

Corporate Governance Report 2020

Pan Ocean Co., Ltd.

The company has prepared this report in accordance with Article 24.2 of the Enforcement Decree of Disclosure Regulations in Securities Markets to provide investors with information regarding the company's corporate governance. The information in this report is based on the corporate governance status as of December 31, 2020 and changes that occurred after the reporting date are separately stated.

I. Our Corporate Governance

1. Governance principles and policies

Our corporate governance is structured and managed in a transparent manner in accordance with due process. The members of the Board of Directors (“the Board”) are elected by resolution at a general meeting of shareholders and comprise 3 inside directors and 4 independent directors. Inside directors are elected from candidates recommended by the Board. For independent directors, the Independent Director Nominating Committee recommends candidates through a separate procedure to ensure more deliberate and objective consideration. Information regarding the candidates, as well as notice of meeting documents, are provided faithfully to shareholders before a general meeting in the form of reference material so they may evaluate candidates before electing them into office.

The Board is structured in a way that ensures independent decisions and judgments. In order to enhance independence, Independent directors comprise the majority of the Board. The chairman is appointed from among the directors by a resolution of the Board, in accordance with Article 37 of Articles of Incorporation. Meanwhile, we have strengthened our institutional system, allowing us to avoid conflicts of interest and prevent self-interests from influencing the Board’s decisions. In accordance with Article 398 of the Commercial Act, transactions between a director and the company are limited, and in accordance with Article 9 of the Regulation on the operation of the Board of Directors, not only in cases of special interests, but also in cases where there is a possibility of other conflicts of interest, the director is not allowed to exercise voting rights.

In a rapidly changing business environment, expertise of the directors is essential as the Board is constantly required to make strategic decisions. The company’s main businesses of shipping are directed by leading professional CEO Mr. Ahn Joong Ho in the dry bulk field who also participate in the Board as Chief Executive Officers and practice responsible management. The Board needs diverse perspectives in order to make broad decisions. Independent directors share their expertise and skills in myriad fields, including accounting, law and agriculture/grain in order to participate in the Board’s informed and objective decision-making process.

2. Our corporate governance

1) Ensuring responsible management through the appointment of Representative director as the Chairman of the Board

There are 7(seven) members in the Board and 4(four) independent directors account for 57% of the Board, which meets the requirement of Article 542-8 of the Commercial Act which states that independent directors must constitute a majority of the Board. The high volatile and fluctuated shipping industry requires prompt and strategic decision making to remain competitive. Under such an environment, the company needs directors who have a high-level of expertise and fully understand our businesses. Accordingly, the Board appoints Mr. Ahn Joong Ho who has high understanding given extensive experiences in the dry bulk market over 30 years as ‘Representative Director’ as well as the chairman of Board to participate in the decision-making process, so we are practicing responsible management. Meanwhile, our independent directors have abundant expertise in various fields, including accounting, law and agriculture/grain and supervise the activities of both management and inside directors and offer objective advice.

2) Enhancing the Board’s efficiency through the delegation of authorities

The Board has delegated specific responsibilities to 4 committees in order to enhance its operational efficiency. The Independent Director Nominating Committee and the Audit Committee was required in accordance with the Commercial Act and Articles of Incorporation and the Internal Transactions Committee and the Remuneration Committee was formed as the Board deems appropriate.

3) Strengthening expertise of committees

These committees consist of mostly independent directors who can make independent and objective decisions and expand their responsibility to supervise management from a more diverse perspective. Especially, the Audit Committee must include at least 1 accounting or financial expert according to the Commercial Act and director Mr. Choi Seung Hwan who has Certificated Public Accountant licenses in Korea is serving as the chairman of that committee, thus meeting the statutory requirement and reinforcing the committee's expertise. We endeavor to minimize member changes in committees in order to maintain director’s expertise and to continue keeping the management in check.

3. The Board and Committees (as of 31st May 2021)

Organization	Composition (Independent Directors/total Directors)	Chairman (Inside or Independent)	Responsibility
Board of Directors	4/7	Ahn Joong Ho (Inside)	<ul style="list-style-type: none"> ➤ Make resolutions on matters provided for by the relevant laws and regulations or the Articles of Incorporation, matters delegated by a general meeting of shareholders, as well as on important matters concerning basic policies and execution of the company's business ➤ Supervise management.
Independent Director Nominating Committee	3/4	Oh Kwang Soo (Independent)	<ul style="list-style-type: none"> ➤ Assess the independence, diversity, and ability of potential candidates for Independent Director positions ➤ Recommend candidates to the Board
Audit Committee	3/3	Choi Seung Hwan (Independent)	<ul style="list-style-type: none"> ➤ Review and audit matters concerning management of the company, including the company's financial situation
Internal Transactions Committee	3/4	Jeong Hak Soo (Independent)	<ul style="list-style-type: none"> ➤ Voluntarily comply with fair transaction regulations to enhance corporate transparency
Remuneration Committee	3/3	Oh Kwang Soo (Independent)	<ul style="list-style-type: none"> ➤ Ensure the objectivity and transparency of the decision-making process for Director compensation

II. Shareholders

(Key Principle 1) Shareholders' rights

- Shareholders should receive sufficient and necessary information in a timely manner prior to exercising their rights, and should be able to exercise their rights through appropriate procedures.

(Sub-principle 1-1) Corporate should provide sufficient information about the general meeting of shareholders well in advance of the meeting. The information should include the date, venue, agenda and allow the shareholders to fully participate in the general meeting of shareholders and to offer their suggestions.

The company is making efforts to provide information about the general shareholders' meeting in a sufficient period by notifying the Annual General Meeting("AGM") related matters, such as the date and time, place, and agenda, from the 53rd AGM to 4 weeks before the meeting.

<Summary of shareholder meetings in recent three years>

	55 th AGM	54 th AGM	53 rd AGM
Date of the Board's resolution	Feb 10, 2021	Feb 12, 2020	Feb 11, 2019
Date of notice	Feb 26, 2021	Feb 28, 2020	Feb 26, 2019
Date	Mar 30, 2021	Mar 30, 2020	Mar 27, 2019
Location	Council Chamber	Council Chamber	Council Chamber
Attendance of members of the Board	Three directors attended (Ahn Joong Ho, Cheon Se Gi, Choi Seung Hwan)	Three directors attended (Choo Sung Yob, Cheon Se Gi, Choi Seung Hwan)	Two directors attended (Choo Sung Yob, Choi Seung Hwan)
Notice in English	O (Singapore Exchange)	O (Singapore Exchange)	O (Singapore Exchange)

(Sub-principle 1-2) Corporate should encourage the shareholders to participate fully and enable the shareholders to express their opinions freely.

Although written voting was not introduced in the company's Articles of Incorporation, the electronic voting system was adopted and used from the general shareholders' meeting in 2019. By introducing a system as well, the company strived to increase the rate of exercise of voting rights by shareholders. In addition, the company will continue to participate in the program to hold voluntary decentralization at the general shareholders' meeting to solve problems related to the concentration of the general shareholders' meeting, and to make it easier for shareholders to exercise their voting rights. The pros and cons of the general shareholders' meeting held from the start of the business year just before the disclosure period (January 1, 2020) to the date of submission of the report (May 31, 2021), and detailed vote results are as follows. The contents are disclosed on the website after the general shareholders' meeting is over.

<55th AGM Voting results of Resolution items>

No.	Method of adopting resolutions	Resolution Item	Approval or rejection	Total number of issued shares which have voting rights	Number of shares which exerted voting rights	Number of approval shares
						Number of disapproval or abstention shares
Resolution 1	Ordinary	To receive and adopt the Audited Financial Statements of the company for the year ended 31 December 2020.	Approved	534,569,512	402,598,496	400,349,158 (99.44%)
						2,249,338 (0.56%)
Resolution 2	Ordinary	To approve the appointment of an independent director/a member of the Audit Committee of the company (Jeong Hak Soo)	Approved	231,144,396	99,173,380	98,712,632 (99.54%)
						460,748 (0.46%)
Resolution 3	Ordinary	To approve the ceiling on remuneration for directors of year 2021	Approved	534,569,512	402,598,496	402,099,271 (99.88%)
						499,225 (0.12%)
Resolution 4	Ordinary	To approve the renewal of the Interested Person Transactions Mandate	Approved	242,169,512	110,198,496	109,954,905 (99.78%)
						243,591 (0.22%)

<54th AGM Voting results of Resolution items>

No.	Method of adopting resolutions	Resolution Item	Approval or rejection	Total number of issued shares which have voting rights	Number of shares which exerted voting rights	Number of shares which approve
						Number of shares which disapprove or abstain
Resolution 1	Ordinary	To receive and adopt the Audited Financial Statements of the company for the year ended 31 December 2019.	Approved	534,569,207	402,487,083	393,309,962 (97.72%)
						9,177,121 (2.28%)
Resolution 2	Ordinary	To approve the appointment of director (Ahn Joong Ho)	Approved	534,569,207	402,487,083	370,692,177 (92.10%)
						31,794,906 (7.90%)
Resolution 3	Ordinary	To approve the ceiling on remuneration for directors of year 2020	Approved	534,569,207	402,487,083	402,136,109 (99.91%)
						350,974 (0.09%)

Resolution 4	Ordinary	To approve the renewal of the Interested Person Transactions Mandate	Approved	242,169,207	110,087,083	109,743,204 (99.69%)
						343,879 (0.31%)

<53rd AGM Voting results of Resolution items>

No.	Method of adopting resolutions	Resolution Item	Approval or rejection	Total number of issued shares which have voting rights	Number of shares which exerted voting rights	Number of shares which approve	
						Number of shares which disapprove or abstain	
Resolution 1	Ordinary	To receive and adopt the Audited Financial Statements of the company for the year ended 31 December 2018.	Approved	534,569,207	402,078,918	396,192,195 (98.54%)	
						5,886,723 (1.46%)	
Resolution 2	Special	To approve amendments of Articles of Incorporation	Approved	534,569,207	402,078,918	368,822,764 (91.73%)	
						33,256,154 (8.27%)	
Resolution 3	3-1	Ordinary	Appointment of Inside Director (Hong Kuk Kim)	Approved	534,569,207	402,078,918	367,044,500 (91.29%)
							35,034,418 (8.71%)
	3-2	Ordinary	Appointment of Inside Director (Sung Yob Choo)	Approved	534,569,207	402,078,918	396,771,519 (98.68%)
							5,307,399 (1.32%)
Resolution 3	3-3	Ordinary	Appointment of Inside Director (Se Gi Cheon)	Approved	534,569,207	402,078,918	336,803,788 (83.77%)
							65,275,130 (16.23%)
	3-4	Ordinary	Appointment of Independent Director (Seung Hwan Choi)	Approved	534,569,207	402,078,918	400,808,114 (99.68%)
							1,270,804 (0.32%)
3-5	Ordinary	Appointment of Independent Director (Kwang Soo Oh)	Approved	534,569,207	402,078,918	401,654,696 (99.89%)	
						424,222 (0.11%)	
3-6	Ordinary	Appointment of Independent Director (Christopher Anand Daniel)	Approved	534,569,207	402,078,918	317,582,489 (78.99%)	
						84,496,429 (21.01%)	
Resolution 4	4-1	Ordinary	Appointment of Audit committee Member (Seung Hwan Choi)	Approved	237,910,704	105,420,415	104,535,034 (99.16%)
							885,381 (0.84%)
	4-2	Ordinary	Appointment of Audit committee Member (Kwang Soo Oh)	Approved	237,910,704	105,420,415	104,994,416 (99.60%)
							425,999 (0.40%)
Resolution 5	Ordinary	To approve the ceiling on remuneration for directors of year 2019	Approved	534,569,207	402,078,918	401,538,331 (99.87%)	
						540,587 (0.13%)	
Resolution 6	Ordinary	To approve the renewal of the Interested Person Transactions Mandate.	Approved	242,169,207	109,678,918	109,189,164 (99.55%)	
						489,754 (0.45%)	

(Sub-principle 1-3) Corporate should enable the shareholders to easily propose an agenda to the general meeting of shareholders, and allow questions and explanations to be freely asked and called upon on the agenda suggested by shareholders at the general meeting of shareholders.

The company's business management team is in charge of handling shareholder proposal rights. When the shareholder's proposal is received, the confirmation of the receipt will be returned to you in writing or electronically within 7 business days after confirming the shareholder's status and reviewing the law on the proposed agenda. This shareholder proposal procedure is disclosed on the website(www.panocean.com-Investment Information-Electronic Notice). Meanwhile, since there has been no agenda for shareholder proposals at the general shareholders' meeting for the past three years, the separate implementation status related to shareholder proposals has been omitted. In addition, from the start of the business year just before the disclosure period (January 1, 2020) to the date of submission of the report (May 31, 2021), there was no disclosure letter submitted as part of the trustee responsibility performance activities of institutional investors. In the future, if a shareholder's proposal is received, The company will make an effort to protect the rights and interests of shareholders by confirming the legal effect, etc., and submitting it as an agenda at the general shareholders' meeting in accordance with the proper procedures.

