilities	KRW	4,153,609,475,003	5,469,125,736,733	6,033,490,887,132
	Capital Stock	KRW	3,133,875,295,000	3,133,875,295,000	3,133,875,295,000
	Capital Surplus	KRW	211,155,473,486	211,155,473,486	211,155,473,486
	Capital Adjustments	KRW	-162,844,846,031	-162,844,846,031	-162,844,846,031
<b>Equity</b>	Accumulated Other Comprehensive Income(AOCI)	KRW	82,592,044,576	861,270,548,903	700,810,378,763
	Retained Earnings	KRW	4,394,690,028,266	3,954,507,162,317	4,770,231,071,678
	Total Equity	KRW	7,659,467,995,297	7,997,963,633,675	8,653,227,372,896
	Total Liabilities and Equity	KRW	11,813,077,470,300	13,467,089,370,408	14,686,718,260,028

### Statement of Comprehensive Income & Key Indicators

Category		Unit	2023	2024	2025
<b>Operating Revenue</b>	Interest Income	KRW	119,194,589,248	150,721,006,345	156,807,782,469
	Fee and Commission Income	KRW	43,365,651,043	25,282,788,097	6,978,097,447
	Dividend Income	KRW	115,576,224,468	136,670,823,227	217,183,972,438
	Investment Operating Revenue	KRW	15,078,134,379	116,332,306,148	178,353,665,340
	Reversal of Allowance for Credit Losses	KRW	17,939,339,227	1,094,759,766	747,354,781
	Reversal of Other Provisions	KRW	98,691,529	10,385,853	35,453,250
	Other Operating Revenue	KRW	1,254,944,770	1,040,898,007	7,666,631,632
<b>Operating Expenses</b>	Interest Expenses	KRW	60,606,238,831	127,109,245,082	177,118,342,937
	Fee and Commission Expenses	KRW	-	3,508,687,060	3,593,226,617
	Investment Operating Expenses	KRW	465,557,435,317	430,785,077,313	81,394,652,410
	Provision for Credit Losses	KRW	622,647,018	16,310,580,181	12,447,355,765
	Provision for Other Provisions	KRW	-	34,027,748	-
	Other Operating Expenses	KRW	3,392,465,680	2,029,830,669	10,737,135,283
General and Administrative Expenses(G&A)		KRW	35,389,939,127	34,748,046,699	40,027,490,222

# ESG Performance

## Economic Performance

### Statement of Comprehensive Income & Key Indicators

Category		Unit	2023	2024	2025
<b>Operating Income</b>	Operating Income(Loss)	KRW	-253,061,151,309	-183,372,527,309	242,454,754,123
<b>Non-operating Income</b>	Non-operating Income	KRW	730,060,566,703	1,973,586,168,929	834,857,264,341
<b>Non-operating Expenses</b>	Non-operating Expenses	KRW	499,138,565,280	2,391,994,169,300	177,085,642,577
<b>Profit before Income Tax</b>	Profit(Loss) before Income Tax	KRW	-22,139,149,886	-601,780,527,680	900,226,375,887
	Income Tax Expense(Benefit)	KRW	-20,402,760,533	-161,597,661,731	92,930,553,308
<b>Net Income</b>	Net Income(Loss)	KRW	-1,736,389,353	-440,182,865,949	807,295,822,579
	Items that will not be reclassified subsequently to profit or loss	KRW	-2,069,496,375	-6,348,763,499	-
<b>Other Comprehensive Income (OCI)</b>	Other Comprehensive Income (OCI)	KRW	8,043,510,317	743,204,417,585	-158,290,643,372
	Net gain(loss) on financial assets at FVOCI	KRW			
	Changes in equity of associates (Equity method)	KRW			
	Remeasurements of defined benefit plans	KRW	-292,109,111	17,882,902	-181,489,949
	Items that may be reclassified subsequently to profit or loss	KRW	-499,529,646	41,804,967,339	-1,988,036,819
<b>Total Comprehensive Income</b>	Total Comprehensive Income(Loss)	KRW	3,445,985,832	338,495,638,378	646,835,652,439
<b>Earnings Per Share (EPS)</b>	Earnings(Loss) Per Share	KRW	-3	-702	1,288

### Direct Economic Value Generated and Distributed(EVG&D)

Category		Unit	2023	2024	2025
<b>Direct Economic Value Generated and Distributed(EVG&amp;D)</b>	Revenue	KRW	312,507,574,664	431,152,967,443	567,772,957,357
	Operating Income	KRW	-253,061,151,309	-183,372,527,309	242,454,754,123
	Net Income	KRW	-1,736,389,353	-440,182,865,949	807,295,822,579

# ESG Performance

## Economic Performance

### Direct Economic Value Generated and Distributed(EVG&D)

Category	Unit	2023	2024	2025	
Employees	Salaries and Wages	100 Million KRW	130	150	171
	Employee Benefits	100 Million KRW	5	5	6
Government(Income Tax)	100 Million KRW	582	554	855	
Local Community(Donations)	100 Million KRW	5	7	30	
Suppliers(Service Procurement)	100 Million KRW	26	31	31	

### Economic Value Distributed

### Statement of Changes in Equity

Category	Unit	2023	2024	2025
Beginning Balance of Equity	KRW	7,368,563,596,323	7,659,467,995,297	7,997,963,633,675
Net Income	KRW	-1,736,389,353	-440,182,865,949	807,295,822,579
Remeasurements of Net Defined Benefit Liabilities	KRW	-292,109,111	17,882,902	-181,489,949
Net gain(loss) on financial assets at FVOCI	KRW	-2,069,496,375	-6,348,763,499	-
Changes in Equity of Associates(Equity Method)	KRW	7,543,980,671	785,009,384,924	-160,278,680,191
Paid-in Capital Increase	KRW	287,458,413,142	-	-
Retained Earnings of Associates	KRW	-	-	8,428,086,782
Ending Balance of Equity	KRW	7,659,467,995,297	7,997,963,633,675	8,653,227,372,896

