K-CONTENT
Toward New Horizons

2023

KOREA CREATIVE CONTENT AGENCY
SUSTAINABILITY
REPORT

KOCCA
KOREA CREATIVE CONTENT AGENCY

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KOCCA
KOREA CREATIVE CONTENT AGENCY

About This Report

Report Overview

As the leading agency for the promotion of the Korean content industry, Korea Creative Content Agency has published the 2023 Sustainability Report to transparently disclose and actively communicate our ESG-creating activities and performance to our various stakeholders. This is the second edition of the report, following the first edition released last year, which details the agency's key issues derived from a Double Materiality Assessment that measures both financial and social and environmental impacts.

Reporting Period and Scope

The reporting period of this report is January 1, 2022 to December 31, 2022 and covers the sustainability management activities and performance of Korea Creative Content Agency, including the headquarters, domestic business centers, and business centers overseas. For some qualitative achievements, activities for the first half of 2023 were also included. For quantitative performance, three years of data are provided in this report to demonstrate the trends. The publication cycle of future sustainability reports will be one year.

Report Documentation Guidelines

This report has been created in accordance with the Global Reporting Initiative (GRI) Standards 2021 and with reference to the UN SDGs, UNGC, and ISO 26000 principles. Financial information data has complied with the reporting standards and definition of the Korean International Financial Reporting Standards (K-IFRS).

Report Validation

To improve the reliability and quality of its contents, the report has been verified by the Korea Management Registrar Inc. (KMR), a specialized verification organization. The verification results can be found on pp. 96~97 of the report.

Inquiries for the Report

This report is available as a PDF file on the Korea Creative Content Agency's website. If you have any questions or comments about the report or KOCCA's ESG activities, please contact us at the contact information and email below.

Interactive User Guide

2023 KOCCA Sustainability Report has been published in Interactive PDF to enhance reader convenience and swiftly convey diverse information. Through the Interactive PDF, you can navigate directly to the desired pages within the report.

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- Go to the previous page
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[Introduction]

Korea Creative Content Agency is a leading agency in driving innovative growth in K-contents. In the first chapter, you will find the president's commitment to fostering sustainable growth in the content industry with core values of creative innovation, pioneering leader, and embracing growth. The chapter also outlines the current status, key achievements, and future directions of KOCCA in leading ESG management in the content industry.

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CEO Message

> "To advance content globally and into the future, Korea Creative Content Agency is committed to collaborating."

Greetings to all stakeholders, this is Hyun-rae Cho, the president of KOCCA.

Korea Creative Content Agency serves as the comprehensive promotional institution for the content industry in the Republic of Korea. Under the slogan 'K-Content Toward New Horizons,' all staff members unite their efforts to lead the future content industry, aiming to promote the global dissemination of K-Content. KOCCA is dedicated to the collective endeavor of ensuring the sustainable development of the content industry. In 2021, we established a mid-to-long-term strategy for ESG management, including the vision of becoming an organization dedicated to driving the sustainable growth of content business. In the year 2022, characterized as the 'inaugural year of ESG management,' the agency achieved recognition through our first ESG award in the G category at the Korea ESG Innovation Policy Awards, based on stakeholder communication. Additionally, with the inaugural publication of our sustainability management report, we were able to establish a comprehensive ESG management disclosure framework.

Moreover, in response to the demand for institutional innovation due to changes in both domestic and international environments, KOCCA proactively established a dedicated innovation task force. By driving innovation initiatives aligned with the needs of stakeholders and institutional projects, efforts were directed towards restoring trust and enhancing the institution's standing. Furthermore, to achieve sustainable growth in the content industry, we demonstrated our commitment and sincerity to stakeholders by jointly launching the first-ever ESG initiative in the domestic content industry, in collaboration with the sector. This initiative reflects our determination to progress towards a future society where people and the environment coexist and grow together. To ensure the sustainable development of K-contents and collectively realize a sustainable future, KOCCA pledges the following:

We will take the lead in implementing environmentally friendly policies for the future of KOCCA and the content industry.

Korea Creative Content Agency is actively working towards environmental management, including achieving carbon neutrality in the content industry and promoting an eco-friendly culture through content. In 2022, KOCCA made concerted efforts both internally and externally to promote eco-friendly culture. Internally, we achieved the greenhouse gas reduction targets recommended by the government for three consecutive years. Externally, active support was provided for the production of content related to the environment, including broadcasts, performances, serious games, and sustainable fashion. We will take a proactive stance in establishing environmentally friendly management practices within the agency and fostering an eco-friendly foundation for the content industry.

We will fulfill our social responsibility as a public institution to achieve a shared society.

Korea Creative Content Agency is committed to collaborating with small and medium-sized enterprises, coexisting with local communities, and fostering a safe working environment for our employees. KOCCA, having achieved the highest rating in the Public Agency Mutual Growth and received recognition with the Minister's Award for contributions to Mutual Growth with large, medium, and small enterprises, remains committed to enhancing the treatment of our partners. Moving forward, we will continue to exert efforts towards mutual growth with small and medium-sized enterprises. In addition to receiving certification of CSR in the Community for three consecutive years, KOCCA is not content to rest there. We aim to expand our social contribution activities further, and beyond obtaining certification for the Occupational Safety and Health Management System (KOSHA-MS), KOCCA is dedicated to crafting a working environment that encapsulates the safety and well-being of our employees. We remain committed to continuous endeavors aimed at improving content accessibility, expanding support for the enhancement of content diversity, and striving towards the realization of a cooperative society.

To establish KOCCA as a trusted entity, we will further expand communication with stakeholders and implement transparent management practices.

With the implementation of the Conflict of Interest Prevention Act, which emphasizes integrity and anti-corruption in public institutions, Korea Creative Content Agency has expanded efforts in both domestic and international transparency communication. This includes the establishment of the K-Content Field Supporters for integrity in communication and executive-led initiatives such as training on the Conflict of Interest Prevention Act for an executive auditor, enhancing activities to promote integrity. Furthermore, we have established an Ethical Management Committee to strengthen the ethical management. We are continuously striving to establish the institution as a trusted entity through the operation of an ESG management subcommittee, gathering opinions from various stakeholders, and ongoing efforts to enhance our reputation. Additionally, we have appointed a non-executive director with disability specializing in culture and the arts to enhance diversity within the board of directors. Ensuring the public's right to know through the disclosure of information on the content industry held by KOCCA, we have achieved the highest rating for five consecutive years in the comprehensive evaluation of information disclosure by the Ministry of the Interior and safety. Moreover, based on communication with various stakeholders, such as policy collaboration networks, civic engagement innovation group, and innovation junior boards, we have announced innovative measures to enhance the efficiency of institutional operations and project execution. Alongside the publication of this report, we will strengthen the disclosure system for non-financial performance measurement and continue to expand communication with stakeholders. This is to move towards more transparent and responsible management.

Beyond KOCCA's ESG initiatives and the widespread adoption of ESG in the content industry, Korea Creative Content Agency aspires to propagate the values of ESG globally through K-contents. KOCCA aims to reach a future where everyone comes together. And we aim to transparently disclose the implementation process through this report. We sincerely request your support and collaboration with Korea Creative Content Agency in fostering a spirit of challenge and innovation towards 'ESG in K-contents.'

Thank you.

The CEO of KOCCA **Hyun-rae Cho**

ESG Highlights

Korea Creative Content Agency commits to increasing sustainability not only in our management activities but also in all areas where content has an impact, from the sustainable growth of the content industry to the local community and the public. In 2022, KOCCA implemented our ESG management strategy and promoted various ESG management expansion activities with stakeholders to create sustainable value.

E Environmental

Geothermal and Solar Power Generation
295,000 kWh

Green Product Purchasing Performance for Public Institutions
Perfect Score for 4 Consecutive Years

Sustainable Fashion Certification Marks
Newly Acquired with 4 Cases

Utilizing Rainwater Storage Facilities
Saved by 153 Tons of Water

Greenhouse Gas Reduction for the Organizations
Exceeded for 3 Consecutive Years

S Social

2022 Mutual Growth Evaluation for Public Institutions
Best

Remained Family Friendly Certified from the Ministry of Gender Equality and Family
9 Consecutive Years

Occupational Safety and Health Management
Newly Certified with KOSHA-MS

Winning the Korea's Job Awards
Ministerial Award for 3 Consecutive Years

CSR in the Community from the Ministry of Health and Welfare
Recognition for 3 Consecutive Years

Fatalities and Serious Disasters
Zero for 6 Consecutive Years

Labor Dispute-free since the Organization's Foundation
14 Consecutive Years

Large and Medium-sized Enterprises Mutual Growth Achievement Award
Awarded by the Minister of SMEs and Startups

Contribution to the Jeollanam-do Regional Problem Solving Platform
Awarded by the Governor of Jeollanam-do

Personal Data Breaches
Zero for 4 Consecutive Years

G Governance

Content Industry ESG Initiative (ECP) Declaration (Dec. 01. 2022)
The First Domestic

Grand Prize from the Ministry of the Interior and Safety for Overall Information Disclosure Rating
5 Consecutive Years

Percentage of Female Executives in the Organization
40%

From the Korean Association for Policy Studies in the Korea ESG Innovation Policy Award
Category G Excellence Award

Institution's First
Appointed for Cultural and Arts Professionals with Disability

KOCCA Overview

Korea Creative Content Agency is an umbrella organization for promoting the Korean content industry and promotes systematic and strategic support policies to foster the content industry. We strive to support the entire process of the content industry, including production support for each genre, such as broadcasting, games, music, fashion, animation, characters, comics, and new technology convergence content, as well as planning, creation, production, distribution, oversea expansion, enterprise development, talent cultivation, culture and arts R&D, policy financing support, and policy research. KOCCA will contribute to the realization of a cultural powerhouse and the happiness of the people through the growth of K-content.
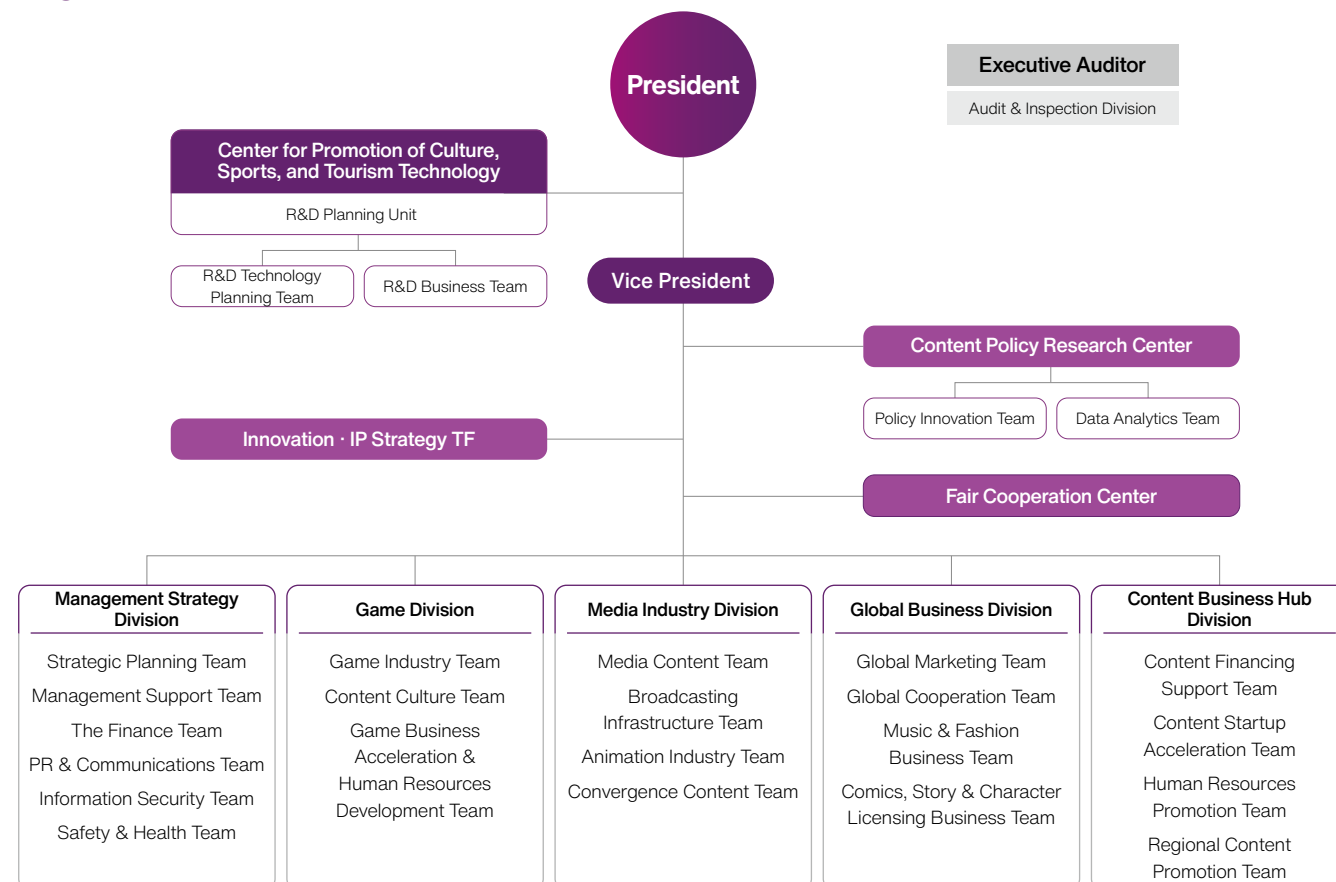
General Status

Base date: Dec. 31. 2022

Institution Founding Date	May. 07. 2009	Representative (Director of the Organization)	Hyun-rae Cho
Basis of Establishment	Article 31 of the Framework Act on the Promotion of Cultural Industries	Organization Type	Other public entity
Competent Authority	Ministry of Culture, Sports and Tourism	Capital	KRW 99,656 million
Number of Employees	529	Operating Revenue	KRW 517,084 million
Location	35, Gyoyuk-gil, Naju-si, Jeollanam-do	Total Assets	KRW 133,064 million

Organization Chart

Base date: Oct. 31. 2023

- **President**
- **Executive Auditor**
  - Audit & Inspection Division
- **Center for Promotion of Culture, Sports, and Tourism Technology**
  - R&D Planning Unit
    - R&D Technology Planning Team
    - R&D Business Team
- **Vice President**
- **Content Policy Research Center**
  - Policy Innovation Team
  - Data Analytics Team
- **Innovation · IP Strategy TF**
- **Fair Cooperation Center**

Management Strategy Division
- Strategic Planning Team
- Management Support Team
- The Finance Team
- PR & Communications Team
- Information Security Team
- Safety & Health Team

Game Division
- Game Industry Team
- Content Culture Team
- Game Business Acceleration & Human Resources Development Team

Media Industry Division
- Media Content Team
- Broadcasting Infrastructure Team
- Animation Industry Team
- Convergence Content Team

Global Business Division
- Global Marketing Team
- Global Cooperation Team
- Music & Fashion Business Team
- Comics, Story & Character Licensing Business Team

Content Business Hub Division
- Content Financing Support Team
- Content Startup Acceleration Team
- Human Resources Promotion Team
- Regional Content Promotion Team

History

2009
- **May.** | Established KOCCA
- **Jun.** | Opened the Global Game Hub Center
- **Nov.** | Opened a Support Center for One-Person Creative Companies (Yeoksam)

2010
- **Jul.** | Opened the Creative Story Support Center

2011
- **Apr.** | Opened the executive office for the Content Dispute Resolution Committee (Yeoksam)
- **Aug.** | Opened the Mobile Game Center

2012
- **May.** | Opened the Smart Contents Center
- **Jul.** | Opened the Content Support Center

2013
- **Sep.** | Opened Bitmaru (Broadcasting Support Center) (Ilsan)
- **Dec.** | Relocated the Global Game Hub Center (Pangyo)

2014
- **May.** | Opened Content Korea Lab Center 1 (Daehak-ro)
- **Jun.** | Relocated the KOCCA Headquarters to Gwangju Jeonnam Innovation City (Naju)

2015
- **Dec.** | Opened the CKL Business Center (Gwanghwamun)
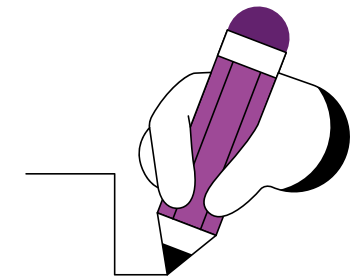
2017
- **Apr.** | Opened Content One Campus (Hongneung)
- **Sep.** | Opened the Studio Cube Broadcast Production Support Center (Daejeon)

2018
- **Mar.** | Opened Content Gender Equality Center 'BORA' (Yeoksam)
- **Apr.** | Opened the Content Fair Cooperation Center (Yeoksam)

2019
- **Aug.** | Opened the Game Institute (Pangyo)
- **Nov.** | Launched the Fair Cooperation Center (Yeoksam)
- **Dec.** | Certified with the Health and Safety Management System (ISO 45001)

2020
- **Mar.** | Inauguration of KOCCA's first executive auditor, Ji-soo Park

2021
- **Sep.** | Inauguration of the 5th President of KOCCA, Hyun-rae Cho
- **Nov.** | Opened the Technology Promotion Center for Culture, Sports and Tourism (Daejeon)

2022
- **Mar.** | Inauguration of the 2nd Executive Auditor of KOCCA, Bon-hee Jeon
- **Sep.** | Opened the New Content Business Center (Yeoksam)
- **Nov.** | Transitioned to Occupational Safety and Health Management System (KOSHA-MS) certification
- **Dec.** | Renewed the Family-Friendly Enterprise Certification (~2025)
  Announcement of the 5 Major Innovation Strategies for Content Industry Support and Institutional Innovation Plans

2023
- **Mar.** | Selected as a statistical organization by the Statistics Korea
  Conducting a Performance Reporting for Content Industry Support (K-Content, Game Changer in the Korean Economy)

Business Site Status

Major facilities in Korea

Korea Creative Content Agency's facilities across the country provide support for content creation, startup space rental, training for companies, consulting, network building, and promotion within the content industry with the aim of planning and producing new content and fostering specialized talents in the content industry. In addition, most of the organization's major facilities and equipment are open for external use.

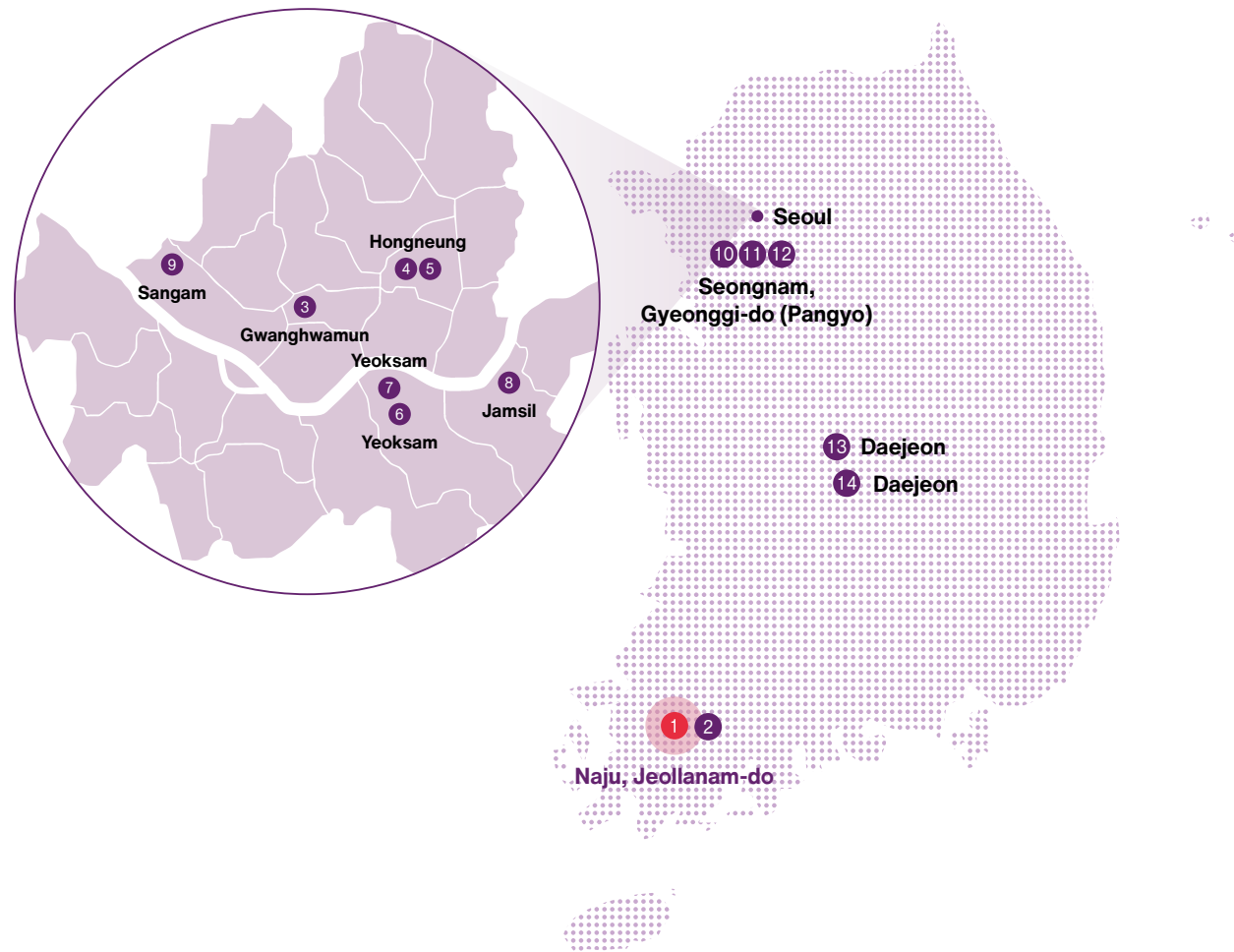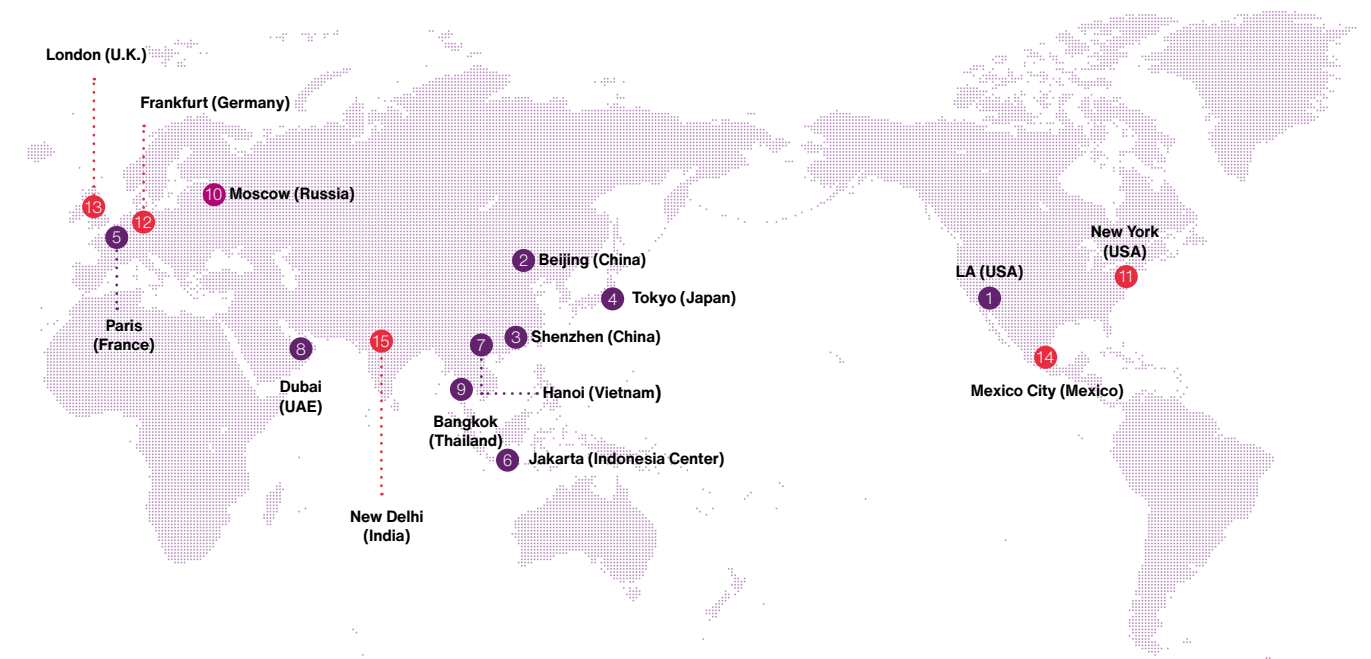| Number	Center Name	Location
1	KOCCA Headquarter	Naju, Jeollanam-do
2	Knowledge Industry Center	Naju, Jeollanam-do
3	CKL Business Center	Gwanghwamun, Seoul
4	Multi-Content Testbed	Hongneung, Seoul
5	Content One Campus	Hongneung, Seoul
6	New Content Business Center	Yeoksam, Seoul
7	Fair Cooperation Center	Yeoksam, Seoul

Number	Center Name	Location
8	KOCCA Music Studio	Jamsil, Seoul
9	Digital Magic Space (DMS)	Sangam, Seoul
10	Global Game Hub Center	Seongnam, Gyeonggi-do (Pangyo)
11	Game Institute Campus	Seongnam, Gyeonggi-do (Pangyo)
12	Game Institute Campus 2	Seongnam, Gyeonggi-do (Pangyo)
13	Studio Cube	Daejeon
14	Technology Promotion Center For Culture, Sports and Tourism	Daejeon

Overseas business center

Korea Creative Content Agency operates business centers overseas in 10 countries and dispatches a marketer to 1 country around the world to spread the appeal of K-content globally and support domestic content companies' overseas expansion. The overseas business centers and marketers provide information on overseas market trends and company-specific information and support business consultation, export capacity consultation, and localization for domestic content companies to expand overseas business. Furthermore, we work to foster K-content export professionals, utilizing intergovernmental cooperation channels to help content companies participate in Korean-wave-related industries, and established the first joint K-brand promotion center (KOREA 360) in Jakarta, Indonesia. KOCCA plans to establish five new overseas business centers in 2024 and expand to 50 overseas business centers by 2027 to widen the horizons of K-content exports.

Category	Number	Center Name	Location
Business Center	1	LA Business Center	LA (USA)
	2	Beijing Business Center	Beijing (China)
	3	Shenzhen Business Center	Shenzhen (China)
	4	Japan Business Center	Tokyo (Japan)
	5	France Business Center	Paris (France)
	6	Indonesia Business Center	Jakarta (Indonesia)
	7	Vietnam Business Center	Hanoi (Vietnam)
	8	UAE Business Center	Dubai (UAE)

Category	Number	Center Name	Location
Business Center	9	Thailand Business Center	Bangkok (Thailand)
Marketer	10	Russia Marketer	Moscow (Russia)
New locations (5) (late 2023 ~ early 2024)	11	New York Business Center	New York (USA)
	12	Germany Business Center	Frankfurt (Germany)
	13	U.K. Business Center	London (U.K.)
	14	Mexico Business Center	Mexico City (Mexico)
	15	India Business Center	New Delhi (India)

KOCCA Business Goals

In accordance with the rationale and purpose of its establishment, Korea Creative Content Agency contributes to the realization of cultural power and national happiness by promoting the content industry while pursuing efficiency and publicity in a balanced manner. In order to lead the growth of K-content innovation, we diagnosed the value system of the agency through internal and external surroundings analysis and stakeholder opinion gathering and refined the core goals of strategic projects and institutional vision to enhance the mid- and long-term management strategy.