(Sub-principle 1-4) Corporate should provide its dividend policy and the future dividend plan to the shareholders.

In February 2021, the company established a dividend policy to improve shareholder value such as dividend stability and predictability and decided a three-year dividend guideline, announced by public announcement, and disclosed it on the website.

Dividend Policy	The company will provide cash dividend to shareholders after allocating financial results in a reasonable and balanced way to secure investment resources maintaining the soundness of financial structure.
Guideline (2021~2023)	The company will return 10% to 20% of net profits excluding extraordinary income based on K-IFRS Separated financial statement.

Accordingly, the company paid approximately 26.7 billion won in cash dividends in 2021. When the company establishes a shareholder return policy, divides dividends or purchases treasury shares, the company discloses the details without delay, and provides detailed information to shareholders through a conference call for performance announcement and posting on the website. The company continues to make efforts to protect shareholder rights and interests, and makes efforts to ensure that shareholders are fully aware of the shareholder return policy. The company will do the best to provide sufficient information to shareholders in the future.

(Sub-principle 1-5) Shareholders' rights to be granted with proper level of dividend should be respected in accordance with the related policy

Shareholder returns in the past three years are as follows.

Year	Stock Type	Cash Dividend				
		Amount per share	Total Amount (KRW bil.)	Market price dividend ¹⁾	Dividend payout ratio ²⁾	
					Consolidated	Separate
2020	Common	KRW 50(SGD 0.06)	26.72	1.1%	29.5%	29.4%
	-	-	-	-	-	-
2019	Common	-	-	-	-	-
	-	-	-	-	-	-
2018	Common	-	-	-	-	-
	-	-	-	-	-	-

1) The ratio of dividends per share to the arithmetic average price of the final price formed in the exchange market for the past one week from the two trading days before the shareholders' list closing date.

2) Total dividend / consolidated or separate net income

Meanwhile, the company has not paid differential dividends, quarterly dividends, or interim dividends in the past three years. In addition, treasury stocks have not been acquired from the start of the business year (January 1, 2020) to the date of submission of the report (May 31, 2021) immediately prior to the disclosure period, and are in possession as of the date of submission of the report (May 31, 2021). There is no treasury stock.

(Key Principle 2) Fair treatment of shareholders

- Shareholders should hold fair voting rights according to the type and number of shares owned, and companies should equip an adequate system to provide fair information to shareholders.

(Sub-principle 2-1) Corporate should create an environment where infringement on the voting rights of shareholders does not take place, and provide sufficient corporate information to the shareholders at the right time, in a fair manner.

As of May 31 2021 which is the report submission date, the total number of shares outstanding was 534,569,512. The total number of shares permitted to be issued as specified in the Articles of Incorporation is 3,000,000,000(face value of KRW 1,000). Currently, issued shares are all registered common stock.

The company holds earnings release regular meeting in order to report its financial results for the preceding year, first quarter, second quarter and third quarter, respectively. The company continue to engage in and strengthen communication with our shareholders via participating in over 200 meetings annually through IR events such as investor forums and conferences organized by securities company, non-deal roadshows and direct meeting with investors. Information on IR events can be found in disclosures submitted to electronic disclosure systems(<http://kind.krx.co.kr> or <http://dart.fss.or.kr> or <https://www2.sgx.com>)

Date	Target Audience	Method	Key Topics
2020.2.28	Analysts	Explanation to participants	Performance review on the fourth quarter of 2019
2020.3.2~4	Investors(local)	NDR(Non Deal Roadshow)	
2020.5.13	Analysts	Explanation to participants	Performance review on the first quarter of 2020
2020.5.14~15	Investors(local)	NDR(Non Deal Roadshow)	
2020.8.13	Analysts	Explanation to participants	Performance review on the second quarter of 2020
2020.8.14~19	Investors(local)	NDR(Non Deal Roadshow)	
2020.8.20~21	Investors(local)	NDR(Non Deal Roadshow)	
2020.9.16	Investors(local)	NDR(Non Deal Roadshow)	
2020.11.3	Analysts	Explanation to participants	Performance review on the third quarter of 2020
2020.11.4~9	Investors(local)	NDR(Non Deal Roadshow)	
2020.11.18~19	Investors(foreign)	NDR(Non Deal Roadshow)	
2021.2.15	Analysts	Explanation to participants	Performance review on the fourth quarter of 2020
2020.2.16~18	Investors(local)	NDR(Non Deal Roadshow)	
2021.5.13	Analysts	Explanation to participants	Performance review on the first quarter of 2021
2021.5.14~18	Investors(local)	NDR(Non Deal Roadshow)	

Information related to the company and IR contact such as telephone number(82-2-316-5160) and email address(irpr@panocean.com) is available on our website (<http://www.panocean.com>), and also on electronic disclosure systems(<http://kind.krx.co.kr> or <http://dart.fss.or.kr> or <https://www2.sgx.com>). The company has been

listed both Korea Exchange and Singapore Exchange and submits public disclosures in English through the SGX disclosure system. Therefore, we do not submit public disclosures in English through KIND(<http://kind.krx.co.kr>) or DART(<http://dart.fss.or.kr>) in a separate format. Meanwhile, the company has not designated as unfaithful disclosure corporation since the first listing in 2007.

<Fair disclosures from 1st Jan. 2020 to 31 st May 2021>

Date	Title	Contents
2020.11.03	Report on Business Performance according to Consolidated Financial Statements	Financial result of 3 rd quarter 2020
2021.02.10	Decision on mid-term dividend policy	mid-term dividend policy

(Sub-principle 2-2) Corporate should equip and operate protective measures that can protect the shareholders from unfair internal transaction and self dealing of other shareholders such as controlling shareholder etc.

The company has internal regulations to prevent related-party or self-dealing transactions that are in management's or a controlling shareholder's own interests. In accordance with article 9 section 15 and 16 of the Regulations of the Board, approval of related party transactions and transactions between the company and directors are resolved by the Board. The company has voluntarily established Internal Transactions Committee to review related party transactions, aiming to enhance corporate transparency. The committee conducts preliminary reviews and approves large transactions with related parties and other transactions that are deemed significant. Also, the committee receives reports on related party transactions with affiliates and can request detailed reports. For related party transactions that significantly violate relevant laws or regulations of the company, the committee has the right to propose corrective measures to the Board.

III. Board of Directors

(Key Principle 3) Functions of the board of directors(“the Board”)

- The Board must establish the business objectives and strategies in the best interests of the corporation and its shareholders, and effectively supervise the activities of the management.

(Sub-principle 3-1) The Board should effectively perform its duty of management decision-making and management supervision.

For independent judgment and decision making of the Board, the Article 30 in the Chapter 5 of the Articles of Incorporation stipulates that the number of directors shall be at least four or more, but not exceeding nine. And the company shall have at least three independent directors, at least one of one of whom must be resident (either a citizen or permanent resident) in Singapore. Independent directors shall comprise more than half of the Board.

As of 31 May 2021, the submission date of the report, the company has appointed four out of seven directors as independent directors, and one out of all independent directors is Singaporean. In order to secure professionalism of the Board, independent directors are composed of experts in the accounting, law and agriculture/grain fields. The company also supports all material and human resources to provide information on the Board's decision making, and provides the Board members with training sessions for company introductions and sharing business issue. As an internal support organization of the Board, the planning team exclusively supports the Board. It helps the Board make efficient decisions through regular and irregular contacts.

The Board makes resolutions on matters provided for by the relevant laws or the Articles of Incorporation, matters delegated by a general meeting of shareholders, and important matters related to the company's management policies and business operations. In accordance with article 9 of the Regulation on the operation of the Board of Directors, matters to be submitted to the Board are as follows:

- 1) Matters concerning general meetings of shareholders
 - a. Convocation of general meeting of shareholders
 - b. Amendments of the Articles of Incorporation
 - c. Election and dismissal of directors and members of the Audit Committee
 - d. Remuneration of the directors
 - e. Any other matters which shall be submitted to shareholders for consideration
- 2) Matters concerning financing and reduction of capital
 - a. Issuance of new shares and reduction of capital
 - b. Financing over 5% of equity capital
 - c. Issuance of bonds
- 3) General matters of management
 - a. Matters concerning business plan of the company
 - b. Settlement of accounts and resolution of financial statements
 - c. Distribution of dividends
 - d. Determination and amendment of basic policy of management
- 4) Matters concerning assets of the company
 - a. Annual plan of investment;
 - b. Acquisition and disposition of vessels requiring over 3% of equity capital
(A portion of which is not reflected in the annual plan of investment)

- c. Contract of affreightment accompanied with the acquisition of vessels described in item b.
- d. Acquisition and disposition of non-current assets except for vessel requiring over ten(10) billion won(or 2.5% of total amount of assets) per case
- 5) Equity investment and disposal
 - a. Establishment and Liquidation of the investee companies (except for ship-finance-related SPC)
 - b. Equity investment (referring to acquisition of stocks or capital contribution certificates issued by other corporations) or disposition of equity investment requiring over ten(10) billion won(or 2.5% of equity capital)
 - c. Investment contract
 - Joint Venture, Joint Investment Agreement, Shareholders' Agreement, MOU (which incurs investment obligation)
 - d. Corporate governance of subsidiary companies
 - Merger, division, all-inclusive share swap and transfer, transfer of business and others
- 6) Strategic Alliances(Contract)
 - a. Contracts for license or technical importation, acquisition of intellectual properties
 - b. Any other matters of important contracts necessary for agreement with other parties
- 7) Offer of security(only for the third party) and guaranty(except for performance guaranty and tax guaranty) over 2.5% of equity capital
- 8) Acquisition, disposition and retirement of treasury shares
- 9) Material matters concerning policies on personnel and reward and punishment
- 10) Matters concerning remuneration of officers of the company
- 11) Matters concerning material law suits and reconciliations
- 12) Enactment and abrogation of important regulation of the company
- 13) Election and dismissal of the Representative Director
- 14) Matters concerning the Board of Directors meetings
 - a. Election and dismissal of the Chairman and Vice Chairman
 - b. Set-up, operation and abolition of committees
 - c. Election and dismissal of the members of committees
- 15) Approval of large scale transactions with or for the largest shareholder, his/her specially related persons, and the company's specially related persons
- 16) Approval of transactions between directors, etc. and the company
- 17) Any other matters as prescribed in laws or the Articles of Incorporation, delegated from general meeting of shareholders and of which the Chairman or the Representative Director deem necessary

The Board can establish committees under the Board and delegate certain responsibilities to the committees in accordance with Article 42 of the Articles of Incorporation and Article 9-14 of the Regulation on the operation of the Board of Directors, except as otherwise stipulated by relevant laws. Each agenda approved by committees is reported to the Board, and a director may call for the convocation of a meeting to the chairman of the Board for the Board to resolve the approved resolution by the committees again if he or she deems necessary. However, agendas approved by the Audit Committee are excluded to ensure the committee's independence. Matters resolved at the Board's meetings are executed by relevant departments led by CEO.

(Sub-principle 3-2) The Board should prepare and operate CEO succession policy including contingency appointment plan and consistently improve and complement the policy.

The company has a large number of candidates for CEO with a broad knowledge and with an extensive experience in the field of shipping business, who passed a regularly internal selection process and the group of candidates continues to be trained in order to develop their own capability and to be regularly assessed by internal regulation, even though CEO succession plan including appointment policy in emergency situation is not currently documented. The inside director is elected by the general meeting of shareholders in accordance with the Regulation on the operation of the Board of Directors, the Articles of Incorporation and the Commercial Act. The Board shall elect the Representative Director. In the event that the Representative Director is unable to serve, then the other inside directors shall act on behalf of the Representative Director as being determined by the Board. The company operates the system for selection and assessment of CEO candidates and the counterplan in emergency as mentioned above. The documentation regarding to CEO succession plan will be prepared in the near future.

(Sub-principle 3-3) The Board should prepare and operate internal control policy including a risk management, compliance with the relevant rule and regulations, internal accounting control System and consistently improve and complement the policy

The company has a risk management policy/management system for systematic financial, strategy, and business environment risk management, and is continuously supplemented by reflecting changes in market conditions and policy environment. The company appoints a compliance officer with legal qualifications pursuant to Article 542-13 of the Commercial Act to check compliance with the compliance control standards, and the details of the appointment are disclosed in detail in the business report. The compliance officer monitors the compliance of the management and employees and the legality of the company's management activities, while faithfully supporting the company's organization and business through various compliance support activities. In addition, the results of these activities are reported to the board of directors. The details of compliance control inspection in 2020 are as follows.