### Condensed Statement of Cash Flows

Category	Unit	2023	2024	2025
Cash Flows from Operating Activities	KRW	-672,720,289,070	-447,911,405,200	-671,149,149,493
Cash Flows from Investing Activities	KRW	-256,932,493,873	-415,921,834,855	658,153,620,081
Cash Flows from Financing Activities	KRW	777,459,630,594	1,089,207,264,338	589,975,024,088
Effects of Exchange Rate Changes on Cash and Cash Equivalents	KRW	-9,865,877,726	27,164,668,771	-25,754,388,556
Net Increase in Cash and Cash Equivalents	KRW	-162,059,030,075	252,538,693,054	551,225,106,120
Cash and Cash Equivalents at Beginning of Year	KRW	708,037,892,943	545,978,862,868	798,517,555,922
Cash and Cash Equivalents at End of Year	KRW	545,978,862,868	798,517,555,922	1,349,742,662,042

# ESG Performance

## Environmental Performance

### GHG Emissions

Category	Unit	2023	2024	2025
Baseline Emissions	tCO <sub>2</sub> e <sub>q</sub>	6.80	4.93	4.93
Reduction Target(Amount)	tCO <sub>2</sub> e <sub>q</sub>	6.80	4.93	4.93
Reduction Target	%	36.0	13.2	15.2
Scope 1(Direct Emissions) *	tCO <sub>2</sub> e <sub>q</sub>	0.867	0	0
Scope 2(Indirect Emissions) *	tCO <sub>2</sub> e <sub>q</sub>	0	0	0
Total GHG Emissions	tCO <sub>2</sub> e <sub>q</sub>	0.867	0	0
Reduction Rate **	%	87.21	100.00	100.00

\* Scope 1 and 2 emissions are based on the calculation results from the National Greenhouse Gas Management System(NGMS).

\*\* Reduction Rate = (Base Year Emissions - Total GHG Emissions) ÷ Base Year Emissions

### Low-Emission Vehicle Status

Category	Unit	2023	2024	2025
Internal Combustion Engine(ICE) Vehicles	Unit	0	0	0
Low-Emission Vehicles (LEV)				
Type 1 (Electric, Hydrogen, etc.)Zero-Emission Vehicles(ZEV)	Unit	5	5	5
Type 2 (Hybrid, etc.)	Unit	0	0	0
Type 3 (Low-pollution Internal Combustion)	Unit	0	0	0
Excluded Vehicles	Unit	0	0	0
Ratio of Eco-friendly Vehicles	%	100	100	100

### Waste Generation

Category	Unit	2022	2023	2024
Waste Generation	ton	14.01	50.48	8.77

### Energy Consumption

Workplace Category	Workplace Name	Unit	2022	2023	2024
Head Office	KOBIC	TJ	4.01	3.58	3.11

### Water Consumption

Category	Unit	2023	2024	2025
Municipal Water	ton	391	332	360

### Green Procurement Performance

Category	Unit	2023	2024	2025
Green Procurement Implementation Plan(A)	Million KRW	66	134	159
Green Products Purchase Amount(B)	Million KRW	134	152	239
Ratio(B/A)	%	203	113	150

\* Total Purchase Amount: The total annual amount purchased by the Corporation for product groups that include green product categories

\* Green Products Purchase Amount: The annual amount spent by the Corporation on purchasing green products

\* Green Procurement Implementation Plan: The planned amount submitted to the Ministry of Environment after establishing and reviewing the plan within two months of the start of each fiscal year

### Environmental Compliance

Category	Unit	2023	2024	2025
Number of Violations of Environmental Laws and Regulations	Case	0	0	0
Number of Sanctions for Environmental Non-compliance	Case	0	0	0
Total Amount of Fines for Environmental Non-compliance	Million KRW	0	0	0

### Support for Eco-friendly Vessels

Category	Unit	2022	2023	2024	2025
Financial Support for Eco-friendly Vessels	100 Million KRW	4,458	157	8,918	2,048
Support for Global Low-carbon Vessels(Government Subsidies)	100 Million KRW	205	130	226	230

# ESG Performance

## Social Performance

### Human Resources Status

Category		Unit	2023	2024	2025
Total Number of Employees		Persons	170	178	188
Executives	President & CEO	Persons	1	1	1
	Directors	Persons	1	1	1
	Auditor	Persons	1	1	1
Permanent Employees	Full-time Regular Employees	Persons	162	170	179
	Indefinite-term Contract Workers	Persons	4	5	6
Temporary Employees	Fixed-term(Full-time)	Persons	12	8	35
By Gender	Male	Persons	130	132	139
	Female	Persons	40	46	49
Female Employees	Non-executive Director	Persons	1	1	1
	Female Permanent Employees	Persons	39	45	48
By Age Group	Under 30	Persons	28	23	24
	30 – 50	Persons	115	123	133
	Over 50	Persons	20	24	26

\* Total number of executives and employees, Executives, Regular employees: Based on the authorized quota from ALIO disclosure

\*\* Non-regular employees, Gender, Female employees, By age: Based on the current headcount from ALIO disclosure and internal institutional data

### Recruitment Status

Category		Unit	2023	2024	2025
Total New Hires		Persons	23	24	12
Full-time Regular Employees	Executive Directors	Persons	1	2	-
	Total	Persons	4	11	12
	Youth	Persons	3	10	12
	Female	Persons	3	5	5
	Persons with Disabilities	Persons	0	0	-

### Recruitment Status

Category		Unit	2023	2024	2025
Full-time Regular Employees	Local Talents (Non-Metropolitan)	Persons	2	7	10
	Total	Persons	18	11	15
Experiential Youth Interns	Female	Persons	8	4	6
	Persons with Disabilities	Persons	3	-	3