KOCCA Business Strategy Framework

Mission	**Promote Content Business to Make Korea a Cultural Powerhouse**
Vision	Promotional Organization Leading the Innovation and Growth of K-content

Core Values

Creative Innovation	Pioneering Leader	Embracing Growth

2030 Goals

Support Achieving KRW 2 Trillion in Exports and Sales / Grant Loans and Investment of KRW 140 Billion	Fund KRW 60 Billion for Commercialization of R&D Projects / Create 50k New Jobs (cumulative)	Best Rating in Customer Satisfaction / Best Rating in Safety Evaluation

Strategic Direction

Improving the Competitiveness of Content Companies	Expanding the Foundation for Future Growth of Content Business	Securing the Sustainable Management System

Strategic Goals

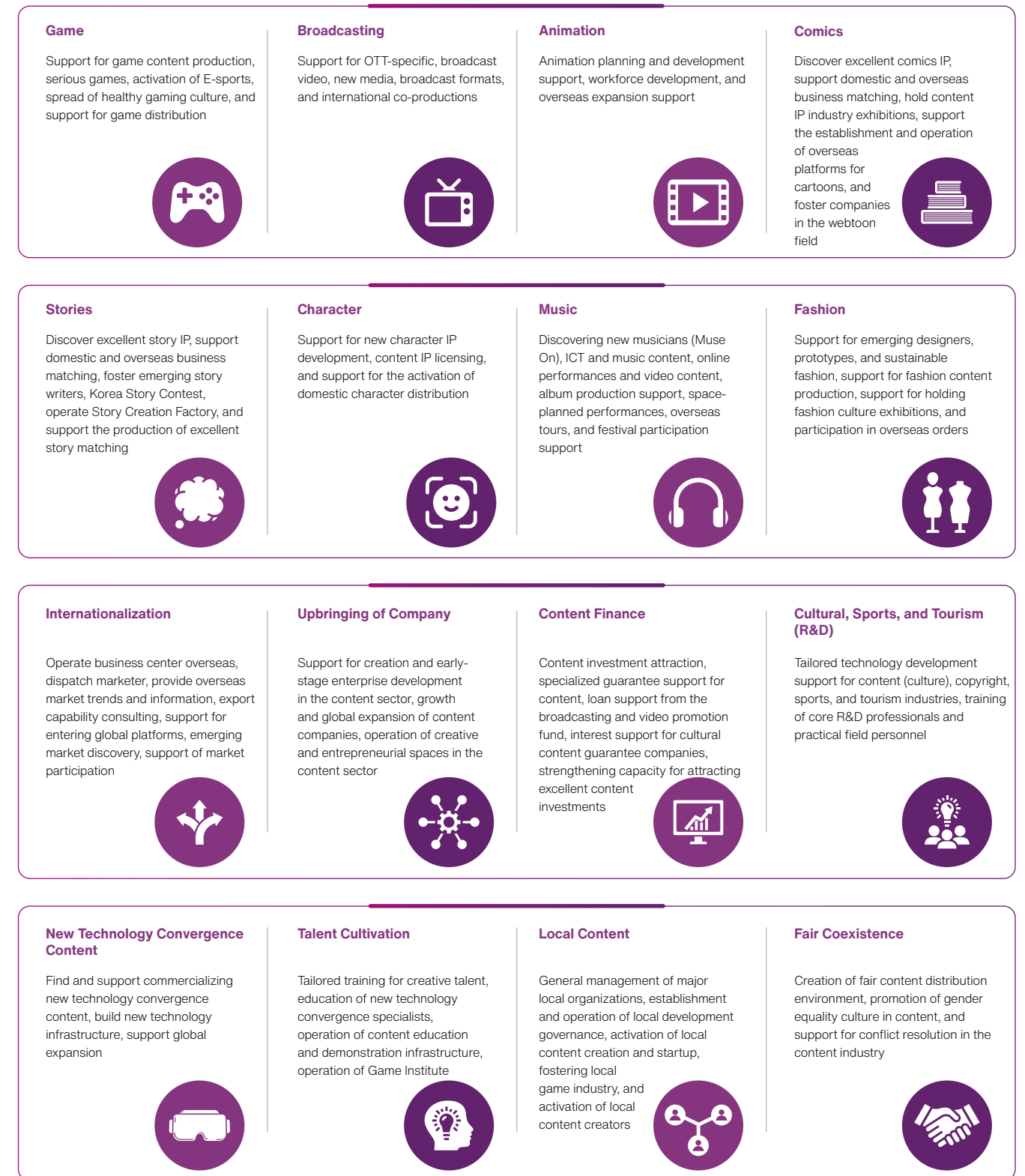|		
① Customized support for production companies	⑤ Support new business areas based on technology	⑨ Innovate managerial and business structure
② Support globalization of K-content	⑥ Train talents for future convergence	⑩ Internalize ethical and human-centric management
③ Support startups at every stage	⑦ Build locally driven industrial ecosystems	⑪ Improve workplace safety
④ Promote policy financing centered on value	⑧ Strengthen the efficiency of content business policies	⑫ Spread the culture of mutual growth

About the Business

Game
Support for game content production, serious games, activation of E-sports, spread of healthy gaming culture, and support for game distribution

Broadcasting
Support for OTT-specific, broadcast video, new media, broadcast formats, and international co-productions

Animation
Animation planning and development support, workforce development, and overseas expansion support

Comics
Discover excellent comics IP, support domestic and overseas business matching, hold content IP industry exhibitions, support the establishment and operation of overseas platforms for cartoons, and foster companies in the webtoon field

Stories
Discover excellent story IP, support domestic and overseas business matching, foster emerging story writers, Korea Story Contest, operate Story Creation Factory, and support the production of excellent story matching

Character
Support for new character IP development, content IP licensing, and support for the activation of domestic character distribution

Music
Discovering new musicians (Muse On), ICT and music content, online performances and video content, album production support, space-planned performances, overseas tours, and festival participation support

Fashion
Support for emerging designers, prototypes, and sustainable fashion, support for fashion content production, support for holding fashion culture exhibitions, and participation in overseas orders

Internationalization
Operate business center overseas, dispatch marketer, provide overseas market trends and information, export capability consulting, support for entering global platforms, emerging market discovery, support of market participation

Upbringing of Company
Support for creation and early-stage enterprise development in the content sector, growth and global expansion of content companies, operation of creative and entrepreneurial spaces in the content sector

Content Finance
Content investment attraction, specialized guarantee support for content, loan support from the broadcasting and video promotion fund, interest support for cultural content guarantee companies, strengthening capacity for attracting excellent content investments

Cultural, Sports, and Tourism (R&D)
Tailored technology development support for content (culture), copyright, sports, and tourism industries, training of core R&D professionals and practical field personnel

New Technology Convergence Content
Find and support commercializing new technology convergence content, build new technology infrastructure, support global expansion

Talent Cultivation
Tailored training for creative talent, education of new technology convergence specialists, operation of content education and demonstration infrastructure, operation of Game Institute

Local Content
General management of major local organizations, establishment and operation of local development governance, activation of local content creation and startup, fostering local game industry, and activation of local content creators

Fair Coexistence
Creation of fair content distribution environment, promotion of gender equality culture in content, and support for conflict resolution in the content industry

2

Business Performance

Korea Creative Content Agency supports the production and distribution of outstanding K-contents the first various sectors, including gaming, broadcasting, animation, characters, music, and fashion. Subsequently, the second chapter illustrates the key activities of KOCCA that underpin the innovative growth and sustainable development of K-contents. Specifically, it highlights the achievements in improving the competitiveness of content companies and expanding the foundation for future growth of content business.

16.
Major Business Achievements

18.
Improve the Competitiveness of the Content Companies

22.
Expand the Foundation for Future Growth of Content Business

Major Business Achievements

Improve the Competitiveness of the Content Companies

Korea Creative Content Agency supports domestic content companies, contributing to the production and dissemination of K-contents. Through initiatives such as tailored production support for companies, diversified support for the global expansion of K-contents, and the activation of value-centric investment and financing, the agency has become a cradle for the birth and growth of domestic content. Moving forward, Korea Creative Content Agency will continue to lead the innovative growth of K-contents.

At the Content IP Industry Exhibition, in addition to B2B events, forums were also held where experts discussed institutional improvement measures.

Held KOCCA's first Content IP Industry Exhibition
(Nov. 10. 2022~Nov. 12. 2022)

Korea Creative Content Agency is at the forefront of pioneering new markets through the Metaverse Content Forum, aiming to invigorate the Metaverse and NFT industries.

Launched the content industry's first official metaverse-related council, "Metaverse Content Forum" (May. 12. 2022)

KOCCA supported the creation of 4,413 local content and facilitated 285 new local startups. The supported local companies recorded a total revenue of 327.9 billion won.

Supported the creation of a total of 4,413 local contents

Korea Creative Content Agency is expanding our faculty and enhancing academic programs in line with the opening of the second campus of the Game Institute, and cultivating of talent in the field of gaming.
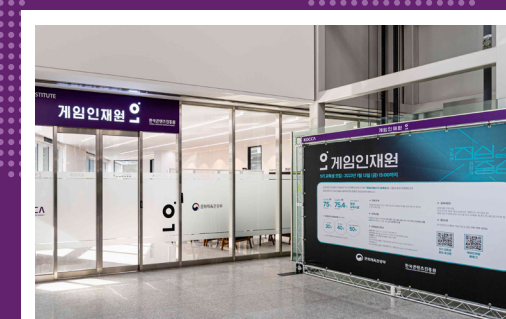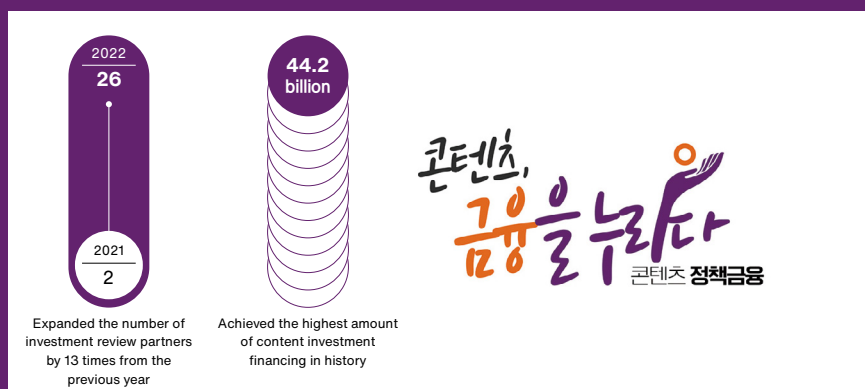

Opened (Mar. 2023) the 2nd Campus of Game Institute

Opened the New Content Business Center (Sep. 21. 2022)

The tenants of the New Content Business Center have access to state-of-the-art equipment free of charge and receive business support and networking opportunities with investors.

2022 26
2021 2
Expanded the number of investment review partners by 13 times from the previous year

44.2 billion
Achieved the highest amount of content investment financing in history

In 2022, Korea Creative Content Agency improved the content valuation process, resulting in a successful investment attraction rate of 59.1%.

Introduction of CES innovation award-winning companies supported by R&D funding – Image presentation

Through the cultural, sports, and tourism research and development project of Korea Creative Content Agency, seven companies received innovation awards at CES 2023.

Built the new technology convergence content media center <VIVID SPACE> (Dec. 2022)

VIVID SPACE is situated at Incheon International Airport, visited by domestic and international travelers, aiming to promote the charm of K-content worldwide.

Opened the K-Brand Permanent Promotion Center <KOREA 360> (Dec. 03. 2022)

<KOREA 360> serves as a promotional space for K-brands that encompasses not only Korean wave content but also overseas business expansion in related industries.

Expand the Foundation for Future Growth of Content Business

Korea Creative Content Agency is not content with the current wave of K-contents but continuously explores the future growth drivers of the content industry. Through initiatives such as fostering technology-based new industries, cultivating specialized talents in content, strengthening support for the growth of regional content industries, and conducting policy research in the content industry, the agency supports the sustainable growth of K-contents.

Improve the Competitiveness of the Content Companies

Support for Content Creation

To strengthen the foundation for K-content production, Korea Creative Content Agency has upgraded our support business system and held a comprehensive market across all genres by establishing a policy roadmap for IP business revitalization.

Enhance genre-specific support

After analyzing the content industry environment and gathering opinions, Korea Creative Content Agency prepared a mid- to long-term strategy for fostering the industry by genre and strengthened the support by reflecting the characteristics of each genre and diversifying the scale and method.

Broadcasting

KOCCA expanded support for broadcast content production and platform environment changes. To respond to the rapidly changing industry environment centered on OTT, we operated the "OTT Coexistence Council" and supported the production of broadcast content in conjunction with domestic OTT platforms, leading the growth of domestic OTT platforms. Furthermore, in order to reduce the burden of small and medium-sized production companies when they use KOCCA's production facilities (DMS, Studio Cube), we provided discounts on rental fees and supported establishing and operating safety and health management systems.

Game

KOCCA provided support according to the company's stage of growth and market demand. We funded game plans for early-stage companies and provided consulting by field (marketing, accounting, taxation, etc.) to smooth execute the support projects. For companies that have growth or maturity stage, we supported the production of platform-specific game development (mobile, PC, etc.) as well as for innovative technology (AI, cloud, etc.) games while also providing support in conjunction with other projects of KOCCA, such as overseas expansion and investment. Furthermore, reflecting the growth of the domestic console game market and industry opinions, we established the support system for each stage of console production and upgraded the support program by reorganizing it into a multi-year support program from 2023.

Animation

KOCCA contributed to the growth of the animation industry by segmenting production support into smaller steps. We supported 1:1 consulting with experts to help plan excellent animations, and we have broken down the support steps curated for each genre. Furthermore, we have launched a new support for animation production integrated with excellent IPs (webtoons and web novels). We extended support to independent animations from their production to distribution, and our efforts resulted in the supported film <Persona> becoming the only animated feature to enter the 75th Cannes Film Festival in the Official Selection.

Character

KOCCA supported the revitalization of character licensing through a cooperation model with private companies. We partnered with 2 private companies to support the growth of the character industry based on a mutual growth cooperation model with large and small companies, including creator development and distribution test beds. We discovered new content by supporting licensing between character IPs and other genres, and activating the related IP collaboration. The number of spectators increased by more than 60% compared to the previous year, and the consultation volume and the number of consultations have more than doubled compared to the previous year.

Music

To foster new musicians from small and medium-sized enterprises, KOCCA increased the album production support fund and subsidized labor costs to support the retention of SMEs' workforce, leading to an increase in the expertise and scale of the music industry. Also, we held technology-based performances that combine music with new technologies like AR and VR at the KOCCA Music Studio.

Examples of supporting excellent content

Support for broadcast video content production in 2022	Winner of the Korea Story Contest in Excellence Award in 2013	Supported domestic animation production in 2022	Supported the production of an online immersive K-pop performance in 2022
<Reborn Rich> Raemongraein	<Owl> Bo hyun Kim	<Bigfoot Family> Campfire Aniworks	<ON THE K> Series

Vitalization of IP business

The IP (Intellectual Property) business in the content industry has had many success stories, but the institutional foundation of the industry has been rather unprepared. In response, Korea Creative Content Agency obtained legal advice from a genre-specific advisory council, identified genre-specific IP issues, and established a roadmap to revitalize the IP business. We plan to support a comprehensive IP business across all genres with the vision to lead the global content industry market by establishing policies to revitalize the content IP business and producing, expanding, and utilizing IP.

Held KOCCA's first <Content IP Exhibition>

To create competitive K-content IP in the global market, Korea Creative Content Agency organized the largest content IP industry exhibition in Korea, integrating existing IP events operated by genre. <Content IP Exhibition> is a business event with all genres of content IP gathered, a market where content products can maximize their productivity by connecting with other genres through IP convergence. 111 exhibitors showcased their 239 IPs, with domestic and international buyers and copyright organizations participating in the event. KOCCA also signed an MOU for IP international exchange cooperation with 2 Thailand's content agencies during the event, and we expect that a total of 323 consultations and a consultation value of over 7 million USD (about 9.6 billion KRW) will serve as a springboard for IP expansion in domestic content.

Promote International Exports

Korea Creative Content Agency has diversified our support for the overseas expansion of content companies by genre and improved the export support system to match the types of support such as consultation and exhibition. Furthermore, we took the lead in planning a cross-ministerial project to revitalize the Korean wave, for content promotion and export and expanded our overseas bases to extend the global reach of K-content.

Support plans for overseas expansion by genre

Korea Creative Content Agency unified the operation system for overseas expansion support into the "Overseas Expansion Strategy Council" and specialized in overseas expansion support by considering the characteristics of each genre, deriving K-content export strategies through global business round tables in conjunction with overseas bases.

BCWW 2022

BroadCast WorldWide (BCWW), an international broadcast content market held offline for the first time in three years, invited international OTTs (Amazon, Netflix, etc.) as buyers and introduced a showcase and pitching program[1]. We also expanded our export regions to discover new markets like the Middle East and distributed broadcast programs for free to countries where Korean broadcast content has never been aired, resulting in the first Korean drama being aired on Angolan TV.

2022 Tokyo Game Show

Since participating in the Tokyo Game Show, one of the top three gaming expos globally, we have operated the first-ever B2C booth at the Korean Joint Pavilion. A total of 15 companies achieved 137 business matches, with a consultation amount totaling 16.93 million dollars. Additionally, the event attracted around 32,000 visitors, featuring various enriching activities for the audience. Furthermore, the agency established an integrated one-stop support system connecting production support, Game Plus, and overseas market participation support.

Fantasia Film Festival special exhibition of Korean animation

We segmented the international distribution of our animations into major markets, emerging markets, and film festivals and supported 830 animation submissions to 50 festivals, resulting in 3 wins, including a gold medal for our supported film <Amen A Man> at the Fantasia Film Festival in Canada, the largest genre film festival in North America. Also, during the festival, we held a special exhibition of Korean animation with the Korean Cultural Center in Canada and showcased 44 domestic animations.

1. Pitching program: A program in which creators present projects in the planning or development stage to investors or buyers for investment, pre-sale, etc.

Expand major overseas locations

In response to the globalization of K-content, KOCCA has confirmed to establish five new business centers overseas. We have secured five business centers per year for the first time in the agency's history, and we plan to expand to a total of 50 centers by 2027. We comprehensively reviewed overseas market research, the Korea Cultural Centers, and surveys of 174 companies to select the counties and cities for the new bases. We also reviewed the number of bases, locations, and efficiency by referring to the status of overseas bases of related organizations. Based on our mid-term road map, we are expanding our business center overseas and diversifying our content outlets overseas.

Improved support for exporting content

As the global status of K-content has increased, so has the need to strengthen the content export system. As such, Korea Creative Content Agency has reorganized our export supporting methods according to the characteristics of the support areas (consultation sessions, events, exhibition experience centers, etc.). In addition, Welcon, a content export marketing platform, was converted from an information-oriented platform to a business-oriented platform, supporting networking with foreign commercial offices in 11 countries as well as business matching on the online marketing platform <Marketplace> at all times. As a result, Welcon's subscribers, visitors, and page views all grew from the previous year, with visitors increasing of 4.4 times, from 89,000 to 390,000.

2022 Brand Licensing Europe	K-contents EXPO in Singapore	Exhibition of Technology Convergence Content

- Operating a joint Korean booth to introduce ten domestic companies with representative characters to local buyers in Europe, with a contract value of 11.15 million dollars being pursued

- Exploring opportunities for Korean content in the Southeast Asia
- 27 domestic content companies and 6 startups participating in the Launchpad engaged in export consultations, pitching, workshops, and others

- Established a platform for overseas expansion of new technology convergence content
- 5 locations, 20 types of content, and 25,836 visitors

Creating synergies for Korean-wave-related industry exports

In line with the growing trend of exports related to Korean-wave-based consumer goods, Korea Creative Content Agency established the "K-Brand Promotion Council" to discuss new multidisciplinary collaboration and took the initiative to support the overseas expansion of the content-centered industry. To establish a base for Korean wave content and related industries to enter the ASEAN market, 8 government agencies jointly opened the K-brand promotion center <KOREA 360> in Jakarta, Indonesia. With 2,545 products from 266 brands in K-content and related industries joining, the center welcomed 73,936 visitors in the opening event and held various events, including the 50th-anniversary celebration of diplomatic relations and fan meetings. <K-EXPO VIETNAM 2022> is a joint fair for the Korean wave and the largest cross-ministry export event where attendees can enjoy all things in Korea. Planned and operated by KOCCA, the K-EXPO featured export consultations alongside Korean wave content exhibition experience centers and K-POP performances. A total of 3,197 business consultations took place, and a total of 33,018 people visited the event. Through such endeavors, KOCCA was recognized for our contribution to the global spread of the Korean wave and was awarded the Grand Prize in the Public Sector at the 11th Korea Policy Awards.

<KOREA 360> Vision Declaration Ceremony	<K-EXPO VIETNAM 2022> Performance	Received the 11th Korea Policy Awards

Create an Ecosystem to Foster Startups

Korea Creative Content Agency has established a systematic support program for each stage of corporate growth (preliminary, early stage, growth, and leap) to help domestic content startups take off. We focus on fostering new technology-based content startups and support startups from all fronts by providing space and expanding networks, contributing to creating a startup fostering ecosystem.

Step-by-step support to leap from the entrepreneurial ecosystem

Korea Creative Content Agency is a public accelerator[1] which operates programs specializing in content startups. We operate commercialization and pre-startup labs for starting a business and we also have a support for MCN[2] creators. In addition to providing space, we also offered promotion, investment, and networking for 105 tenants. The investment amount of startups supported by KOCCA was KRW 53.9 billion, an increase of 57.6% from 2021. Domestically, we have supported the expansion of startups by connecting leading companies, accelerators, and organizations, and internationally, we provided acceleration and participation opportunities in 4 regions.

Support startups based on new technology

As interest in new technology fields has increased, Korea Creative Content Agency has supported collaboration and expert consulting with large companies that need technology for startups developing content applied with new technology. We researched digital technologies and demands to promote collaboration between startups and large corporate partners, and we also clarified targets in project announcements to focus on fostering technology startups, which resulted in two technology-based startups being selected as <National 1000 Innovative Companies>.

Vitalize Content Investment

In response to the trend of large-scale content production and increasing production costs, KOCCA advanced the content valuation system to help content companies attract more investment loans while strengthening the investment loan network and guarantee businesses, resulting in attracting KRW 44.2 billion in investment loans to small and medium-sized content companies.

Vitalize private investment using valuation

KOCCA has advanced content value assessment to increase investment in the content industry. We improved the value assessment model, developed a new function for the system, and standardized the industry information database. In addition, we signed MOUs with financial institutions to discover cooperation and secured funding for investment by expanding the budget. KOCCA achieved a 59.1% investment success rate through assessment. Through the content pitching platform project called <KNock>, we introduced a mentoring program by which companies strengthen their investment attraction capabilities with investment partners. The agency also organized IR events for attraction. The investment raised by participating companies in the Knock from 2021 to 2022 amounted to KRW 13.9 billion.

Prioritize content-centric warranty support

To enhance the guarantee rate for small content companies, KOCCA operates a specialized guarantee system for content. Through a content-centric evaluation, companies with capabilities are recommended, thereby expanding opportunities for companies with low credit ratings to receive guarantees. Furthermore, through banks and guarantee agencies, preferences have been established to facilitate guarantees specifically for content companies. In response to the industrial environment, the range of genres eligible for guarantees has been expanded to include publishing and new media. Additionally, the scope of support for the commercialization of IP has been broadened, minimizing gaps in guarantee support. Furthermore, cases evaluated through financial institutions were supported by streamlining document submission and assessment procedures to facilitate swift fund procurement. As a result of minimizing gaps, the guaranteed amount in 2022 reached KRW 375.2 billion, marking a 36.5% increase compared to the previous year.

Best example in content valuation

<The Roundup> is the first production of KOCCA's valuation-linked fund. Despite overseas filming being canceled due to COVID-19, the film overcame its difficulties with investments from the valuation-linked fund. The movie became the only post-COVID-19 film to exceed 10 million viewers and topped the box office rankings in 2022.

1. Accelerator: A company or specialized organization that invests funds and operates various support programs to foster and stabilize early-stage startups
2. MCN (Multi Channel Network): A business network sharing revenues by supporting and managing one-person creators active on Internet broadcast platforms

Expand the Foundation for Future Growth of Content Business

Develop Technology-Based New Industry

As cultural technologies are vitalized, Korea Creative Content Agency activated supports for new technology convergence content that strengthens cultural technology competitiveness and leads the market. KOCCA oversees the National Research and Development Program under the Ministry of Culture, Sports, and Tourism through Center for Promotion of Culture, Sports, and Tourism Technology. KOCCA provides sustained support for core technology development and practical advancements. The goal is to enhance technological capabilities and generate R&D outcomes, fostering the relevant enterprises. We are also delivering joy to many tourists with new technology convergence content produced with our support and exhibiting in domestic and foreign exhibition halls and experience centers.

Cultural, sports, and tourism technology R&D one-stop support system process

Korea Creative Content Agency has established the R&D One-Stop Support System to support the whole process of developing cultural technologies comprehensively and efficiently. First, we conducted a technology demand survey close to the field to reflect industry opinions and planned a new project based on the result. After extending the notice period for the technology demand survey to 4 months from 3 months and simplifying the form, a total of 332 technology demand surveys were received, a 35% increase from the previous year. In the project planning step, we set up the planning direction of new projects and informed the progress in advance. We also prepared qualification standards for project planning committees and improved verification systems for project proposals to plan new projects. Furthermore, KOCCA improved the project management process to create annual projects and discovered best practices through consulting, establishing an immersive environment for research. Lastly, in the commercialization promotion stage, we signed a business agreement with the Korea Institute of Science and Technology Information to introduce an advanced model for diagnosing companies' competencies. As the post-project support, we provided technology transfer consulting or introduced loans and investment-linked finances.

R&D One-stop Support System Process

STEP 1 Technology demand survey ≫ STEP 2 Planning a project ≫ STEP 3 Project management ≫ STEP 4 Promoting commercialization

Establishment of mid-to-long-term strategies for cultural technology R&D

To pre-emptively respond to current issues of cultural technologies, KOCCA has built pre-project planning research and discovering ideas for new businesses via a working group consisting of culture, sports, and tourism specialists. In addition, we've prepared medium and long-term R&D investment direction and strategies through establishing the 4th cultural technology R&D medium and long-term plan strategic advisory groups, creating promoting councils per project for receiving on-site opinions, and cooperation-based Integrated R&D Information System (IRIS) working bodies.

Culture, Sports, and Tourism R&D Technology Demand Survey

Cultural Technology Performance Reporting

Culture, Sports and Tourism R&D Project Promotion Council

Verification of the excellence of cultural technology R&D achievements

2022 was a year that the research projects of KOCCA were objectively recognized for excellence. At CES 2023, 7 companies that received our research support were awarded CES Innovation Prizes, which are given to innovative technologies and products that will lead the global market. KOCCA will continue to provide follow-up support to the winners, as we have been recognized internationally for the excellence of our work. This trend has continued domestically as well, and out of more than 80,000 government-funded R&D projects, KOCCA's project was included in the top 100 excellent performance list. It was evaluated by experts and verified by the public, and we could be included in <Top 100 National R&D Excellent Performance> for 2 consecutive years.

Key award achievements of companies receiving research and development support

Achieved <CES 2023> Innovation Prizes for 7 R&D achievements	Selected as <Top 100 National R&D Excellent Performance> for 2 consecutive years
Dot, Neutune, Deepbrain AI, AirDeep, eMotiv, eFlask, Prinker Korea	2021: Commercialized the world's first Flying-over scan holographic camera technology and developed hologram-based 4K AR glasses technology
	2022: Developed artificial intelligence engine technology that recognizes and responds to users' behavioral intentions in games

Expand opportunities to create and experience new technology convergence content

Korea Creative Content Agency provides customized support for each project size to pioneer the new technology convergence content market. We granted up to KRW 1 billion per project for leading projects with tangible outcomes and offered up to KRW 300 million per project for entry-level projects that provide opportunities for small and medium-sized content with potential success. To develop new markets, we created content that can be connected to excellent metaverse platforms at home and abroad, and provided preemptive support for creating new technology convergence content using content IP and creating exhibition experience centers. Also, we launched the "Metaverse Content Forum" as an official consultative body for the first time in the content industry to discuss policies related to the Metaverse and held a Metaverse Content Forum to propose legislation in the National Assembly. In response to the industry's need to develop domestic and international sales and popularize new technology convergence content, we created a domestic and international new technology convergence content experience center using KOCCA's networks.

Twilight

Dream Flight

VIVID SPACE

In February, KOCCA signed a business agreement with Incheon International Airport Corporation to build <VIVID SPACE>, an exhibition and experience space in Incheon International Airport. VIVID SPACE at the airport consists of an immersive media art exhibition center, an experiential media art exhibition center, and a K-content promotional center, showcasing the best of Korean new technology convergence content to global passengers traveling to and from the airport. With free rental and reduced annual maintenance costs, VIVID SPACE has become an attraction at Incheon International Airport, attracting 113,676 visitors (as of Jun. 2023).

Arte Museum in Jeju

Arte Museum

The <Arte Museum>, which KOCCA supported through the production of new technology convergence contents in 2020-21 and the exhibition of experience centers linked to overseas bases in 2022, operates 3 exhibition centers nationwide (Jeju, Yeosu, and Gangneung) and plans to open new exhibitions in 30 countries around the world by 2025. The museum was the first SME to receive the "Grand Prize" in the 2022 Good Design (GD) Prize Selection Scheme, following the "Gold" award with the highest score at the 2021 German IF Awards.

Foster Content Professionals

Korea Creative Content Agency operates a number of programs to foster field-tailored convergence professionals needed in the content industry and support their employment and entrepreneurship. As a result of producing high-quality talents that meet the needs of the content industry and supporting job matching so that the employment, startup, and entrepreneurship rate in the content industry was 48.1%.

Development of content professionals based on technology

As the market for innovative technology convergence content experiences rapid growth, Korea Creative Content Agency is responding to the industry demand by cultivating skilled professionals in technology-based content production. We expanded the scale of the talent cultivation budget related to the new technology from KRW 8,565 million in 2021 to KRW 9,765 million in 2022. Furthermore, Korea Creative Content Agency has established a medium-to long-term education roadmap for nurturing professionals in technology convergence content, and subsequently opened the New Contents Academy in 2023.

Field-centric content talent employment support

Korea Creative Content Agency is operating a program matching a specialized talent for practical businesses. Especially, KOCCA expanded the admission to the Game Institute to meet the talent demand in the gaming industry and established an educational foundation by creating a second campus. With the project training based on practical tasks, the employment rate of the trainees from the 1st and 2nd term was 77.4%, more than double that of the graduates from the game-related schools.