Activity	Detail
Compliance Guidelines Validity Evaluation	Ethical Management Department established Compliance Guidelines execution system and performed autonomous evaluation of compliance, the result of which was reviewed and the validity of which was confirmed according to the Article 6, 11, 14 and 21 of Compliance Guidelines.
Appointment of staffs in charge of compliance	1 person per team (49 teams)
Reviewing Validity of self-assessment lists	Reflecting the results of validity evaluation of last-year checklists and amendments thereto → distribution of 143 items in total (67 individual, 76 common) to 49 teams

Execution of Compliance self-assessment	Evaluation Period : Dec 11, 2020 ~ Dec 18, 2020 (6 business days) Target : 49 teams (all teams in company) Method : Self-assessment by persons in charge of compliance in respective teams → report to team leader / confirmation → report to division or department heads / confirmation → report to Compliance Officer / confirmation Result: 100% fulfilled, 0% non-fulfilment
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Meanwhile, as a securities-listed corporation, the company has established and operates an organization in charge of disclosure in order to fulfill the disclosure obligations in accordance with the regulations and related laws set by the Korea Exchange and the Financial Services Commission. Business Management team is responsible for collecting and reviewing various public announcement information related to announcement, preparing and executing announcement documents, establishing an annual announcement work plan and checking the status of implementation, and regularly checking the contents of public announcement related laws and regulations. The company reviews actions necessary for compliance, report to the disclosure manager, and identify, check, evaluate, and manage disclosure risks at the company-wide level.

Team	Staff	Position
Planning Department	1	Vice President 1
Business Management Team	3	General Manager 1, Senior Manager 1, Manager 1

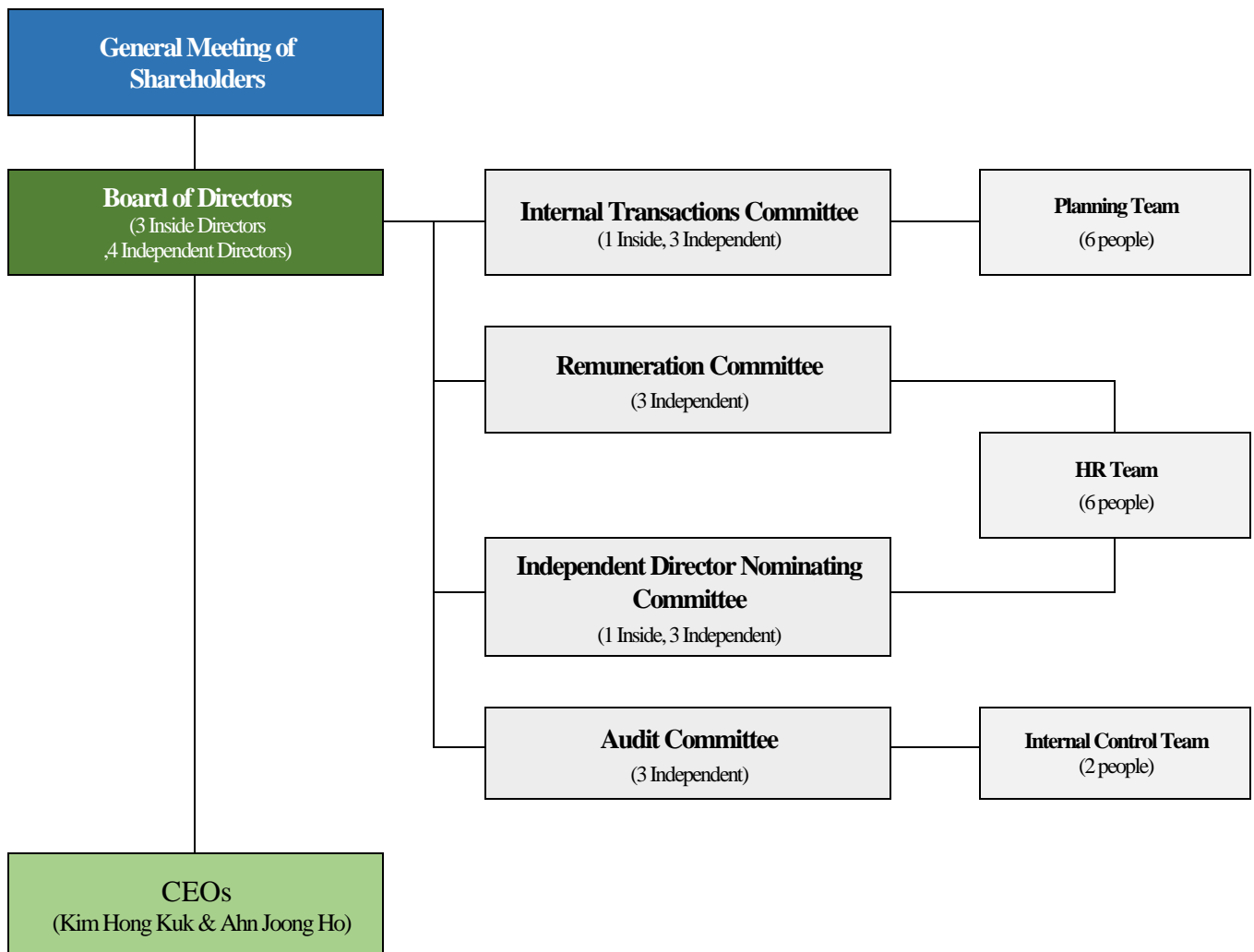
Finally, the company established an internal accounting management system to provide reasonable assurance that financial statements were prepared and disclosed in accordance with generally accepted accounting standards, and controls at the enterprise level, process level, and general control level of information technology. The company have established and are operating a system. The CEO checks the effectiveness of the internal accounting management system every business year and reports it to the audit committee, the Board and the general shareholders' meeting. In addition, in accordance with the enactment of the Act on External Audit of Stock Companies revised in November 2018, the roles and responsibilities of the CEO, the audit committee, and external auditors, operation of the internal accounting management system, and report on the operation of the internal accounting management system. The company's internal accounting management regulations were fully revised in December of the same year and are in operation reflecting the evaluation and evaluation.

(Key Principle 4) Composition of the Board

- The Board should be composed so as to facilitate effective decision-making and supervision of management, and directors should be appointed through a transparent process, which reflects the diverse opinions of shareholders.

(Sub-principle 4-1) The Board should be composed in a way that effective and prudent discussion and decision-making is possible, with enough number of independent directors so that it can fulfill its function independently from the management and the controlling shareholders.

A general meeting of shareholders is the company’s highest decision-making organization. It decides on and approves important issues concerning the company’s management, including the election of directors, amendments to the Articles of Incorporation, approval of financial statements, etc. The Board makes resolutions on matters provided for by the relevant laws and regulations or the Articles of Incorporation, on matters delegated by a general meeting of shareholders, and on important matters concerning basic policies and execution of the company’s business. To review more technical matters, the Board supervises and delegates authority to 4 committees, with related departments tasked in a supporting role. The two CEOs appointed by the Board operate and manage ordinary business.



The Board shall have at least four but not more than nine directors, in accordance with Article 30 of the Articles of Incorporation. As per the article 383 of the Commercial Act, we have more than three directors now, and we believe that the maximum number of nine is appropriate to ensure efficient decision-making and management of the Board. As of 31 May 2021, the submission date of the report, the Board comprises seven directors, among which four members are independent directors. This meets the requirement of Article 542-8 of the Commercial Act, which states that a company shall have at least three independent directors and that independent directors shall constitute a majority of the Board. In order to make strategic decisions quickly and strategically in preparation for the rapidly changing shipping market, the company has appointed Mr. Ahn Joong Ho, one of the top shipping experts, to serve as both CEO and the chairman of the Board. Since we make sufficient efforts to strengthen the independence and supervisory functions of the Board, we did not appoint a senior Inside director or adopt an Inside officer system.

Name	Position	Date of appointment	Term expiration date	Committee
Kim Hong Kuk	Inside Director	2015.7.18	2022.3.26	-
Ahn Joong Ho		2020.3.30	2023.3.29	Independent Director Nominating Committee Internal Transactions Committee
Cheon Se Gi		2015.7.18	2022.3.26	-
Choi Seung Hwan	Independent Director	2015.7.18	2022.3.26	Independent Director Nominating Committee Remuneration Committee Internal Transactions Committee Audit Committee
Jeong Hak Soo		2021.3.30	2024.3.29	Independent Director Nominating Committee Remuneration Committee Internal Transactions Committee Audit Committee
Oh Kwang Soo		2019.3.27	2022.3.26	Independent Director Nominating Committee Remuneration Committee Internal Transactions Committee Audit Committee
Christopher Anand Daniel		2013.12.24	2022.3.26	-

As of 31 May 2021, the submission date of the report, information about the committees and their compositions is listed below.

Committee	Composition		Role
	Position	Name	
Independent	Chairman	Oh Kwang Soo	To review, and supplement the principles of the

Director Nominating Committee	Member	Ahn Joong Ho	independent director election, recommend candidates for the independent directors to be elected at the general meeting of shareholders, manage the independent director candidate pool at all times, and verify the qualifications of the candidates.
	Member	Jeong Hak Soo	
	Member	Choi Seung Hwan	
Audit Committee	Chairman	Choi Seung Hwan	To deliberate and resolve accounting and operational audits and such matters as delegated by the Board.
	Member	Jeong Hak Soo	
	Member	Oh Kwang Soo	
Internal Transactions Committee	Chairman	Jeong Hak Soo	To conduct preliminary reviews of and approve related party transactions worth KRW 5 billion and over, and other transactions that are deemed significant according to the Monopoly Regulation and Fair Trade Act
	Member	Ahn Joong Ho	
	Member	Choi Seung Hwan	
	Member	Oh Kwang Soo	
Remuneration Committee	Chairman	Oh Kwang Soo	To execute its fiduciary duty toward the company's remuneration policy and achieve harmony between the remuneration system for the executives, etc. and the company's performance and risk structure
	Member	Jeong Hak Soo	
	Member	Choi Seung Hwan	

(Sub-principle 4-2) The Board should be comprised of responsible and competent professionals in various fields considering their knowledge and career so that they can effectively contribute to the corporate management.

A director is elected by a resolution of a general meeting of shareholders, in accordance with Article 382 of the Commercial Act, and an independent director is elected from candidates recommended by the Independent Director Nominating Committee, according to Article 542-8 of the Commercial Act. The Independent Director Nominating Committee is a committee under the Board whose role is to recommend independent director candidates to be presented at a general meeting of shareholders after an in-depth review. The Committee meets the requirement of Article 542-8 of the Commercial Act, which states that Independent Directors must constitute a majority of an Independent Director Nominating Committee in order to ensure the Committee's independence and transparency. To meet the requirements of relevant laws and the Articles of Incorporation, a candidate for an Independent Director needs to have no material interests with the company, and be able to fulfill the roles and responsibilities of supervising management in an independent position. The Independent Director Nominating Committee selects candidates with abundant knowledge and expertise in areas including business management, economics, accounting, law, etc. Candidates who can independently add a diverse perspective to the Board, regardless of ethnicity, nationality, gender, region of origin, religion, or area of specialty, will be the primary considerations. The company continues to make an effort to reinforce the expertise, the responsibility, and the diversity such as appointing a female director.

<History of appointments and changes of the directors from 1st Jan. 2020 to 31st May 2021>

Name	Date of original appointment	Date of tenure expiration	Date of change	Reason for change	Employment
Kim Hong Kuk	2015.7.18	2022.3.26	2019.3.27	Re-Appointment	Employment
Choo Sung Yob	2015.7.18	2020.3.30	2020.3.30	Resignation	Retirement

Ahn Joong Ho	2020.3.30	2023.3.29	2020.3.30	New-Appointment	Employment
Cheon Se Gi	2015.7.18	2022.3.26	2019.3.27	Re-Appointment	Employment
Choi Seung Hwan	2015.7.18	2022.3.26	2019.3.27	Re-Appointment	Employment
Oh Keum Seok	2018.3.23	2021.3.22	2021.3.30	Termination	Retirement
Oh Kwang Soo	2019.3.27	2022.3.26	2019.3.27	New-Appointment	Employment
Christopher Anand Daniel	2013.12.24	2022.3.26	2019.3.27	Re-Appointment	Employment
Jeong Hak Soo	2021.3.30	2024.3.29	2021.3.30	New-Appointment	Employment

(Sub-principle 4-3) Fairness and independence should be secured during the recommendation and appointment process of the candidates for the directors.

In order to provide information about the candidates of director before a long enough period of time, a notice of the 55th AGM which was held on 30 March 2021 was announced on 26 February 2021, 4 weeks prior to the meeting. Meanwhile, in case of electing two (2) or more directors, we do not adopt the concentrated voting system pursuant to Article 382-2 of the Commercial Act.