### Workforce Status

Category		Unit	2023	2024	2025
Number of Full-time Equivalent (FTE)	Total	Persons	149.75	150.67	157.92
	Male	Persons	115.83	112.25	115.50
	Female	Persons	33.92	38.42	42.42
Average Years of Service	Total	Months	55	62	64
	Male	Months	60	68	69
	Female	Months	39	46	51

### Employment of Persons with Disabilities

Category		Unit	2023	2024	2025
Total Number of Regular Workers *		Persons	176	182	203
Number of Employees with Disabilities		Persons	10	5	14
Mandatory Employment Quota		Persons	6	6	7
Employment Rate **		%	5.68	2.75	6.90

\* Refers to workers under the Labor Standards Act whose contractual working hours per month are 60 hours or more, and who have 16 or more days per month forming the basis for wage payment

\*\* (Number of employees with disabilities / Total number of regular workers) × 100

# ESG Performance

## Social Performance

### Number of Employee Turnovers

Category		Unit	2023	2024	2025
Employee Turnover	Male	%	5.6	5.1	3.4
	Female	%	2.6	5.1	2.2

### Average Employee Compensation

Category		Unit	2023	2024	2025
Full-time Regular Employees	Male	Thousand KRW	89,510	89,742	93,853
	Female	Thousand KRW	64,664	66,781	69,759
	Ratio of Average Compensation (Female to Male)	%	72.24	74.41	74.33
Indefinite-term Contract Workers	Male	Thousand KRW	49,642	54,651	54,923
	Female	Thousand KRW	45,342	43,811	52,925
	Ratio of Average Compensation (Female to Male)	%	91.34	80.17	96.36

\* Ratio of average compensation for females to males = (Average compensation per female / Average compensation per male) × 100

### Average Wage Ratio

Category		Unit	2023	2024	2025
Full-time Regular Employees	Male	%	58.1	57.3	57.4
	Female	%	41.9	42.7	42.6
Indefinite-term Contract Workers	Male	%	52.3	55.5	51.1
	Female	%	47.7	44.5	48.9

### Employee Development Status<sup>\*, \*\*</sup>

Category		Unit	2022	2023	2024
Number of Employees Eligible for Training <sup>***</sup>		Persons	120	136	144
Number of Employees Who Completed Training		Persons	118	134	133
Average Training Credits per Employee		Points	20	25	22

\* The Corporation conducts employee training through a mandatory credit completion system by job grade

\*\* 2025 data is under compilation

\*\*\* The target for training completion is measured for employees at Grade 3 and below

### Flexible Working Status

Category		Unit	2023	2024	2025	
Flexible Work Schedules	Total	Persons	153	160	178	
	Staggered Office Hours	Male	Persons	47	52	51
		Female	Persons	16	18	18
	Selective Working Hours	Male	Persons	57	57	63
		Female	Persons	33	33	46
	Remote Working	Total	Persons	0	0	0
Telecommuting		Male	Persons	0	0	0
		Female	Persons	0	0	0
Reduced Working Hours Users	Total	Persons	41	45	49	
	During Pregnancy	Persons	1	3	2	
	For Childcare	Persons	40	42	47	

# ESG Performance

## Social Performance

### Work-Life Balance Support

Category		Unit	2023	2024	2025
Number of Employees on Parental Leave	Male	Persons	14	13	12
	Female	Persons	9	7	5
	Total	Persons	23	20	17
Parental Leave Take-up Rate	Male	%	60.9	65.0	70.6
	Female	%	39.1	35.0	29.4

### Job Retention of Employees on Parental Leave

Category	Unit	2023	2024	2025
Number of employees whose parental leave ended in the previous year(A)	Persons	Not Recorded	8	10
Number of employees who resigned after parental leave(B)	Persons	Not Recorded	2	2
Number of employees who remained employed after parental leave(C)	Persons	Not Recorded	6	8
Job Retention Rate(C/A)	%	Not Recorded	75.00	80.00

### Maternity and Paternity Leave Status

Category	Unit	2023	2024	2025
Number of employees on maternity leave	Persons	1	1	3
Number of employees on paternity leave(A)	Persons	6	5	4
Number of employees using the full statutory paternity leave period(B)	Persons	Not Recorded	4	4
Statutory paternity leave usage rate (B/A)	%	Not Recorded	80.00	100.00

### Family Care Leave Status

Category		Unit	2023	2024	2025
Number of employees on family care leave	Male	Persons	52	51	58
	Female	Persons	6	8	9
	Total	Persons	58	59	67
Number of employees on family care extended leave	Male	Persons	1	0	-
	Female	Persons	0	0	-
	Total	Persons	1	0	-

### Retirement Pension Plan \*

Category	Unit	2022	2023	2024
Defined Benefit(DB) Assets	Million KRW	5,227	5,836	6,639
Defined Contribution(DC) Assets	Million KRW	97	247	258
Total Pension Assets	Million KRW	5,324	5,836	6,897
DB Participants	Persons	152	161	163
DC Participants	Persons	2	10	10
Total Participants	Persons	154	171	173

\* 2025 data is currently being collected.

### Labor Union Membership

Category	Unit	2022	2023	2024	2025
Employees Eligible for Union Membership	Persons	150	163	143	148
Number of Union Members	Persons	139	135	138	140
Unionization Rate	%	92.67	82.82	96.50	94.59
Labor-Management Council Meetings	Cases	4	4	4	4

\* Based on the number of current employees disclosed on ALIO

# ESG Performance

## Social Performance

### Occupational Health and Safety

Category	Unit	2023	2024	2025
Occupational Illness and Injury Rate	%	0	0	0
Number of Work-related Injuries	Persons	0	0	0
Number of Work-related Fatalities	Persons	0	0	0

\*(Rationale for Target Setting) The Corporation has maintained zero work-related injuries and fatalities over the past three years. To achieve the goal of "Zero Fatalities" through compliance with the Serious Accident Punishment Act(SAPA), the target for 2024 has also been set at zero