Content One Campus (Hongneung)

Reinforce the Support for Local Content Industry Growth

Alongside the infrastructure of local content industry, Korea Creative Content Agency creates an environment where local content is actively produced. By strengthening the capacity of practitioners in local content support projects and discovering new distribution networks, we are contributing to the excellent performance of local content at home and abroad.

Supporting the growth of local content company

To empower regional content enterprises, KOCCA provides support for the establishment and growth of local content companies. This support encompasses entrepreneurial coaching, content production, as well as education in tax, management, and investor relations. Additionally, affordable office and production spaces are made available to local businesses. As part of growth support, activities encompassed content production, distribution, as well as promotional and marketing efforts. KOCCA also encourages investment in local content companies, and the total amount we invested in local content companies in 2022 was KRW 209.16 billion.

Supporting local content production

Korea Creative Content Agency supports the creation of local content with local content organizations. In 2022, the Content Korea Lab discovered 3,766 local contents, and the Music Creation Center released albums by local musicians and held performances. <2022 Local Music Festa>, organized by KOCCA, gave outstanding local musicians a chance to gain recognition. In 2022, 4,413 local contents were produced with our support, a 45.9% increase from 2021. Furthermore, KOCCA supports local content production companies in participating in international events to demonstrate the global competitiveness of outstanding local content. This initiative aims to establish a foundation for the continuous production of local content.

Reinforce Content Industry Policy Feature

Korea Creative Content Agency identifies rapidly changing issues in the content industry and produces basic data to continue the in-depth discussion. Our research is used as key basis for the establishment of laws and supports the content industry through policy.

Industry-focused content policy research

The Center for Promotion of Culture, Sports, and Tourism Technology analyzes the rapidly evolving and complex trends in the content industry. It provides policy directions in response to these trends and engages in activities aimed at formulating industrial policies. Prior to the inauguration of the new government, Content Industry Future Strategy TF was established to proactively identify and propose policies. The TF set three major directions for the future strategy of the content industry, focusing on the proactive spread of Korean Wave through K-contents. It took the lead in ensuring that the future strategy for the content industry was incorporated into the government's national agenda. In addition to 44 research reports, including white papers and surveys, covering various content genres such as gaming, broadcasting, music, comics, and webtoons, we have also published 10 short-term issue reports related to NFTs, OTT, Korean Wave, and others. Furthermore, three regular publications have been issued, encompassing industry trends in gaming, broadcasting, and other relevant fields. As a result of utilizing reports published by KOCCA as a basis for analyzing the content industry and performing functions essential for formulating policies, KOCCA became the designated institution for conducting research and compiling national key statistics in March 2023.

Content Industry Forum

KOCCA organized the 2022 Content Industry Forum online to present future strategies for the content industry. The forum, with the theme 'A New Future Led by Content,' discussed developmental direction of the content industry to prepare for the digital transformation era. In specific domains, the policy forum explored policy directions in response to technological and market changes, while the finance forum addressed policy finance for content valuation and the activation of content investment and loans. In terms of genres, the music forum discussed the convergence of technology and music, the storytelling forum delved into IP expansion and international ventures, while the game forum examined an industry ecosystem centered around user experience. Lastly, the broadcasting forum proposed measures for fair coexistence in the broadcast and video industry.

Content Industry Recap and Outlook Seminar

At the seminar titled 'Content Industry 2022 Recap and 2023 Outlook,' organized by KOCCA, a platform was provided to review the achievements of the content industry in 2022, analyze trends, and project the landscape of the content industry for 2023. The prediction emerged that in 2023, despite economic challenges, the content industry will continue to grow steadily, with diversity and inclusivity emerging as core values. Additionally, within the content industry, the seminar highlighted key issues such as the significance of IP, technological convergence, and fostering creative talent. Meanwhile, professionals from renowned domestic content companies participated as panelists, engaging in real-time question-and-answer sessions with seminar attendees.

Policy Research Outcome Dissemination Seminar

In March 2023, Korea Creative Content Agency held a Policy Research Outcome Dissemination Seminar titled 'Exploring New Paths for the Future of the Content Industry' at the CKL Business Center. During this seminar, presentations and discussions unfolded regarding the research outcomes conducted by KOCCA in 2022 and the current issues facing the content industry. We outlined 2022's policy research and presented "Evolution and Trends in Content Industry Policy Research: A Focus on Research Outcomes from KOCCA," "30 Years of Korean wave and Global Trends," "Content Gap: Supporting Content Policies that Leave No One Behind," and "Issues and Countermeasures for Utilizing Generative AI in the Content Industry." In the latter part of the seminar, a roundtable discussion took place, with panelists including researchers from other public institutions, journalists, content industry professionals, and professors. They deliberated on the direction of content industry policy research.

3

Sustainable Management System

Korea Creative Content Agency not only supports K-contents but also strives to enhance institutional ESG management and promote ESG values throughout the content industry. In the third chapter, we have included the principles and promotion system of our ESG management, the methods and status of communication with stakeholders, and the agency's top 10 ESG significant issues derived through a Double materiality assessment.

28.

ESG Management
Strategy System

29.

ESG Management
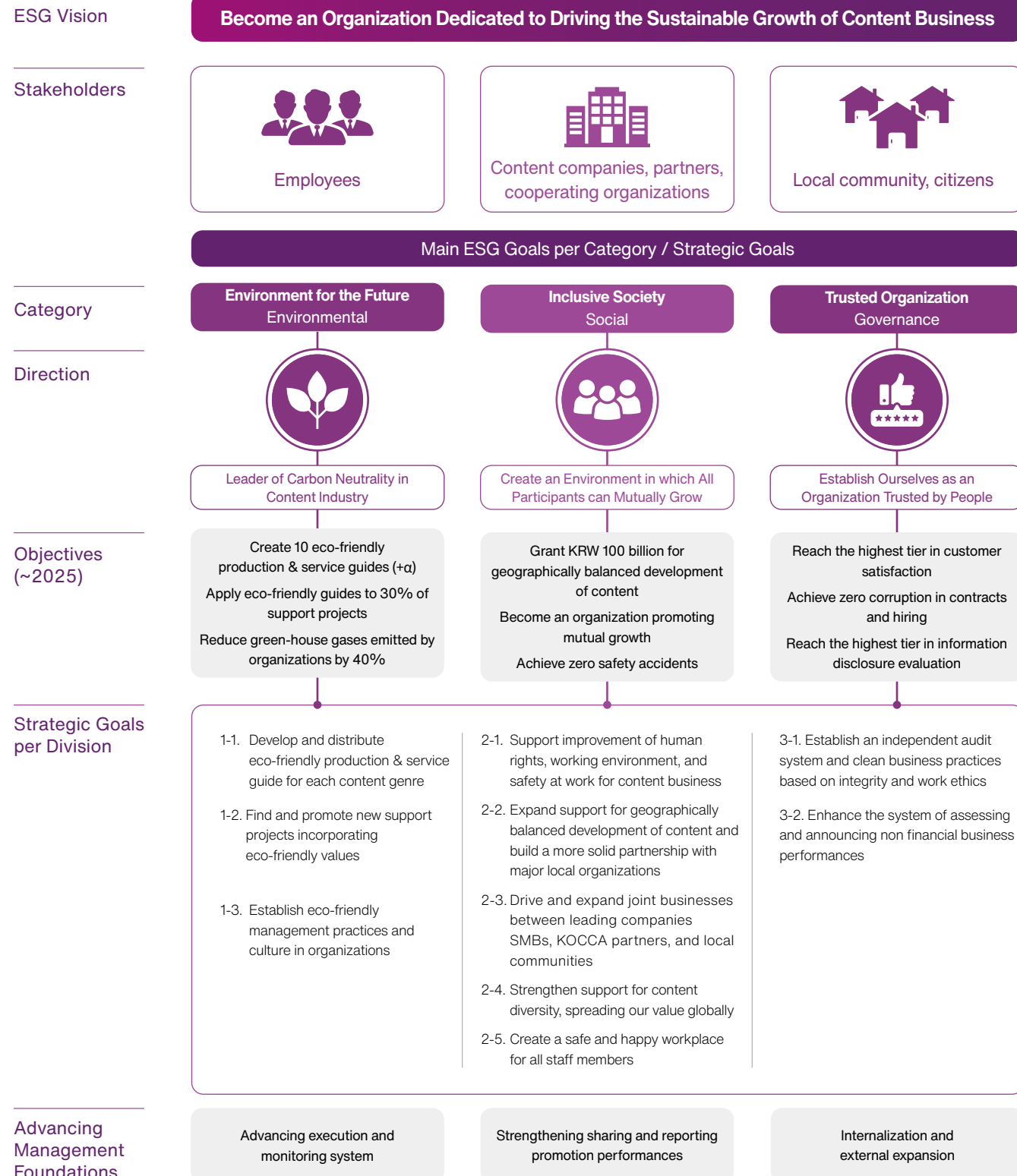Promotion System

30.

Stakeholder
Engagement

34.

Double Materiality
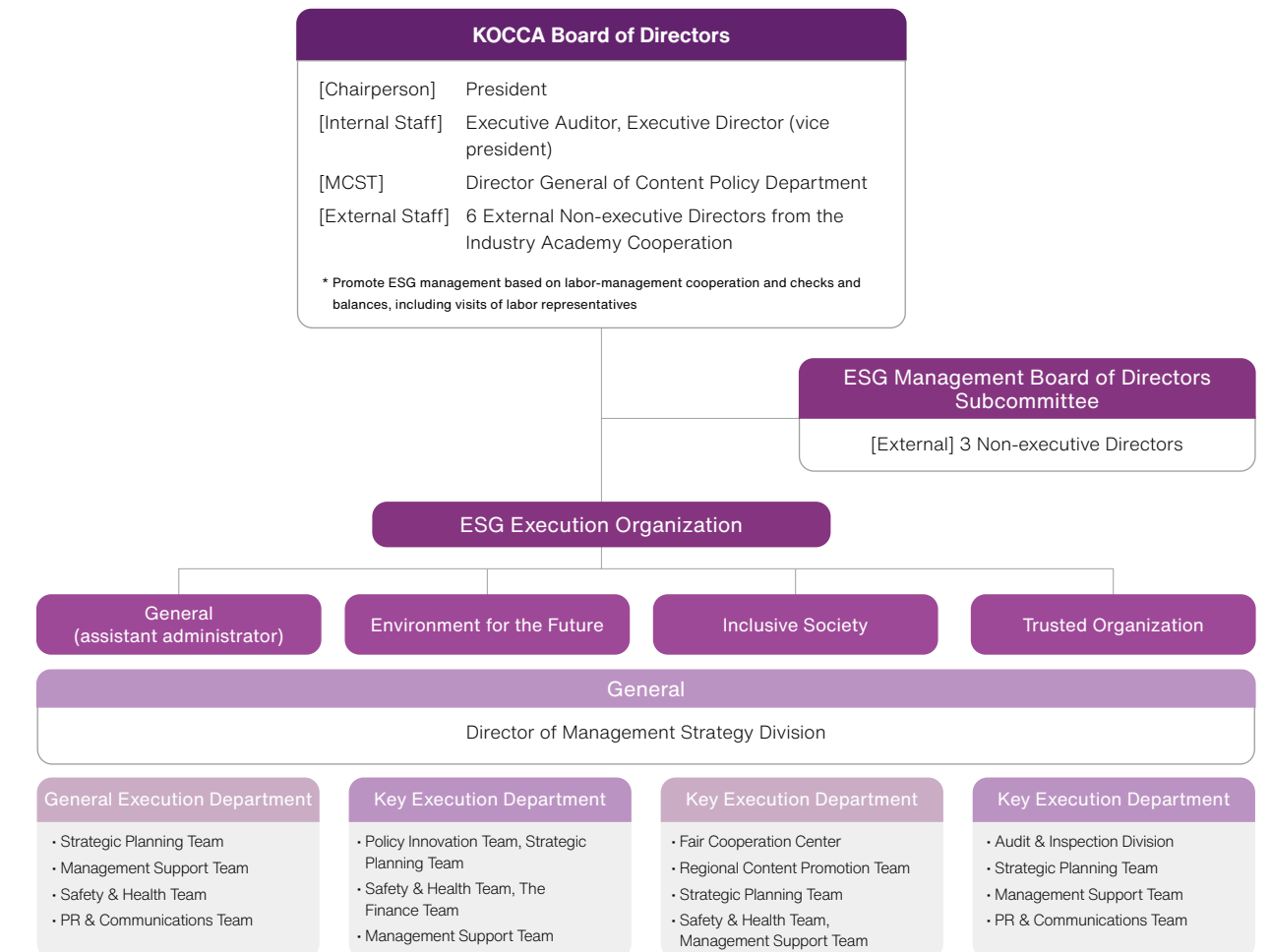Assessment

ESG Management Strategy System

Korea Creative Content Agency is a leading public organization for promoting the content industry and has an ESG management strategy system that spreads the value of ESG to the organization's sustainability and content industry.

ESG Vision	**Become an Organization Dedicated to Driving the Sustainable Growth of Content Business**

Stakeholders

Employees	Content companies, partners, cooperating organizations	Local community, citizens

Main ESG Goals per Category / Strategic Goals

Category	Environment for the Future — Environmental	Inclusive Society — Social	Trusted Organization — Governance
Direction	Leader of Carbon Neutrality in Content Industry	Create an Environment in which All Participants can Mutually Grow	Establish Ourselves as an Organization Trusted by People
Objectives (~2025)	Create 10 eco-friendly production & service guides (+α) Apply eco-friendly guides to 30% of support projects Reduce green-house gases emitted by organizations by 40%	Grant KRW 100 billion for geographically balanced development of content Become an organization promoting mutual growth Achieve zero safety accidents	Reach the highest tier in customer satisfaction Achieve zero corruption in contracts and hiring Reach the highest tier in information disclosure evaluation
Strategic Goals per Division	1-1. Develop and distribute eco-friendly production & service guide for each content genre 1-2. Find and promote new support projects incorporating eco-friendly values 1-3. Establish eco-friendly management practices and culture in organizations	2-1. Support improvement of human rights, working environment, and safety at work for content business 2-2. Expand support for geographically balanced development of content and build a more solid partnership with major local organizations 2-3. Drive and expand joint businesses between leading companies SMBs, KOCCA partners, and local communities 2-4. Strengthen support for content diversity, spreading our value globally 2-5. Create a safe and happy workplace for all staff members	3-1. Establish an independent audit system and clean business practices based on integrity and work ethics 3-2. Enhance the system of assessing and announcing non financial business performances
Advancing Management Foundations	Advancing execution and monitoring system	Strengthening sharing and reporting promotion performances	Internalization and external expansion

ESG Management Promotion System

Korea Creative Content Agency has established a total promotion system for ESG management and designated executing departments per category. We are creating ESG management performance inside and outside the agency using our expertise while internalizing the value of ESG by building a monitoring system for collaboration among members.
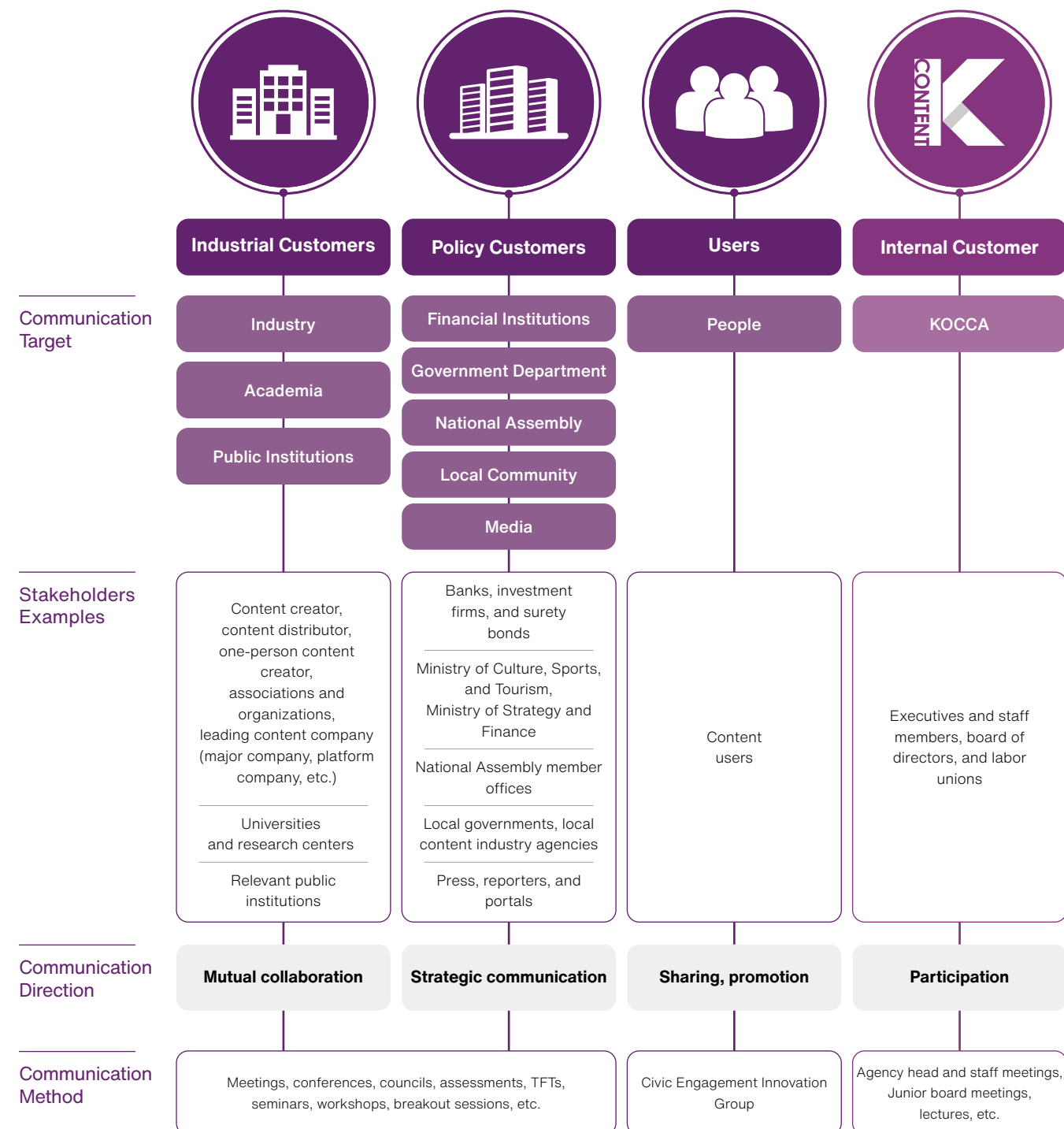
Integrated Promotion System

KOCCA Board of Directors

[Chairperson]	President
[Internal Staff]	Executive Auditor, Executive Director (vice president)
[MCST]	Director General of Content Policy Department
[External Staff]	6 External Non-executive Directors from the Industry Academy Cooperation

* Promote ESG management based on labor-management cooperation and checks and balances, including visits of labor representatives

ESG Management Board of Directors Subcommittee

[External] 3 Non-executive Directors

ESG Execution Organization

General (assistant administrator)	Environment for the Future	Inclusive Society	Trusted Organization

General

Director of Management Strategy Division

General Execution Department	Key Execution Department	Key Execution Department	Key Execution Department
• Strategic Planning Team • Management Support Team • Safety & Health Team • PR & Communications Team	• Policy Innovation Team, Strategic Planning Team • Safety & Health Team, The Finance Team • Management Support Team	• Fair Cooperation Center • Regional Content Promotion Team • Strategic Planning Team • Safety & Health Team, Management Support Team	• Audit & Inspection Division • Strategic Planning Team • Management Support Team • PR & Communications Team

Monitoring System

Category		Main Roles
Overall	Board of Directors	Comprehensive key decision-making on ESG management
	ESG Board of Directors Subcommittee	Comprehensive performance check, improvement direction provision, and decision-making on ESG promotion
	Director-Level Meetings	Continuous review, sharing, and feedback on ESG issues per headquarter
	Management Strategic Meetings	All employees engagement. Share the status of ESG promotion per department
Working Meeting per Section		Continuous review, sharing, and feedback on ESG issues by general/E/S/G section

Stakeholder Engagement

Internal and External Stakeholders

Korea Creative Content Agency has classified stakeholders into major categories (4) and subcategories (10), and differentiated internal and external stakeholders based on communication targets. Subsequently, communication directions and methods have been established for each stakeholder category to align with their respective fields. KOCCA maintained the system to collect feedback from various stakeholders and is expanding mutual communication both quantitatively and qualitatively via strategic approaches.

	Industrial Customers	Policy Customers	Users	Internal Customer
Communication Target	Industry	Financial Institutions	People	KOCCA
	Academia	Government Department		
	Public Institutions	National Assembly		
		Local Community		
		Media		
Stakeholders Examples	Content creator, content distributor, one-person content creator, associations and organizations, leading content company (major company, platform company, etc.)	Banks, investment firms, and surety bonds	Content users	Executives and staff members, board of directors, and labor unions
	Universities and research centers	Ministry of Culture, Sports, and Tourism, Ministry of Strategy and Finance		
	Relevant public institutions	National Assembly member offices		
		Local governments, local content industry agencies		
		Press, reporters, and portals		
Communication Direction	Mutual collaboration	Strategic communication	Sharing, promotion	Participation
Communication Method	Meetings, conferences, councils, assessments, TFTs, seminars, workshops, breakout sessions, etc.		Civic Engagement Innovation Group	Agency head and staff meetings, Junior board meetings, lectures, etc.

Categorization of External Stakeholders by Characteristics

Based on the perspective of the content industry's development, Korea Creative Content Agency has in-depth re-categorized our external stakeholders into support, cooperation, win-win, policy consultation, and enjoyment. By studying the characteristics of each stakeholder, identifying their core needs, and establishing customized communication channels, we are encouraging their participation and actively reflecting their opinions in our management. Furthermore, classifying external stakeholders based on their characteristics enables the extraction of specific feedback conducive to the promotion of the content industry. In 2022, KOCCA has led the participation of all departments in communication, systematically managed communication, and actively practiced administration to improve the quality of communication.

Support
Content creators
Content distributors
One-person content creators

Key stakeholders supported by KOCCA who produce and distribute content in the content industry

Cooperation
Local content industry agencies
Associations and organizations
Leading content companies
Academia
Research
Financial and investment organizations
Related public agencies

Stakeholders who directly or indirectly influence KOCCA through mutual cooperation in the process of promoting the content industry

Win-Win
Vendors
Gwangju – Jeonnam local community

Stakeholders in the regions collaborating with KOCCA's business for the sustainable growth and balanced development of the content industry

Policy Consultation
Higher national organizations that KOCCA directly or indirectly influences through policy in promoting the content industry

Government departments
National Assembly

Enjoyment
Stakeholders who ultimately enjoy the content created and distributed through KOCCA and contribute to the spread of value

Citizens
Press

Stakeholder Interviews

Q As an employee of Korea Creative Content Agency, what are the ESG activities and achievements in 2022 from an internal perspective?

- Internal stakeholders

E

Policy Innovation Team

In response to domestic and international demands for ESG management, KOCCA has implemented measures for carbon reduction within the organization. Proactively addressing the requirements, we have also initiated industry-specific ESG codes of conduct and voluntary norms within the content industry.

- Hye-mi, Lee

S

Labor Union

It's noteworthy that KOCCA currently has a well-established communication channel between labor and management and an active education program that reflects the opinions of our members.

- Cheol-woo, Jeong

G

Strategic Planning Team

The agency has established Ethical Management Committee to strengthen the ethical management framework, and has endeavored to propagate a culture of integrity both internally and externally through initiatives such as the Clean Content Competition and integrity messages from the executive leadership.

- Su-hyeon, Park

G

Innovation · IP Strategy TF

KOCCA established the Innovation · IP Strategy TF and formulated a strategic plan for innovation in content industry support, attempting a transformative change within the organization.

- Jin-ho, Lee

E.S

Music & Fashion Business Team

Korea Creative Content Agency supported the acquisition of new certifications for sustainable fashion by domestic brands through the Sustainable Fashion Production Support Program. Additionally, we have achieved recognition for three consecutive years in the Ministry of Health and Welfare's CSR in the Community.

- Eun-sung, Cho

G

Board of Director

Korea Creative Content Agency, appointing a director with disability for the first time in the institution, has implemented a priority purchase system for creative works by disabled artists. Furthermore, the agency has conducted research on the resolution of content accessibility rights and has contributed multifaceted efforts to diversity and equality through policies such as barrier-free support.

- Gui-hee, Bang

Q How do you perceive the agency's ESG performance in 2022?

- External stakeholders

S

NEOwithnet

KOCCA has notable achievements, including maintaining high scores for two consecutive years on the Privacy Management Level Assessment and zero privacy breaches for four consecutive years.

- Sang-mi, Na

S

Moso MICE Company

I would like to discuss the challenge of achieving short-term results when entering a conservative foreign market. Considering this difficulty, I would like to emphasize the importance of sustained investment and support from KOCCA.

- Jee-hoon, Park

S

Alpha Circle

Through extensive KOCCA's promotion, small and medium-sized enterprises have been able to attract investments from large corporations and receive diverse forms of support.

- Ui-hyun, Shin

S

Jeonnam Information & Culture Industry Promotion Agency

The agency collaborates with local content organizations to operate an ESG Promotion Committee, and engages in ongoing communication activities related to ESG management with stakeholders participating through initiatives such as the Civic Engagement Innovation Group.

- In-yong, Lee

S

ELTV

KOCCA's support and investment in small and medium-sized content enterprises and production companies play a facilitating role in the development of diverse content.

- Heon-seok, Baek

G

2022 Civic Engagement Innovation Group

The Civic Engagement Innovation Group mainly discussed the topics related to content combined with ESG, and I wish the suggested agenda by the citizens could be executed in the long-term and their performances to be promoted further.

- Seo-hyun, Baek

S

Lotte World

Korea Creative Content Agency has established a collaborative platform between large enterprises and outstanding content startups, facilitating mutual growth between large, medium-sized, and small enterprises by encouraging active investment and support from large corporations essential for the growth of startups.

- Lee

Double Materiality Assessment

Korea Creative Content Agency derived key ESG issues by transparently and reliably analyzing resources based on sustainable management international standards, including ISO 26000 and GRI Standards 2021. With the key considerations provided by categories suggested by ISO 26000, we evaluated and classified the internal and external documents. We also reviewed if our activities are aligned with the requirements and recommendations of GRI Standards 2021, the international standards for preparing sustainability

reports. Furthermore, we used media analysis to consider KOCCA's main status and exposure numbers and deduced the key agenda, which is then analyzed by category. We also conducted the benchmarking of related organizations and trend analysis to establish a major issue pool that consists of 29 main agendas. After that, we conducted stakeholder surveys on 29 issues and derived the top 10 ESG major issues reflecting financial impact and social and environmental impact. The performance related to corresponding major issues is disclosed transparently in the report.