<Information provided on the candidates for directors before AGM>

Date of information submission	Date of general meeting of shareholders	Candidates for directors	Provided information
2021.2.26	2021.3.30	Jeong Hak Soo	1. Detailed career and areas of expertise of the candidates 2. Confirmation of independence(no conflict of interests) 3. Recommender 4. Relation with the Largest shareholder
2020.2.28	2020.3.30	Ahn Joong Ho	

(Sub-principle 4-4) People who are responsible for the defamation of the enterprise value or infringement of shareholders' equity interest should not be appointed as an executive officer.

The company manages pre-qualification procedure during the process of director appointment, in order to prevent the possibility of electing candidate who can bring damage to the enterprise value or infringement on stockholders' interest as director. There are no directors today with suspicion of any embezzlement or dereliction of duty in the past. Instead of adopting Corporate Executive Officer System, the company pursuits efficiency comprehensively when performing decision making, monitoring and execution through the Board and the Representative Director. As of May 31 2021 which is the report submission date, the list of current directors is as below.

Name	Gender	Position	Registration	Full or Part Time	Duty
Kim Hong Kuk	Male	CEO (Chairman)	Registered Director	Full Time	CEO
Ahn Joong Ho	Male	CEO (Deputy President)		Full Time	CEO & Chairman of BOD
Cheon Se Gi	Male	Executive Vice President		Full Time	Head of Ethical Management Dept.
Choi Seung Hwan	Male	Independent Director		Part Time	Independent Director
Oh Kwang Soo	Male	Independent Director		Part Time	Independent Director
Jeong Hak Soo	Male	Independent Director		Part Time	Independent Director
Christopher Anand Daniel	Male	Independent Director		Part Time	Independent Director
Rah Byung Chul	Male	Senior Vice President	Non - Registered Director	Full Time	Head of Dry Bulk Division 1
Heo Uk	Male	Senior Vice President		Full Time	President of Pan Ocean (China) Co., Ltd
Kim Dong Gyun	Male	Senior Vice President		Full Time	Head of Dry Bulk Division 2
Bang Sang Doo	Male	Vice President		Full Time	Head of Container Division
Chung Do Shik	Male	Vice President		Full Time	Head of Planning Department
Kim Eun Jin	Male	Vice President		Full Time	Head of IT Department
Choi Sung Ho	Male	Vice President		Full Time	Head of Specialized Carriers Division
Kim Young Suk	Male	Vice President		Full Time	Head of Cape Division
Yang Chan Hyun	Male	Vice President		Full Time	President of Pan Ocean (USA) Co., Ltd
Jung Sang Jin	Male	Vice President		Full Time	Head of Panamax Division

(Key Principle 5) Responsibilities of Independent Directors

- Independent directors should be able to participate independently in important corporate management decision-making, and to supervise and support the management as a Board member.

(Sub-principle 5-1) Corporate should identify, during the appointment stage of the process, that independent directors do not have significant personal interests in the corporate.

Pursuant to Article 382(3) and Article 542(89) of the Commercial Act, the company complies with the exclusion requirements of qualifications for appointment of independent directors by article 43(1) of the Articles of Incorporation. In accordance with article 46 of the Articles of Incorporation, independent directors are able to independently participate in important corporate management decision-making and supervise and support the management as a Board member. As of 31 May 2021, the submission date of the report, the incumbent independent directors have no significant interests with the company, and the company have checked their interests from the beginning of the selection process. The company will continuously implement the verification procedures thoroughly and strive to prepare internal regulations, including the internal standard of allowing Independent directors to have concurrent position in other companies.

< Relationship status between incumbent Independent directors and group-affiliated companies >

Name	Past employment history		Transaction history of the recent 3 years	
	Relevant corporate	Affiliated companies of the relevant corporate	Relevant corporate	Affiliated companies of the relevant corporate
Choi Seung Hwan	N/A	N/A	N/A	N/A
Oh Kwang Soo	N/A	N/A	N/A	N/A
Christopher Anand Daniel	N/A	N/A	N/A	N/A
Jeong Hak Soo	N/A	N/A	N/A	N/A

Since the company is both listed on the Korea Exchange(KRX) and the Singapore Stock Exchange(SGX), the company is obliged to comply with Korean laws, regulations and part of the SGX listing rules, and at least one independent director must be resident in Singapore. Under these conditions, independent director Christopher Anand Daniel has been in office for more than seven years since 2013 in consideration of his knowledge and career as an independent director.

<The tenure of service for each incumbent independent director and the reason of having an independent director, if there is any, who has been working more than 6 years as of May 31 2021 which is the report submission date>

Name	Tenure of service	Reason of having an independent director, if there is any, who has been working more than 6 years
Choi Seung Hwan	5 years and 10 months	N/A
Jeong Hak Soo	2 months	N/A
Oh Kwang Soo	2 years and 2 months	N/A
Christopher Anand Daniel	7 years and 5 months	To comply with SGX Listing rules

(Sub-principle 5-2) Independent directors should put enough amount of time and efforts to fulfill their duty sincerely.

In addition, it is considered to be proper that the independent directors put their time and effort enough to fulfill their own duty, considering status of concurrent office, and a responsible department is designed to respond to the information demanded by independent directors. As of May 31 2021 which is the report submission date, the status of concurrent office for 4 independent directors is as below.

< Status of concurrent position of the independent directors >

Name (member of audit committee)	Date of original appointment	Date of tenure expiration	Current office	Status of concurrent office			
				Concurrent institution	Concurrent position	Tenure of service in the concurrent institution	Listed/ non-listed institution (concurrent)
Choi Seung Hwan (Chairman of audit committee)	2015.7.18	2022.3.26	-	T'way Air Co., Ltd.	Independent director	2 months	Listed
Oh Kwang Soo (Member of audit committee)	2019.3.27	2022.3.26	Lawyer of Daeryook & Aju Law Firm	NICE Holdings Co.,Ltd.	Independent director	2 years and 2 months	Listed
Jeong Hak Soo (Member of audit committee)	2021.3.30	2024.3.29	Chairman of the East Asia Agri. Association	SAJO Industries Co., Ltd.	Independent director	1 year and 2 months	Listed
Christopher Anand Daniel	2013.12.24	2022.3.26	Lawyer of Advocatus Law LLP				

(Sub-principle 5-3) The corporate should provide enough amount of information and resources necessary for the independent directors' performance of duty.

In order to provide information and resources necessary for the performance of independent directors' duties, the company has designated planning team as a separate support organization. The company provide detailed information in advance so that the agenda can be fully reviewed prior to the Board' meeting, and support necessary matters for independent directors to perform their duties. If necessary, organizations in charge of related affairs, such as financial department and legal insurance department, in addition to planning team, provide support for the performance of independent director's duties. In addition, to support the practical activities of the Audit Committee, an internal accounting management team has been established and is operating in charge of performing practical tasks. Meanwhile, no meeting has been held in which only independent directors participate during 2020.

(Key Principle 6) Evaluation of Independent directors' activities

- To promote active performance of duties by the independent directors, their activities should undergo fair evaluation; and the decisions on their remuneration and reappointment should be made on the basis of the outcomes of such evaluation.

(Sub-principle 6-1) Evaluation of the independent director should be based on the individual performance, and the remuneration should be determined at a proper level in consideration of accountability, risk of fulfilling the duty, and the time spent.

In the event of re-appointment for independent directors, their attendance record, a level of contribution, and independence during tenure of service are evaluated over all, the Independent Director Nomination Committee determine acceptance or rejection of re-appointment. However the relevant regulations is not made yet, but the company is trying to make the detailed method of appraisal and relevant regulations

(Sub-principle 6-2) The appraisal result of the independent directors should be reflected in the remuneration estimation and the decision on the reappointment.

In accordance with article 388 of the Commercial Act, article 41 of the Articles of Incorporation, the ceiling on independent director remuneration is determined by a resolution at a general meeting of shareholders. The Remuneration Committee deliberates a reasonable remuneration limit to be submitted at the general meeting of shareholders, and the remuneration is later determined within the limit set at the meeting. Under the company policy, an independent director's remuneration is not tied to his performance. Rather, it is predetermined in order to avoid any inhibitions that may impede participation if compensation is based on performance. Remuneration of independent directors is limited to base salary and business-related expenses. Remuneration paid to independent directors in 2020 is as follows:

(Unit : million KRW)

	No.	Total	Average
Members of Audit Committee	3	144	48
Independent directors except for members of Audit Committee	1	41	41

(Key Principle 7) Operation of the Board

- The Board should be operated efficiently and rationally to ensure that the management decisions are made in the best interests of the corporation and shareholders.

(Sub-principle 7-1) The Board should be held in principle, on a regular basis, and the corporate should prepare operational regulations that stipulate the authority, responsibility and operational procedures of the Board in detail.

The Board holds seven to eight ordinary meetings each year, for matters such as approving quarterly financial statements and convening an AGM. Extraordinary meetings can be called when deemed necessary. In accordance with Article 38 of the Articles of Incorporation and Article 7 of the Regulation on the operation of the Board of Directors, a meeting of the Board shall be convened by the Chairman of the Board, and the Chairman shall give notice to each director of the date, time, place, and meeting agenda at least two days prior to the meeting. Directors may request the Chairman to convene a Board meeting when deemed necessary to perform his duties and shall explain the agenda and reasons to the Chairman. If the Chairman refuses to convene the meeting without justifiable grounds, the Director who made the request may convene a meeting directly. In accordance with Article 39 of the Articles of Incorporation and Article 8 of the Regulation on the operation of the Board of Directors, the presence of a majority of all Directors shall constitute a quorum for a meeting of the Board and the resolutions of the Board shall be adopted by a majority of the votes of the Directors attending the meeting. In accordance with Article 391 of the Commercial Act, the Board may adopt a resolution without all or some of the Directors being present at the meeting in person if they are present by means of a remote communication system that enables the simultaneous transmission and receipt of the voice of the Directors. In such cases, the relevant Directors shall be deemed as being directly present at the meeting. According to Article 8 of the Regulation on the operation of the Board of Directors, a director with a special interest in a resolution of the Board shall not exercise his or her voting right in order to eliminate the possibility of conflict of interest.

In 2020, the Board held 12 meetings(7 ordinary meetings, 5 extra-ordinary meetings)

No.	Agenda		Whether or not approved	Ordinary / extra-ordinary	Meeting date	Notice date	Attendance
	Resolution/ Report	Items					
1	Resolution	1. To approve Business Plan for 2020 2. To approve for Shipbuilding Contract of 50,000 DW Tanker	Approved	Ordinary	2020.1.16	2020.1.13	6/7
	Report	1. To report the disposal of non-economic vessel	-				
2	Resolution	1. To approve submission of a bid for the acquisition of shares	Approved	extra-ordinary	2020.1.31	2020.1.30	4/7
3	Resolution	1. To approve the date & venue and Agenda for Annual General Meeting for 2020 2. To approve financial statements of 2019 3. To approve the 54th Annual Report 4. To approve appointment of Director 5. To approve ceiling on remuneration for directors of year 2020 6. To approve the renewal of the IPT mandate 7. To approve the standard of performance evaluation & incentive payment of year 2020 for CEO 8. To approve remuneration plan of the Inside officers for year 2020	Approved	Ordinary	2020.2.12	2020.2.10	5/7

		9. To approve of Shipbuilding Contract and Long-term Time Charter out Contract of 300,000 DWT VLCC Tanker 10. To approve of the contract of Shared Expenses Agreement and payment					
	Report	1. To report resolution of audit committee as of date 2. To report operation of internal control over financial reporting(ICFR) 3. To report result of Compliance Guidelines validity evaluation 4. To report the purchase of a secondhand Container Ship	-				
4	Resolution	1. To approve the appointment of CEO and Chairman of BOD 2. To approve the appointment of member of committees 3. To approve the establishment of an overseas office 4. To approve for Shipbuilding Contract	Approved	extra-ordinary	2020.3.30	2020.3.24	7/7
5	Resolution	1. To approve of the acquisition of shares in Pan Ocean (America) Inc.	Approved	extra-ordinary	2020.4.21.	2020.4.21	7/7
	Report	1. To report current progress of the bid for acquisition of interest	-				
6	Resolution	1. To approve provision of guarantee and capital increase in US Subsidiary 2. To approve provision of debt guarantee for US Subsidiary.	Approved	Ordinary	2020.5.11	2020.5.8	6/7
	Report	1. To report First Quarter results of FY 2020	-				
7	Resolution	1. To approve for Shipbuilding Contract	Approved	extra-ordinary	2020.7.8	2020.7.1	5/7
	Report	1. To report the progress of LNG related projects 2. To report current progress of acquisition of interest	-				
8	Report	1. To report First Half results of FY 2020 2. To report the financial issue of POS SM	-	ordinary	2020.8.10	2020.8.5	6/7
9	Resolution	1. To approve internal transactions of 4Q FY 2020 2. To approve the paid-in capital increase on Q3 2020	Approved	Ordinary	2020.9.25	2020.9.22	7/7
	Report	1. To report the completion of acquiring interests 2. To report the progress of LNG related projects	-				
10	Resolution	1. To approve Issuance of Bank Guaranteed USD FRN (Floating Rate Note)	Approved	Ordinary	2020.11.10	2020.11.6	7/7
	Report	1. To report Third quarter results of FY 2020	-				
11	Resolution	1. To approve internal transactions of FY 2021 2. To approve for Shipbuilding Contract 3. To approve for the Purchase Contract of a secondhand vessel	Approved	Ordinary	2020.12.15	2020.12.11	6/7
	Report	1. To report the purchase of a secondhand vessel 2. To report the Shipbuilding Contract and Long-term Time Charter Contract	-				
12	Resolution	1. To approve for Shipbuilding Contract	Approved	extra-ordinary	2020.12.24	2020.12.23	6/7