### Safety Personnel Status

Category	Unit	2023		2024		2025		
		Authorized	Current	Authorized	Current	Authorized	Current	
Safety Personnel	Personnel in Dedicated Safety Department	Persons	0	0.00	0	0.00	0	0.00
	Other Personnel Dedicated to Safety Tasks	Persons	1	1.00	1	1.00	1	1.00
Total	Persons	1	1	1	1	1	1	

### Occupational Injuries and Safety Accidents

Category	Unit	2023	2024	2025	
Number of Deaths from Occupational Accidents	Direct Management	Persons	0	0	0
	Contractors	Persons	0	0	0
	Construction Projects	Persons	0	0	0
	Subtotal	Persons	0	0	0
Number of Deaths from Safety Accidents	Persons	0	0	0	

\* Occupational Accidents: Deaths, injuries, or diseases caused by work-related accidents

\* Safety Accidents: Accidents occurring due to the organization's liability(excluding occupational accidents), as determined by Professional Liability Insurance

### Security Personnel and Activities

Category	Unit	2022	2023	2025	
Dedicated Information Security Personnel	Number of IT Personnel	Persons	7	9	12
	Number of Dedicated Information Security Personnel	Persons	1	1	1
	Professional Training Hours Completed	Hour	40	49	42
Information Security Activities	Reports to the President & CEO	Number of Cases	12	7	7
	Security Inspections	Number of Cases	2	2	2
	Response Drills	Number of Cases	6	6	5

### Personal Information Protection Level Assessment

Category	Unit	2022	2023	2024	2025
Personal Information Protection Level Assessment Results	Grade	S	B	B	To be announced in May 2026

### Supplier Identification \*

Category	Unit	2022	2023	2024
Tier 1 Suppliers(Direct Suppliers) **	Entity	1	1	1
Tier 2 & 3 Suppliers(Indirect Suppliers) ***	Entity	10	9	8

\* 2025 data is currently being collected.

\*\* Direct Suppliers(Primary Contractors): Tier 1 suppliers that have a direct contractual relationship with the Corporation. This refers to entities that have been awarded contracts for construction or services directly from the client.

\*\*\* Suppliers(Subcontractors): Tier 2 and 3 suppliers that provide products or services to direct suppliers. This refers to entities that have been sub-awarded parts of construction or services from primary contractors

\*\*\*\* Selection Criteria: Priority is given to significant trading partners based on transaction duration and volume; one-time transaction entities are excluded considering the delivery period and amount

# ESG Performance

## Social Performance

### Proportion of Women

Category	Unit	2023	2024	2025
Percentage of Female Employees in the Entire Organization	%	25.16	27.61	29.14
Percentage of Female Employees in Senior Positions	%	9.20	14.61	18.18

### Female Remuneration Proportion

Category	Unit	2023	2024	2025	
Ratio of average female compensation to average male compensation	Full-time Regular Employees	%	72.24	74.41	74.33
	Indefinite-term Contract Workers	%	91.34	80.17	95.76
Ratio of average female compensation to average male compensation in senior positions	%	81.55	83.95	77.88	

### Performance in Promoting Shared Growth

Category	Unit	2023	2024	2025
Results of Shared Growth Assessment for Public Institutions	Grade	N/A	N/A	N/A

### Customer Satisfaction Assessment

Category	Unit	2023	2024	2025
Public Institution Customer Satisfaction Index(PCSI)	Points	83.2	88.2	91.0

### Employee Volunteer Activities

Category	Unit	2023	2024	2025
Local Community Donations	Donation Amount Million KRW	547,858,360	679,378,800	2,885,232,000

### Employee Volunteer Activities

Category	Unit	2023	2024	2025
Number of Volunteer Activities	Times	5	7	11

### Indirect Economic Impacts

Category	Unit	2023	2024	2025
Small and Medium-sized Enterprises(SMEs)	Million KRW	12,121	9,227	12,685
Technology Development	Million KRW	264	384	555
Women-owned Business Enterprises(WBE)	Million KRW	966	1,602	2,291
Persons with Severe Disabilities	Million KRW	231	63	117

### Legal & Regulatory Non-compliance

Category	Unit	2023	2024	2025
Violations of Labor Laws and Regulations	Cases	0	0	0
Violations of Human Rights Regulations	Cases	0	0	0
Violations of Industrial Laws and Regulations	Cases	0	0	0
Violations of Fair Trade Laws and Regulations	Cases	0	0	0

### Support for Small & Medium-sized Shipping Companies

Category	Unit	2022	2023	2024	2025	
Special Support Program for Small and Medium-sized Shipping Companies	Ship Investment & Guarantees (Approved Amount)	100 Million KRW	1,242	491	917	1,146
	Loan Interest Support (Approval Limit)	100 Million KRW	Not Implemented	Not Implemented	53	49

# ESG Performance

## Governance Performance

### Board Composition

Category		Unit	2023	2024	2025
Total Number of Directors		Persons	5	5	5
Executive Directors		Persons	1	1	1
Non-executive Directors		Persons	4	4	4
Board Gender Diversity	Number of Male Directors	Persons	4	4	4
	Number of Female Directors	Persons	1	1	1
	Ratio of Female Executives	%	20	20	20

### Board Operation Status

Category		Unit	2023	2024	2025
Number of Meetings Held		Cases	14	11	12
Number of Agenda Items for Resolution		Cases	54	39	33
Number of Agenda Items for Report		Cases	29	28	24
Number of Management Suggestions		Cases	43	44	46
Attendance Rate	Total Board Members	%	97	97	99
	Executive Directors	%	100	100	100
	Non-executive Directors	%	93	93	98

### Executive Compensation Details \*

Category		Unit	2023	2024	2025 **
Executive Compensation	President & CEO (Base Salary + Performance Bonus)	Thousand KRW	351,854	322,232	332,271
	Standing Auditor & Directors(Base Salary + Performance Bonus)	Thousand KRW	229,892	213,992	220,537

### Executive Compensation Details \*

Category		Unit	2023	2024	2025 **
Executive Compensation	Average Annual Compensation for Executive Directors	Thousand KRW	270,546	250,072	257,782
	Non-executive Directors (Fixed Pay + Meeting Attendance Fees)	Thousand KRW	22,500	29,425	26,150

\* Executive Compensation System:

1. Base Salary: The base salary for executives is determined in accordance with the Guidelines for Compensation of Executives at Public Institutions and Quasi-governmental Institutions.
2. Performance Pay: The performance-based annual salary for executives is determined in accordance with the Guidelines for Compensation of Executives at Public Institutions and Quasi-governmental Institutions.