Double Materiality Assessment Process

STEP 1 **Establish ESG issue pool**

- Established 29 issue pools based on international standards, ESG evaluation index analysis, similar industry trend analysis, related organization analysis, and media analysis

- Media analysis
  - Analyzed a total of 19,774* articles related to environmental, social, economic achievement, and ESG issues (Analysis period: Jan. 01. 2022 ~ Jun. 30. 2023)
  * Including overlaps

STEP 2 **Analyze main issues according to the international standards**

- Reviewed the requirements of the international standards and guidelines
  - Reflected the international standard indices, such as GRI Standards 2021, UN SDGs, K-ESG, ISO 26000

- Analyzed the international standard recommendations related to ESG finance and evaluation organizations
  - Analyzed recommendations of global ESG evaluation indices, including MSCI and DJSI, and recommendations of SASB and TCFD

STEP 3 **Analyze impact and collect stakeholders' feedback**

- Accepted feedback from internal and external stakeholders
  - Ran survey on ESG issues (period: Aug. 31. 2023 ~ Sep. 13. 2023)

- Analyzed influence levels
  - Financial influence level: Analyzed the financial influence level of the agency's major issues on the executives and staff members
  - Social and environmental influence level: Analyzed social and environmental influence of the agency's major issues on the internal and external stakeholders
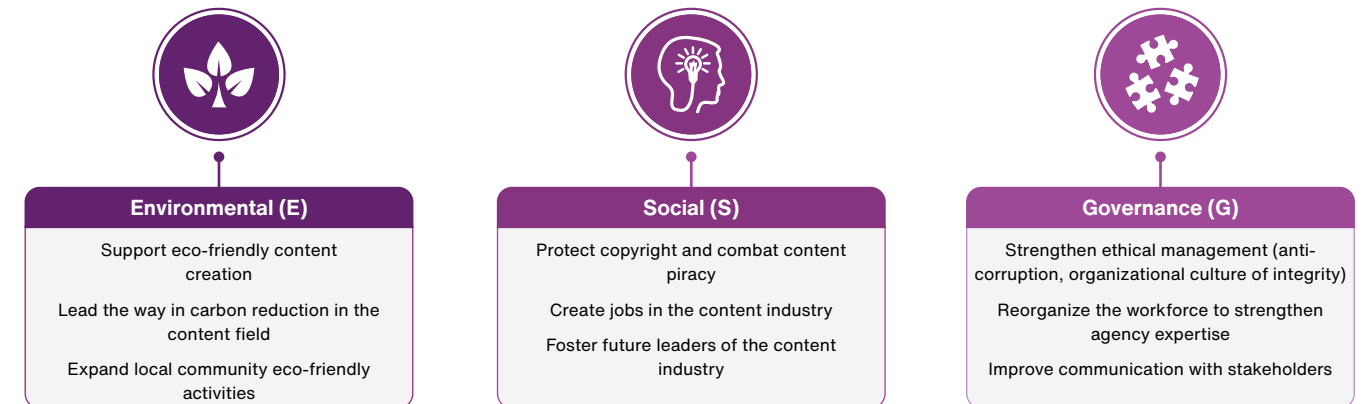
STEP 4 **Select the top 10 ESG major issues**

- Ran a comprehensive evaluation quantifying social, environmental, and financial influence levels, including positive and negative evaluations by topic

- Selected the top 10 ESG major issues based on the results above

Evaluation Framework

	Step 1 - Relevance Evaluation	Step 2 - Significance Evaluation
Meaning	Evaluate if various issues are related to KOCCA	Evaluate how important the relevant issues are to KOCCA and stakeholders
Evaluation Criteria	· Evaluate relevance based on the five analysis results on the process · Select relevant issues corresponding to specific standards as a result of analysis	· Create questionnaires with five-point scale on the relevant issues for quantitative evaluation · Rank the average of responses · [Materiality] Significance to stakeholders and KOCCA
ISO 26000 Relevance Evaluation Criteria	ISO 26000 · [Trend] Impact on the organization · [Impact] Impact on the sustainable development with the stakeholders	ISO 26000 · Stakeholder interest, social expectations · Extent of impact, potential effects GRI Review · Probability, severity, opportunity and risk, long-term performance, financial implications, impacts on strategy and competitive advantage

Higher Issues in Each ESG Area

Environmental (E)

Support eco-friendly content creation

Lead the way in carbon reduction in the content field

Expand local community eco-friendly activities

Social (S)

Protect copyright and combat content piracy

Create jobs in the content industry

Foster future leaders of the content industry

Governance (G)

Strengthen ethical management (anti-corruption, organizational culture of integrity)

Reorganize the workforce to strengthen agency expertise

Improve communication with stakeholders

Top 10 ESG Major Issues

Degree of Influence: High ● Medium ● Low ○

Rank	ESG major issues	ESG Sector	Stakeholders				Influence Level		Corresponding Page	GRI
			People	Executives and employees	Partners	Local community	Social and Environmental	Financial		
1	Protect copyright and combat content piracy	S	●	●	●	●	●	●	51	GRI 203 Indirect Economic Impacts
2	Create jobs in the content industry	S	●	●	●	●	●	●	50	GRI 203 Indirect Economic Impacts
3	Foster future leaders of the content industry	S	●	●	●	●	●	●	63	GRI 203 Indirect Economic Impacts
4	Reinforce rational and fair employee evaluation	S	○	●	○	○	○	●	62	GRI 405 Diversity and Equal Opportunity
5	Enhance support for small and medium-sized content business	S	●	●	●	●	●	●	52, 53	GRI 203 Indirect Economic Impacts
6	Protect the rights of content industry workers	S	●	●	●	●	●	●	61	GRI 206 Anti-Competitive Behavior, GRI 406 Non-Discrimination
7	Support more diversity in content	S	●	●	●	●	●	●	58, 59	GRI 405 Diversity and Equal Opportunity, GRI 406 Non-Discrimination
8	Strengthen ethical management (anti-corruption, organizational culture of integrity)	G	●	●	●	●	●	●	72, 73, 74	GRI 205 Anti-Corruption, GRI 206 Anti-Competitive Behavior
9	Prevent unfair content-related practices and support dispute resolution	S	●	○	●	●	●	○	51	GRI 206 Anti-Competitive Behavior
10	Pursue work-life balance	S	○	●	○	○	○	●	60	GRI 203 Indirect Economic Impacts

4

Sustainable Management Performance

Korea Creative Content Agency has demonstrated substantive ESG achievements in management and across the content industry as a whole. We have taken a leadership role in achieving carbon neutrality in the content industry through ongoing initiatives, fostering a collaborative industrial environment for mutual growth, and articulating the philosophy and practices of KOCCA in establishing ourselves as an institution trusted by the public.

38.
Environmental

48.
Social

68.
Governance

Agency's greenhouse gas reduction

36.65%

Purchased green products

KRW 459 million

Geothermal and solar power generation

295 thousand kWh

Partnered with local community organizations to run

Eco-friendly campaigns

Agency's public vehicles converted to electric vehicles

40%

Environmental

The concept of sustainable development came from the urgency of sustaining the global environment. Countries worldwide are accelerating carbon reduction to address the climate crisis, which is no longer a concern for the future but a reality. The Korean government is also keeping pace with the international trend by designating policies related to green and circular economy as national priorities. In addition to other companies' environmental management practices like reducing energy use, content companies are participating in solving global challenges by utilizing their strengths to spread eco-friendly culture.

Korea Creative Content Agency implements various support policies for content that spread eco-friendly values and content companies using eco-friendly materials. We also reduced carbon emissions and recycled resources by using renewable energy in our buildings and through various environmental campaigns while engaging ourselves in ecological activities for the local community. KOCCA will continue to actively participate in protecting the environment and proactively address climate change and carbon neutrality issues.
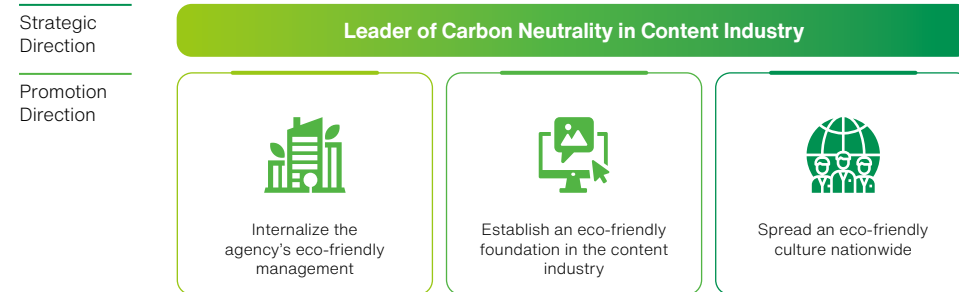
Focus SDGs

| 6 CLEAN WATER AND SANITATION | 7 AFFORDABLE AND CLEAN ENERGY | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION | 15 LIFE ON LAND |

Environmental Management

Increased green purchases

13%

2021	404 million
2022	459 million

Greenhouse gas emissions reduction

36.65%

Geothermal-solar power development

295 thousand kWh

Environmental Management System

Korea Creative Content Agency has established three major directions to enhance the environmental sustainability for both KOCCA and the content industry, focusing on 'strengthening environmentally friendly management,' 'promoting the greening of the content industry,' and further establishing 'environmentally friendly cultural dissemination for the nation through content.' This initiative aims to fortify environmental management within the agency, lead the content industry towards carbon neutrality, and foster the spread of environmentally friendly culture through content.

Mid- to long-term environmental management strategy

Strategic Direction	**Leader of Carbon Neutrality in Content Industry**
Promotion Direction	Internalize the agency's eco-friendly management Establish an eco-friendly foundation in the content industry Spread an eco-friendly culture nationwide

We support the greening of the content industry and spread eco-friendly values. KOCCA strives to establish and promote eco-friendly projects and continues to spread eco-friendly culture based on content and cooperation nationwide. Our commitment to environmental practice starts within the agency. We replaced absorption water heaters in the agency with low-Nox burners[1] to reduce nitrogen oxide emissions by 30% and recorded KRW 459 million in green product purchases, a 13% increase from the previous year. Moreover, we used green-certified building materials to build the Game Institute's second campus. KOCCA will continue to improve our environmental management system and enhance the implementation of eco-friendly activities.

Efficient energy and resource use

Korea Creative Content Agency oversees energy use through the Promoting Energy Efficiency Committee, gradually reducing energy use. We installed EV charging stations at our broadcast production support facilities in Daejeon and Sangam and replaced our government and public vehicles with EVs. We also implemented reasonable electricity conservation measures, such as reducing elevator operations on weekends and holidays. Through these efforts, KOCCA reduced our greenhouse gas emissions by 36.65% in 2022, exceeding the government's recommended reduction target(34%).

Plans to save energy and efficiently use resources

Classification	Efficiency Measures	Details and Achievements
Save Electricity	Geothermal-solar power development	295 thousand kWh of self-generation, up 10.5% year-over-year
	100% LED replacement	Replace 100% of the lights in the agency with eco-friendly LED 100%
	Buy energy-efficient products	Prioritize the purchase of high-efficiency energy equipment-certified products and energy consumption efficiency class 1 products
Save Water	Use rainwater harvesting	Save 153 tons of water
Save Work-Related Energy	Provide a laptop instead of a PC	Expected power savings of approximately 4 million watts per year
	Seasonal energy savings	Operate air conditioners and heaters in order during predicted power peaks
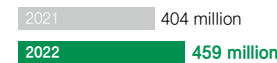
1. Low-Nox Burner: High-performance burner that absorbs and recycles the high-temperature heat released in exhaust to increase energy efficiency and reduce nitrogen oxide emissions

Creation Support for Conservation Contents

Broadcasting and video content production support

Establishment of ESG open call project

Using Content to Spread Eco-Friendly Values

Korea Creative Content Agency is conducting business that reflects the importance of the environment and supports content that can widely spread eco-friendly values.

Variety show for protecting marine ecosystems

In 2022, the broadcasting content production support project established an ESG competition project to support content that communicates the value of ESG and selected programs advocating environmental protection.

Eco-island 1004 Islands

Supported by Korea Creative Content Agency and produced by Kovee Company, <Eco-island 1004 Islands> is an ESG variety show that raises awareness of the importance of protecting ecosystems. Filmed at Beach and tidal flats, the program captured the trash that washed up on the beach and promoted the problem of marine debris. In addition, celebrities and artists appeared to create upcycled[1] artworks, which were displayed in the exhibition <1004 Islands Eco-island> about the importance of protecting marine ecosystems. During filming, the entire cast and crew adopted a Zero Waste[2] and refrained from using disposable products, resulting in a significant reduction in the amount of waste generated compared to a typical shoot.

Environmental protection serious game

KOCCA has been promoting ESG values in our existing serious game[3] production support project since 2020 through projects that link at least one specific goal of the UN SDGs to the game's purpose.

Animal in Danger

<Animal in Danger>, selected for the serious game content production support in 2022 and developed by Studiocoin, is an environmental education serious game. The protagonist, detective Eves, resolves issues affecting endangered animals, such as the regent honeyeater unable to sing, the beaver transformed into an environmental vandal overnight, and the frozen penguin in Antarctica due to incessant rain, rendering them on the brink of extinction. The game informs the game's users about endangered animals and raises awareness of the importance of ecosystem and environmental protection.
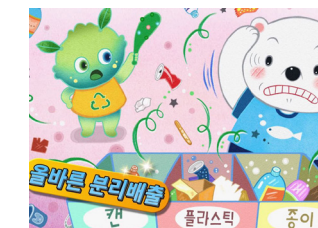
e-GGaebee Recycle World

In 2022, KOCCA selected <e-GGaebee Recycle World>, made by KAF, for support in the serious game content production assistance program and is currently providing support for the release of the game. The game introduces a circular economic system that encourages the transition from disposing of waste to recycling or reusing. Through the game, users have the opportunity to learn about carbon footprint reduction and waste separation methods, as well as gain information about recycling sorting and the resource recovery of waste.

1. Upcycling: Activities that create new products by adding value, such as design, ideas, and technology to recyclables
2. Zero Waste: Activities that aim to reuse all products instead of burning them
3. Serious game: Purposeful games that combine fun with education, training, social problem-solving, and other social contributions, extending the good function of games

Promote Eco-Friendly Business

Sustainable Fashion

Fashion is the second most polluting industry in the world and is responsible for 10% of global carbon dioxide emissions and 35% of microplastic pollution. Korea Creative Content Agency is promoting eco-friendliness in the entire process of fashion production, distribution, and consumption to ensure sustainability and to achieve our strategic goal of "leader of carbon neutrality in content industry."

Formalizing the eco-friendly fashion business

Korea Creative Content Agency has been piloting the eco-friendly field in the prototype of a creative brand production support project since 2020, and from 2022, we have organized the sustainable fashion production support project as a regular project and advanced the related system. In 2022, KOCCA, reflecting the opinions of the fashion industry, established support programs that go beyond material or prototype assistance to encompass sustainable practices throughout the entire value chain, with a focus on environmentally friendly fashion. The brands we supported used more than 70% eco-friendly materials in their apparel, earned 4 sustainable fashion certification marks, including in recycled and organic materials, and increased their sales by 34% year-on-year.

Increase in sales with eco-friendly fashion company support year-over-year

34%

2021	7,027 million
2022	**7,896 million**

Best examples of eco-friendly brand support

Ul:kin
- Won Best Designer Award at the 2022 Korea Designer Fashion Awards (Minister of Culture, Sports, and Tourism Award)
- Acquired 2 new eco-friendly certification marks in 2022
- Participated in 5 domestic and international collections, including 2023 S/S Paris, New York, and Seoul Fashion Weeks
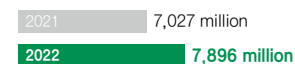
OPEN PLAN
- 7 fashion culture lectures and talks on sustainable and ethical consumption (World Wide Fund for Nature, Seoul Sustainable and Ethical Fashion Hub)
- Earned and owned 2 green certification marks

VEGAN TIGER
- Use 100% non-animal (vegan) raw materials (such as Korean-traditional-paper leather)
- Simultaneous launch of ECO FRIENDS products in 10 countries
- Participated in 3 domestic and international collections, including 2023 S/S Vegan Fashion Week, 2023 S/S Tranoi Fashion Week, etc.

Slow Fabric exhibition visitors

12,229 people

### Support and promote eco-friendly fashion distribution

As sustainable fashion has been elevated to a regular business, the support provided by KOCCA extends beyond prototype production costs to encompass branding, promotion, distribution, and sales across all stages. KOCCA is actively promoting sustainable fashion on a wide scale.

Slow Fabric exhibition

Korea Creative Content Agency organized and hosted the <Slow Fabric> exhibition to raise awareness of sustainable fashion and spread eco-friendly values. In addition to eco-friendly materials, the exhibition specifically introduced ESG factors related to fashion, such as hazardous substance regulation and waste management, animal welfare, and fair trade. Both the structures and promotional leaflets used in the exhibition space were made from recycled materials. A total of 10 brands participated in the exhibition, with 12,229 visitors in 5 days.
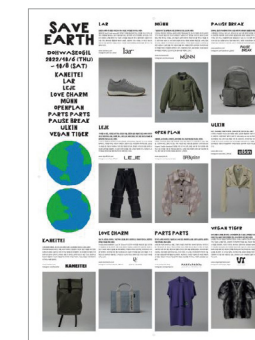
Fashion KODE

At the '23 S/S Fashion KODE,' a fashion pop-up exhibition featuring 10 brands, including environmentally friendly upcycling brand KANEITEI and sustainable fashion advocate LOVE CHARM, was organized. At Fashion Code, which hosted various fashion events such as shows and business conferences[1], over 9,500 fashion professionals and attendees, including domestic and international buyers, gathered at the venue.

Next Label

The production and broadcast of the fashion web-variety show 'Next Label' on tvN showcased a runway battle themed around sustainability. Through this, KOCCA highlighted the central vision of the global fashion industry, sustainable fashion, conveying the considerations and practices of fashion designers concerning resource circulation and environmental protection to the public.

Basil Magazine

KOCCA published a special edition of the environmental magazine 'BASIL,' called BASIL SIL, to disseminate sustainable fashion. Under the theme 'What Should Fashion for the Earth Be Like?,' the publication includes reflections on sustainable fashion, featuring interviews with 10 experts and discussions on eco-friendly fashion practices.

1. Business conference: An event where brands can expand sales opportunities by interacting with buyers through consultations, business matching, etc.

Going Green in the Content Industry

Eco-friendly businesses that consider the characteristics of the content industry are an indispensable part of Korea Creative Content Agency's sustainability management. KOCCA supports environmentally friendly content companies, considers environmental factors in performances, and strives to spread an eco-friendly culture in the content industry.

Support green social ventures

Korea Creative Content Agency supported an eco-friendly social venture to develop eco-friendly materials at CKL Business Center. 「RightRoute」, a tenant of CKL Business Center, developed a recycled material brand <TEXNIC> by using waste secondary battery separators, which are one of the causes of pollution. TEXNIC is a new material that can be produced at 1/3 of the cost of Gore-Tex and is durable and active enough to be used as a material for outdoor wear. Recognized for TEXNIC's excellence, RightRoute received the Innovation Award at CES 2022 and won the Grand Prize (Minister of Environment Award) in the Star Company category at the 2022 Environmental Startup Competition.

ESG-type performances

In our support for the production of online popular music performances, Korea Creative Content Agency classified ESG-type performances as a separate category for the first time in 2022 and supported production costs for performances that reflected ESG values. KOCCA provided additional support, including the provision of KOCCA Music Studio space, lighting, and equipment such as structures. This has alleviated the financial burden on the industry for production expenses. Among the first ESG performances supported by KOCCA, 3 projects were selected in the environmental field.

New category in the performing arts production support program

Introduction of ESG performance

Us, Earth Festival

The <Us, Earth Festival> is an eco-friendly music festival with the slogan, "The Earth we have lived on, the future we will live in." Artists and audience members practiced zero waste by using multi-use items at the venue, and various environmental campaigns took place to raise awareness of the importance of environmental protection among citizens.
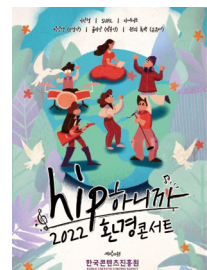
2022 Environmental Concert: Because it's hip

This concert called attention to environmental issues with an environmental protection talk concert and a lineup tailored to the music trends of the Generation MZ. The concert addressed environmental issues that can be perceptibly experienced in daily life, discussing topics such as abnormal climate conditions and consumption for environmental purposes.

Must B ESG Concert

The online 'Must B ESG Concert' conveyed a message for environmental conservation, highlighting carbon emission reduction efforts. The members of the performance transformed into characters and presented practical methods for protecting the Earth in a campaign format. Additionally, promotional videos for SNS campaigns were produced in conjunction with the concert, raising awareness about the severity of biodiversity loss and air pollution.

Spread Eco-friendly Culture

Amount of reduced carbon emission with a "Car-Free Day"

16.52kg

Reuse of office supplies

130

Conservation Activities

Korea Creative Content Agency's eco-friendly activities are not limited to the content industry but have also led to voluntary practices by employees and have spread in the local community.

Value, green campaigns

Celebrating Environment Day (Jun. 05.), Korea Creative Content Agency conducted an eco-friendly campaign with local community organizations. We signed a business agreement with Arts Council Korea and the Korea Institute of Planning and Evaluation for Technology in Food, Agriculture and Forestry to run a joint environmental campaign. We provided greenhouse gas reduction education to employees and local residents and introduced ways to save electricity bills and reduce greenhouse gas emissions that can be practiced in organizations and at home. We also established special bookshelves to introduce ESG and environmental books in the Contents Library. In addition, the banners used in the event were made from corrugated cardboard, and the banners from recycled plastic bottles.

Recycling

Employees from 3 organizations, including KOCCA, collected 800 idle ice packs and experienced ways to reduce chemicals and plastic use through an eco-friendly soap-making class. KOCCA contributed to the promotion of recycling and environmentally friendly culture by donating unused ice packs and eco-friendly soap-making packages to the local community.

Car-Free day

KOCCA designated certain parking spaces as car-free days during the campaign period through prior notice, and achieved a quantitative result of reducing 16.52kg[1] of carbon emissions through efforts such as on-site parking control.

Resource circulation

Through the initiative 'Everyone's Cabinet,' booths were set up for each department to collect unused office supplies, allowing employees in need to utilize them. A total of 130 office supplies have been circulated within KOCCA.

Participation by eco-friendly businesses

Eco-friendly businesses from the local community participated in the pop-up stores in the lobby of Korea Creative Content Agency headquarters. We contributed to recycling with recycled and upcycled products and sold vegan food to raise awareness of carbon emissions from eating meat.

1. 28 vehicles, including 14 gasoline and 14 diesel, were not in operation. The average CO emissions for gasoline vehicles were calculated based on a 2,000cc sedan standard, with a value of 145g/km. CO emissions for diesel vehicles were calculated based on a 2,200cc SUV standard with a value of 150g/km. The reduction amount was calculated based on the commuting distance within the innovation city (round trip 4km)

Low carbon eating

Low-carbon eating is practiced in Korea Creative Content Agency's cafeteria from food production to distribution and consumption. We use low-carbon certified agricultural products in the production stage, and in distribution and consumption, we implement policies like the meal intention check system, menus using local foods, and no food waste days.
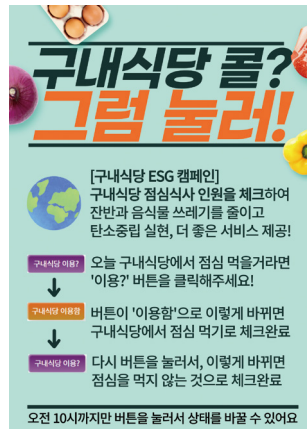
Decrease in food waste
152kg

Reduction of food waste disposal costs
10.6%

Reduction of leftovers on Green Food Day
45%

Cafeteria ESG campaign: "Cafeteria, Call? Then Press!"

KOCCA's cafeteria had difficulties in predicting the number of people who would eat, which led to preparing more food than necessary. This problem was raised when communicating with the executive, so KOCCA developed the "meal intention check system" through inter-departmental collaboration. The system allows each employee to express their intention to eat lunch at the cafeteria that day, and the cafeteria nutritionist checks the results of the employees' responses and reflects them in preparing the lunch. The lunch intention check system was promoted among employees under the name called "Cafeteria, Call? Then Press!" and as a result of these efforts, food waste was reduced by 152kg from the previous year and food waste disposal costs by 10.6%.

Korea Green Food Day

KOCCA signed a business agreement to become an export powerhouse and expand a low-carbon, eco-friendly eating culture with the Korea Agro-Fisheries & Food Trade Corporation to promote the consumption of domestic agricultural and fishery products and to spread a low-carbon and eco-friendly eating culture. As a result, KOCCA joined Korea Green Food Day and designated the last Thursday of every month as Green Food Day to create menus using local food in the cafeteria and managing leftovers. More than 100 employees participate in Green Food Day each month, and we have seen 45% less leftover food than usual.

Use low-carbon certified agricultural products and local foods

Low-carbon certified agricultural products have reduced greenhouse gas emissions throughout the production process, and KOCCA utilizes them to reduce greenhouse gas emissions from cafeteria operations and contribute to the spread of low-carbon agricultural technologies. Local foods are locally produced and do not require long-distance transportation or multi-stage distribution, reducing carbon emissions from transportation. KOCCA has been including more vegetable menus than before and sourcing fisheries products locally to increase the proportion of local food. We will continue to take the lead in spreading healthy and environmentally friendly eating habits.

Greening local communities

Korea Creative Content Agency ran various programs in collaboration with other public institutions and local problem-solving platforms to spread eco-friendly culture outside of the agency. We selected the agendas considering the conditions of KOCCA and other organizations and prepared realistic and specific detailed initiatives through communication with stakeholders. KOCCA collected coffee waste[1] generated internally within the organization and delivered them to a self-reliance center. The combined coffee waste collected in collaboration with other organizations amounted to approximately 5 tons, which are being recycled through processes such as composting. Furthermore, employees were educated on ESG management and carbon-neutral management of public institutions through RE100 lectures.

Collecting waste electronic devices in collaboration with 8 agencies
542kg

Collection of waste electronic device campaign

Celebrating Resource Recycling Day, Korea Creative Content Agency collected waste electronic devices from employees and the local community to promote resource recycling. In collaboration with 7 organizations, we collected 542kg of waste electronics over two weeks and delivered them to the Korea Electronics Recycling Cooperative[2]. The waste electronics will be recycled through an eco-friendly process and are expected to reduce 1.8 tons of carbon, which is equivalent to the effect of planting 13 pine trees. To promote a culture of resource recycling, we are operating a collection box for waste electronics at all times, and anyone can participate in collecting waste electronics by visiting the first floor of KOCCA Headquarters.

Creating a beautiful rural area campaign

Korea Creative Content Agency conducted activities to improve the living conditions and clean up the environment together with local organizations in Dorae Village in Naju. Employees voluntarily participated in the campaign to plant more than 2,000 azaleas in the village and collect trash and waste in the surrounding area.

Boomerang eco-bag campaign

Following the previous year, Korea Creative Content Agency collected unused 30 eco-bags from our employees and repurposed them as reusable baskets in traditional markets. The resource circulation campaign has been consistently implemented this year as well, reflecting the KOCCA's commitment to environmental practices.

Eco-friendly education for ensuring the play rights of children

KOCCA, in collaboration with five local institutions, has undertaken eco-friendly educational activities to promote and safeguard the play rights of children. Children in childcare facilities adorned tumblers, learning to reduce disposable item usage, and gained an interest in nature by watching environmental protection puppet shows. Moving forward, KOCCA will expand our activities to foster children's interest in environmental protection through play and experiential education.

1. Coffee waste: The byproduct extracted from coffee beans during the process of obtaining coffee liquid
2. Korea Electronics Recycling Cooperative: A system that promotes the reuse and recycling of consumed products by establishing a resource circulation system

Won a prize in Korea's Job Awards

Ministerial Award for 3 consecutive years

Occupational Safety and Health Management System (KOSHA-MS)

Certification

2022 Mutual Growth Award for Large and Medium-sized Enterprises

Ministerial Awarded of SMEs and Startups

Certified as a CSR in the Community from Ministry of Health and Welfare

3 consecutive years

Jeollanam-do Governor's Citation for the Jeollanam-do Regional Problem Solving Platform
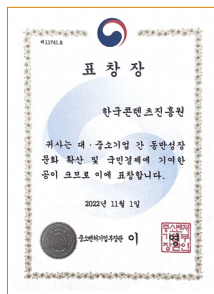
Awarded

Social

As a member of society, public institutions must explore and implement ways to live together with other members of the community. The safety and health of employees, mutual growth with partners, coexistence with local communities, accompaniment of the marginalized, and protection of human rights are all drivers of sustainable development while fulfilling our social responsibilities as a public institution.

In order to create a shared society, Korea Creative Content Agency utilizes the characteristics of our business to support the growth of small and medium-sized content companies and pursue win-win cooperation with the content industry. We promote the development of local communities by promoting the content industry in the region and practice social contribution by improving access to content for the underprivileged. Internally, we have reorganized the system to strengthen employees' capabilities and implement a fair organizational culture, sparing no effort in safety management and labor-management cooperation. KOCCA will contribute to creating a warm and inclusive society by achieving sustainable growth.

Focus SDGs

| 1 NO POVERTY | 3 GOOD HEALTH AND WELL BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH |
| 10 REDUCED INEQUALITIES | 11 SUSTAINABLE CITIES AND COMMUNITIES |

Mutual Growth

2022 Mutual Growth Achievement Award for Large and Small Businesses

Ministerial prize

For 3 consecutive years from 「Korea Job Award」

Ministerial prize

Mutual Growth Strategic System

Korea Creative Content Agency will continue mutual growth-related activities to fulfill our strategic goals of strengthening growth support for content small to medium enterprises, responding to strategic mutual growth evaluation indicators, and enhancing the foundation for mutual growth.

Improve the mutual growth system

Vision	Agency Promoting the Mutual Growth of the Content Industry		
Strategic Target	Strengthen support for growth of small- and medium-sized content businesses	Respond to strategic mutual growth evaluation indicators	Advance the mutual growth promotion basis

Under the vision of "Agency Promoting the Mutual Growth of the Content Industry" Korea Creative Content Agency has established a mutual growth system linked to the agency's management strategy. We have revised and added mutual growth strategic goals to increase momentum, increased the number of people in the mutual growth TF, and strengthened mutual growth R&R in other departments to implement proactive administrative measures. In addition, 83.2% of the agency's total budget in 2022 was used to support SMEs. KOCCA was awarded the Minister of SMEs and Startups Award at the 「2022 Mutual Growth Achievement Awards for Public Institutions」 for our company-wide mutual growth activities.

Establish a Healthy Growth Ecosystem

As the soil of a healthy industry is necessary for mutual growth to sprout, Korea Creative Content Agency is committed to enhancing the health of the content industry's institutions, practices, and culture.

Job creation in private sectors

For job creation in the content industry, Korea Creative Content Agency has created jobs in the private sector in various ways. The private-sector-led job creation in line with the digital and global market changes included direct support like content production support and popular music performance support, startup fostering ranging from nurturing companies to supporting infrastructure, talent training at the Game Institute, and public support through operating the Content Job Center. In addition, KOCCA made the effect of creating[1] a total of 3,366 jobs through purchases, services, constructions, investment and financing, and in recognition of our achievements through the core projects, we received the Ministerial Award for the 「Korea Job Award」 for 3 consecutive year. We created a total of 7,910 jobs in our core business, up to a 37.6% increase from the previous year.