In 2021, the Board held 6 meetings(4 ordinary meetings, 2 extra-ordinary meetings)

No.	Agenda		Whether or not approved	Ordinary / extra-ordinary	Meeting date	Notice date	Attendance
	Resolution/ Report	Items					
1	Resolution	1. To approve Business Plan for 2021	Approved	Ordinary	2021.1.7	2021.1.5	7/7
2	Resolution	1. To approve acquisition of shares in a company	Approved	extra-ordinary	2021.1.12	2021.1.11	5/7
3	Resolution	1. To approve the date & venue and Agenda for Annual General Meeting for 2021 2. To approve financial statements of 2020 3. To approve cash dividend 4. To approve Dividend policy 5. To approve the 55th Annual Report 6. To approve appointment of Directors & Audit Committee Members 7. To approve ceiling on remuneration for directors of year 2021 8. To approve the renewal of the IPT mandate 9. To approve the standard of performance evaluation & incentive payment of year 2021 for CEO 10. To approve remuneration plan of the executive officers for year 2021	Approved	Ordinary	2021.2.10	2021.2.5	6/7
	Report	1. To report resolution of audit committee as of date 2. To report operation of internal control over financial reporting(ICFR) 3. To report result of Compliance Guidelines validity evaluation	-				
4	Resolution	1. To approve the appointment of member of committees 2. To approve internal transactions during 2Q FY 2021	Approved	Ordinary	2021.3.30	2021.3.25	5/7
5	Resolution	1. To approve for Shipbuilding Contract and Long-term Time Charter Contract	Approved	extra-ordinary	2021.4.9.	2020.4.5.	6/7
	Report	1. To report the purchase of three secondhand vessels	-				
6	Resolution	1. To approve for Addendum of Long-term Time Charter Contract 2. To approve transactions between directors, etc. and the company	Approved	Ordinary	2021.5.11	2021.5.7	7/7
	Report	1. To report First Quarter results of FY 2021 2. Report on delisting of the company from the official list of the Singapore Exchange Securities Trading Limited pursuant to a cash Exit Offer 3. To report the election of the chairman of the Internal Transactions Committee	-				

(Sub-principle 7-2) The Board should record minutes in detail for every meeting and disclose the attendance rate of each director at the board meeting and the activities such as the approval and disapproval on the agenda.

At each board of directors, the main contents of the agenda and the results, the objectors and the reasons for the objection are entered, and all directors present fill out the minutes signed and sealed to clearly and in detail the decision-making results. In addition, the contents of the agenda of the board of directors, the attendance rate of directors, and whether they agree or disagree with the agenda are disclosed on a quarterly basis through an announcement.

<Attendance of each director in the year of 2020>

Directors	No.	1	2	3	4	5	6	7	8	9	10	11	12
	Meeting Date	1/16	1/31	2/12	3/30	4/23	5/11	7/8	8/10	9/25	11/10	12/15	12/24
Inside Director	Kim Hong Kuk	attend	attend	attend	attend	attend	absent	attend	attend	attend	attend	absent	absent
	Ahn Joong Ho	Before - Appointment			attend	attend	attend	attend	attend	attend	attend	attend	attend
	Choo Sung Yob	absent	absent	absent	Retirement								
	Cheon Se Gi	attend	attend	attend	attend	attend	attend	attend	attend	attend	attend	attend	attend
Independent Director	Choi Seung Hwan	attend	attend	attend	attend	attend	attend	attend	attend	attend	attend	attend	attend
	Oh Kwang Soo	attend	absent	absent	attend	attend	attend	absent	attend	attend	attend	attend	attend
	Oh Keum Seok	attend	attend	attend	attend	attend	attend	attend	absent	attend	attend	attend	attend
	Christopher Anand Daniel	attend	absent	attend	attend	attend	attend	absent	attend	attend	attend	attend	absent

<Attendance of each director in the year of 2021>

Directors	No.	1	2	3	4	5	6
	Meeting Date	1/7	1/12	2/10	3/30	4/9	5/11
Inside Director	Kim Hong Kuk	attend	absent	absent	absent	absent	attend
	Ahn Joong Ho	attend	attend	attend	attend	attend	attend
	Cheon Se Gi	attend	absent	attend	attend	attend	attend
Independent Director	Choi Seung Hwan	attend	attend	attend	attend	attend	attend
	Oh Kwang Soo	attend	attend	attend	attend	attend	attend
	Oh Keum Seok	attend	attend	attend	Retirement		
	Christopher Anand Daniel	attend	attend	attend	absent	attend	attend
	Jeong Hak Soo	Before - Appointment			attend	attend	attend

<Attendance rate and approval rate of each director in the recent 3 business years>

Name	Tenure of service	Attendance rate(%)				Approval rate(%)			
		Avg	Recent 3 years			Avg	Recent 3 years		
			2020	2019	2018		2020	2019	2018
Kim Hong Kuk	2015.07.18. ~ present	60.8	75.0	37.5	70.0	100.0	100.0	100.0	100.0
Choo Sung Yob	2015.07.18. ~ 2020.3.30	62.5	0	87.5	100.0	100.0	-	100.0	100.0
Ahn Joong Ho	2020.03.30 ~ present	100.0	100.0	-	-	100.0	100.0	-	-
Cheon Se Gi	2015.07.18. ~ present	93.3	100.0	100.0	80.0	100.0	100.0	100.0	100.0
Choi Seung Hwan	2015.07.18. ~ present	92.5	100.0	87.5	90.0	100.0	100.0	100.0	100.0
Christopher Anand Daniel	2013.12.24. ~ present	61.7	75.0	50.0	60.0	100.0	100.0	100.0	100.0
Oh Keum Seok	2018.03.23. ~ 2021.03.30	84.8	92.0	75.0	87.5	100.0	100.0	100.0	100.0
Oh Kwang Soo	2019.03.27. ~ present	70.9	75.0	66.7	-	100.0	100.0	100.0	-
Chang Yoo Whan	2015.07.18. ~ 2019.03.27.	70.0	-	50.0	90.0	100.0	-	100.0	100.0

(Key Principle 8) Committees of the Board

▪ For an efficient operation, the Board should establish internal committees which are responsible for the performance of specific functions and roles.

(Sub-principle 8-1) At least majority of members of the committees of the Board should be composed of independent directors, and all of the members of the audit committee and remuneration committee should be comprised of independent directors.

The Board has established four committees in accordance with article 42 of the Articles of Incorporation and article 9-14 of the Regulation on the operation of the Board of Directors, and has delegated certain responsibilities to the committees to ensure efficient operation of the Board.

(Sub-principle 8-2) Organization, operation and the authority of all the committees should be stipulated in the express provision, and the committee should report the resolutions to the Board.

1) Independent Director Nominating Committee

The Independent Director Nominating Committee was established in accordance with Article 43 of the Articles of Incorporation and Article 542-2 of the Commercial Act and has the role of making the recommendation of the company's independent director candidates transparent and sound in order to accord with interest of the company and the shareholders, based on the Regulation on the operation of the Board of Directors and the role of verifying the relevant legal qualification of the Independent Director candidates. Furthermore, for enhancing the transparency of electing procedure, the BOD verifies the result of qualification and the recommendation of the committee, once more. The Committee held 1 meeting during the disclosure period(1 Jan 2020 ~ 31 May 2021).

No.	Meeting date	Attendance	Agenda		Whether or not approved
			Resolution/ Report	Items	
1	2021.2.10	4/4	Resolution	To nominate independent directors	approved

<Attendance rate and approval rate of each director in the recent 3 business years>

Directors	Name	Attendance rate(%)			
		Avg	Recent 3 years		
			2020	2019	2018
Independent	Oh Kwang Soo	0	N/A	0	N/A
	Oh Keum Seok	100	N/A	100	N/A
	Choi Seung Hwan	100	N/A	100	100
	Chang Yoo Whan	50	N/A	0	100
	Shin Jeong Shik	100	N/A	N/A	100
Inside	Choo Sung Yob	100	100.0	100.0	100.0
	Ahn Joong Ho	-	N/A	N/A	N/A

2) Internal Transactions Committee

The Internal Transactions Committee was voluntarily established by a resolution of the Board, without legal requirements, to enhance transparency of the company's management. The committee is permitted to conduct preliminary reviews of and approve related party transactions worth KRW 5 billion and over according to the Monopoly Regulation and Fair Trade Act and transactions pursuant to article 393-2 of the Commercial Act. If deemed necessary, the committee shall be convened by the chairman according to article 6 of Regulation on the operation of Internal Transaction Committee. The committee held 4 meetings during the disclosure period(1 Jan 2020 ~ 31 May 2021).

<Internal Transactions Committee held in 2020>

No.	Meeting date	Attendance	Resolution/ Report	Agenda	Whether or not approved
				Items	
1	2020.9.25	4/4	Resolution	1. To approve internal transactions of 4Q FY 2020	approved
2	2020.12.15	4/4	Resolution	1. To approve internal transactions of FY 2021	approved

<Internal Transactions Committee held in 2021>

No.	Meeting date	Attendance	Resolution/ Report	Agenda	Whether or not approved
				Items	
1	2021.1.12	4/4	Resolution	1. To approve acquisition of shares in a company	approved
2	2021.5.11	4/4	Resolution	1. To report the election of the chairman of the Internal Transactions Committee	approved

<Attendance rate and approval rate of each director in the recent 3 business years>

Directors	Name	Attendance rate(%)			
		Avg	Recent 3 years		
			2020	2019	2018
Independent	Choi Seung Hwan	100	100	100	100
	Oh Keum Seok	100	100	100	100
	Chang Yoo Whan	100	N/A	N/A	100
	Oh Kwang Soo	75	100	50	N/A
Inside	Choo Sung Yob	75	N/A	50	100
	Ahn Joong Ho	100	100	N/A	N/A

3) Remuneration Committee

The Remuneration Committee was established by a resolution of the Board, without legal mandates, to reinforce transparency and objectiveness of the decision-making process regarding remuneration of Directors. The Committee shall suggest Criteria of Performance Evaluation and Remuneration, Performance Evaluation and Incentive Payments based on the accomplishment of the business management goals and Method of Incentive Payment regarding the remuneration systems of the members of BOD, major insides, full-time directors and representative director or Insides of same or higher level. The Committee held 2 meetings during the disclosure period(1 Jan 2020 ~ 1 May 2021).

In 2020, the Committee held 1 meetings.

No.	Meeting date	Attendance	Agenda		Whether or not approved
			Resolution/ Report	Items	
1	2020.02.12	2/3	Resolution	<ol style="list-style-type: none"> To approve ceiling on remuneration of year 2020 for directors To approve the standard of performance evaluation & incentive payment of year 2020 for CEO To approve remuneration plan of the inside officers for year 2020 	approved

In 2021, the Committee held 1 meeting.

No.	Meeting date	Attendance	Agenda		Whether or not approved
			Resolution/ Report	Items	
1	2021.02.10	3/3	Resolution	<ol style="list-style-type: none"> To approve ceiling on remuneration of year 2021 for directors To approve the standard of performance evaluation & incentive payment of year 2021 for CEO To approve remuneration plan of the inside officers for year 2021 	approved

<Attendance rate and approval rate of each director in the recent 3 business years>

Directors	Name	Attendance rate(%)			
		Avg	Recent 3 years		
			2020	2019	2018
Independent	Choi Seung Hwan	100	100	100	100
	Oh Keum Seok	100	100	100	N/A
	Chang Yoo Whan	50.0	N/A	0	100.0
	Shin Jeong Shik	100	N/A	N/A	100
	Oh Kwang Soo	50.0	100	0	N/A
Inside	Choo Sung Yob	100	N/A	100	100

IV. Audit System

(Key Principle 9) Internal auditing bodies

- Internal auditing bodies should perform their auditing duties faithfully by maintaining independence from the management and controlling shareholders, and the details of key activities of internal auditing bodies should be disclosed.