\*\* As of fiscal year-end Dec 31, 2025

### Ratio of Basic Salary and Remuneration of Women to Men

Category		Unit	2023	2024	2025
Employees (Permanent)	Ratio of Total Compensation: Female to Male(Overall)	%	72.24	74.41	73.70
	Statutory Minimum Wage	Thousand KRW	24,127	24,729	25,155
Entry-level Wage	Male	Thousand KRW	-	45,869	50,440
	Female	Thousand KRW	43,243	44,643	49,556
Ratio of Entry-level Wage(Male) to Minimum Wage		%	0.0	185.5	200.5
Ratio of Entry-level Wage(Female) to Minimum Wage		%	179.2	180.5	197.0

\* The difference in average compensation between men and women is due to the salary step(seniority) system; there is no pay gap between genders for the same position and same salary step

# ESG Performance

## Governance Performance

### ESG Management Committee Members

Name	Gender	Position	Tenure	Specialization	Key Experience
Executive Director Ryu, Jae-hyung	M	Chair-person	2024.11.25 ~ 2026.11.24	Management / Administration	(Former) Director of Busan Regional Office of Oceans and Fisheries, MOF (Former) Director of Masan Regional Office of Oceans and Fisheries, MOF
Non-executive Director Park, Ji-woo	M	Member	2023.10.30 ~ 2025.10.29	Finance	(Current) Outside Director of Koryo Credit Information (Former) CEO of KB Capital
Non-executive Director Lee, Byeong-hee	M	Member	2023.10.30 ~ 2025.10.29	Policy	(Current) Advisory Member for Education Policy, Gyeongnam Education Office (Former) Member of the Gyeongsangnam-do Provincial Assembly

### ESG Committee Operation Performance

Category	Unit	2023	2024	2025
Number of Meetings Held	Cases	2	2	1
Total Number of Members	Persons	3	3	3
Number of Non-executive Directors among Members	Persons	2	2	2

### Ethical Management

Category	Unit	2023	2024	2025
Ethics and Anti-corruption Training	Training Hours per Employee	5	3.32	3.88

Category	Unit	2023	2024	2025	
Ethics and Anti-corruption Training	Number of Participants	Persons	173	158	180
	Participation Rate	%	98.86	99.37	100.00
Integrity and Ethics Self-Assessment	Average Score	Points	88.7	97.7	97.5
	Average Number of Participants	Persons	111	128	107
Status of Disciplinary Actions	Light Disciplinary Action(Reprimand, Salary Reduction)	Cases	1	0	0
	Heavy Disciplinary Action(Suspension, Demotion, Dismissal, Removal)	Cases	1	1	0
	Total	Cases	2	1	0

### Violations of Governance Laws and Regulations

Category	Unit	2023	2024	2025
Number of Violations of Related Laws and Regulations	Cases	0	0	0

### Information Disclosure

Category	Unit	2022	2023	2024
Assessment of Public Data Provision and Management Status	Grade	-	Excellent	Average
Disclosure Rate of Information Disclosure Requests	%	100	100	100
Cumulative Number of Public Data Openings	Cases	0	0	2
Penalty Points in Integrated Public Disclosure(MOEF)	Points	0	1.5	0

# GRI Content Index

## Statement of Use

KOBC has reported in accordance with the GRI Standards for the period from January 1, 2024, to December 31, 2025.

### GRI 2 : General Disclosures 2021

Topic	GRI Disclosure	Page
The Organization and Its Reporting Practices	2-1 Organizational details	8
	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	2
	2-5 External assurance	96-97
Activities and Workers	2-6 Activities, value chain and other business relationships	18
	2-7 Employees	83
Governance	2-8 Workers who are not employees	83
	2-9 Governance structure and composition	63, 88-89
	2-10 Nomination and selection of the highest governance body	63
	2-11 Chair of the highest governance body	63
	2-12 Role of the highest governance body in overseeing the management of impacts	63-66
	2-13 Delegation of responsibility for managing impacts	63-66
	2-14 Role of the highest governance body in sustainability reporting	63-66
	2-15 Conflicts of interest	61
	2-16 Communication of critical concerns	52, 59
	2-17 Collective knowledge of the highest governance body	63-64
	2-18 Evaluation of the performance of the highest governance body	64, 88
	2-19 Remuneration policies	88
	2-20 Process to determine remuneration	88
	2-21 Annual total compensation ratio	88
	Strategy, Policies and Practices	2-22 Statement on sustainable development strategy
2-23 Policy commitments		48, 57
2-24 Embedding policy commitments		49-52, 58-61
Strategy, Policies and Practices	2-25 Processes to remediate negative impacts	52
	2-26 Mechanisms for seeking advice and raising concerns	49-50, 59
	2-27 Compliance with laws and regulations	61, 87, 89
	2-28 Membership associations	98

Topic	GRI Disclosure	Page
Stakeholder Engagement	2-29 Approach to stakeholder engagement	18-23
	2-30 Collective bargaining agreements	53, 85

### Universal Standards

#### GRI 3 : Material Topics 2021

Topic	GRI Disclosure	Page
Management Approach Disclosure	3-1 Process to determine material topics	19-21
	3-2 List of material topics	19-21
	3-3 Management of material topics	26-76