Use standardized contracts

To eradicate industry unfairness, Korea Creative Content Agency creates a fair production and distribution ecosystem. We developed standard contracts, conducted awareness training for the broadcasting and animation industries, and institutionalized the mandatory use of standard contracts. Furthermore, an agreement was executed through a "Webtoon Coexistence Consultative Body," which involved participation from webtoon creators, production companies, platforms, academia, legal professionals, and others. Our efforts led to the utilization of the standard contracts 2,280 times, a 28.74% increase from the previous year.

1. Ministry of Employment and Labor, 「Guidelines for Employment Impact Assessment of Financial Projects in 2021 (excluding assessments from 2022, calculation formula not provided)」 based on employment coefficient by industry and average annual worker wage by industry

Copyright protection

Korea Creative Content Agency prevents copyright infringement in the content field through genre-specific copyright protection measures and technology development.

Webtoon fair trade and story plagiarism verification

We launched a campaign to eradicate illegal distribution of comics and webtoons under the slogan "Happy Toongether." The campaign used webtoons to raise awareness and enhance publicity, and its video attracted 1.2 million visitors within 3 months of its launch. In the Story Contest, additional budget were secured for the plagiarism detection to examine all works into the finals. Efforts were initiated to enhance the verification for duplicate benefits. Award-winning entries received mandatory copyright registration with Korea Copyright Commission.

Happy Toongether video view count

1.2 million

Protection of game copyright

In 2022, KOCCA held a Countering Game Copyright Infringement Brief and published a 「Guide to Countering Illegal Games and Game Copyright Infringement」. We also signed an agreement with the Game Product Management Committee on Game Copyright Protection for the Promotion of the Game Industry to share information and strengthen cooperation to protect game content.

Prevention of music content hoarding

KOCCA prevents illegitimate music streaming by checking changes in music rankings and social monitoring[1]. We are currently handling with government the cases requiring further investigation among the reports of suspected music streaming violations in 2022. We research the plans to create the Music Information Sharing and Analysis Center to establish an order in music distribution.

Development of technologies for protection and distribution

In a rapidly changing digital environment, Korea Creative Content Agency is developing copyright application technologies that identify copyright infringement based on big data analysis or intelligence information or support fair software distribution. We are also researching on copyright for XR (extended reality) contents, leading the effort on content protection in new market areas.

Resolve content dispute

Korea Creative Content Agency strives to eradicate unfair practices in the content industry through both prevention and damage support. We operated an unfair behavior monitoring team and collected 20 unfair cases while we laid the foundation for establishing a fair trade policy through a survey on content usage damage. At the same time, we established the Content Fairness Coexistence Policy Council with related organizations to exchange work related to fair trade and distribute educational materials. Meanwhile, we support the victims. In collaboration with 4 organizations and associations, we expanded the number of reporting channels for unfair practices by genre from 9 to 13 and reorganized the case submission interface on the Dispute Resolution Committee's website to improve access to victim relief. We further provided 6 trainings to mediators and investigators on the characteristics of the content industry to internalize dispute mediation and increased the number of early mediation cases from 9 to 56 in cooperation with the Court.

Prevention of unfair practices in the field of content

KOCCA campaigned to spread awareness of the fair content distribution. We produced 4 card newsletters for preventing unfair practices and distributed a casebook on unfair practices after revising the contents to fit the cases in 2022. We also promoted online advertisements the role of the Fair Cooperation Center. After producing and disseminating the 「Guide to Addressing Unfair Content Practices」, we supported the enactment of the 「Act on Fair Distribution and Coexistence Cooperation in the Cultural Industry」 and participated in the Content Dispute Resolution Forum. KOCCA is studying ways to enhance the functions of the Fair Cooperation Center while making efforts to root out unfair practices.

1. Social monitoring: Identifying and responding to mentions of multiple brands on social media

Support Small and Medium-Sized Content Businesses

Korea Creative Content Agency actively supports small and medium-sized content companies to achieve mutual growth and diversification of K-content.

### Emergency financial support for small content companies

In the field of broadcast video, Korea Creative Content Agency contributed to easing the financial burden of small content companies. We extended and expanded the support system for companies affected by COVID-19 and provided KRW 10.78 billion in funding, a 35.4% increase from the previous year. We also simplified loan screening and provided quick funds to alleviate the hardships of small content companies. Furthermore, despite the trend of increasing interest rates, KOCCA minimized the increase in the standard interest rate for loans, keeping it at the lowest level compared to other policy funds, while expanding the project supporting loan interest for small content companies and providing KRW 1.96 billion in support in 2022, a 22.1% increase year-on-year.

Cooperate to enter new markets and open up sales channels

Korea Creative Content Agency serves as a bridge for leading content companies to participate in small to medium enterprise support projects. We also strived to assist small to medium enterprises in advancing into overseas markets, achieving results that exceeded government evaluation standards.
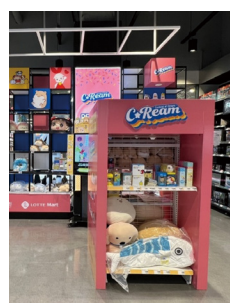
Character sector

To secure the distribution network for small and medium-sized character companies, we collaborated with large corporations to operate the C*Ream pop-up store. Additionally, we assisted in placing the products of small businesses in 3 locations within Lotte Mart ToyRus stores, 1 MEGABOX store, and 1 promotional space each in Lotte World and Character Fair. Through the IP licensing buildup project, efforts between small and large enterprises were facilitated. Notably, partnership between Dancong and Lotte World for attraction guide videos, as well as the collaboration between Bemypet and Lotte Home Shopping for short animations, were spearheaded.

Fashion sector

To expand the distribution channels for small fashion designers and brands, we entered into a business agreement with Handsome Corp. We opened online special exhibitions and department store pop-up stores. Furthermore, KOCCA expanded the distribution channels of small brands by pioneering avenues such as metaverse stores and overseas department stores, promoting both expansion and diversification.

Open Innovation

We supported the growth of small and medium-sized enterprises through the matching of leading companies with startups in the field of emerging technologies. In collaboration with MEGABOX, 「VPLATE」 in the artificial intelligence field worked on the development of an 'automatic production of advertising videos and advertising subscription platform,' receiving an award at the Gyeongdong Open Innovation Demo Day.

Global content product PPL

With the support of Korea Creative Content Agency, 「Usso」 of the character "DowDow" produced hotdog packaging for the Taiwanese company 「Wooyang」, resulting in the signing of 33,000 export contracts. The manufacturer of the sheet detergent "Han Jang," featured on tvN's <Love in Contract>, 「UPL Company」, entered into an agreement worth approximately $150,000 with a Vietnamese company. Additionally, the 「Chair Plus」, featured in the same program's "Ori-Back" chair, signed export contracts amounting to $17,791 with companies in Malaysia and India.

Increase in support for loan interest year-on-year
22.1%

Trade promotion/economic development commendation awards
Minister of Trade, Industry and Energy Awards

Mutual Cooperation with Suppliers

For mutual growth with our suppliers, Korea Creative Content Agency is improving the soundness of our transactions and contract systems. We will improve the payment environment, share performance, protect their technology, and contribute to the coexistence fund to achieve the value of coexistence with our business partners.

Improve payment environment

Korea Creative Content Agency improved the payment environment with suppliers by utilizing the internal electronic payment system. We reorganized the accounting management system, which increased the contract advance payment to 80% and shortened the payment period. In 2022, we paid 155 contracts in advance, a 28% increase from 121 in 2021. In 2022, we signed an agreement with a commercial bank and pilot operated the coexistence payment system while implementing coexistence payment with small and medium-sized suppliers. We expanded the lower threshold for applying the Subcontractor Protector system to KRW 30 million from the existing KRW 50 million and increased the frequency of its use. As a result, 26 transactions were eligible for Subcontractor Protector, which is more than double the number of transactions from the previous year. In addition, we made it mandatory to review purchase requests of business units on the same day, we reducing the announcement processing time by 30%.

Contract amount adjustment

KOCCA concluded fair trade by paying suppliers a fair price which reflects production cost increases or changes in volume. If a supplier requests a contract modification after signing a contract for reasons such as inflation and fluctuation in volume, we change the contract after consulting with the Public Procurement Service and the audit office, and there were also cases where we adjusted the contract amount for overseas events based on a sharp increase in the exchange rate. We increased our contracts which reflects cost increases or fluctuation in volume by 79% from the previous year and increased the down payment by a total of KRW 710 million for price adjustments.

Share achievements and purchase innovative products

Korea Creative Content Agency internalized performance sharing by conducting a performance sharing academy and individual coaching for our employees. As a result, the scale of performance sharing increased by 4.3 times and collaboration sharing by 2.4 times. We discounted the rent for companies in our domestic DMS Sangam Branch and Studio Cube Daejeon branch in conjunction with cooperative profit sharing, and the reduced rent recorded KRW 112 million, which has doubled from the previous year. As a result of our efforts to encourage departments to purchase innovative products and monitor their purchase performance, the amount spent on innovative product purchases increased by 50% from last year.

Protect technology of trading companies

Korea Creative Content Agency conducted awareness-raising educations to promote the protection of small to medium enterprises' technologies through briefings, seminars, and conferences; in 2022, 72.36% of employees involved in transactions with SMEs participated in the activities. We also have rules for signing non-disclosure agreements (NDAs) when transacting with SMEs in 2022 while supporting 14 government projects related to technology protection for cooperating SMEs and signing 10 contracts to support technical data deposits.

Contribute to the coexistence fund

Korea Creative Content Agency has been steadily contributing to the coexistence cooperation fund and the rural coexistence fund. In 2022, we expanded our contribution methods to include contributions from executives and related staff to fundraising efforts. KOCCA will continue to explore ways to make connections with our unique projects, communicate with various stakeholders, and consider regular fundraising for employees to secure more funds.

Increase in contract price adjustments
2.7 times
| 2021 | 2.6 million |
| 2022 | 7.1 million |

Increase in rent abatement
100%
| 2021 | 56 million |
| 2022 | 112 million |

Increase in innovative product purchases
50%
| 2021 | 4 million |
| 2022 | 6 million |

Community Contribution

「CSR in the Community」

3 consecutive years

Awarded 「Jeollanam-do Regional Problem Solving Platform」

Citation from the Governor of Jeollanam-do

Direction of Promoting Social Contribution

To enhance our social contribution capabilities, Korea Creative Content Agency actively seeks coexistence with local communities, establishes clear directions for implementation, and fulfills the social responsibilities of a public institution.

Community contribution system

Social Contribution Vision	Create a Sustainable Culture and Society through Inclusive Local Contributions

Strategic Direction		
	Efforts to revitalize Gwangju-Jeonnam area by resolving pending problems	Drive balanced regional development across the content industry

To fulfill our social responsibility of coexistence with the local community and to help the community in a practical way, Korea Creative Content Agency has strengthened our community contribution system and established a social contribution promotion plan centered on six contribution targets (child, youth, family, elderly, multicultural, and local people). For our continued social contribution activities, KOCCA has established a strategic direction focusing on issues in the Gwangju-Jeonnam region and another focusing on driving balanced regional development of the content industry as a whole, establishing strategic goals, performance indicators, and monitoring systems accordingly. We have been certified for CSR in the Community for three consecutive years and were awarded the Jellanam-do Governor's Citation for 「Citation for the Jelloanam-do Regional Problem Solving Platform」.

Vitalize community outreach

In pursuit of social responsibility, KOCCA solicits input from our employees and local communities regarding social contribution programs. Furthermore, we encourage the employees' engagement in social responsibility practices through the implementation of a social contribution mileage system.

Advisory on Social Contribution Committee

The Social Contribution Committee, composed of external experts and internal employees, operates twice a year, presenting the results of its activities and collecting opinions semi-annually. KOCCA and the committee together discuss collaboration and identify ways to improve and gather opinions on the need to internalize eco-friendly values for local residents, supplement and continue programs for multicultural families, and expand and aid beneficiaries of contribution activities. As such, we proposed implementing community-participating eco-friendly social contribution activities like "Value, Green Campaign," prioritizing multicultural families when selecting participants for the Game Culture Family Camp, identifying 16 new beneficiaries, and other alternatives.

Junior Board Social Contribution Subcommittee activities

The Junior Board Social Contribution Subcommittee frequently participates in social contribution activities, shares the results of activities, and collects opinions for improvement. Based on advice from members of the innovation junior board, the subcommittee strengthened a plogging campaign with employees and a content book fair that strengthened the career counseling program. It also discussed building consensus and reaching an agreement to create an additional employee fund.

Community service mileage rewards

To encourage employees and departments to participate in voluntary social contribution activities, Korea Creative Content Agency implemented a social contribution mileage reward program. The mileage award criteria for employees give high marks to activities for children, youth, and families of single parents, grandparents, and multicultural families, while the criteria for departments assign high marks to project-related contributions. In December of 2022, KOCCA awarded 5 outstanding participants and 2 teams with outstanding performance with awards or gift certificates.

Completed local talent training

10,485 people

Jobs matched with local businesses in the content industry

2,431 people

Regional Development in the Content Industry

Korea Creative Content Agency contributes to regional balanced development by fostering content-specific talents, supporting the employment and entrepreneurship of education program graduates, and further promoting specialized content development in different regions.

Foster local talents

To support the continued growth of the local content industry, Korea Creative Content Agency fosters local talent in content fields tailored to each region's characteristics and matches them with jobs in partnership with local companies. The Content Korea Lab provided web content creation education and hands-on video training while conducting training to create content applying new technologies like metaverse and 3D printing, helping local talents enter new markets. The Global Game Center provided training in game development, planning, public relations, and marketing, and the Music Creation Center provided education not only for musicians but also for those involved in music production and sound equipment. In addition, local content centers have been collaborating with local companies and universities to provide on-the-job training and internship opportunities for trainees and held job fairs and personal counseling. KOCCA trained a total of 10,485 people in our local talent training programs and helped 2,431 people find employment through job matching.

Promote local cultural development linked with local contents

Korea Creative Content Agency runs a social contribution program using local content as one of our main projects. The Local Content Center was responsible for the production and distribution of 56 regional contents under the localized content development support project. Localized content is based on local culture or history, allowing for unique storytelling. In 2022, local nature-based content dominated most of the content. The localized content is used for tourism and local products, contributing to revitalizing the local economy.

Our Character

Korea Creative Content Agency is holding the Our Character Award to raise awareness of local and public characters. We have operated the Our Character Pavilion at the Character Licensing Fair and held the Our Character Festival in conjunction with the 2022 Korea Cultural Festival. A promotional pavilion dedicated to Our Characters was set up at Jamsil Sports Complex, and 28 characters that pre-existing award-winning works and advanced to the main round of the 2022 Our Character Grand Prize paraded from Jongno 5-ga to Gwanghwamun. Through such follow-up events, KOCCA has raised public awareness of local and public characters.

Our Character award ceremony

Our Character festival

Leveraging Content to Contribute to the Community

To ensure that all citizens can enjoy content and experience happiness, Korea Creative Content Agency has established a tailored support system for content-disadvantaged groups.

Making content accessible to vulnerable populations

To enable culturally vulnerable groups to enjoy content, Korea Creative Content Agency has expanded tailored access opportunities for content specifically designed for marginalized groups. KOCCA invited local youth, multicultural families, and single-parent households to an orchestra concert aimed at improving awareness of people with disabilities. Additionally, we produced video content to help the digitally vulnerable population understand the NFT market and shared it on our social media channels. Furthermore, we screened animations at local child welfare centers. KOCCA also organized nationwide animation screening events for children and teenagers at 71 child and youth centers across the country, providing them with opportunities to enjoy diverse content.

Domestic animation screening attendees

13,460 people

Environment-themed storybook donation

The picture book, "Great Trouble for the Earth Bath Loofah," illustrated by children in the Naju region, serves as a subsequent initiative under the Storyium Environmental Story Project. To broaden its accessibility, 1,131 copies were distributed to 377 child welfare centers in the Jeollanam-do region.

Content library event

Korea Creative Content Agency organized the Content Library Book Fair for youth in the Gwangju and Jeollanam-do regions and invited content creators to allow youth to explore their career paths. For local residents, we donated a total of 320 books that the content library and employees owned while also providing a service to lend materials to other organizations in cooperation with local hospitals and libraries. 100% of the participants that attended the Content Library Book Fair showed intention to participate in the event again.

Character recycling challenge

Korea Creative Content Agency has established spaces at various content events where attendees or participants can make donations. The donated items are then distributed to culturally marginalized groups. For instance, during a character licensing fair, the agency conducted a Character Recycle Challenge, encouraging attendees to donate unused dolls. The donors were given commemorative gifts, and the 332 dolls received were cleaned and subsequently donated to child welfare facilities.

Spread of healthy game culture for children and adolescents

Korea Creative Content Agency is hosting a Game Culture Family Camp to promote a healthy gaming culture among children, adolescents, and their parents. The agency provides additional points to participants from marginalized backgrounds. In 2022, a total of 623 local residents, a 22% increase from the previous year, participated in the Game Culture Family Camp. Additionally, KOCCA conducts outreach Game Culture Classes and Game Literacy education for Parents. In the Game Culture Classes, 1,164 participants, including special-needs individuals, multicultural families, and youth from economically disadvantaged backgrounds, took part. Game Literacy education for Parents targeted a total of 931 participants, including adults from child and youth welfare organizations and the elderly.

Realizing Social Responsibility

Korea Creative Content Agency fulfills our social responsibility as a public institution by supporting social economy enterprises and the socially vulnerable. We will strive to implement and spread social values to establish ourselves as a representative organization contributing to the local community.

Increase purchases from social enterprise producers

KOCCA expanded company-wide purchasing of products from social economy enterprises. We conducted external consulting and combined direct and indirect purchases through consignment companies to expand the purchase of products made by people with severe disabilities. We also eased the terms of private contracts and doubled the contract signing limit while launching a <Good Buy> campaign for all employees to promote the internalization of public procurement. We also discovered new government-recommended suppliers and encouraged signing contracts with them via company-wide announcements, purchasing KRW 97 million worth of consumable materials through unit price contracts with social cooperatives. With these efforts, our purchases of products from social economy enterprises increased significantly in 2022, especially with a 240% increase for businesses with disabled employees.

Increase in product purchases from businesses with disabled employees

240%

2021	737 million
2022	**2,505 million**

Support socially responsible companies

Korea Creative Content Agency supports projects that address social issues or align with ESG values in a separate category among existing projects. We promoted social venture support as a regular project among the startup incubation programs and raised the maximum funding limit per company by 25% while providing KRW 500 million to 8 companies related to disability-friendliness, social conflict resolution, and safety and health. In the cultural technology R&D sector, we established the ESG value diffusion field and supported innovative cultural technologies and service improvement of public cultural facilities.

Key examples of supporting socially responsible companies in 2022

Project Name	Achievements
Commercialized <Removing>, a health habits management service providing content customized to seniors (re:moving)	Achieved KRW 100 million in sales and was designated as a preliminary regional social enterprise in Seoul
	KOCCA Demo Week Special Award, Shinhan Life Open Innovation Grand Prize, Seongbuk-gu Youth Social Venture Entrepreneur Training Contest Grand Prize
Commercialized <Care_Bom>, a content-based healthcare communication platform that connects experts for the healthcare of patients with kidney disease (Junction Med)	Certified as a health and welfare type preliminary social enterprise, certified as a social venture company
	Signed MOU to provide services to Sung Shim Choong Ang Hospital and Wonju Health Welfare Social Cooperative
	Secured a partner company, CookPlay, sold diet, created and distributed diet management contents
CPR training content development project for creating a safe society (Heart Safety)	Achieved KRW 130 million in sales, won the Ministry of SMEs and Startups Maker Star competition
	Completed preliminary social enterprise certification by the Ministry of Employment and Labor, won the SBA Seoul Award for Excellenct Product

Operate local coexistence program

Korea Creative Content Agency conducts various social contribution activities for local communities and the socially disadvantaged. We provided training sessions in tax and privacy protection for small business owners and donated safety life environment creation packages, including fire extinguishers to local multicultural, one-parent, and grandparent families. In 2022, we held 3 <Bitgaram Blood Donation Relay Campaign of Love> and offered 4 hours of leave on the day and awarded social contribution points for the employees donating blood while also recognizing the donation as 4 hours of receiving training. For the low-income and out-of-school youth, we delivered packages of sanitary pads in collaboration with external youth support centers. We sent messages of encouragement and hope to local residents utilizing the Smart Media Station located in Naju Innovative City, contributing to resolving COVID-19 blues.

Diversity and Equal Opportunity

Barrier-free

Korea Creative Content Agency supports the barrier-free project by content genre to enhance the content accessibility for all users. We will realize and spread the barrier-free policy with all our efforts, ranging from creating sign language subtitles and R&D for barrier-free to training and researching diversity.

Achieve barrier-free in the content industry

Barrier-free means removing the physical and psychological barriers to lead a comfortable life. Korea Creative Content Agency applied the barrier-free policy to the content industry to create an environment where both people with and without disabilities can access content equally. Furthermore, KOCCA connects programs that added barrier-free factors with existing projects to spread the idea of barrier-free to various genres of content and industry-wide.

Broadcast & Video

Korea Creative Content Agency added "ESG Public Section" in the broadcast video content production support sector in 2022 and provided multicultural acceptability enhancement training to the agency in charge of the production support business. We also held a short-form video contest with the topic of the socially disadvantaged and aired 10 works on domestic OTT platforms.

Music & Performance

We prepared a stage where people with and without disabilities and held several barrier-free performances. <Let's Do It! Barrier-free Music Concert with Dog>, receiving support for space planning-oriented event hosting, allowed the audience members with the visually impaired to accompany assistance dogs and offered sign language subtitles. <What are you looking for? The Sign Language Performance!> was a barrier-free convergence performance collaborated with hearing and deaf musicians, sponsored by Korea Creative Content Agency and hosted by Chungnam Music Creation Center. Potential social enterprises and locally based musicians, along with the participation of the hearing-impaired, deaf, and non-disabled individuals, attended the performance together.

Guidelines for enhancing content diversity

For the proliferation of ESG management in the content industry, KOCCA developed guidelines for promoting content diversity to offer a unified set of standards for domestic content companies to reference, aiming to alleviate confusion among enterprises seeking content diversity. In the future, the agency plans to continuously refine the guidelines to ensure that practical implementation occurs in the field in response to environmental changes surrounding the domestic and international content industries.

Start-up

Korea Creative Content Agency supported THISABLED's global platform for artists with developmental disabilities worldwide. The platform achieved a revenue of 1 billion KRW, a 124% increase compared to the previous year in 2022, and successfully attracted a total investment of 200 million KRW. Furthermore, achievements were realized, including the signing of 21 MOUs related to ESG, external exhibitions involving lobbying at the presidential office, and winning the ESG category in Shinhan Bank's Open Innovation, among others.

Enhance game accessibility for players with disability

Korea Creative Content Agency operates various projects so that players with disabilities can enjoy game content. We added the game accessibility rights for disabled players to the serious game content production support for the first time, conducted basic research on improving accessibility in games for people with disabilities, and published the content of the research in braille. "The National e-Festival for Students with Disabilities" took place with National Institute of Special Education and Netmarble, attracting the participation of 1,357 disabled students and teachers across 9 events. Additionally, separate funding was secured to organize the "National Disabled e-Sports Competition" in collaboration with physical education. Furthermore, KOCCA collaborated with the National Assembly to discuss the accessibility for the disabled in e-sports, contributing to the submission of a revised bill aimed at expanding avenues for participation in disabled e-sports.

Basic research on improving accessibility in games for people with disabilities

Braille report published

Production of additional educational content: 47 episodes with

Sign language subtitles

Agency official planning content subtitles inserted

100%

Barrier-free R&D

Korea Creative Content Agency has not only pursued the 'Cultural Service Dissemination-oriented Technology Development' project and service expansion for traditional culturally excluded groups but has also newly established fields (categories) in the open call category, such as 'Cultural Industry Safety' and 'Cultural Excluded Groups,' to drive R&D initiatives in line with diverse idea-based ESG values realization. Additionally, various barrier-free challenges facilitating cultural enjoyment and participation for culturally excluded groups were identified and supported.

Projects for the underprivileged among the 2022 culture, sports, and tourism for barrier-free access

Exhibit guide terminals for smart visits for the visually impaired

Water wheelchairs for barrier-free marine tourism

Sign language translation technology in exhibitions for deaf and hearing disabled

Create educational content applied with the barrier-free policy

To spread awareness of the barrier-free policy, Korea Creative Content Agency created separate educational content to introduce the policy in detail. The curriculum was delivered both online and offline and covered the current status of barrier-free policy, examples by genre, and related jobs and prospects. For on-site lectures, the contents were simultaneously interpreted into sign language according to attendees' needs. We also produced a total of 47 additional sign language subtitles to introduce barrier-free to existing educational content.

Sign language subtitle content

Barrier-free lectures

Examples of barrier-free application

Internalize barrier-free policy within the agency

Korea Creative Content Agency internalizes the idea of barrier-free throughout the agency with content creation and educational planning. Greetings from the president of our agency are available in sign language videos and braille brochures, the official brochure was produced in Braille, and all our video content features subtitles. We also held an orchestra concert for the visually impaired to raise disability awareness. We will continue to consider diversity when selecting topics and speakers for forums and provide text interpretation or subtitles at events to enhance barrier-free accessibility.

President's sign language greeting

Disability awareness in workplace concert
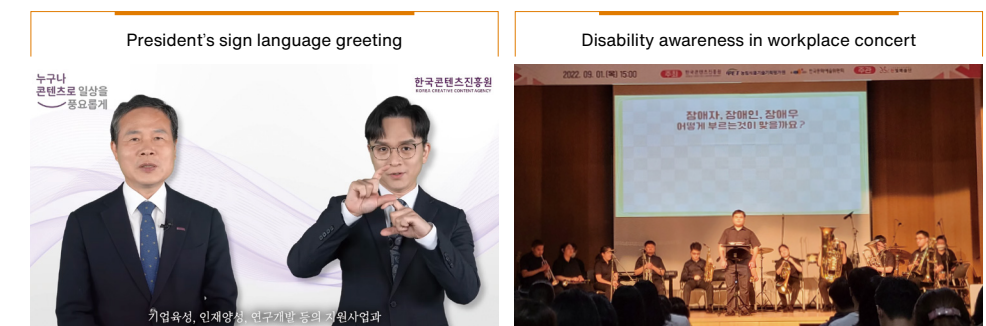
Inclusive Organizational Culture

To provide equal opportunities to all members of the organization, Korea Creative Content Agency operates our business considering fairness and equity.

Fair hiring process

Korea Creative Content Agency has established a fair recruitment process centered on job competencies. To eliminate discrimination and bias, blind recruitment has been introduced. The recruitment process is transparently operated through practices such as disclosing written test scores and providing a mechanism for objections, enhancing credibility. We also increase recruitment accessibility through online channels.

Skill-oriented fair hiring process

Preparation	Screening management	Post-management
Job Analysis - Definition of job competencies and development of job descriptions	**Panel Composition** - Mandatory attendance of external panelists and female panelists for each stage	**Information Disclosure** - Public disclosure of written test scores (applicants) - Public disclosure of employment candidates' familial relationships and current employment status (website)
Planning - Deliberation and approval of recruitment plans through the personnel committee	**Evaluation Operation** - Adherence to blind recruitment practices - Conducting pre-evaluation orientation sessions for panelists - Operating written tests based on job relevance through collaboration with specialized institutions	**Data Management** - Archiving of original and digital documents - Return of submitted documents (upon request)
Job Posting - Posting recruitment notices for 15 days or more - Introduction of blind recruitment process		**Communication Management** - Conducting satisfaction surveys - Operating a system for objections and appeals

Socially equitable hiring

Korea Creative Content Agency promotes equity in our hiring process. We have expanded promotion through collaboration with local governments and related agencies. Additionally, we have provided additional points to candidates for socially equitable recruitment, resulting in an expanded hiring of individuals with disabilities, local talents, national merit recipients, and high school graduates. Furthermore, we have strengthened the internship program in collaboration with local universities, providing the local youth with opportunities for work experience and creating a platform to enhance their employability skills.

Improve treatment of civil servants

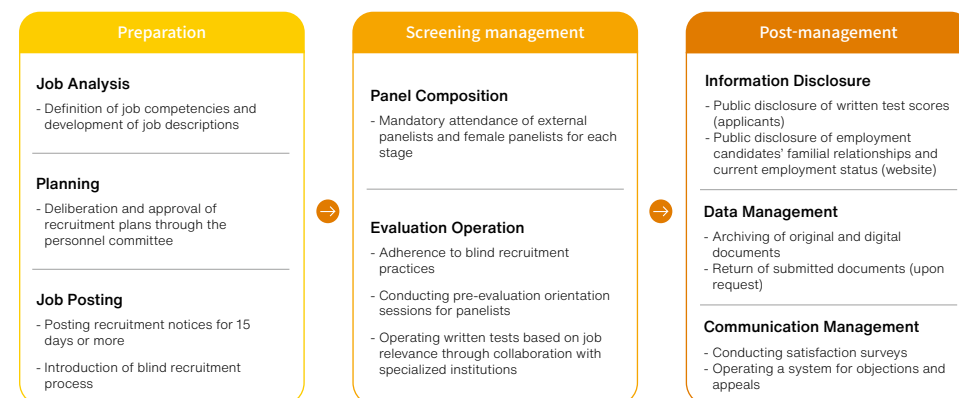Korea Creative Content Agency applies the same remuneration table to employees performing the same job regardless of their employment type, and we also diligently take follow-up actions after converting civil servants to full-time employees. Through the Civil Servant Treatment Improvement Committee, we have identified 27 agendas to improve the HR management system and treatment of all civil servants and implemented 12 of them immediately, alleviating any grievances of employees.