(Sub-principle 9-1) Internal auditing bodies should secure independence and professionalism

The Audit Committee deliberates and resolves accounting and operational audits and such matters as delegated by the Board. It supervises the directors' and executives' execution of duties so that they can make reasonable business judgments. Under the Articles of Incorporation and the Regulation on the operation of Audit Committee, the Audit Committee consists of more than 3 directors, with independent directors accounting for at least two thirds of the members and at least 1 member shall be an accounting or financial expert as required by the applicable laws. When conducting an audit, they shall maintain objectivity independent from the Board and executive bodies including the management. When its chairman deems it necessary, the Audit Committee may request the management and the relevant personnel to appear before the committee and give statements or to provide necessary materials. Audit Committee may also request a third party to appear before the committee and give opinions. It can also receive assistance from experts at the company's expenses.

Article 6 of the Regulation on the operation of the Audit Committee set forth the specific roles of the Audit Committee as follows.

- Ask a director, etc. for reporting his/her operation and investigate the company's business and property state
- Ask any of subsidiaries for reporting its operation and investigate the subsidiary's business and property state
- Claim to convene an extra-ordinary shareholders' meeting
- Ask assistance of an expert at the company's expense
- State its opinion for dismissal of an auditor
- Receive a report from a director
- Claim to injunction for a director's illegal act
- Represent the company in a litigation between a director and the company
- For internal report or notification of accounting fraud/irregularity, check the fact and any action taken to correct it, confidentiality for the identity of the reporter and/or the person who notifies it, etc., and disadvantageous treatment of the reporter and/or the person who notifies it
- Give its consent for the Board of Directors' approval on the financial statements (including the consolidated financial statements)
- Approve enactment and revision of the Internal Accounting Control System and evaluate the actual status of the operation thereof
- Appoint/Select an external auditor

As of May 31 2021 which is the report submission date, the Audit Committee consists of three independent directors including experts in the area of accounting and laws who give independent opinion on management decision. Although all members have experience and knowledge, the company is planning to educate Audit committee members about accounting and internal control over financial reporting in 2020.

Name	Inside/Independent Director	Title	Accounting or financial expert
Choi Seung Hwan	Independent Director	Chairman	Applicable (CPA)
Jeong Hak Soo	Independent Director	Member	N/A
Oh Kwang Soo	Independent Director	Member	N/A

(Sub-principle 9-2) Internal auditing bodies should execute auditing work with sincerity e.g. hosting regular meetings and transparently disclose the details of activities.

The Audit Committee writes minutes to record the results of meetings and audits conducted by the committee, and regularly reports to the Board. In addition, in the minutes, the agenda, the procedure, the result the reason for the objection are included in the minutes, and the attending member must sign. In addition, the committee discuss issues related to accounting in advance with an external auditor, Samil accounting firm every quarter and is faithfully carrying out audit-related tasks. Meanwhile, the details of the Audit Committee held from the start of the business year (January 1, 2020) to the date of submission of the report (May 31, 2021) are as follows.

In 2020, the Audit Committee held 4 meetings.

No.	Meeting date	Attendance	Agenda		Whether or not approved
			Resolution/ Report	Items	
1	2020.2.12	2/3	Report	<ol style="list-style-type: none"> To report operation of internal control over financial reporting(ICFR) To report financial statements and business report of 2019 To report activities of the Internal audit department 	-
			Resolution	<ol style="list-style-type: none"> Evaluation of operation effectiveness of internal control over financial reporting(ICFR) Submission of audit report Audit committee's opinion on internal monitoring system Review of agenda of 54th Annual general meeting Renewal of the IPT Mandate 	approved
2	2020.5.11	3/3	Report	<ol style="list-style-type: none"> To report the evaluation of External Auditors and the criteria for Audit Resource in 2020 To report financial statements of Q1 2020 To report the operation plan of internal control over financial reporting for 2020 	-
3	2020.08.10	2/3	Report	<ol style="list-style-type: none"> To report financial statements of 1st half of 2020 To report the operation of internal control over financial reporting for 1st half of 2020 To report activities of the Internal audit department 	-
4	2020.11.10	3/3	Report	<ol style="list-style-type: none"> To report financial statements of Q3 2020 	-

In 2021, the Audit Committee held 2 meetings.

No.	Meeting date	Attendance	Agenda		Whether or not approved
			Resolution/ Report	Items	

1	2021.2.10	3/3	Report	<ol style="list-style-type: none"> To report operation of internal control over financial reporting(ICFR) To report financial statements and business report of 2020 To report activities of the Internal audit department 	-
			Resolution	<ol style="list-style-type: none"> Evaluation of operation effectiveness of internal control over financial reporting(ICFR) Submission of audit report Audit committee's opinion on internal monitoring system Renewal of the IPT Mandate Review of agenda of 55th Annual general meeting 	approved
2	2021.5.11	3/3	Report	<ol style="list-style-type: none"> To report the evaluation of External Auditors and the criteria for Audit Resource in 2021 To report financial statements of Q1 2021 To report the operation plan of internal control over financial reporting for 2021 	-

<The attendance rate and approval rate of individual directors in recent 3 years>

Directors	Name	Attendance rate(%)			
		Avg	Recent 3 years		
			2020	2019	2018
Independent	Choi Seung Hwan	100	100	100	100
	Oh Keum Seok	75	75	100	50
	Oh Kwang Soo	37.5	75	0	N/A

(Key Principle 10) External auditors

- In order to make certain that the shareholders and other users have confidence in the corporate financial information, an external auditor must perform his/her auditing tasks fairly and independently from the corporation audited, including its management and controlling shareholders.

(Sub-principle 10-1) Internal auditing bodies should prepare and operate the policy to secure the independence, and professionalism when they appoint external auditors.

In accordance with article 10 (4) of Act on External Audit of Stock Companies, the company has appointed external auditors selected by Audit Committee as a stock-listed corporation pursuant to Article 10 (3) (Appointment of Auditors) for three consecutive business years. The Audit Committee performed comprehensive assessments including auditor's competence, accounting firm's competence, adequacy of audit procedures with previously elected selection criteria at the appointment of external auditors. At 6th Audit Committee meeting held on 14 December 2018, Audit Committee appointed PwC as the external auditor from 2019 to 2021 for three consecutive business years, reported the auditor selection result to the board of directors on 20 December 2018. The company has three non-audit contracts including tax adjustment service and consulting service in 2020. Audit Committee has restrictively approved non-audit services between the company and external auditors unless non-audit service has a material effect on auditors' independence management pursuant to tax adjustment service and its regulations. Before approving service contracts, Audit Committee comprehensively reviews whether the services follow rules from Article 21 (Restrictions on Functions) of Certified Public Accountant Act and Enforcement Decree Article 14 (Restrictions on Functions) of Enforcement Decree of the same act, and check possibility of independence damage, need of contracts, the appropriateness of contracts' amount.

< Non-audit service contracts signed with external auditors during the period subject to disclosure >

No.	Contract date	Service	Service fee	Service period
1	2020.01.23	Tax advisory	10 million KRW	2020.01.01~2020.12.31
2	2020.04.27	Tax consulting	60 million KRW	2020.04.27~2021.03.31
3	2020.04.27	Tax agent	-	2020.04.27~2021.01.14

(Sub-principle 10-2) Audit committee should communicate with the auditors periodically in every phase of audit pipeline such as external auditing and audit result reporting etc.

The external auditors directly report to Audit Committee after each final audit (review) and Audit Committee communicates with external auditors to confirm material facts including violations of laws and Articles of Incorporation and violations related the company's material accounting standards, audit and review results and management duties. Related above facts, Audit Committee and PwC had face-to-face meetings four times without managements in 2020.

No.	Date	Participants	Key discussions
1	2020.02.12	Audit committee : two members Company : Head of financial department and three members External auditors : Partner and one member	Independence, Subsequent events, Uncorrected misstatement, Key audit matters, Internal accounting control system progress, etc.
2	2020.05.11	Audit committee : three members Company : Head of financial department and three members External auditors : Partner and one member	First quarter review progress, FY 2020 audit plan, Key audit matters, etc.
3	2020.08.11	Audit committee : two members Company : Head of financial department and three members External auditors : Partner and one member	Semi-annual review progress, The duty of management and external auditor, Fraud & compliance, etc.
4	2020.11.10	Audit committee : three members Company : Head of financial department and three members External auditors : Partner and one member	Third quarter review progress, Key audit matters, etc.

Meanwhile, the company complies with article 6 (4) of the Act on External Audits of Stock Companies by submitting separate and consolidated financial statements before audit to external auditors as follows.

Category	Submission date	AGM prior duration
Separate financial statements	2020.01.23	9 weeks before AGM (2020.03.30)
Consolidated financial statements	2020.01.31	8 weeks before AGM (2020.03.30)

【attachment】 Relevant Regulations

1. Articles of Incorporation
2. Regulation on the operation of the board of directors
3. Regulation on the operation of independent director nominating committee
4. Regulation on the operation of audit committee
5. Regulation on the operation of internal transactions committee
6. Regulation on the operation of remuneration committee
7. Compliance control standards & enforcement rules of the compliance control standards

ARTICLES OF INCORPORATION

March 27th, 2019

Pan Ocean Co., Ltd.

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**ARTICLES OF INCORPORATION
OF
PAN OCEAN Co., Ltd.**

Adoption	May 28, 1966
Amendment	December 1, 1967
Amendment	June 4, 1970
Amendment	September 1, 1970
Amendment	December 22, 1973
Amendment	August 26, 1980
Amendment	September 26, 1980
Amendment	February 1, 1982
Amendment	December 22, 1983
Amendment	March 29, 1984
Amendment	May 3, 1984
Amendment	October 23, 1984
Amendment	December 20, 1985
Amendment	November 5, 1993
Amendment	March 1, 1997
Amendment	June 26, 2002
Amendment	November 8, 2004
Amendment	March 16, 2005
Amendment	April 18, 2005
Amendment	March 26, 2007
Amendment	October 31, 2008
Amendment	March 29, 2010
Amendment	March 29, 2012
Amendment	February 20, 2013
Amendment	March 26, 2013
Amendment	November 22, 2013
Amendment	July 24, 2015
Amendment	March 27, 2019

CHAPTER 1 GENERAL PROVISIONS

Article 1 Company Name

The name of the company is “팬오션 주식회사(Pan Ocean *Chushikhoesa*)” and “Pan Ocean Co., Ltd.” in English, and may be abbreviated as “팬오션” or “Pan Ocean” (the “Company”).

Article 2 Business Objectives

The business objectives of the Company are to engage in the following activities:

- (1) Marine transportation;
- (2) Trading business;
- (3) Multimodal logistics business;
- (4) Multimodal freight forwarding business;
- (5) Port operation business;
- (6) Port facilities maintenance business;
- (7) In-land transportation business;
- (8) In-land freight forwarding business;
- (9) Cargo terminal business;
- (10) Storage business;
- (11) Grain silo business;
- (12) Real estate business;
- (13) Provision of services in relation to transportation;
- (14) Telecommunication business;
- (15) Trade agency business;
- (16) Agricultural and marine products, livestock products wholesale and retail sales;
- (17) Operation of training institutes;
- (18) Investment and financing in the businesses set forth in Items (1) through (17); and
- (19) Any other businesses incidental to the businesses set forth in Items (1) through (18).

Article 3 Location of Head Office and Branch Office

- (1) The head office of the Company shall be located in Seoul, Korea.
- (2) The Company may establish its branches, agencies, business offices or subsidiaries as required, within or outside Korea, by a resolution of the Company's board of directors ("Board of Directors").

Article 4 Notice

All public notices of the Company shall be placed at the Company's internet homepage (www.panocean.com); provided, however, that in the event that the internet homepage is not available due to the network system failure or any other unavoidable cause, public notices shall be placed in the Korea Economic Daily (*Hankook Kyoungje Shinmoon*), a daily newspaper published in Seoul, Korea.

CHAPTER 2 SHARES

Article 5 Total Number of Authorized Shares

- (1) The total number of shares which the Company is authorized to issue shall be three billion (3,000,000,000) shares.
- (2) [Deleted]

Article 6 Par Value per Share

The par value of each common share and each Class Share (as defined in Article 9(1) below) to be issued by the Company shall be one thousand (1,000) Korean Won.

Article 7 Total Number of Shares to be Issued by the Company at the Time of Incorporation

The total number of shares to be issued by the Company at the time of incorporation shall be twenty five thousand (25,000) shares of par value 5,000 Korean Won each.

Article 8 Class of Shares

- (1) All shares to be issued by the Company shall be common shares in non-bearer form and Class Shares (as defined in Article 9(1) below) in non-bearer form.