### Topic Standards

#### GRI 200 : Economic Topics

Topic	GRI Disclosure	Page
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	201-3 Defined benefit plan obligations and other retirement plans GRI 203	85
Market Presence	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	88
Indirect Economic Impacts	203-1 Infrastructure investments and services supported	87
	203-2 Significant indirect economic impacts	87
Procurement Practices	204-1 Proportion of spending on local suppliers	87
Anti-corruption	205-1 Operations assessed for risks related to corruption	58
	205-2 Communication and training about anti-corruption policies and procedures	58-62
	205-3 Confirmed incidents of corruption and actions taken	61

# GRI Content Index

## Topic Standards

### GRI 300 : Environment Topics

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	302-4 Reduction of energy consumption	82
Water and Effluents	303-5 Water consumption	82
Emissions	305-1 Direct(Scope 1) GHG emissions	82
	305-2 Indirect(Scope 2) GHG emissions	82
Waste	306-3 Waste generated	82

## Topic Standards

### GRI 400 : Social Topics

Topic	GRI Disclosure	Page
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	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	46
	401-3 Parental leave	46, 84-85
Occupational Health and Safety	403-1 Occupational health and safety management system	40-45
	403-2 Hazard identification, risk assessment, and incident investigation	40-45
	403-3 Occupational health services	42-43
	403-4 Worker participation, consultation, and communication on occupational health and safety	42-43
	403-5 Worker training on occupational health and safety	43
	403-6 Promotion of worker health	43
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	43-44
	403-8 Workers covered by an occupational health and safety management system	40-45
Occupational Health and Safety	403-9 Work-related injuries	85-86
	403-10 Work-related ill health	85-86

## Topic Standards

### GRI 400 : Social Topics

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	404-2 Programs for upgrading employee skills and transition assistance programs	39
	404-3 Percentage of employees receiving regular performance and career development reviews	70
Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	47, 83, 88
	405-2 Ratio of basic salary and remuneration of women to men	88
Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	61
Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	53
Security Practices	410-1 Security personnel trained in human rights policies or procedures	44-45
Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	54-55
Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	86

# Public Sector ESG Guidelines Index

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		GHG emissions(scope 3)	-
		Low-emission vehicle status	82
E-3	Energy Consumption	Energy consumption	82
E-4	Renewable Energy Consumption Ratio	Renewable electricity ratio	N/A
E-5	Waste Generation	Waste generation	82
E-6	Water Consumption	Water consumption	82
E-7	Violations of Environmental Laws and Regulations	Violations of environmental laws and regulations	82
		Remediation and compensation for environmental damage	N/A
E-8	Green Product Procurement Performance	Green product procurement performance	82
E-9	Air Pollutant Emissions	Air pollutant emissions	N/A
E-10	Chemical Substance Emissions	Chemical substance emissions	N/A
E-11	Water Pollutant Emissions	Water pollutant emissions	N/A
E-12	Climate-related Risks	Climate-related risks	-
E-13	Biodiversity	Biodiversity	-
S-1	Guaranteed Freedom of Association	Guaranteed freedom of association	53
		Labor-management consultation efforts and outcomes	53
		Status of labor-management	85
S-2	Ratio of Female Employees and Compensation	Ratio of female employees	83, 86
		Female-to-male compensation ratio	84, 86
S-3	Employment Rate of Persons with Disabilities	Employment rate of persons with disabilities	83
S-4	Work-life Balance Support	Work-life balance management	84-85
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Code	Indicator	Sub-indicator	Page
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S-5	Safety Management Responsibility	Implementation of safety management responsibility	40-43, 86
		Supplier safety management	43
		Human rights management systems	48
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		Remediation procedures for human rights violations	52
		Human rights management training	48
		Evaluation and disclosure of human rights management	48-52
S-7	Supplier ESG Management	Supplier identification	86
		Supplier ESG management	35
S-8	ESG Support for Suppliers	ESG support strategies for suppliers	-
		ESG support performance for suppliers	35
S-9	Win-win Cooperation Procurement Performance	Innovative product procurement	87
		Procurement of products from persons with severe disabilities	87
		Procurement of products from SMEs	87
S-10	Strategic Social Contribution	Social contribution strategy	54-55
		Social contribution activities	54-55, 87
		Social contribution outcomes	54-55, 87
S-11	Community Contribution (Employee Volunteering)	Financial support	87
		Non-financial support	54-55, 87
S-12	Establishment of Information Security Systems	Information security systems	44
		Dedicated personnel	86
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S-13	Personal Data Breaches and Remediation	Personal information protection systems	44-45
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		Establishment and disclosure of privacy policy	44-45

# Public Sector ESG Guidelines Index

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		Board competency	63, 65
		Board training	N/A
G-3	Board Accountability	Board meeting attendance rate	63
		Opposed or supplemented agenda items	63
		Board evaluation	64
G-4	Board Committees	Committee operating rules	65
		Committee composition	63, 65
		Committee activities	66, 89
G-5	Executive Compensation System	Executive compensation details	64
		Operation of the compensation committee	64
G-6	Internal Control Oversight	Internal control systems	57-61
		Integrity assessment	N/A
G-7	Disclosure of Ethical Code Violations	Role of decision-making bodies	57-58
		Violations of ethical codes	61
G-8	Establishment of an Internal Audit Department	Disciplinary actions and prevention of recurrence	57-61
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		Audit authority and reporting	57, 60
		Audit expertise	57, 60
G-10	Violations of Governance Laws and Regulations	Governance-related violations	57-61, 89

# UNGC Index

## Implementation of the UNGC 10 Principles







As a member of the United Nations Global Compact(UNGC), KOBC supports the Ten Principles regarding human rights, labor, the environment, and anti-corruption, and actively participates in achieving the Sustainable Development Goals(SDGs). We integrate these principles into our overall management and transparently disclose our major activities and achievements through our annual Sustainability Report.