Reinforce work-life balance

To ensure the happiness of our employees and maintain our status as an excellent organization for work-family balance, Korea Creative Content Agency creates an environment for "life with family" and a "childcare worry-free workplace." To enhance quality of life and productivity at the same time, KOCCA has implemented a total of 60 flexible work systems. We offer 9 part-time work schedules and other various options, and the satisfaction rate for our flexible work system reached 97.8 points. We also allowed employees to save and carry over their accumulated unused annual and compensatory leave. Furthermore, we provide 10 days of annual leave for family illnesses, accidents, and other similar reasons. As a result, we achieved a satisfaction score of 97.5 points for our childcare system. We also introduced a smart work system that allows employees to work at designated branch offices to ease difficulties in childcare, family care, personal illness, and other matters. We improved childcare-related systems as well, providing and encouraging men to take the same leave periods as women and introducing a prenatal parental leave system. We further provide leaves for infertility treatment and family care leaves acknowledged for various reasons. As a result of these efforts, KOCCA has been continuously certified as a family-friendly organization since 2014, solidifying our reputation as a gender equality organization.
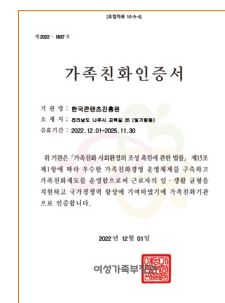

Unfairness pointed out in the hiring process

Zero

Full-time workers with disabilities goals achieved

100%

Local talent hiring goals achieved

100%

Family-friendly certification

9 consecutive years

Human Rights Protection

Spreading a Culture of Respecting Human Rights

To implement human rights protection and to spread human rights management, Korea Creative Content Agency continues to carry out related activities inside and outside our organization. Until a culture of prioritizing human rights establishes itself firmly, KOCCA will continue to develop related systems and carry out effective practices.

Strengthen the human rights management system

To spread a culture of respecting human rights, Korea Creative Content Agency has renovated human-rights-related systems from within. We first reviewed and revised regulations and related manuals on human rights violations, which include bullying, workplace harassment, sexual harassment, and sexual violence. We also promoted the Sexual Harassment and Sexual Violence Grievance Committee as a permanent organization, striving to review and strengthen the human rights remedy process. We also focused on training to prevent any human rights violations. We provided such training for all employees, including the Big 4 violence prevention training and sexual harassment and violence education for senior managers. Through a total of 6 trainings, we reminded of human rights to 1,524 cumulative employees and raised their awareness of human rights violations; KOCCA will continue to strive to spread a culture of respect for human rights.

Human Rights Impact Assessment

To identify key human rights issues within the organization, Korea Creative Content Agency conducted a human rights impact assessment, thereby enhancing the execution capability of human rights management. Human Rights Management Committee reported and examined the progress on the nine improvement tasks identified in the 2021 human rights impact assessment. After checking the checklist of 116 items for the 2022 human rights impact assessment, it was found that the number of improvement tasks decreased by approximately 78% compared to the previous year. With the decrease in improvement tasks, KOCCA plans to evaluate the institution's efforts in human rights protection and enhancement by preparing a new checklist for the 2023 human rights impact assessment to ensure the continued progress of the assessment.

Spread human rights management in the content industry

To protect the human rights of various stakeholders using content, Korea Creative Content Agency engages in various activities centered around the Fairness Center, a dedicated department on the topic. To protect the rights and interests of the content industry workers, the center operates programs to prevent unfair practices by entertainment agencies, such as unregistered ones, and provides legal support to workers in popular culture and arts. We also offer psychological counseling and psychological tests for entertainers and trainees to improve their depression, self-destructive tendencies, and stress. Our efforts have resulted in guiding 89 unregistered agencies and conducting 104 free popular culture law consultations. The number of psychological consultations we offered increased from 902 in 2021 to 2,612 in 2022, an 189.6% increase.

Spread a gender equality culture in the content industry

Our commitment to spreading human rights management across the content industry has also led to expanding a culture of gender equality. KOCCA operated the Sexual Harassment and Sexual Violence Reporting Center and strived to provide relief to victims of sexual harassment and violence in the industry. We also conducted preventive training through outreach programs in an attempt to cut off the source of scandalous events. In addition, KOCCA conducts research to improve support for the Content Gender Equality Center and strengthens the capabilities of gender equality experts, doing our best to spread gender equality in the industry. In 2012, we provided support for 3 victims of sexual harassment and sexual violence, and a total of 11,162 people received training on gender equality.

Increase in entertainer and trainee psychological consultations

189.6%

2021   902 times

2022   **2,612 times**

Gender equality training for content industry workers

11,162

Respect for Talents

Increase in capacity-building programs

100%

2021	10
2022	**20**

Employee Professional Development

Korea Creative Content Agency systematically administrates human resource management to ensure our employees are equipped with professional competencies for their jobs and fairly evaluated for their performances.

Enhance job expertise

KOCCA makes various efforts to develop and enhance our employees' competencies. First, we provide customized training for each position by linking the Career Development Program (CDP)[1] with the training curriculum. We established annual training plans for each individual's job and growth stage and implemented job training linked to the CDP. We identified training needs utilizing individual careers via internal communication channels and established and operated an in-house instructor system to circulate job expertise.

Implement customized training

KOCCA provides customized training to foster creative public talents with both industry expertise and administrative capabilities. We offered training on industry trends, subscription reading training upon demand, and training for expected retirees and professional positions; we also expanded training for prospective managers, new managers, and women leaders, increased the number of capacity-building programs for new employees, and promoted ESG-related training programs about the roles and responsibilities of public institutions. To motivate the training, we rewarded outstanding participants through the training mileage system and established a training plan for the next year based on participants' input.

Rebuild the overall performance evaluation system

KOCCA strived to establish a reasonable organizational and individual performance evaluation system. We first established the internal performance management system and improved departmental performance evaluations overall. We then established a consistent performance survey system, strengthened indicator management procedures, and enhanced performance reliability through close-up management. To increase internal acceptance of the reorganized system, we held briefings for employees in all departments, consulted with performance management experts, and identified improvement plans with feedback from internal employees.

Establish a fair compensation system

In line with the current government's guidelines, KOCCA has improved our personnel evaluation system for fair compensation. We subdivided the performance pay ratio from 5 levels to 6 per the government's policy and linked the evaluation results to training. Specifically, we added to the job training within the education and training rules a "potential achiever training," namely the training for employees whose job performance is relatively insufficient and evaluated as below a certain standard. We also have a management plan in place for underperforming departments through labor-management consultation.

Improvement of the personnel evaluation system

To improve the fairness of the evaluation system and employee acceptance at the same time, we implemented a joint labor-management review of the HR evaluation system and concluded on the system for 2022 through bilateral consultation during the Labor-Management Council. The evaluation department also strived to establish an evaluation system within ERP[2] and clarify the pre-interview procedure. We further established procedures for appeals and deliberations on HR evaluations to improve both procedural fairness and transparency.

Accumulated performance of Content Creative Talent Accompaniment Project[1]

Prospective creators	3,253
Content experts	1,560
Agency	127

1. Career Development Program (CDP): A system that institutionalized talent development, which is central to the institution's development
2. ERP (Enterprise Resource Planning) System: An integrated information system that efficiently manages all resources used in corporate activities to enhance corporate competitiveness

Educational Programs in the Content Sector

Korea Creative Content Agency reinforces education for pop culture artists and current and prospective creators in the content industry through online education sites and offline apprentice mentoring.

EDUKOCCA

EDUKOCCA is an online education site of Korea Creative Content Agency that provides free education related to K-content. Anyone can take courses in desired field and those already in the content industry can participate in the Content Step-Up and Content Insight programs to enhance their professional skills.

Content Step-Up

Content Step-Up is a program for those in the content industry to share trends in the content industry and participate in hands-on workshops and mentoring in collaboration with leading companies and experts. The program held a total of 18 trainings in 2022, covering content-related topics ranging from K-video content IP to K-POP producer training to content localization, as well as topics on new technology.

Content Insights

Content Insights consists of large-scale seminars learning about content industry trends from domestic and foreign professionals and mentoring by speakers. In 2022, content masters and experts showcased innovative worldviews through the creation and development processes, know-how, and platform utilization in the fields of IP, technology, and platforms. The theme revolved around the birth, realization, and dissemination of worldviews, and featured lectures and mentoring sessions by content creators based on this theme.

Content Creative Talent Accompaniment Project

To foster excellent content creators who will lead the future of the content industry, the Content Creative Talent Accompaniment Project provides project-oriented, on-site mentoring by the top experts in the platform organization network and the content field to creative trainees. In 2022, Moon Ji-won, a graduate of the Content Creative Talent Accompaniment Project and a screenwright for the drama "Strange Lawyer Woo Young-woo" and the movie "Witness," met the mentees through the event.

Content Impact program

Content Impact is a program that involves experts, major companies, and universities to discover and cultivate interdisciplinary talents. In 2022, Korea Creative Content Agency supported content planning and production using advanced technologies. Content Impact provides mentoring, expert feedback, and assigns facilitators, and it also conducts follow-up support for outstanding projects from previous years. In 2022, Content Impact developed a total of 44 projects, 203 trainees completing the course. Projects created through the Content Impact program were presented at the 2022 Content Impact Showcase. 11 convergence content performances and 18 media art exhibitions were held in various other locations, and more than 1,300 visitors visited the showcase over 8 days.

Project presentation	On-site showcase performance
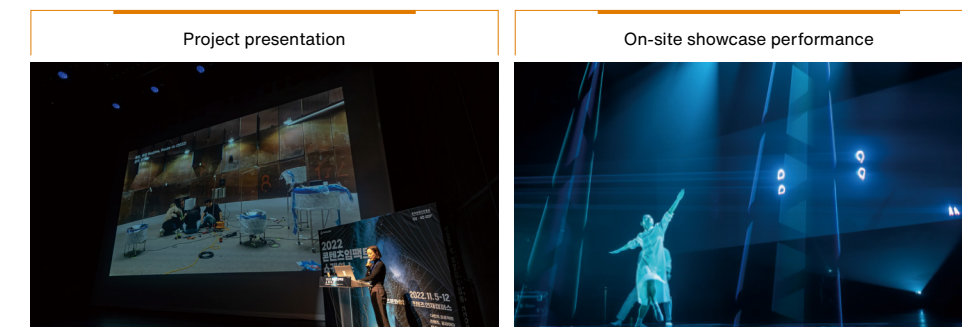
1. Achievements accumulated from 2012 to 2022

Safety Management

With KOCCA's own effort

Converted to KOSHA-MS certification

Major accidents in 6 consecutive years

Zero

Establishing and operating safety management system

Korea Creative Content Agency builds safety infrastructure and raises the level of safety management in the working environment of our employees and the content industry as a whole. We have provided safety consulting to major local content organizations and also strives to spread safety culture through content.

Advance the Safety and Health Management System

Korea Creative Content Agency has set safety and health as our top priority and upgrades our safety and health management system to achieve zero accidents. First, we allocated a new budget for safety and health management and established a dedicated organization of the Safety and Health Management Team. With the addition of efforts such as hiring personnel with specialized qualifications, KOCCA has transitioned to obtaining KOSHA-MS safety and health management system certification through our own efforts.

Expand safety leadership

All executives and employees of Korea Creative Content Agency practice safety management, and at the center lies the strong commitment and practice of safety by the management. We revised the "Safety and Health Management Policy" to reflect the beliefs of our president, who jointly declared the safety and health management policy with the head of the union branch. In addition, the president, the vice president, and executive auditor checked the workplace safety in person and encouraged employees to reinforce safety awareness. They checked the status of safety and health management using the Occupational Safety and Health Act and the Serious Accidents Punishment Act as standards and responded to external problems such as torrential rains and fires. Through on-site inspections and other efforts that reached 153% of the target.

KOCCA's President	Vice president	Auditor

Comprehensive participation in safety management

Korea Creative Content Agency actively manages safety through participation and communication. KOCCA establishes an Occupational Safety and Health Committee, holding quarterly meetings. Additionally, all employees of the agency undergo regular industrial safety and health education. New employees are required to complete safety training upon joining, and all safety and health officers have completed specialized training in safety and health management systems. Efforts such as risk assessment education, accident and disaster preparedness training contribute to the agency achieve zero major accidents across all workplaces.

Create a safe workplace

KOCCA also strives to create a safe and healthy working environment by expanding employee communication and participation. We increased rewards for near-misses to raise employee safety awareness, and the participation rate of administrative departments more than doubled compared to the previous year. We also established a dangerous situation reporting system to create a safe and healthy environment and internalized hazardous situation reporting through the near-miss reporting training in the second half of the year.

Major civil accidents in 52 agency events, 16 major local organizations, and 57 infrastructures

Zero

Accidents·disasters caused by heavy rain and typhoons

Zero

Expand safety and health performance measurements

KOCCA is expanding our safety and health performance measurements. We established performance indicators based on the Serious Accidents Punishment Act and strengthened performance measurement as a performance indicator. We also increased the number of safety inspections from 300 in 2021 to 413 in 2022 and expanded the scope of risk assessment to discover hazards and risk factors throughout the agency. We identified 140 risk assessment reduction measures across all departments and improved them by 100%.

Promote employee health

KOCCA made every effort to eliminate factors that harm our employees' health. We provided equipment to prevent musculoskeletal diseases and improved the working environment while conducting a survey on employee hazards and job stress factors for the first time. We surveyed a total of 113 employees, and for those classified as burnout and potential risk groups, we provided one-on-one follow-up psychological counseling. We also operated a job stress prevention program partnered with the Naju Mental Health and Welfare Center.

Lead content safety management

KOCCA contributes to the spread of a safety-centered culture across the content industry. First, we revised the event labor regulations to ensure that contracts are signed only after review by safety managers, provided safety guidance and advice to event organizers through safety management plans, and supported on-site safety inspections. With these efforts, we achieved zero major civil accidents at 52 agency events.

Safety consulting for major local content organizations

For the first time, KOCCA provided safety and health management consulting services to 16 major local organizations and 57 infrastructures. We guided the purchase and deployment of defibrillators, provided consulting on risk assessment, and offered manuals to prevent major disaster accidents when building infrastructure. Furthermore, we distributed safety and health management guidelines and provided educational materials while conducting safety and health training for each stakeholder.

Spread a content-based public safety culture

To promote a safety-centered culture in daily life, Korea Creative Content Agency conducts content-based activities to spread safety culture. We supported piloting a program to educate children on traffic safety on the way to and from school using the metaverse, and a total of 120 children learned traffic regulations and safety precautions through the metaverse experience.

Disaster crisis response manual

In preparation for various disaster crises, KOCCA has prepared disaster crisis response manuals and internalized the responses. We prepared systematic and quick contingency plans through 9 manuals and have set in place emergency measures and emergency support systems in case of emergencies. At the company-wide level, we also conducting the Safe Korea training to share the importance of disaster crisis response.

Measures against natural disasters

To respond to expected natural disasters, KOCCA established a preliminary safety inspection, reporting, and cooperation system. In particular, in preparation for Typhoon Hinnamnor, we established an execution system from typhoon occurrence to damage survey; we inspected buildings and construction sites in advance while the headquarters determined the crisis stage and preemptively activated the on-site accident recovery headquarters. Executives also conducted additional inspections in preparation for the typhoon, and the headquarters was on standby at all times until the typhoon passed, flexibly responding to the situation. As a result, KOCCA experienced no accidents caused by the typhoon.

Information Security

Level diagnosis for personal information management of public institutions

S grade

Agency's nine social media channels hacking

Zero

Personal information leakage incidents for four consecutive years

Zero

Improving Information Security Management System

Korea Creative Content Agency conducted cyber crisis response drills and improved the information protection manual to enhance personal information protection. We conducted information security consulting and shared cybersecurity information with external organizations to advance our information security management system.

Advance the information security system

KOCCA is strengthening our information security management system to protect our information from various infringements. For the first time within the agency, we secured a new budget to implement the personal information protection management system improvement consulting and conducted a total of five consulting sessions to improve the information security management assessment. The efforts of three external consulting sessions and two information security workshops and mock drills led to an improvement in the information security management assessment scores and a high score in the personal information protection level diagnosis.

Enhance information security capabilities

KOCCA is enhancing our crisis response capabilities to respond appropriately to increasingly sophisticated cyber attacks. We updated and improved the contents of the cyber crisis response manual and specified individual duties. As a result of 13 information system security inspections and cyber response drills against various hacks, there were no incidents of virus infection or hacking despite a total of 696 hacking attempts. As we expand the professional training of information security personnel from 44 hours in 2021 to 76 hours in 2022, KOCCA will increase trust in our agency with airtight security.

Personal information protection

KOCCA has been conducting various activities to protect the personal information of the public using our information systems and prevent any leaks. We conducted company-wide personal information protection training and provided customized training to the personnel in charge, emphasizing the importance of privacy. We also investigated the status of personal information files, improved management measures, and thoroughly managed relevant access records. Having secured a budget for personal information protection, KOCCA will continue to strive to protect the personal information of the public, who are both users and the subjects of information. Through these efforts, KOCCA achieved zero personal information leakage incidents for four consecutive years.

Internalize employee information security

As the employees of Korea Creative Content Agency come into contact with intimate information of various stakeholders, they must have a particularly high information security awareness. As such, we designated the first day of every month as Personal Information Protection Day while announcing trends in information security daily to raise awareness of the importance of information protection. We also conducted personal information training for employees, and a total of 467 employees completed the session. In December, we further conducted an internal information security audit to raise awareness of information security.

Strengthen information technology exchange

KOCCA shares the latest information on cybersecurity in cooperation with the National Intelligence Service and public institutions in Gwangju and Jeollanam-do. In August 2022, a total of 12 public institutions from Gwangju and Jeollanam-do participated in an information security workshop, and in September, we joined the Honam Cybersecurity Conference. We presented research papers on information security, personal information protection, smart security, and other various topics and held special lectures on information security. At the same time, we operated the Web Vulnerability Contest and the Information Security Camp to run related programs. We also awarded the winners of the Information Security Hacking Contest to discover and foster local information security talents.

Labor-Management Cooperation

No conflicts between labor and management

14 consecutive years

Labor-Management Relations System

To reconcile workers' diverse interests and increase their participation in management while ensuring transparency in our operations, Korea Creative Content Agency has attempted to innovate a cooperative labor-management relationship. We established a mid- to long-term roadmap to enhance communication and cooperation within the agency and introduced various performance indicators to check the actual performance. Our labor and management are also actively engaged in communication through the legitimate operation of the Labor-Management Council.

Building a mid- to long-term strategy and setting performance indicators

Goals	Improving the Work Environment Base on Communication and Collaboration		
Strategies	Expand worker participation and enhance labor-management relations	Enhance communication effectiveness and labor-management capabilities	Reflect the diverse interests of workers
Strategic Goals	Conclude reasonable collective bargaining agreements	Enhance the effectiveness of the Future Planning Committee	Improve working conditions for civil servants
	Expand labor-management communication	Establish indicators and implement capacity building training	Work-life balance and safe working environment

Through a labor-management agreement, Korea Creative Content Agency derived a mid- to long-term roadmap to improve the working condition. The plan lays the groundwork by refining the cooperative relationship by 2023; strengthens the agency's competitiveness and improves the working environment and satisfaction based on labor-management cooperation from 2024 to 2025; and implements new mid- to long-term tasks and externally spread best practices as an exemplary labor-management relations agency from 2026 onward. In addition to the specific implementation tasks, KOCCA has established performance indicators to demonstrate the achievement of the tasks. The progress of collective bargaining agreement revision, labor-management agenda agreement rate, and labor-management satisfaction are set as quantitative indicators, while the operation of the labor union observation system, efforts to secure committee effectiveness, and efforts to improve the working conditions are set as qualitative indicators. Through these indicators, KOCCA checks labor-management relations and pursues innovation.

Operate the Labor-Management Council

Korea Creative Content Agency operates lawful labor-management councils at least once a quarter and holds additional meetings depending on any major agendas. In this process, we coordinate schedules in advance to actively encourage representatives from both sides to participate. Furthermore, the branch heads directly participate in the labor-management agreement to share opinions and materials efficiently.

Share current issues and collect opinions

Korea Creative Content Agency promotes efficiency in sharing issues with labor and management representatives directly participating in various organizational operations. The representatives participate in discussions on major events, such as worker representatives visiting the board of directors and labor union branch managers joining management strategy meetings. We also promote communication between labor and management through the internal petition system "KOCCA Cider," Workers Councils, Treatment Improvement Councils, and events with executives and employees.

Achieved female
executives ratio

40%

Appointed disabled cultural and
arts professional non-executive
director

Agency's the first

Ethical Management Committee
and the Innovation Task Force
Organization

Established

Conflict of interest
complaints

Zero

Comprehensive information
disclosure assessment of the
Ministry of the Interior and Safety
for 5 consecutive years

Grand achievement

Governance

A sustainable future for an institution requires a foundation of sound governance. Enhancing corporate value and credibility, realizing ethical management, preparing for business risks and creating opportunities, and increasing communication with stakeholders is only possible when the highest decision-making body has the ability to appropriately consider both public value and business efficiency.

In order to establish our position as an institution trusted by the public, Korea Creative Content Agency has established an advanced governance structure by revitalizing the operation of the board of directors, expanding the participation of non-executive directors in management, and securing diversity in the board of directors. In addition, the implementation of ethical management has been enhanced by reorganizing the internal system, promoting integrity activities, and strengthening compliance with the law. The promotion of innovation and enhanced communication with stakeholders has improved the efficiency of business management and business execution, and the disclosure of content industry information held by KOCCA has ensured the public's right to know. KOCCA promulgated guidelines for expanding content diversity and creating an eco-friendly ecosystem, conducted ESG education, and actively disseminated ESG values to the content industry.

5 GENDER EQUALITY   **8** DECENT WORK AND ECONOMIC GROWTH   **10** REDUCED INEQUALITIES   **16** PEACE, JUSTICE AND STRONG INSTITUTIONS

Board of Directors

Board of Directors Status

The board of directors of Korea Creative Content Agency is composed of one president, one executive director, and seven non-executive directors. In addition, an executive auditor participates in the board of directors.

Board composition

KOCCA's board of directors is the core decision-making body for ESG management. Executive and non-executive directors are appointed as experts in their respective fields, discusses proposals and realization plans for each ESG issue, and the contents are transparently disclosed through ALIO.

Base date: Sep. 13. 2023

Title·Position	Name	Gender	Experience	Term
Executive Agency Head (President)	Hyun-rae Cho	M	· (Former) Head of Public Communication, Ministry of Culture, Sports and Tourism · (Former) Tourism Industry Policy Officer, Ministry of Culture, Sports and Tourism · (Former) Arts Policy Officer, Ministry of Culture, Sports and Tourism · (Former) Content Policy Director, Ministry of Culture, Sports and Tourism	Sep. 03. 2021 ~ Sep. 02. 2024
Executive Auditor (Auditor)	Bon-hee Jeon	M	· (Former) Head of Public Audit Division, Board of Audit and Inspection · (Former) Auditor, Gyeonggi-do Board of Audit and Inspection · (Former) Auditor, Board of Audit and Inspection · (Former) Secretary, Ministry of Government Administration	Mar. 08. 2022 ~ Mar. 07. 2024
Executive Director (Vice president)	Hyun-seok Yoo	M	· (Former) Senior Administrator, Office of the Presidential Press Secretary, Blue House · (Former) CEO, R2B Creation · (Former) Team Leader, LG Ad	Sep. 26. 2022 ~ Sep. 25. 2024
Non-executive Directors	Yang-su Yoon	M	· Director of Content Policy, Ministry of Culture, Sports and Tourism	Sep. 13. 2023 ~ office term
	Seon-ju Kwon	F	· CEO, Blue Cloud · Affiliate Professor, Department of Specialized Psychotherapy, Seoul Cyber University · (Former) Member, the National Economic Advisory Council to the President	Nov. 02. 2021 ~ Nov. 01. 2023
	Jong-oh Lee	M	· Executive Director, Korea Sustainability Investing Forum · Secretary General, CDP Korea Climate Change · Executive Committee Member, Korea Social Responsibility Network · Steering Committee Member, Korea Beyond Coal	Nov. 02. 2021 ~ Nov. 01. 2023
	Song-young Kim	F	· 1st solo exhibition at Jeanne M.G Gallery · 2nd solo exhibitions at Woojung Art Museum · 3rd and 4th solo exhibitions at Insa Gallery · 5th solo exhibitions at Insa Art Center	Oct. 25. 2022 ~ Oct. 24. 2024
	Gui-hee Bang	F	· President, Korea Disabled Artist Association · Chairperson, Disabled Artist Cultural Artistic Activities Support Committee · Affiliate Professor, Graduate School of Social Welfare, Soongsil University · Special Professor, Department of Broadcasting and Creative Writing, Soongsil Cyber University	Oct. 25. 2022 ~ Oct. 24. 2024
	Young-hoon Lee	M	· CEO, Daedong Tech · CEO, Daedong Global Company · Secretary General, Korea Vision Forum · Vice Chairman, Gangseo-gu Chamber of Commerce, Seoul, Korea	Oct. 25. 2022 ~ Oct. 24. 2024
	So-young Moon	F	· Culture Reporter, JoongAng SUNDAY · (Former) Culture Editor, Korea JoongAng Daily · (Former) Economics Reporter, Korea Joongang Daily · Affiliate Professor, College of Fine Arts, Sungshin Women's University	Oct. 25. 2022 ~ Oct. 24. 2024

Female executive ratio

40%

Activating the Board of Directors

In response to the increasing importance of ESG management, Korea Creative Content Agency has revised our board management system to reflect social responsibility. The role of non-executive directors has been strengthened to enhance the activation of the board.

Enhance board management efficiency

To revitalize our board of directors, Korea Creative Content Agency introduced a new performance indicator of the management, which includes the number of subcommittee meetings and the rate of pre-deliberation. We also actively utilize non-executive directors' participation in management to enhance efficiency. For example, we added religion, disability, and race to the existing three recruitment factors of the Human Rights Management Charter by reflecting the advice of non-executive directors.

Appoint and expand the roles of non-executive directors

KOCCA appointed non-executive directors considering our key initiatives, as well as public values. As a result, we appointed cultural and artistic professionals, journalists, field experts, and a cultural and artistic professional with disabilities as our professional directors. We increased the diversity of the highest decision-making body, recording 40% representation of female directors and exceeding the statutory standard. To help non-executive directors quickly adapt to the board and improve their understanding of management, we implemented a pre-deliberation system and provided key materials in advance, resulting in 108 cases of non-executive directors' participation in management, a 100% pre-deliberation rate, an 89.4% attendance rate, and a 31% rate of reflecting management advice.

Operate subcommittees

Korea Creative Content Agency operates ESG Management Subcommittees and Project Management Subcommittees to strengthen ESG management and expand the participation of non-executive directors in management. The subcommittees held four meetings in 2022, respectively, with an attendance rate of 92.6%, higher than the last year's 89.5%. Through active communication, they proposed and reflected suggestions contained directional suggestions and innovations on the future strategy of the content industry and enhancement of ESG management, and KOCCA is strengthening our management and business management operations accordingly.

Category		Agenda	Number of Suggestions
ESG Management Subcommittee	1st (Apr. 27. 2022)	· Content industry future strategy (draft) · Overseas expansion support project plan to spread the new Korean wave (draft)	7
	2nd (Aug. 25. 2022)	· Agency innovation plan (draft) · ESG management advancement plan (draft)	5
	3rd (Oct. 21. 2022)	· Local content industry development strategy (draft) · Reporting on winning the 1st Korea ESG Innovation Policy Award · Reporting on the ESG management advancement status	6
	4th (Dec. 02. 2022)	· Reporting on winning the Award for Achievements in Mutual Growth · Revision of the Ethics Charter and Human Rights Management Charter (draft) · Results of the ESG management strategy advancement consulting	8
Project Management Subcommittee	1st (Jun. 03. 2022)	· Plan to establish a support system for the entire process in the broadcast video content field · Mid- to long-term strategy for fostering the K-animation industry · Plan to expand content finance policy	6
	2nd (Aug. 24. 2022)	· Reporting on the Convergence Academy status · Reporting on mid- to long-term strategies for the game industry	4
	3rd (Sep. 07. 2022)	· Reporting on mid- to long-term strategies for the fashion industry · Reporting on mid- to long-term strategies for the story Industry · Reporting on mid- to long-term strategies for the tangible-type content industry	7
	4th (Nov. 09. 2022)	· Reporting on corporate fostering future strategies	2
Subcommittee management suggestions (number of cases)			45

Ethical Management

Established in 2022

Ethical Management Committee

Ethical Management System

Korea Creative Content Agency reorganized ethical management system to comply with social responsibilities and to respond to the public's needs for compliance and ethical management.