- (2) [Deleted]
- (3) [Deleted]
- (4) [Deleted]

Article 9 Issuance of Class Shares

- (1) The term, “Class Shares,” shall mean, collectively, the Preferred Shares (as defined in Article 9-2(1) below), the Shares without Voting Rights (as defined in Article 9-3(1) below), the Redeemable Shares (as defined in Article 9-4(1) below), the Convertible Shares (as defined in Article 9-5(1) below) and any combination of the foregoing, all to be issued by the Company.
- (2) In the event that the Company issues any type of the Class Shares, the Company shall comply with the applicable provisions set forth in Articles 9-2 through 9-5 below, and in the event that the Company issues any combination of the Class Shares, the Company shall comply with the provisions set forth in Articles 9-2 through 9-5 applicable to such combination of the Class Shares.

Article 9-2 Preferred Shares to be Issued by the Company and Rights of Shareholders of Preferred Shares

- (1) The Company may issue the Preferred Shares, which have the preferential right to dividend payment (the “Preferred Shares”); provided that the Preferred Shares so issued may not exceed fifty (50)% of the total number of the issued and existing shares of the Company.
- (2) [Deleted]
- (3) [Deleted]
- (4) [Deleted]
- (5) The dividend on the Preferred Shares shall be paid at the rate determined by the Board of Directors at the time of the issuance of the Preferred Shares in cash to the holders thereof; provided that the dividend on each Preferred Share so paid may not exceed the par value of the Preferred Share.
- (6) If the dividend rate of the common shares exceeds the dividend rate of the Preferred Shares, the excess dividend amount shall also be paid to the shareholders of Preferred Shares commensurate to the rate applicable to common shares.
- (7) If the dividend for a fiscal year is not fully paid on the Preferred Shares as above,

the unpaid portion of dividend for that year should be paid cumulatively and preferentially at the time of payment of dividends for the following years.

- (8) [Deleted]
- (9) In the case where the Company issues new shares with cash contribution, the shareholders of Preferred Shares shall be allocated with common shares, while in the case where the Company issues new shares without cash contribution, the shareholders of Preferred Shares shall be allocated with the same type of Class Shares.
- (10) The Preferred Shares shall be converted to common shares after ten years following the date of issuance; provided, however, that where the dividend payable on the Preferred Shares is not made during the ten-year period from the date of issuance, then such period shall be extended until the dividend payable is paid. The provisions of Article 13 shall be applied in connection with the dividend for new shares issued through such conversion.

Article 9-3 Shares without Voting Rights

- (1) The Company may issue shares without voting rights (the “Shares without Voting Rights”); provided that the Shares without Voting Rights so issued may not exceed one quarter (1/4) of the total number of the issued and existing shares of the Company
- (2) Shareholders of the Shares without Voting Rights shall not have the voting rights at general meetings of shareholders of the Company.
- (3) Notwithstanding the provisions in Article 9-3(2), in the event that the Shares without Voting Rights have preferential rights to the dividend payment, and in the event that a resolution of not paying preferred dividends has been passed at a meeting of shareholders of the Company, the shareholders of the Shares without Voting Rights shall be granted voting rights from the convening date of the meeting of shareholders immediately following such meeting of shareholders until the date of the meeting of shareholders at which a resolution is passed in favor of payment of the preferred dividends.

Article 9-4 Redeemable Shares

- (1) The Company may issue shares redeemable with and up to its own profit (the “Redeemable Shares”) provided that the Redeemable Shares so issued may not exceed fifty (50)% of the total number of the issued and existing shares of the Company.
- (2) In the event that the Company issues to the shareholders of the Company the

Redeemable Shares redeemable at the option of the Company, the Company shall determine each of the following items at the time when the Company resolves the issuance of the Redeemable Shares:

- (a) **Redemption Price:** The redemption price per Redeemable Share shall be the sum of (i) the issue price per Redeemable Share and (ii) an additional price per Redeemable Share. The additional price per Redeemable Share shall be determined by the Board of Directors at the time of the issuance of the Redeemable Share taking into consideration the dividend rate, market condition or any other circumstances around the issuance of the Redeemable Share.
- (b) **Redemption In-kind:** In the event that the Company is permitted to pay all or a portion of the redemption price of the Redeemable Shares with securities (except for other types of Class Shares) or any other assets, other than cash, the terms of the redemption in-kind, such as the type of the securities and any other assets subject to the redemption in-kind, the valuation method for such securities and any other assets and redemption method, shall be determined at the time when the Company resolves the issuance of the Redeemable Shares; provided, however, that in any event the valuation price of the securities and any other assets subject to the redemption in-kind shall not exceed the redemption price of the Redeemable Shares.
- (c) **Redemption Period:** The redemption period shall be determined by the Board of Directors at the time of the issuance of the Redeemable Shares and shall be within the period starting on the date immediately following the ordinary general meeting of the shareholders convened in respect of the Company's fiscal year when the Redeemable Shares are issued, and ending on the date which is one month from the ordinary general meeting of the shareholders convened in respect of the Company's fiscal year which the 20th anniversary of the issuance of the Redeemable Shares falls on; provided, however, if any of the following events occurs:
 - (i) any preferred dividend payable on the Redeemable Shares with preferential rights to the dividend payment has not been fully paid; and
 - (ii) the Company is not sufficiently profitable to redeem the Redeemable Shares during the redemption period,

the redemption period may be extended until such date that the preferred dividend payable on the Redeemable Shares with preferential rights has been fully paid or, as the case may be, the Company becomes sufficiently profitable to redeem the Redeemable Shares.

- (d) **Redemption Notice:** In the event that the Company intends to redeem the

Redeemable Shares, the Company shall notify each of the shareholders of the Redeemable Shares or any person who is entitled to such redemption right under the Register of Shareholders or make a public notification at least two (2) weeks prior to the intended redemption date that the shareholder or the eligible person shall deliver the certificates of the Redeemable Shares to the Company. Upon the expiration of the two (2)-week period, the Redeemable Shares shall be redeemed.

- (e) Redemption Method: The Company may redeem all or a portion of the Redeemable Shares. In the event that the Company redeems only a portion of the Redeemable Shares, the Company may redeem the Redeemable Shares either by balloting or in proportion to the respective shareholding interests in the Company held by the shareholders of the Redeemable Shares. Any fractional interests in the Redeemable Shares occurring in the redemption in proportion to the respective shareholding interests in the Company shall not be redeemable.
- (3) Notwithstanding the provisions in Article 9-4(2), in the event that the Company issues to the shareholders of the Company the Redeemable Shares redeemable at the request of the shareholders, the Company shall determine the following matters at the time when the Company resolves the issuance of the Redeemable Shares:
- (a) The matters specified in Items (a), (b) and (e) in Article 9-4(2).
 - (b) Redemption Period and Method: The redemption period, during which the shareholders of the Company may elect to claim redemption of their Redeemable Shares, shall be determined by the Board of Directors at the time of the issuance of the Redeemable Shares and shall be within the period starting on the date immediately following the ordinary general meeting of the shareholders convened in respect of the Company's fiscal year when the Redeemable Shares are issued, and ending on the date which is one month from the ordinary general meeting of the shareholders convened in respect of the Company's fiscal year which the 20th anniversary of the issuance of the Redeemable Shares falls on; provided, however, if any of the following events occurs:
 - (i) any preferred dividend payable on the Redeemable Shares with preferential rights to the dividend payment has not been fully paid; and
 - (ii) the Company is not sufficiently profitable to redeem the Redeemable Shares during the redemption period,

the redemption period may be extended until such date that the preferred dividend payable on the Redeemable Shares with preferential rights has been fully paid or, as the case may be, the Company becomes sufficiently

profitable to redeem the Redemption Shares.

Article 9-5 Convertible Shares

- (1) The Company may issue shares convertible into common shares or any other type of Class Shares (the “Convertible Shares”); provided that the Convertible Shares so issued may not exceed fifty (50)% of the total number of the issued and existing shares of the Company.
- (2) In the event that the Company issues the Convertible Shares convertible at the request of the shareholders, the Company shall determine each of the following items at the time when the Company resolves the issuance of the Convertible Shares:
 - (a) Conversion Terms: The issue price per common share or any other type of Class Shares issuable upon the conversion of the Convertible Share shall be the issue price per the Convertible Share.
 - (b) Conversion Period: The conversion period, during which the shareholders of the Company may elect to convert their Convertible Shares into common shares or any other type of Class Shares, shall be determined by the Board of Directors at the time of the issuance of the Convertible Shares and shall be within the period commencing on the first (1st) anniversary of the issue date and ending on the tenth (10th) anniversary of the issue date.
 - (c) Number and Type of Shares Issuable upon Conversion: The number of shares issuable upon the conversion of the Convertible Shares shall be the same number of the Convertible Shares elected for conversion. The type of shares issuable upon the conversion of the Convertible Shares shall be determined by the Board of Directors at the time of the issuance of the Convertible Shares.
- (3) Notwithstanding the provisions in Article 9-5(2), in the event that the Company issues the Convertible Shares convertible at the option of the Company even without the request of the shareholders of such Convertible Shares, the Company shall determine the following matters at the time when the Company resolves the issuance of the Convertible Shares:
 - (a) The matters specified in Items (a) and (c) in Article 9-5(2).
 - (b) Events for Conversion: The events for conversion shall be based on the Company’s management needs, emergency funding requirements, adoption of important technology and/or other material management requirements based on any of the foregoing, which events shall be determined by the Board of Directors at the time of issuance of the Convertible Shares.

- (c) Conversion Period: The period during which the Company may elect to convert the Convertible Shares into common shares or any other type of Class Shares shall be determined by the Board of Directors at the time of the issuance of the Convertible Shares and shall be within the period commencing on the first (1st) anniversary of the issue date and ending on the tenth (10th) anniversary of the issue date.
 - (d) Conversion Notice: When any event for the conversion occurs, the Board of Directors shall notify each of the shareholders of the Convertible Shares or any person who is entitled to such Convertible Shares under the Register of Shareholders or make a public notification of the details of the Conversion, including without limitation (i) the details of the Convertible Shares to be converted, (ii) the requirement that the shareholder or the eligible person shall deliver the certificates of the Convertible Shares to the Company within a designated period, which shall be more than two (2) weeks, and (iii) the caution that the certificates of the Convertible Shares shall become void if the shareholder or the eligible person fails to deliver the certificates to the Company within the designated period.
- (4) Article 13 shall be applicable to the dividend payment to the shares to be issued upon the conversion of the Convertible Shares.

Article 10 Electronic Registration of Rights to be Registered with Shares and Certificates of Preemptive Rights

- (1) [Deleted]
- (2) The Company shall register electronically to the electronic registration account of the electronic registration agency any right to be registered with shares and certificates of preemptive rights, in lieu of issuance of share certificates and certificate of preemptive rights.
- (3) [Deleted]

Article 11 Preemptive Rights

- (1) Shareholders of the Company shall have preemptive rights in proportion to the number of shares held by each of them with respect to any issuance of new shares of the Company. In the event that the shareholders of the Company waives or forfeits their preemptive rights with respect to any issuance of new shares of the Company or any fractional lot of shares occurs in the allocation of the new shares, the Board of Directors may determine the method to dispose of such unsubscribed or fractional shares.

- (2) Notwithstanding the provisions of Article 11(1), the Company, by a resolution of the Board of Directors, may issue new shares to third parties other than shareholders in any of the following events:
- (a) issuance of new shares by way of a general public offering by the Company pursuant to a resolution of the Board of Directors in accordance with Article 165-6 of the Financial Investment Services and Capital Markets Act;
 - (b) issuance of new shares by the Company to the members of the Employee Stock Ownership Plan, in accordance with Article 165-7 of the Financial Investment Services and Capital Markets Act;
 - (c) issuance of new shares by the Company in accordance with the exercise of a stock purchase option in compliance with Article 12 in accordance with Article 340-2 and Article 542-3 of the Korean Commercial Code;
 - (d) issuance of new shares by the Company in accordance with issuing of Depository Receipts in accordance with Article 165-16 of the Financial Investment Services and Capital Markets Act;
 - (e) issuance of new shares by the Company to any domestic or foreign financial institutions, individuals and legal entities for urgent financing of the Company and the achievement of the Company's long-term business objectives, such as improvement of financial structure and the acquisition of the assets necessary for the Company's operation of business;
 - (f) issuance of new shares by the Company for foreign investment in compliance with the Foreign Investment Promotion Act, for the management of the Company;
 - (g) issuance of new shares by the Company to any companies with which the Company enters a strategic alliance for the purpose of introduction of new technology, research and development, and production, sales and attraction of investment;
 - (h) issuance by public offering, or to the underwriter(s) for underwriting, of the new shares; or
 - (i) issuance of new shares by a conversion of investment on common benefit claims, rehabilitation secured claims and rehabilitation claims;
 - (j) issuance of new shares by M&A for financial improvement;
- [Deleted]
- (3) In the case of the issuance of new shares pursuant to Article 11(1) or Items (a) or

(d) through (i) in Article 11(2), the class, number, and issuing price of any new shares and other matters shall be decided by the resolution of the Board of Directors.