Category		Actions Taken	Page
<b>Human Rights</b>		<b>Principle 1</b> Businesses should support and respect the protection of internationally proclaimed human rights.	49
		<b>Principle 2</b> Businesses should make sure that they are not complicit in human rights abuses.	49
		<b>Principle 3</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	49
<b>Labour</b>		<b>Principle 4</b> Businesses should uphold the elimination of all forms of forced and compulsory labour.	49
		<b>Principle 5</b> Businesses should uphold the effective abolition of child labour.	49
		<b>Principle 6</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation.	49
<b>Environment</b>		<b>Principle 7</b> Businesses should support a precautionary approach to environmental challenges.	31
		<b>Principle 8</b> Businesses should undertake initiatives to promote greater environmental responsibility.	27-32
		<b>Principle 9</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.	27-32
<b>Anti-Corruption</b>		<b>Principle 10</b> Businesses should work against corruption in all its forms, including extortion and bribery.	57-60

# UN SDGs Index

The UN Sustainable Development Goals(SDGs) present 17 goals and 169 targets for the international community to achieve from 2016 to 2030 to eradicate global poverty and realize sustainable development. KOBC is strengthening its social responsibility by aligning our management strategies with the UN SDGs to contribute to these global objectives.

UN SDGs	Major Initiatives	Page
 <b>Goal 1</b> No Poverty	<ul style="list-style-type: none"> <li><b>Social Contribution Activities:</b> Spreading a culture of sharing through various volunteer activities based on the voluntary participation of executives and employees (Expanding the number of participants and volunteer hours).</li> </ul>	55
 <b>Goal 2</b> Zero Hunger	<ul style="list-style-type: none"> <li><b>Strengthening Networking:</b> Establishing partnerships with relevant organizations for strategic social contribution and practicing win-win management with local communities.</li> </ul>	55
 <b>Goal 3</b> Good Health and Well-being	<ul style="list-style-type: none"> <li><b>Employee Support:</b> Operating the Employee Assistance Program(EAP), which includes customized psychological counseling and physical health programs.</li> <li><b>Work-Life Balance:</b> Creating a sustainable working environment by expanding flexible work arrangements and strengthening support for family life.</li> </ul>	42, 46, 84, 85
 <b>Goal 4</b> Quality Education	<ul style="list-style-type: none"> <li><b>Fostering Professional Talent:</b> Increasing the number of graduates by 61.5% year-on-year through the Maritime Finance Professional Manpower Training Project.</li> <li><b>Expanding Customized Job-linked Education:</b> Strengthening job seeking capabilities for university students through job interviews and interview special lectures, and providing mentoring for youth.</li> </ul>	39, 47
 <b>Goal 5</b> Gender Equality	<ul style="list-style-type: none"> <li><b>Fostering Female Talent:</b> Expanding the ratio of female recruitment based on blind hiring (47.9%) and supporting the strengthening of female managers' capabilities, such as selecting next-generation female leaders.</li> </ul>	47
 <b>Goal 7</b> Affordable and Clean Energy	<ul style="list-style-type: none"> <li><b>Eco-friendly Infrastructure:</b> Expanding financial support for establishing an eco-friendly ship fuel supply chain and reducing carbon emissions.</li> <li><b>Transition to 100% Eco-friendly Vehicles:</b> Converting 100% of KOBC's business vehicles to eco-friendly vehicles.</li> </ul>	26, 28, 82
 <b>Goal 8</b> Decent Work and Economic Growth	<ul style="list-style-type: none"> <li><b>Supply Chain Stability and Job Creation:</b> Designated as the only specialized supply chain agency in the maritime and fisheries sector, and creating/operating a KRW 214 billion Global Logistics/Supply Chain Investment Blind Fund.</li> </ul>	34, 35-39
 <b>Goal 9</b> Industry, Innovation and Infrastructure	<ul style="list-style-type: none"> <li><b>Financial Support:</b> Responding to financial demand in the field of offshore wind power specialized vessels and infrastructure, and laying the foundation for eco-friendly bunkering infrastructure.</li> </ul>	27, 28

UN SDGs	Major Initiatives	Page
 <b>Goal 10</b> Reduced Inequalities	<ul style="list-style-type: none"> <li><b>Social Equity Recruitment:</b> Reorganizing recruitment preference criteria to expand jobs for vulnerable groups(including the disabled, local talent, and youth) and achieving results that exceed government targets.</li> </ul>	47, 83
 <b>Goal 11</b> Sustainable Cities and Communities	<ul style="list-style-type: none"> <li><b>Regional Coexistence:</b> Promoting win-win management centered on three core projects: fostering maritime talent, spreading the culture of sharing, and resolving local pending issues.</li> </ul>	52, 54
 <b>Goal 13</b> Climate Action	<ul style="list-style-type: none"> <li><b>Eco-friendly Transition:</b> Supporting the low-carbon transition of the shipping industry by issuing the first Blue Bond (\$300 million) among agencies under the Ministry of Oceans and Fisheries and supporting the introduction of eco-friendly fuel-powered vessels.</li> <li><b>Response to Environmental Regulations:</b> Participating in the government TF for IMO mid-term measures and strengthening consultation and voucher support for Korean shipping companies to respond to global environmental regulations.</li> </ul>	27, 28, 29-30, 32
 <b>Goal 14</b> Life Below Water	<ul style="list-style-type: none"> <li><b>Spreading Awareness:</b> Raising awareness of protected marine species through plastic bottle recycling and upcycling product sharing campaigns.</li> <li><b>Expanding Eco-friendly Ocean Finance:</b> Fulfilling social responsibility as a specialized maritime finance institution and creating greenhouse gas reduction effects by issuing Blue Bonds for the conservation of marine ecosystems.</li> </ul>	32
 <b>Goal 16</b> Peace, Justice and Strong Institutions	<ul style="list-style-type: none"> <li><b>Human Rights and Ethical Management:</b> Enacting the Human Rights Management Charter, recertifying the Ethical Management System(ISO 37001), and obtaining new certification for the Compliance Management System(ISO 37301).</li> <li><b>Information Security:</b> Achieving Zero information security incidents for 7 consecutive years by establishing an AI-based cybersecurity system.</li> </ul>	44, 48-50, 57, 60
 <b>Goal 17</b> Partnerships for the Goals	<ul style="list-style-type: none"> <li><b>Partnerships:</b> Promoting response to environmental regulations and the development of the shipping industry through industry-government-academia cooperation, such as operating the 'Green Transition Council for Shipping, Shipbuilding, and Finance'.</li> </ul>	29, 30