Completely reorganize the ethical management system

Goals

Obtaining the Highest Grade in the Overall Integrity Assessment, 100% Training Completion Rate, and Zero Recruitment Corruptions, Human Rights Violations, and Contract Corruptions

Promotional Strategy

Ethical management system enhancement	Advanced corruption risk management	Ethical culture diffusion	Promotion of a culture of human rights

Strategic Tasks

Assessment of Ethical Management Implementation Standards	Strengthening anti-corruption management systems	Reinforcement of the internalization of ethical culture	Strengthening the level of awareness of human rights internally
Improvement of the ethical management practice framework	Recirculation in corruption-prone sectors	Internal and external diffusion of ethical management	External dissemination of human rights culture

Korea Creative Content Agency strengthens our ethical management system in alignment with the government's focus on fulfilling the social responsibilities and our internal commitment to ethical and human rights management. First, long-term objectives were established, and performance indicators such as overall integrity assessment and management evaluation were defined. Additionally, medium- to long-term stage-specific goals were established. Furthermore, strategic plans were devised, along with the establishment of corresponding strategic tasks and implementing organizations. Going beyond this, activities in alignment with the stages of internal diagnosis, external evaluation, performance rewards, and evaluation feedback were formulated to foster the resurgence of ethical management.

Reorganize the management system

KOCCA established the Ethical Management Committee that oversees ethical and human rights management. The committee designates executive departments for each strategic task and clarifies their roles while being the backbone of our ethical management. We also completed a self-diagnosis of our ethics-related initiatives and performance. We further reviewed and improved ethics-related bylaws and enacted 3 bylaws to fortify the implementative power of ethical and human rights management, resulting in re-establishing the related bylaws. We also collected opinions internally and externally and revised the Ethics Charter and Human Rights Management Charter to both internalize and externalize ethical management. The revisions included adding details related to stakeholders, externalizing ethical management, and prohibiting discrimination. By revising and publicizing the charter for the first time since 2019, KOCCA signaled the beginning of a new ethical management to our stakeholders.

Derive and implement improvements

Korea Creative Content Agency identified areas of vulnerability through the analysis of the external evaluation results in 2021, emphasizing the urgent need for improvements in unfair business processing, proactiveness, and accountability in task handling, as well as level 3 in the anti-corruption policy evaluation for 3 consecutive years. To this end, KOCCA identified a new system for active administration in 2022, conducted various integrity activities to prevent authority abuse and unfair business, and promoted the active participation of executives in integrity policies.

Integrity effort index and integrity training effectiveness earned

Full score

Executives' ‹Integrity Relay Interview› best practices

Spread to related organizations

Creating a Culture of Integrity

Korea Creative Content Agency strives to foster a culture of integrity. We are practicing ethical management through various integrity activities in addition to activities related to eradicating bribery.

Eradicate abuse

KOCCA has made various efforts to eradicate abuse. We developed an assessment tool for eradicating abuse that increased participation with gamification[1] and distributed it to related organizations. We also tried to internalize a culture of mutual care through abuse prevention training for all employees and online mock report training. We contributed to creating a mutual respect by declaring to participate in eradicating abuse with stakeholders, self-diagnosing the occurrence risk, and distributing promotional materials in B2B events.

Mutual respect perception assessment: 'What do I think of our organization?'

This perception assessment tool is a mutual respect perception test designed for all employees. The questionnaire is structured around cases of workplace bullying, and upon completion of the test, recommendations for mutual respect practices are provided based on the results.

Start the test   Choices by question   Check the result
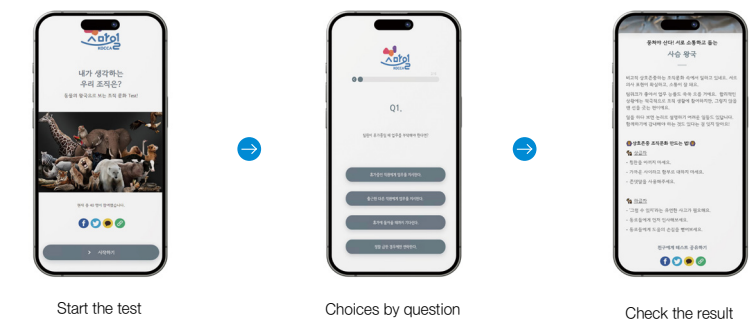
Agency-wide integrity activities

KOCCA practices ethical management through integrity activities involving executives and all employees. We increased the employee interest in integrity through activities. In particular, we have not only our employees but also suppliers participate in the Integrity Culture Festival. We also derived 13 agendas through 17 Generation MZ Meetings and reflected 7 of them while encouraging employees to engage in integrity activities through the mileage system.

Integrity relay interview 'We promise'

KOCCA conducted the relay interviews to spread the culture of integrity, with all executives declaring anti-corruption and promoting integrity policies. The relay videos were posted as a series on our social media channels, contributing to the spread of integrity culture throughout the content industry. They were also disseminated to related organizations as outstanding examples.

President (Nov. 07, 2022)
Integrity is "a value that needs to be protected."

Auditor (Nov. 14, 2022)
Integrity is "a scent."

Vice President (Nov. 21, 2022)
Integrity is "K-content."

1. Gamification: Applying game elements like game mechanics and mindsets to non-game areas, such as transferring knowledge or inducing behavior and interest

Conflict of Interest Management

Korea Creative Content Agency has a stable implementation of the conflict of interest prevention system to ensure the integrity of our business. With bylaws based on the system in place, we promoted internalizing the conflict of interest prevention among employees through campaigns and training.

Establish the conflict of interest prevention system

Goal	Stabilize, internalize, and completely prevent conflicts of interest through activities that consider agency characteristics

Strategy	Stabilize the system through building foundation	Training and promotion for internalizing	Prevent conflicts of interest in practice

Korea Creative Content Agency strives to successfully stabilize, internalize, and implement the conflict of interest prevention system, considering the characteristics of our agency. To establish the system by building a foundation, we prepared conflict of interest prevention bylaws and opened a reporting center within the agency. For training and promotion for internalizing, we implemented customized training and promoted publicity for prevention. To prevent conflict of interest, we received pledges to avoid violations and surveyed diagnoses.

Proactive handling of conflict of interest prevention

Furthermore, we proactively identified areas where conflicts of interest may arise and made efforts to prevent them. First of all, we prepared thoroughly to enact the bylaws on th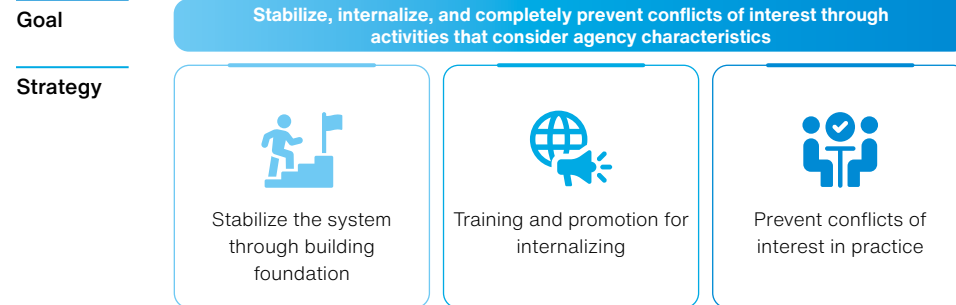e same date as the enforcement date of the corresponding Act, so that there would be no regulatory gaps. To ensure smooth prevention, management, and operation, we designated officers and departments in charge to clarify responsibilities for management and prevention. We also opened an online reporting center and conducted preemptive checks through mock drills.

Internalize conflict of interest prevention

Based on the established system, KOCCA is striving to internalize the conflict of interest prevention. Executives, and other senior management took a pledge to prevent conflicts of interest and displayed the pledge within the agency, and all employees took the pledge as well. We also conducted integrity training on the Conflict of Interest Prevention Act with the executive auditor and conflict of interest law and integrity training for all employees and senior management. At the same time, we provided external training to staff in charge of the conflict of interest prevention system, integrity and conflict prevention training to directors, and training on the Conflict of Interest Prevention Act to new employees. A total of 200 employees completed the training, and 100% of senior management did so.

Practical campaign for conflict of interest prevention

We also did not neglect to promote and check the awareness of the conflict of interest prevention system. We actively promoted the system through various means, such as conducting integrity campaigns on the way to work with executives, distributing leaflet and business manuals online, sending integrity letters to raise awareness and convey executives' commitment, distributing posters on ten things to do to prevent conflicts of interest, and holding internal quiz events to promote understanding of conflict of interest prevention. We also created and distributed special vitamin drinks "Integrity 500" to promote conflict of interest prevention, while executives and employees created self-assessment checklists to check the status of conflict of interest prevention. We also strived to get feedback on the understanding of the system through a diagnostic survey and created and operated an item related to conflict of interest prevention within the integrity mileage to raise the interest of employees.

Conflict of interest incidents and complaints

Zero

Senior management completed the training on conflict of interest prevention laws

100%

Risk Management

Internal Control System

As the environment fluidly changes, flexiblity is gradually becoming more important. Korea Creative Content Agency identifies financial and non-financial risks, identifies risks inherent in the agency, and reviews the project implementation process. We also respond to risk factors by conducting daily audits for rational budget execution and reducing the budget in task handling.

Identify inherent agency risks

KOCCA identifies inherent agency risks and strives to eliminate them at the source. To analyze the internal and external environment, we reviewed national tasks and external evaluations to identify opportunities and threats and referred to the questionnaire to check the fraud risk exposure and management. We also reviewed 257 checklists and 74 regulations and identified and evaluated 188 fraud risks. As a result, we established a fraud risk management system to prevent recurrence. We reviewed the auditor's capability with 25 evaluations and devised three management strategies to strengthen the auditor's expertise. We also improved financial statements and budget planning through the Financial Improvement Committee to enhance soundness and lay the foundation for stabilizing and innovating the financial structure. We operated the Organizational HR Innovation Workgroup and reviewed HR management on evaluation and promotion to establish a priority agenda to improve personnel evaluation for the next year, reducing risks in personnel operations by improving the ERP system.

System check by step

KOCCA introduces a step-by-step system for implementing support projects to create a fair environment. We inspected and strengthened the review and evaluation system to create a transparent review environment and successfully secured more than 400 new members. The launch of the K-content Field Supporters supported the creative and innovative growth of the content industry, resulting in 35 opinions from associations, six visits to associations, and two complaint resolutions while also laying a new foundation for proactive administration. The Treasury Guardian shortened the transfer period of receivables from three months to one month, more accurately checked recoverability through on-site inspections, and minimized the uncollected receivables. As a result, the receivable recovery rate was 77.6% higher than the previous year.

Strengthen daily audits

KOCCA conducts daily audits in major contracts and project budget management and improves the quality of audits with a dedicated daily audit system. In addition, we also collect opinions from executives and employees on budget wasting to enhance the efficiency. As a result, we reviewed a total of 1,057 cases to prevent unauthorized budget use and saved a total of KRW 380 million.

Reduce budget by improving working methods

KOCCA reviewed working methods and analyzed improvement measures, preventing budget leaks from costs and expenses. We saved a total of KRW 1,090 million by reusing assets and promotional materials multiple times and a total of KRW 454 million by classifying existing individual projects as similar projects and integrating them when ordering and managing them. As in the case of acquiring KOSHA-MS certification, we also saved a total of KRW 302 million by directly performing tasks previously outsourced.

Budget misuse prevention review

1,057 cases

Saved budget by improving the working method in KRW units

1,846 million

Participatory Communi-cation

Increase in subscribers to major online channels

29%

Expanded venture capitalist collabrations

| 2021 | 3 |
| 2022 | 26 |

Strengthening Communication with the Public

Korea Creative Content Agency has advanced our communication methods to achieve customized communication for each stakeholder and actively reflects it in our management.

Establish customized public communication channels

KOCCA updated the direction of communication to expand the quantity of communication and improve the feedback through strengthened monitoring. As such, we segmented stakeholders and studied issues to operate channels. To activate communication, we designated a department for each stakeholder.

Category	Channel	Department	Strategy and Promotion	Achievements
The content industry			Establish a communication plan and designate personnel in charge in each department	Expanded venture capitalist collaborations 3 → 26
Related organizations	Policy Consultation Network, forum, seminar, etc.	Each department in charge	Operate networks for four institutions in the culture and arts sector	Defined 2023 collaboration agendas
Policy organizations			Activated and operated the network of the acquisition commission, the Ministry of Culture, Sports and Tourism, the Ministry of Strategy and Finance, and the National Assembly	14% ↑ in agency budget in 2023
Local community	Local problem-solving platform, local communication, etc.	Communication and PR team	Secure the first-ever KRW 6 million budget for local problem solving through cooperating with eight local organizations	Recognized for community contribution for three consecutive years
General public	Social media, websites, articles, Civic Engagement Innovation Group, contests, public complaints, petitions, national suggestions, etc.		Intensively operate major channels to expand communication	29% ↑ in subscribers to major online channels
Internal employees	Bulletin boards, meetings, Innovation Junior Board, etc.	Communication and PR team, Operation Support team, Innovation IP Strategy TF team	Activate customized meetings by job function and age, such as the generation MZ communication meeting	Maintained 14 years of labor-dispute-free workplace since agency's foundation

Management that reflects stakeholders' opinions

By applying communication with stakeholders in our business, KOCCA simultaneously creates innovation and business improvement achievements.

"Please enable barrier-free subtitles for people with disabilities."
- Public Innovation Suggestions

"Added sign language subtitles to 47 lessons EDUKOCCA online training and created sign language for president's greetings."

"We need support for IP-based animation production."
- Animation Policy Consultation Network

"Pursuaded budget authorities to supported seven IP-based animations with KRW 2 billion."

"We need virtual sales."
- Fashion Industry Policy Consultation Network

"Held the first Metaverse Fashion Festival for the first time."

"It is difficult to purchase procurement on the Korea ON-Line E-Procurement System."
- Animation project organizations meeting

"Immediately planned for training and held the first training on the ON-Line E-Procurement System."

"It's difficult to hire new game developers."
- Game Hub Center tenants meeting

"Hired 29 people connected with Game Meister high school internships and Game Institute recruitment."

"We need follow-up support for the Our Character contest." - Civic Engagement Innovation Group Youth Division

"Confirmed to hold Our Character Festival in October 2023."

ESG Communication in the Content Industry

To increase the importance of ESG across the content industry, Korea Creative Content Agency provides both communication and support. We supported ESG research and evaluation services for companies and shared content diversity guidelines and eco-friendly content production guidelines while conducting ESG-related trainings.

ECP Initiative

KOCCA co-launched the first Eco-Balanced Content Production (ECP) Initiative in Korea to foster the sustainable content industry and spread ESG values. The initiative is an open council where members work together to create and implement principles for the sustainability of the content industry. Joined with 23 content companies, the ECP Initiative consists of a total of 12 standards and 36 detailed guidelines that minimize environmental impact in the content production and service process and creates a healthy industry foundation. Korea Creative Content Agency will expand our support for the proliferation of ESG management in the domestic content industry through research on specialized eco-friendly content production guidelines.

Twelve ECP standards

Forest Protection	Water Security	Recycle & Upcycle	Workplace Wellbeing
Animal Welfare	Energy Efficiency	Diversity	Creator Rights
Carbon Footprint	Recycle & Upcycle	IP & Copyright	Fair Trading

ESG Academy

Increase in ESG Academy graduates

14 people

| 2021 | 88 |
| 2022 | 102 |

As the importance of ESG management is growing across the world, there is an emerging need to establish the right concepts and practices for the public sector and the content industry. Therefore, KOCCA has improved the existing ESG Academy to be curated for the content industry. First, we reorganized the curriculum and provided customized ESG management training for SMEs and related organizations in the content industry. The training was in the form of on-site training in collaboration with major local organizations to provide equal educational opportunities and covered topics such as SME ESG promotion cases, application methods, and hands-on training on ESG report preparation. 2 trainings took place in Seoul and Daejeon, with 102 participants completing them and an average satisfaction score of 89.22 points.

Leading Innovation

Dedicated to proactively promote innovation before the announcement of the Ministry of Strategy and Finance's Innovation Guidelines

Established

Five Major Innovation Strategies

Establishment of a Civilian-Led Support System Aligned with Industrial Changes

Focus and Concentration through Business Structure Adjustment

Expansion of Opportunities for Future Generations and Youth Guarantee in the Content Industry

Pioneering Policy Support Based on Big Data
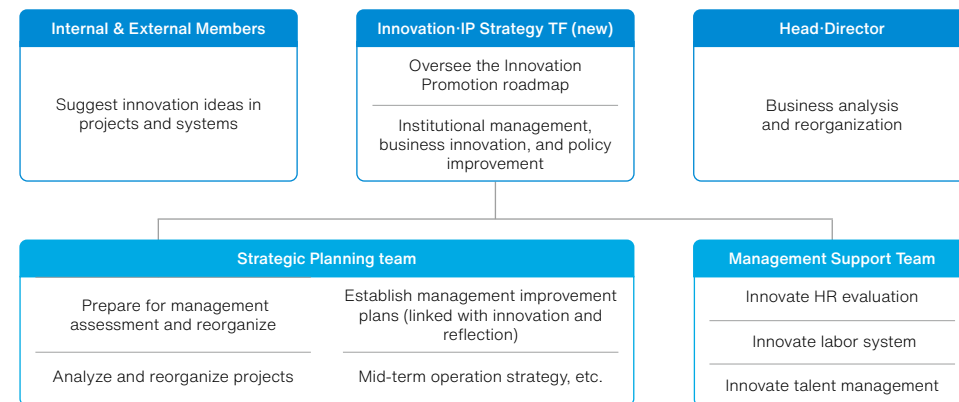
Proactive Administration with Expertise and Accountability

Driving Agency-wide Innovation

Korea Creative Content Agency is practicing high-intensity innovation to respond to the rapidly changing industry environment and open the future of the content industry. Through bold innovation in systems, businesses, and organizations, KOCCA will contribute to Korea becoming a nation of first-class cultural attractions.

Establish an innovation system

Newly established the Innovation·IP Strategy TF is in charge of agency innovation and manages and promotes innovation performance with the Strategic Planning team and the Management Support team. The TF also gets advice on the items of innovation from the Management Improvement Committee, consisting of labor–management and external experts, to review the innovation process.

Internal & External Members	Innovation·IP Strategy TF (new)	Head·Director
Suggest innovation ideas in projects and systems	Oversee the Innovation Promotion roadmap / Institutional management, business innovation, and policy improvement	Business analysis and reorganization

Strategic Planning team		Management Support Team
Prepare for management assessment and reorganize	Establish management improvement plans (linked with innovation and reflection)	Innovate HR evaluation
Analyze and reorganize projects	Mid-term operation strategy, etc.	Innovate labor system
		Innovate talent management

Actively implement management system

For efficient management and support for the growth of K-content, KOCCA is actively promoting continuous innovation. Through project process improvement and strengthening the support project system, KOCCA expects to increase customer satisfaction and create excellent K-content. Business improvement, active administration, and the internalization of innovation culture were also accompanied. Such efforts have led to increased use of the online education service EDUKOCCA and a 4.9% year-on-year increase in employees' perception of innovation. We additionally announced five innovation strategies and 21 tasks to support the content industry for the sustainable growth of K-content in December 2012. KOCCA will continue to enhance efficiency in both management and business through bold innovation.

Collect innovation opinions

To discover innovative ideas from the public who directly utilize public services, Korea Creative Content Agency has organized a public proposal competition, making efforts to listen to the voices of the citizens. Furthermore, efforts have been made to operate a Civic Engagement Innovation Group consisting of youth and professionals in the content industry. Through five sessions of activities, KOCCA has strived to review and incorporate diverse opinions. KOCCA seeks continuous innovation based on listening to opinions from various stakeholders.

Recruitment for Civic Engagement Innovation Group

Starting ceremony of Civic Engagement Innovation Group

A Dialogue with the Innovation Group

Information Disclosure

Information Disclosure Comprehensive Assessment by the Ministry of the Interior and Safety for 5 consecutive years

Highest grade

2022 Public organization e-government performance management level diagnosis by the Ministry of the Interior and Safety

Highest grade

Sharing Public Data

Korea Creative Content Agency proactively discloses information and makes it more accessible to fulfill the public's right to know.

Systematic information management

KOCCA systematically manages records to achieve transparent management. For effective management, we first established a records management basic plan and standards, have records management experts, and established rules for records management. We further operate two dedicated archives with security and maintenance devices, newly established a standardized records management system, and maintain an electronic document system to upgrade the level of records management.

Information disclosure in advance

KOCCA proactively discloses information to fulfill our social responsibilities as a public institution. To proactively disclose information, we expanded the items registered for disclosure and improved information quality and accessibility by converting it to an open format. We also established and monitored an operation plan to disclose full-text information and conducted training on the disclosure for all employees. As a result, we registered 95 cases of disclosure of full-text information, 5.6% more than the target of 90 cases set by the Ministry of the Interior and Safety, and our disclosure rate of full-text information recorded 90%, higher than the average of 76.4% for the same type of organization.

Enhance information accessibility

KOCCA strives to improve information accessibility to enhance the convenience of the public. We implemented detailed standards for non-public information and announced it on the website, and we held information disclosure request training for all employees to increase responsiveness to such requests. We also conducted a demand analysis through a process of analyzing weblog usage rates, interviewing internal managers, and conducting surveys with external users to identify ten improvement tasks, which resulted in consolidating two sites and eliminating 107 menus to make the website more accessible. As a result, the agency achieved zero non-disclosure of information incidents and related lawsuits.

Disclose non-financial management performance

As the importance of sustainable management is emphasized both at home and abroad, KOCCA strengthened our ESG management system and published our first sustainability report in 2022. Through the report, we disclose our non-financial management performance to various stakeholders while promoting sustainable management throughout the content industry. We will publish and disclose sustainability reports annually and contribute to spreading ESG culture in the content industry.

Activate data

KOCCA activates public data to satisfy the needs of our stakeholders. We established an implementation plan, conducted capacity-building training, analyzed the current public data quality status, and held discussions chaired by the vice president. We also provided 5,743 cases of content trends and policy information in cooperation with 71 organizations and disclosed a total of 9,917 pieces of data, including R&D support and SME support data, in partnership with seven organizations. KOCCA will continue to actively disclose information to enhance our transparency.

5

Appendix

82. ↗

ESG Data Book

90. ↗

Certifications, Awards, and Business Agreements

92. ↗

UN Global Compact·UN SDGs

93. ↗

GRI Standards Index

96. ↗

Independent Assurance Statement

ESG Data Book

Environmental Achievements

Category	Unit	2020	2021	2022
Greenhouse gas emission[1]				
Scope 1 emission	tCO2eq	26.2	24.7	20.6
Scope 2 emission	tCO2eq	1,937.5	1,904.8	1,802.7
Total greenhouse gas emission	tCO2eq	1,963.7	1,929.5	1,823.4
Greenhouse gas reduction[2]				
Greenhouse gas reduction	tCO2eq	912	949	1,055
Greenhouse gas reduction rate	%	31.722	32.974	36.657
Energy usage				
Electricity usage[3]	TJ	37.49	36.978	35.847
Solar power[4]	TJ	0.689	0.736	0.769
Solar power energy ratio[5]	%	3.928	4.022	4.434
LNG usage[6]	TJ	0.236	0.256	0.241
Heating heat usage[7]	TJ	2.708	3.153	2.336
Gasoline, diesel, LPG[8]	TJ	0.211	0.173	0.124
Total energy usage[9]	TJ	41	40	39
Water usage[10]				
Water and sewage usage	ton	5,765	5,944	6,518
Waste recycling amount[11]				
Waste generation amount (general waste)[12]	ton	23.625	24	28.438
Waste recycling amount[13]	ton	7.54	7.52	7.63
Waste recycling ratio[14]	%	24.19	23.86	21.15
Green product purchase performance				
Total purchased amount	KRW million	322	410	494
Green product purchasing expenditure	KRW million	308	404	459
Proportion of green product purchases	%	95.72	98.62	92.99
Environmental laws and regulations compliance				
Number of sanctions for violation of environmental laws	Case	0	0	0
Amount of sanctions for violation of environmental laws	KRW	0	0	0

1. Based on domestic facilities
2. Same as above
3. Same as above
4. Based on Naju Headquarter
5. Changes due to adjustment of solar energy conversion coefficient in 2020 and 2021
6. Based on domestic facilities
7. Same as above
8. Same as above
9. Same as above
10. Based on Naju Headquarter
11. Same as above
12. Conversion of the usage volume of official waste bags
13. Paper, empty cans, glass bottles, etc.
14. Waste recycling rate = waste recycling amount / (total waste generation amount + waste recycling amount)

Social Achievements

Category			Unit	2020	2021	2022
Executive and employee status[1]						
Region (workplace)	M	Korea	Person	243	249	252
	F			255	274	267
	M	Overseas	Person	6	8	9
	F			1	1	1
Executives	M	President	Person	1	1	1
	F			0	0	0
	M	Director (Vice President)	Person	1	0	1
	F			0	1	0
	M	Auditor	Person	1	1	1
	F			0	0	0
Employment type	M	Full-time	Person	137	137	143
	F			119	132	138
	M	Temporary	Person	5	4	4
	F			3	1	0
	M	Unlimited contract	Person	107	116	114
	F			134	142	130
Gender	M	Executives and employees	Person	249	257	261
	F			256	275	268
	Total		Person	505	532	529
	Female ratio		%	50.69	51.69	50.66
Age	M	Below 30	Person	20	17	18
	F			94	81	53
	M	From 30 to 50	Person	148	141	144
	F			121	151	170
	M	50 and over	Person	81	99	99
	F			41	43	45
Total	M		Person	249	257	261
	F			256	275	268
Executive and employee diversity						
Executives	M		Person	2	2	3
	F			1	1	0
Female management[2]			Person	36	43	46
People with disabilities	M	Total	Person	17	16	17
	F			3	2	2
	M	Ratio	%	3.4	3.3	3.5
	F			0.6	0.4	0.4
National veterans	M	Total	Person	21	18	23
	F			6	6	6
	M	Ratio	%	4.2	3.4	4.4
	F			1.2	1.1	1.1
Hiring and turnover status						
New hires	M	New hires (Full-time)[3]	Person	7	6	12
	F			13	13	15
	M	People with disabilities	Person	0	0	0
	F			0	0	0
	M	Local talents from non-metropolitan area	Person	4	4	4
	F			5	9	7
	M	National veterans	Person	0	0	1
	F			0	0	0

1. Based on direct employment at the end of every year
2. Senior-level and higher-ranking employees. In the 2022 KOCCA sustainability report, only executive directors are listed as female managers
3. Based on regular full-time employees, including executives

Category			Unit	2020	2021	2022
Turnover status	M	Voluntary resignation[1]	Person	3	5	4
	F			3	1	8
	M	Retirement	Person	0	0	0
	F			0	0	0
	M	Dismissal	Person	0	0	0
	F			0	0	0
	M	Expulsion	Person	0	0	0
	F			0	0	0
	M	Expiration (Contract position, executive)	Person	1	1	1
	F			0	0	1
	M	Total number of turnovers	Person	4	6	5
	F			3	1	9
	M	Turnover rate[2]	%	1.56	2.23	1.78
	F			1.17	0.37	3.20
Parental and childcare leave status						
Number of parental leaves used	M		Person	9	3	7
	F			11	11	11
Number of childcare leaves used	M		Person	4	3	3
	F			17	24	35
Returned to work after childcare leave	M		Person	4	3	1
	F			6	3	13
Worked for over 1 year after returning to work	M		Person	0	4	1
	F			2	5	5
Return-to-work ratio	M		%	100	100	50
	F			71.4	33.3	62
Retention ratio	M		%	-	100	100
	F			100	80	38.5
Labor-management relations status						
Total employees (capacity)[3]			Person	492	524	526
Labor union members[4]			Person	460	497	491
Labor union members ratio[5]			%	93.5	94.8	93.4
Labor-Management Council held			Time	5	8	5
Educational training						
Total trainees			Person	505	532	529
Total training hours			Hour	24,866	24,593	27,776
Educational training cost			KRW	102,553,190	102,553,190	125,072,232
Educational training cost per person[6]			KRW	203,076	221,148	236,431
Training hour per person[7]			Hour	49.2	46.2	52.5
Remuneration status						
Full-time (average per person)	M		KRW million	73	73	74
	F		KRW million	51	50	52
	Female to male salary ratio		%	69.9	68.5	70.3
Unlimited contract (average per person)	M		KRW million	36	35	37
	F		KRW million	33	34	36
	Female to male salary ratio		%	91.7	97.1	97.3

1. Based on regular full-time employees, excluding executives
2. Turnover rate = Total turnovers / Full-time employees
3. KOCCA's staff count excludes executive directors from the authorized staff capacity
4. Aligned with Alio disclosure standards. In the 2022 KOCCA sustainability report, the listed subjects covered by signed collective agreements are distinct from the information on labor union membership count and percentage, as the former is based on the application of such agreements
5. Same as above
6. Educational training cost per person = Educational training expenses for the previous year / Total number of members at the end of the year
7. Training hours per person = Total training hours offered to employees / Total number of employees

Category			Unit	2020	2021	2022
Welfare						
Welfare cost			KRW thousand	380,048	629,156	634,781
Directors welfare cost			KRW thousand	474	563	824
Regular employee (general) welfare cost			KRW thousand	291,626	332,869	336,951
Regular employee (unlimited contract) welfare cost			KRW thousand	84,120	292,334	289,799
Non-regular employee welfare cost			KRW thousand	3,828	3,390	7,207
Welfare cost per person[1]			KRW	752,587	1,145,695	1,199,981
Social contribution						
Social contribution amount			KRW	12,131,350	938,130	398,030
Number of executives and employees participated in voluntary activities[2]			Person	113	129	99
Voluntary hours per person			Hour	8	10	15
Social contribution partcipation rate			%	21	25	19
Local community donation			KRW	11,500,000	200,000	-
Human rights						
Human rights education (Big Four violation prevention, etc.) held			Time	5	7	7
Participants in human rights education (Big Four violation prevention, etc.)			Person	489	523	505
Human rights violations (discrimination etc.)[3]			Case	0	0	0
Forced labor and child labor			Case	0	0	0
Safety						
Industrial accident	Industrial accident ratio		%	0	0	0
	Casualties		Person	0	0	0
	Deaths from accidents		Person	0	0	0
Employee safety and health	Dedicated safety personal (capacity/current)		Person	81/78	85/80	92/90
	Safety manager secured (full-time)[4]		Person	1	1	1
	Health checkup usage	General	Person	251	317	444
		Special	Person	(Not held)	72	93
		Comprehensive	Person	251	317	444
	Health promotion activities (Health consultation record)[5]		Case	47	176	182
Information security						
Information security and cyber security incidents			Case	-	-	-
Fines or fees paid for above accidents			KRW	-	-	-
Security violations/accidents related to customer information			Case	-	-	-
Customers affected (damage, etc.) by information leak			Person	-	-	-
Employee personal information protection training completion rate			%	98	96	94.2
Personal information protection management level diagnosis			Point	88.5	99.8	98.2
Customer satisfaction						
Customer satisfaction			Grade	Inadequate	Inadequate	Average
Job creation[6]						
Private job creation			Person	5,460	9,154	7,910
Agency job creation			Person	18	18	25
Total			Person	5,478	9,172	7,935

1. Welfare cost per person = Welfare cost / Total members
2. Excluding duplicate participation
3. Based on violation management of internal ethics regulations
4. Legally appointed personnel per the Occupational Safety and Health Act
5. Participants in worker support programs and health promotion programs (Mental Health Promotion Program, Musculoskeletal Prevention Program, Post-Health Checkup Management Program, etc.)
6. Based on management performance report (In 2020 and 2021, private sector employment figures include temporary positions resulting from the COVID-19 pandemic.)