# Third-Party Assurance Statement

## To readers of Korea Ocean Business Corporation 2025 Sustainability Report

### Introduction

Korea ESG Management Institute (KEMI) conducted an independent assurance of Korea Ocean Business Corporation 2025 Sustainability Report (referred as the "Report"). The responsibility for the preparation of the Report lies with the management of Korea Ocean Business Corporation, referred to as KOBIC, and the responsibility of KEMI is to issue a verification statement on specific data and information within the scope specified below.

### Scope and Standards

KOBIC described the organization's sustainability performance and activities related in the Report. The KEMI Assurance Team carried out an assurance evaluation at a moderate level, Type 2, following the AA1000AS V3, an internationally recognized verification standard. The assurance process included the following major activities: principles of Inclusivity, Materiality, Responsiveness, and Impact. The criteria of materiality has been applied by professional judgement by Assurance team. For assurance, the KEMI Assurance Team also evaluated the reliability of the information and data provided using the Global Reporting Initiative (GRI) Index provided below.

- GRI Sustainability Reporting Standards
- Universal Standards
- Topic Specific Standardss
  - Management approach of Topic Specific Standards
  - GRI 201 : Economic Performance
  - GRI 202 : Market Presence
  - GRI 203 : Indirect Economic Impacts
  - GRI 204 : Procurement Practice
  - GRI 205 : Anti-corruption
  - GRI 302 : Energy
  - GRI 303 : Water and Effluents
  - GRI 305 : GHG Emissions
  - GRI 306 : Waste
  - GRI 401 : Employment
  - GRI 403 : Occupational Health and Safety
  - GRI 404 : Training and Education

- GRI 405 : Diversity and Equal Opportunity
- GRI 406 : Non-discrimination
- GRI 407 : Freedom of Association and Collective Bargaining
- GRI 413 : Local Communities
- GRI 415 : Public Policy
- GRI 418 : Customer Privacy

The scope of the assurance does not include the following: the external entities of the organization, such as partners and contractors of KOBIC.

### Procedures

We followed the procedures outlined below to verify the agreed-upon scope of verification according to the verification criteria described below:

- Comprehensive review of the contents of the Report
- Review of the materiality assessment process and methods
- Review of sustainability management strategies and goals
- Review of stakeholder engagement activities
- Interviews individuals with responsables for the Report

### Conclusion and Opinion

Our assurance team engaged in several rounds of discussions on the revision and modification of the Report. In the assurance results, no significant issues were found that the Report contains inappropriate information or data based on a materiality perspectives. The Report is considered to have been adequately prepared under GRI Standards 2021, and the verification opinion regarding the four principles presented in AA1000AP (2018) is as follows:

# Third-Party Assurance Statement

## 1) Inclusivity

KOBC operates communication channels for different stakeholder groups, including employees, national flag carriers, local communities, government, partner companies (suppliers), and related organizations. Additionally, the organization operates customized communication channels for each key stakeholder group to gather feedback on their major policies and plans.

## 2) Materiality

To identify key reporting issues, KOBC reviewed international sustainability assessment criteria, global disclosure standards, and survey results collected from internal and external stakeholders. Through this process, a pool of 20 potential issues was identified. The socio-environmental impact and financial impact of these issues were evaluated, and following this assessment, 12 key reporting issues were finalized.

## 3) Responsiveness

KOBC promotes ESG management through a structured ESG management framework and continues to reflect the results in ongoing improvement efforts. In addition, KOBC operates an ESG Management Committee to review its ESG performance and incorporates both internal and external feedback into its management practices, demonstrating continued efforts to strengthen its ESG capabilities.

## 4) Impact

KOBC recognizes that its business operations may have both social and environmental impacts, and manages these through a structured ESG management framework. The organization publishes a Sustainability Report every year and conducts a materiality assessment to identify and prioritize key ESG topics, evaluating both direct and indirect impacts associated with each issue to improve the effectiveness of its ESG approach.

## Limitations and Approach used to Mitigate Limitations

This assurance was conducted on the assumption that the data and information provided by KOBC were complete and sufficient. This process involved inquiries and analyses of the data, and was carried out within a limited scope using a restricted form of sampling. To mitigate these limitations, we referenced external public databases, such as ALIO disclosure system, to confirm the quality and reliability of the information.

## Recommendations for Improvement

KOBC has been making efforts to fulfill its social responsibilities as a public institution through ESG management. Looking ahead, we recommend that the organization establish a mid- to long- term ESG management strategy framework aligned with its broader corporate strategy and further strengthen the foundation for organization-wide implementation of ESG management. Through this approach, KOBC is expected to continue enhancing its ESG management capabilities.

## Competence and Independence

KEMI maintains a comprehensive internal quality control system, which includes documented policies and procedures. The assurance team is composed of sustainability experts. Additionally, we have no commercial interests in KOBC's business activities and maintain our independence, with the exception of providing third-party assurance services.



## Memberships in Associations and Organizations

Institute of Internal Auditors Korea (IIA Korea)	United Nations Global Compact (UNGC)
Korea International Trade Association (KITA)	Korea Center for International Maritime Safety Cooperation(KIMC)

## Korea Ocean Business Corporation 2025 Sustainability Report

This report is available on the Korea Ocean Business Corporation website, where it can be viewed online and downloaded. If you have any comments or inquiries regarding this report, please contact us using the information below.

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2025 SUSTAINABILITY REPORT