Governance·Economic Achievements

Category		Unit	2020	2021	2022
Board of directors operation					
Board of directors operation achievements	Board meetings	Time	5	5	6
	Board agendas	Case	25	28	31
	ESG Committee meetings[1]	Time	-	1	4
	ESG Committee agendas	Case	-	3	10
	Board members[2]	Person	10	11	11
	Non-executive directors[3]	Person	7	8	8
	Female non-executive director ratio[4]	%	29	38	57
	Average board attendance rate	%	90.6	87.8	89.1
Total remuneration for Board of directors	Non-executive director payment (attendance payment)[5]	KRW thousand	2,485	3,640	2,142
Anti-corruption and integrity training					
Ethics training for new hires	Targets[6]	Person	14	17	41
	Trainees	Person	14	17	41
	Training courses	EA	1	1	1
Ethics training for all employees	Targets	Person	505	528	505
	Trainees	Person	392	490	479
	Training courses	EA	2	5	5
Integrity assessment					
Integrity assessment		Grade	4	3	3
Audit (Risks)					
Corruption offenders' disciplinary status		Case	2	2	-
Legal actions against unfair trade practices		Case	-	-	-
KOCCA added value					
Operating profit[7]		KRW	-2,946,447,176	4,587,809,636	-3,109,792,004
Bad debt expenses[8]		KRW	2,195,910	-5,683,414	-903,040
Personnel expenses[9]		KRW	30,265,057,792	31,987,150,454	35,338,797,850
Net financial cost[10]		KRW	-338,843,994	700,066,414	451,298,754
Taxes and dues[11]		KRW	973,207,152	1,170,185,620	1,083,390,757
Depreciation expenses[12]		KRW	9,924,904,347	9,165,617,798	13,515,943,463
Added value		KRW	37,880,074,031	47,605,146,508	11,939,937,930
Stakeholder value distribution					
Executives	Salary, retirement benefits, welfare expenses	KRW million	28,185	28,984	32,529
Suppliers	Goods and services purchases, contract costs	KRW million	93,204	134,156	131,737
Local community	Social contribution activity expenses, donations	KRW million	176	229	638
Government	Corporate tax, other taxes and duties	KRW million	973	1,170	1,083
Others	Other expenses (rent, depreciation, etc.)	KRW million	14,066	15,194	18,716
Total		KRW million	136,604	179,733	184,703
Pension status					
Pension fund for pension payments (retirement pension management amount)	Amount of pension asset accumulated	KRW million	12,316	15,413	19,431
Number of subscribers by type	DB	Person	496	521	517
	DC	Person	5	9	13
	Total	Person	501	530	530

1. Operation Management subcommittee changed name to ESG Management subcommittee (August 2021)
2. Based on ALIO announcement date (4th/4th quarters)
3. Same as above
4. Same as above
5. Based on management disclosure
6. Training conducted at the request of HR department, and the criteria for training targets are the same with the trained employees
7. Operating profit, not earnings before corporate tax deduction
8. Bad debt expenses amount on the income statement (including reversal of allowance for bad debts)
9. Based on the definition of labor cost on management evaluation (amount submitted and confirmed in management evaluation)
10. Amount subtracted interest income from interest expense per the income statement
11. Tax and dues per the income statement
12. Sum of tangible and intangible assets, investment real estate expense per the income statement

Statement of Financial Position

Current : Dec. 31. 2022 (22nd Period)
Previous : Dec. 31. 2021 (21st Period)
Previous : Dec. 31. 2020 (20th Period)

(Unit: KRW)

Division	2020		2021		2022	
Assets						
I. Current assets		49,319,298,106		44,252,037,226		36,830,049,932
1. Cash and cash equivalent assets	33,744,243,906		33,458,073,984		17,526,677,671	
2. Financial assets	12,628,305,645		9,929,460,708		18,495,341,832	
3. Accounts receivables and other receivables	2,869,976,726		607,558,404		515,881,231	
4. Inventories						
5. Non-financial assets	69,889,256		236,337,250		198,278,668	
6. Current tax assets	6,882,573		20,606,880		93,870,530	
II. Non-current assets		88,515,471,412		93,520,649,256		96,233,627,740
1. Financial assets	13,048,961,876		13,426,869,871		14,339,945,676	
2. Long-term accounts receivables and other receivables	466,264,626		302,519,196		601,915,017	
3. Associate investments						
4. Fixed assets and investment property	74,767,563,329		79,599,875,337		74,909,343,678	
5. Intangible assets	114,348,596		81,185,009		53,506,419	
6. Deferred tax assets	118,332,985		110,199,843		70,798,047	
7. Net defined benefit assets					6,258,118,903	
Total assets		137,834,769,518		137,772,686,482		133,063,677,672
Liabilities						
I. Current liabilities		18,316,441,522		17,273,339,497		13,874,987,761
1. Purchased liabilities and other liabilities	7,914,673,929		9,120,485,560		12,223,933,800	
2. Non-financial liabilities	9,621,510,116		7,321,096,165		1,089,105,549	
3. Current tax liabilities						
4. Provisions	780,257,477		831,757,772		561,948,412	
II. Non-current liabilities		21,062,610,208		20,279,977,810		17,751,400,798
1.Long-term purchased liabilities and other liabilities	18,252,717,663		16,959,349,268		14,680,895,892	
2. Employee benefit liabilities	1,246,708,303		1,271,081,450		-	
3. Other non-current liabilities	1,563,184,242		2,049,547,092		3,070,504,906	
Total liabilities		39,379,051,730		37,553,317,307		31,626,388,559
Equity						
I. Contributed equity	99,655,688,311		99,655,688,311		99,655,688,311	
II. Retained earnings	-13,900,778,328		-12,137,126,941		-10,919,207,003	
III. Other components of equity	12,700,807,805		12,700,807,805		12,700,807,805	
Total equity		98,455,717,788		100,219,369,175		101,437,289,113
Total equity and liabilities		137,834,769,518		137,772,686,482		133,063,677,672

Statement of Comprehensive Income

Current : Jan. 01. 2022 ~ Dec. 31. 2022 (22nd Period)
Previous : Jan. 01. 2021 ~ Dec. 31. 2021 (21st Period)
Previous : Jan. 01. 2020 ~ Dec. 31. 2020 (20th Period)   (Unit: KRW)

Division	2020	2021	2022
I. Operating revenue	357,639,792,995	479,860,719,419	517,084,000,339
II. Operating cost	360,586,240,171	475,272,909,783	520,193,792,343
III. Operating profit	-2,946,447,176	4,587,809,636	-3,109,792,004
IV. Other revenue	57,029,954	-	-
V. Other costs	505,102,447	228,730,129	639,204,764
VI. Other profits (losses)	2,299,744,674	18,399,404	-7,557,338
VII. Financial revenue	694,857,687	82,861,609	233,662,148
VIII. Financial cost	903,013,693	782,928,023	1,128,960,902
IX. Net profit before corporate tax	-1,302,931,001	3,677,412,497	-4,651,852,860
X. Corporate tax expenses	9,568,647	8,133,142	-19,545,700
XI. Continuing operations profit and loss	-1,312,499,648	3,669,279,355	-4,632,307,160
XII. Earnings	-1,312,499,648	3,669,279,355	-4,632,307,160
XIII. Other comprehensive income	-1,272,279,381	-1,905,627,968	5,850,227,098
1. Items not subsequently reclassified to earnings	-1,272,279,381	-1,905,627,968	5,850,227,098
Remeasurement factors of net defined benefit liability	-1,272,279,381	-1,905,627,968	5,850,227,098
XIV. Total comprehensive income	-2,584,779,029	1,763,651,387	1,217,919,938

Statement of Changes in Equity

Current : Jan. 01. 2022 ~ Dec. 31. 2022 (22nd Period)
Previous : Jan. 01. 2021 ~ Dec. 31. 2021 (21st Period)
Previous : Jan. 01. 2020 ~ Dec. 31. 2020 (20th Period)   (Unit: KRW)

	Contributed equity	Retained earnings	Other equity components	Total
Jan. 01. 2020	99,655,688,311	-11,315,999,299	12,700,807,805	101,040,496,817
Changes in comprehensive income:		-2,584,779,029		-2,584,779,029
Earnings		-1,312,499,648		-1,312,499,648
Remeasurement factors of net defined benefit liability		-1,272,279,381		-1,272,279,381
Dec. 31. 2020	99,655,688,311	-13,900,778,328	12,700,807,805	98,455,717,788
Jan. 01. 2021	99,655,688,311	-13,900,778,328	12,700,807,805	98,455,717,788
Changes in comprehensive income:		1,763,651,387		
Earnings		3,669,279,355		
Remeasurement factors of net defined benefit liability		-1,905,627,968		
Dec. 31. 2021	99,655,688,311	-12,137,126,941	12,700,807,805	100,219,369,175
Jan. 01. 2022	99,655,688,311	-12,137,126,941	12,700,807,805	100,219,369,175
Changes in comprehensive income:		1,217,919,938		1,217,919,938
Earnings		-4,632,307,160		-4,632,307,160
Remeasurement factors of net defined benefit liability		5,850,227,098		5,850,227,098
Dec. 31. 2022	99,655,688,311	-10,919,207,003	12,700,807,805	101,437,289,113

Summary of Cash Flow Statement

Current : Jan. 01. 2022 ~ Dec. 31. 2022 (22nd Period)
Previous : Jan. 01. 2021 ~ Dec. 31. 2021 (21st Period)
Previous : Jan. 01. 2020 ~ Dec. 31. 2020 (20th Period)   (Unit: KRW)

Division	2020	2021	2022
I. Cash flows from operating activities	8,890,881,925	13,123,460,827	10,855,882,882
1. Cash generated from operations	8,636,950,551	12,916,085,371	10,712,538,900
2. Interest receipt	253,931,374	221,099,763	216,607,632
3. Interest payment	-	-	-
4. Dividend receipt	-	-	-
5. Corporate tax payment	-	-13,724,307	-73,263,650
II. Cash flow from investment activities	1,253,123,685	2,040,350,020	-16,801,841,285
III. Cash flow from financial activities	-7,102,009,870	-13,864,433,711	-13,864,433,711
IV. Increase (decrease) in cash and cash equivalents before reflecting the effect of changes in exchange rates	3,041,995,740	1,299,377,136	-8,959,664,763
V. Effects of changes in exchange rates on cash and cash equivalents	-	-	-
VI. Net increase in cash and cash equivalents	3,041,995,740	1,299,377,136	-14,905,623,166
VII. Basic cash and cash equivalents	37,467,436,996	40,509,432,736	41,808,809,872
VIII. Year-end cash and cash equivalents [1]	40,509,432,736	41,808,809,872	26,903,186,706

1. Cash and cash equivalents are displayed as net amount excluding government subsidies, resulting in a difference from the amount of year-end cash and cash equivalents on the Cash Flow Statement

Certifications, Awards, and Business Agreements

Awards in 2022

No	Conferrer	Award	Type	Awarded date
1	The Korean Association for Policy Studies	11th Korean Association for Policy Studies Korean Policy Awards	Grand prize in public institution category	Apr. 15. 2022
2	The Korean Association for Policy Studies	1st Korean Association for Policy Studies Korea ESG Innovation Policy Awards	Excellence award in Governance (G) category	Sep. 23. 2022
3	Government	2022 Large/Small Business Mutual Growth Contribution Award	Commendation from the Minister of SME and Startups	Nov. 15. 2022
4	Ministry of Agriculture, Food and Rural Affairs	Agricultural and Food Export Promotion Merit Award	Commendation from the Minister of Agriculture, Food and Rural Affairs	Dec. 22. 2022
5	Ministry of Trade, Industry and Energy	Trade Promotion/Economic Development Merit Award	Commendation from the Minister of Trade, Industry and Energy	Dec. 03. 2022
6	Government	2022 Korea Job Awards	Commendation from the Minister of Trade, Industry and Energy	Dec. 22. 2022
7	Dongshin University	Appreciation plaque for coexistence cooperation and local development	Appreciation plaque	Nov. 30. 2022

Certification Status

No	Certification	Certifying organization	Certification period	Notes (validity, etc.)	Certification date
1	Lifelong Education Facility	Gyeonggi-do Seongnam Office of Education	Jul. 06. 2021~Continued	Game Institute	Jul. 06. 2021
2	Education Donation Career Experience Certification Agency	Ministry of Education	Nov. 30. 2022~Nov. 29. 2025	Studio Cube	Nov. 30. 2022
3	CSR in the Community	Ministry of Health and Welfare, Korea National Council on Social Welfare	Jan. 1. 2023~Dec. 31. 2023		Nov. 02. 2022
4	Korea Occupational Safety and Health – Management System (KOSHA-MS)	Korea Occupational Safety and Health Agency	Oct. 31. 2022~Oct. 30. 2025	• Suitable in certification review (Sep. 07. 2022) • Suitable in post-examination (Sep. 12. 2022)	Nov. 07. 2022
5	Website (PC) Accessibility Quality Certification	WebWatch	Feb. 09. 2022~Feb. 08. 2023		Feb. 09. 2022
6	OPA PRIVACY (ePrivacy Plus)	Korea Online Privacy Association	Jan. 01. 2022~Dec. 31. 2022		Jan. 01. 2022

Business Agreement

No.	Contracting agency	Agreement
1	The Korean Association for Policy Studies	Business agreement for future content industry policy design
2	Incheon International Airport Corporation	Business agreement to revitalize tangible-type content distribution
3	NAVER Webtoon, Google Korea	Business agreement to discover excellent local game companies and establish a foundation for coexistence cooperation between large corporations and SMEs (GLOBAL WEBTOON GAMES)
4	UNESCO International Centre for Documentary Heritage	Business agreement to develop the content industry and reinforce using the World Heritage
5	Seongdong Foundation for Arts & Culture	Business agreement to create a Smart Cultural City by combining the content industry and cultural arts
6	Hanwha Life	Business agreement to discover and nurture content startups (Open Innovation)
7	Seoul Metropolitan City	Business agreement to discover and support youth jobs in the content field
8	Kukbo Design	Business agreement to discover and nurture content startups (Open Innovation)

No.	Contracting agency	Agreement
9	Korea Association of Game Industry	Business agreement to advance the Korean gaming industry and create a healthy gaming culture
10	SK Telecom	Business agreement to discover and nurture content startups (Open Innovation)
11	JEONJU International Film Festival	Business agreement for VR movie support to activate tangible-type content
12	Korea Agro-Fisheries & Food Trade Corp.	Business agreement to become a content and agricultural, fishery and food export powerhouse and spread low-carbon dietary culture
13	Korea Association of Game Industry, Game Rating and Administration Committee, Korea Copyright Protection Agency, Korea Copyright Commission	Business agreement for game copyright protection to promote the game industry
14	COEX	Business agreement to successful host 2022 Character Licensing Fair
15	Korea International Trade Association	Business agreement for mutual cooperation to jointly hold K-content video export consultation meeting
16	Daekyo Investment, The Invention Lab, Logan Ventures, Lotte Ventures, Central Investment Partners, Union Investment Partners	2022 KNock partners business agreement (Business agreement to support discovering promising content and investment attraction)
17	DMZ International Documentary Film Festival	Business agreement for development and coexistence of the Korean documentary industry
18	CCC, DHW	Three-party business agreement to support overseas expansion of content startups
19	Korea Institute of Planning and Evaluation for Technology in Food, Agriculture, and Forestry, Art Council Korea	Business agreement for eco-friendly, social value contribution activities in the local community
20	Daekyo Investment, Daesung Private Equity, Logan Ventures, Lotte Ventures, Central Investment Partners, Union Investment Partners, Capstone Partners, Kingsley Ventures, Timewise Investment, Platinum Technology Investment	Business agreement to foster promising content companies
21	Waave	Business agreement for development and coexistence of Korea's OTT and short-form content industry
22	Smilegate Foundation, Korea Association of Community Child Center, Bigpicture Interactive Corporation	Business agreement for games for children and youth - social contribution using e-sports career education
23	Korea Energy Agency	Business agreement to revitalize carbon-neutral cultural content
24	Lotte World	Business agreement to support small and medium-sized content companies
25	4:33 Creative Lab	Business agreement to support discovering promising game content and investment attraction
26	Nexon Foundation, Association of Teachers for Computing	Business agreement to revitalize game literacy business
27	Sejong Center	Business agreement to install and operate Gwanghwa Sidae Gwanghwa tram
28	Korea Indie PD Association, Record Label Industry Association of Korea, Korea Animation Producers Association, The Council of Korean Character Designers	Business agreement to strengthen reporting accessibility for unfair content practices
29	Handsome	Business agreement for fashion designer brand development and mutual growth
30	Asian Contents & Film Market	Business agreement to revitalize the Korean comics and story IP industry
31	Korea Institute of Science and Technology Information	Business agreement to promote technology commercialization in culture, sports, and tourism based on data
32	Hankyong National University	Mutual cooperation agreement to research the content industry and develop talent
33	depa (Digital Economy Promotion Agency)	Memorandum of Understanding for digital content industry development between Korea and Thailand
34	TMF (Thai Media Fund)	Memorandum of Understanding on promoting safe and creative media access and use
35	Association of Teachers for Computing, Nexon Korea, Nexon Foundation	Business agreement to expand game literacy and game-based coding education
36	Korea Credit Guarantee Fund	Business agreement to revitalize investment support for the cultural content industry
37	Catholic Kwandong University, International St. Mary's Hospital	Multi-institution business agreement for digital content and medical industry convergence cooperation
38	Korea Association of Game Industry, Game Culture Foundation	Business agreement to provide scholarships for Game Institute students
39	Maple Investment Partners, SM Culture Partners, ISU Venture Capital, Donghwa Labor Law Firm, Star Law Firm, Wanted Lab, CREACTION	Business agreement to establish New Content Business Center partners and foster new technology convergence content companies

UN Global Compact·UN SDGs

UN Global Compact

The United Nations launched the UN Global Compact (UNGC) to urge corporations to actively engage in socially responsible management and presented the Ten Principles in the four areas of human rights, labor, environment, and anti-corrrption. To fulfill our social responsibility as a public agency and participate in achieving a sustainable economy, KOCCA has internalized the Ten UNGC principles into our management system, with all executives and employees putting them into practice. To comply with the principles and maintain our status that "becoming an organization dedicated to driving the sustainable growth of content business," KOCCA will lead the carbon neutrality of the content industry, create an industrial environment of mutual growth, and establish our status as an institution that the public can trust.

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

UN SDGs (UN Sustainable Development Goals)

UN SDGs are 17 common goals for humanity to achieve the idea of sustainable development resolved by the UN General Assembly to achieve by 2030. They present 17 goals and 169 detailed goals for the direction of humanity in five areas: human, earth, prosperity, peace, and partnership. KOCCA actively supports the UN SDGs for sustainable development and strives to ensure sustainability in conducting our business.

1. No poverty	7. Affordable and clean energy	13. Climate action
2. Zero hunger	8. Decent work and economic growth	14. Life below water
3. Good health and well being	9. Industry innovation and infrastructure	15. Life on land
4. Quality education	10. Reduced inequalities	16. Peace, justice and strong institutions
5. Gender equality	11. Sustainable cities and communities	17. Partnerships for the goals
6. Clean water and sanitation	12. Responsible consumption and production	

GRI Standards Index

Statement of use	Korea Creative Content Agency published its report in accordance with the GRI Standards. (Reporting Period : Jan. 01. 2022 ~ Dec. 31. 2022)
GRI 1 used	GRI 1 : Foundation 2021
Applicable GRI sector standard (s)	N/A

Universal Standard 2

GRI Standards	Category	No.	Disclosure Name	Page	Note
GRI 2	The Organization and Its Reporting Practices	2-1	Organizational details	8	
		2-2	Entities included in the organization's sustainability reporting	10	
		2-3	Reporting period, frequency and contact point	About This Report	
		2-4	Restatements of information	83, 84	
		2-5	External assurance	96, 97	
	Activities and Workers	2-6	Activities, value chain and other business relationships	13, 18~25	
		2-7	Employees	8, 83	
		2-8	Workers who are not employees	83	
	Governance	2-9	Governance structure and composition	70	
		2-10	Nomination and selection of the highest governance body	71	
		2-11	Chair of the highest governance body	70	
		2-12	Role of the highest governance body in overseeing the management of impacts	70, 71	
		2-13	Delegation of responsibility for managing impacts	29, 71	
		2-14	Role of the highest governance body in sustainability reporting	29, 70, 71	
		2-15	Conflicts of interest	74	
		2-16	Communication of critical concerns	70, 71, 86	
		2-17	Collective knowledge of the highest governance body	70, 71	
		2-18	Evaluation of the performance of the highest governance body	86	
		2-19	Remuneration policies	62	
		2-20	Process to determine remuneration	62	
		2-21	Annual total compensation ratio	Not applicable	
	Strategy, Policies and Practices	2-22	Statement on sustainable development strategy	4, 5, 12, 28	
		2-23	Policy commitments	28	
		2-24	Embedding policy commitments	28, 61, 72~74	
		2-25	Processes to remediate negative impacts	72~75, 85, 92	
		2-26	Mechanisms for seeking advice and raising concerns	67, 71	
		2-27	Compliance with laws and regulations	82	
		2-28	Membership associations	91	
	Participation by Stakeholder	2-29	Approach to stakeholder engagement	30~33	
		2-30	Collective bargaining agreements	67, 84	

Universal Standard 3

GRI Standards	Category	No.	Disclosure Name	Page	Note
GRI 3	Material Topics	3-1	Process to determine material topics	34, 35	
		3-2	List of material topics	34	
		3-3	Management of material topics	34, 35	

GRI 200 (Economic Performance)

GRI Standards	Category	No.	Disclosure Name	Page	Note
GRI 201	Economic Performance	201-1	Direct economic value generated and distributed	18~25, 86~89	
		201-2	Financial implications and other risks and opportunities due to climate change	28, 40~44	
		201-3	Defined benefit plan obligations and other retirement plans	86	
GRI 203	Indirect Economic Impacts	203-1	Infrastructure investments and services supported	55~57, 65, 85	
		203-2	Significant indirect economic impacts	55~57, 60, 61, 62, 63	
GRI 205	Anti-corruption	205-1	Operations assessed for risks related to corruption	72~74, 85, 86	
		205-2	Communication and training about anti-corruption policies and procedures	72~74, 85, 86	
		205-3	Confirmed incidents of corruption and actions taken	86	
GRI 206	Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No violations	

GRI 300 (Environmental Performance)

GRI Standards	Category	No.	Disclosure Name	Page	Note
GRI 302	Energy	302-1	Energy consumption within the organization	82	
		302-4	Reduction of energy consumption	40	
GRI 303	Water and Effluents	303-3	Water withdrawal	82	
GRI 305	Emissions	305-1	Direct (Scope 1) GHG emissions	82	
		305-2	Energy indirect (Scope 2) GHG emissions	82	
		305-5	Reduction of GHG emissions	40, 82	
GRI 306	Waste	306-3	Waste generated	82	
		306-4	Waste diverted from disposal	47, 82	

GRI 400 (Social Performance)

GRI Standards	Category	No.	Disclosure Name	Page	Note
GRI 401	Employment	401-1	New employee hires and employee turnover	83, 84	
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	84	
		401-3	Parental leave	84	
GRI 403	Occupational Health and Safety	403-1	Occupational health and safety management system	64, 65	
		403-2	Hazard identification, risk assessment, and incident investigation	64, 65	
		403-3	Occupational health services	65, 85	
		403-4	Worker participation, consultation, and communication on occupational health and safety	64, 65	
		403-5	Worker training on occupational health and safety	64	
		403-6	Promotion of worker health	85	
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	64, 65, 85	
		403-8	Workers covered by an occupational health and safety management system	64	
		403-9	Work-related injuries	85	
		403-10	Work-related ill health	Not applicable	
GRI 404	Training and Education	404-1	Average hours of training per year per employee	84	
		404-2	Programs for upgrading employee skills and transition assistance programs	62	
GRI 405	Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	70, 86	
		405-2	Ratio of basic salary and remuneration of women to men	84	
GRI 406	Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Not applicable	
GRI 407	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	Not applicable	
GRI 408	Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	Not applicable	
GRI 409	Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not applicable	
GRI 411	Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples	Not applicable	
GRI 413	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	54~57	
		413-2	Operations with significant actual and potential negative impacts on local communities	Not applicable	
GRI 416	Customer Health and Safety	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not applicable	
GRI 417	Marketing and Labeling	417-2	Incidents of non-compliance concerning product and service information and labeling	Not applicable	
		417-3	Incidents of non-compliance concerning marketing communications	Not applicable	
GRI 418	Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No complaints	

Independent Assurance Statement

To readers of 2023 Korea Creative Content Agency Sustainability Report

Introduction

Korea Management Registrar (KMR) was commissioned by Korea Creative Content Agency to conduct an independent assurance of its 2023 Sustainability Report (the "Report"). The data and its presentation in the Report is the sole responsibility of the management of Korea Creative Content Agency. KMR's responsibility is to perform an assurance engagement as agreed upon in our agreement with Korea Creative Content Agency and issue an assurance statement.

Scope and Standards

Korea Creative Content Agency described its sustainability performance and activities in the Report. Our Assurance Team carried out an assurance engagement in accordance with the AA1000AS v3 and KMR's assurance standard SRV1000. We are providing a Type 1, moderate level assurance. We evaluated the adherence to the AA1000AP (2018) principles of inclusivity, materiality, responsiveness and impact, and the reliability of the information and data provided using the Global Reporting Initiative (GRI) Index provided below. The opinion expressed in the Assurance Statement has been formed at the materiality of the professional judgment of our Assurance Team.

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

- GRI Sustainability Reporting Standards 2021
- Universal standards
- Topic specific standards
  GRI 203: Indirect Economic Impacts
  GRI 205: Anti-Corruption
  GRI 206: Anti-Competitive Behavior
  GRI 405: Diversity and Equal Opportunity
  GRI 406: Non-Discrimination

As for the reporting boundary, the engagement excludes the data and information of Korea Creative Content Agency' partners, suppliers and any third parties.

KMR's Approach

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

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

Limitations and Recommendations

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

Conclusion and Opinion

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

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

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

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

Impact
Korea Creative Content Agency identifies and monitors the direct and indirect impacts of material topics found through the materiality assessment, and quantifies such impacts as much as possible.

Competence and Independence

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

November 2023 Seoul, Korea

KMR Korea Management Registrar   **SRV1000** Sustainability Committee Assurance   **AA1000** Licensed Report 000-129/V3-YEIUT

CEO *E. J Hwang*