(4) [Deleted]

Article 12 Stock Purchase Options

- (1) The Company may by a special resolution of the shareholders grant stock purchase options to officers and employees (“Officers and Employees” including officers and employees of affiliated companies of the Company as provided in Article 9(1) of the Presidential Decree to the Korean Commercial Code) of the Company who have contributed or have the ability to contribute to the Company’s establishment, management, and technological innovation, etc., up to a limit of fifteen (15) % of the total number of the shares issued and existing at the time of the resolution; provided, however, that the Company by a resolution of the Board of Directors may grant stock purchase options to such officers and employees of the Company (excluding any director of the Company) to the extent of lesser number of shares between three (3) % of the total number of the shares of the Company issued and existing at the time of the resolution and 3,000,000 shares of the Company. In such cases, the stock purchase options granted by the resolution of the shareholders or the Board of Directors may be linked to the achievement of management performance goal or the market index, etc.
- (2) In the event that any stock purchase option is granted pursuant to the proviso of Article 12(1), such grant shall be approved at the general meeting of shareholders to be held immediately after the date when the relevant stock option is granted.
- (3) Any shares to be delivered upon the exercise of the stock purchase option (and the shares which shall become the standard for calculation of the difference between the exercise price under the stock purchase option and the then-current market price of shares, where the Company pays the difference in cash or in the Company’s own shares) shall be decided in shareholders’ meeting or the Board of Directors Meeting in which the stock purchase option is granted among the shares defined in Article 8.
- (4) The purchase price per share of the shares delivered through the exercise of the stock purchase options shall be not less than the following price. The same shall apply if the exercise price is to be adjusted after such stock purchase options have already been granted.
 - (a) For newly issued shares, the higher of the following items:
 - (i) the fair market value of the shares as of the date the stock purchase options were granted; or

- (ii) the par value per share of the shares
- (b) In the case of transfer of treasury shares, the fair market value of the shares as of the date the stock purchase options were granted.
- (5) The stock purchase options shall be exercised within five (5) years from the date immediately following the expiration of two (2) years following the shareholders' meeting which adopted such stock purchase option grants pursuant to Article 12(1).
- (6) Any person who has been granted stock purchase options may exercise them only if he/she serves at least for two (2) years after the date of the resolution from such shareholders' meeting pursuant to Article 12(1). However, if the person passes away, or retires or resigns due to reaching the retirement age or any other reasons not attributable to him/her within two (2) years after the date of the resolution from such shareholders' meeting, he/she may exercise his/her stock purchase option during the exercise period.
- (7) The provisions of Article 13 shall be applied in connection with the dividend for additional shares issued through exercise of stock purchase options.
- (8) The Company may cancel the grant of stock purchase options by a resolution of the Board of Directors under any of the following circumstances:
 - (a) where the officer or employee who has been granted stock purchase options resigns or retires on his/her own volition;
 - (b) where the officer or employee who has been granted stock purchase options causes substantial damage to the Company intentionally or by negligence;
 - (c) where stock purchase options cannot be exercised due to bankruptcy, dissolution, etc. of the Company; or
 - (d) where any of the reasons for cancellation set forth in the stock purchase option agreement comes to existence.

Article 13 Date from which Dividends Accrue on Additional Shares

In relation to the dividends for additional shares which the Company issues through issuance for cash contribution and without cash contribution, or stock dividends, such additional shares shall be deemed to have been issued at the end of the fiscal year immediately preceding the fiscal year during which such additional shares were issued.

Article 14 Transfer of Shares, Alteration of Entry, etc.

- (1) The Company shall establish a transfer agent with regard to shares.
- (2) The transfer agent, the place of its business and the scope of delegated activities shall be determined by a resolution of the Board of Directors.
- (3) The Register of Shareholders or its duplicate shall be kept at the business place of the transfer agent and all the matters with regard to the shares including the electronic registration of shares, management of the Register of Shareholders, and any other stock-related business shall be handled by the transfer agent, as authorized by the Company.
- (4) The procedures on the business activities as mentioned in Article 14(3) shall comply with the regulation for alteration of the Register of Shareholders established by the transfer agents.
- (5) [Deleted]
- (6) [Deleted]

Article 15 Report of Address, Name and Seal or Signature, etc.

- (1) The shareholder and registered holder of a right of pledge shall report his/her name, address and seal, etc. to the transfer agent described in Article 14 above.
- (2) The shareholder and registered holder of a right of pledge residing overseas shall determine and report the place to receive notices, and his/her agent in Korea; provided, however, that such notices shall not be necessary with respect to shares deposited to Central Depository (Pte) Limited.
- (3) This Article shall apply in case of any changes relating to the information in Articles 15(1) and 15(2).

Article 16 Suspension of Entry of Alteration in the Register of Shareholders and Record Date

- (1) The Company shall cease to make any changes in shareholder's list in regard to transfer of shares, registration and cancellation of pledge rights, indication and cancellation of trust property and any modification of any other rights during the period from January 1st to January 15th of every year.
- (2) The Company shall deem the shareholders listed in the final Register of Shareholders as of December 31 each year as the shareholders who shall exercise rights at the ordinary general meeting of shareholders for that fiscal year.
- (3) If necessary for convening an extraordinary general meeting of shareholders or

for other purposes, the Company may by a resolution of Board of Directors suspend the entry (in the Register of Shareholders) of any alterations concerning shareholder rights for a period not exceeding three (3) months, or may deem the shareholders listed in the Register of Shareholders on a certain date determined by a resolution of the Board of Directors as the shareholders who shall exercise such rights. If the Board of Directors deems it necessary, the Company may set a record date simultaneously with the suspension of entry (in the Register of Shareholders) of any such alterations. The Company shall give public notice of the above at least two (2) weeks in advance.

CHAPTER 3 BONDS

Article 17 Issuance of Convertible Bonds

- (1) The Company, by a resolution of the Board of Directors, may issue convertible bonds.
- (2) The Company, by a resolution of the Board of Directors, may issue convertible bonds to third parties other than shareholders in any of the following events:-
 - (a) issuance of convertible bonds by public offering to the extent that the total sum of the face value of the debts of the Company shall not exceed one trillion (1,000,000,000,000) Korean Won;
 - (b) issuance of convertible bonds by the Company for foreign investment in compliance with the Foreign Investment Promotion Act, for the management of the Company to the extent that the total sum of the face value of the debts of the Company shall not exceed one trillion (1,000,000,000,000) Korean Won;
 - (c) issuance of convertible bonds by the Company to any companies with which the Company enters a strategic alliance for the purpose of introduction of new technology, research and development, and production, sales and attraction of investment to the extent that the total sum of the face value of the debts of the Company shall not exceed one trillion (1,000,000,000,000) Korean Won;
 - (d) issuance of convertible bonds by the Company to any domestic or foreign financial institutions, individuals and legal entities for urgent financing of the Company and the achievement of the Company's long-term business objectives, such as improvement of financial structure and the acquisition of the assets necessary for the Company's operation of business to the extent that the total sum of the face value of the debts of the Company shall not exceed one trillion (1,000,000,000,000) Korean Won; or
 - (e) issuance of convertible bonds by the Company in foreign countries to the extent that the total sum of the face value of the debts of the Company shall not

exceed one trillion (1,000,000,000,000) Korean Won.

- (3) The Company may issue the convertible bonds referred to in Article 17(1) with a partial conversion condition.
- (4) The shares to be issued upon conversion shall be common shares. The conversion price shall be determined by the Board of Directors, at the time of the issuance of such convertible bonds, to be the par value of the shares, or higher.
- (5) The conversion period during which conversion may be made shall be from the day immediately following one (1) month after the date of issuance of the convertible bonds, until the day immediately prior to the date of redemption of the convertible bonds. The conversion period, however, may be adjusted by a resolution of the Board of Directors during the period of time mentioned above.
- (6) The provisions of Article 13 shall be applied to distribution of dividends on shares issued due to conversion, and for the payment of interest on convertible bonds.

Article 18 Issuance of Bonds with Warrants (“BW’s”)

- (1) The Company, by a resolution of the Board of Directors, may issue BWs.
- (2) The Company, by a resolution of the Board of Directors, may issue BWs to third parties other than shareholders in any of the following events:-
 - (a) issuance of BWs by public offering to the extent that the total sum of the face value of the debts of the Company shall not exceed one trillion (1,000,000,000,000) Korean Won;
 - (b) issuance of BWs by the Company for foreign investment in compliance with the Foreign Investment Promotion Act, for the management of the Company to the extent that the total sum of the face value of the debts of the Company shall not exceed one trillion (1,000,000,000,000) Korean Won;
 - (c) issuance of BWs by the Company to any companies with which the Company enters a strategic alliance for the purpose of introduction of new technology, research and development, and production, sales and attraction of investment to the extent that the total sum of the face value of the debts of the Company shall not exceed one trillion (1,000,000,000,000) Korean Won;
 - (d) issuance of BWs by the Company to any domestic or foreign financial institutions, individuals and legal entities for urgent financing of the Company and the achievement of the Company’s long-term business objectives, such as improvement of financial structure and the acquisition of the assets necessary for the Company’s operation of business to the extent that the total sum of the face value of the debts of the Company shall not exceed one trillion

(1,000,000,000,000) Korean Won; or

(e) issuance of BWs by the Company in foreign countries to the extent that the total sum of the face value of the debts of the Company shall not exceed one trillion (1,000,000,000,000) Korean Won.

- (3) The amount for subscription of new shares by the BWs shall be determined by the Board of Directors, such amount being up to the total face value of the bonds.
- (4) The shares to be issued upon the exercise of the warrants shall be common shares. The issue price shall be determined by the Board of Directors at the time of the issuance of such bonds to be the par value of the shares, or higher.
- (5) The period during which the warrants may be exercised shall be from the day immediately following one (1) month after the date of issuance of the bonds until the day immediately prior to the date of redemption of the bonds with warrants. The aforementioned period, however, may be adjusted by a resolution of the Board of Directors during the period of time mentioned above.
- (6) The provisions of Article 13 shall be applied to the distribution of dividends on the shares issued due to the exercise of the warrants.

Article 18-2 Electronic Registration of Rights to be Registered with Bonds and Certificates of Preemptive Rights

The Company shall register electronically to the electronic registration account of the electronic registration agency any right to be registered with bonds and certificates of preemptive rights, in lieu of issuance of bond certificates and certificate of preemptive rights.

Article 19 Delegation of Resolution on Issuance of Bonds

The Board of Directors may delegate to the Representative Director the issuance of bonds within one year after the resolution of the Board of Directors to the extent that the type and issue price of the bonds and the interest rates, the maturity dates and the issuance method of the bonds are as specified by the resolution of the Board of Directors.

Article 19-2 Applicable Regulations on Issuance of Bonds

The provisions of Article 14 and Article 15 shall be applied to the issuance of bonds *mutatis mutandis*.

CHAPTER 4 GENERAL MEETING OF SHAREHOLDERS

Article 20 Convening Period

- (1) General meetings of shareholders of the Company shall be ordinary and extraordinary.
- (2) Ordinary general meetings of shareholders shall be held within three (3) months after the end of each fiscal year, while extraordinary general meetings of shareholders shall be held when necessary.

Article 21 Person to Convene the Meeting

- (1) The general meeting of shareholders shall be convened by the Representative Director, with a resolution of the Board of Directors, unless otherwise stated in other laws or regulations.
- (2) In the event that the Representative Director is unable to serve, the provisions of Article 35(2) shall be applied.

Article 22 Convening Notification and Public Notice

- (1) Written or electronic notice of the date, time, place and agenda of general meetings of shareholders shall be dispatched to each shareholder at least fourteen (14) days prior to the date set for such meeting in convening each general meeting of shareholders.
- (2) Notice for shareholders with less than one percent stake of the issued shares can be substituted with two or more public announcements on ‘Korea Economic Daily’ and ‘Maeil Business Newspaper’ in two weeks advance of the meeting or, posting on electronic disclosure system of Financial Supervisory Service or Korea Exchange.
- (3) [Deleted]
- (4) [Deleted]

Article 23 Place for Convening General Meeting of Shareholders

General meetings of shareholders shall be held in the head office of the Company, but may be convened in any other adjacent locations if necessary.

Article 24 Chairman

- (1) The Representative Director shall be a Chairman at all general meetings of shareholders. If there is more than one Representative Director, the Chairman shall be elected by the Board of Directors.
- (2) In the event that the Chairman is unable to serve, the provisions of Article 35(2) shall be applied.

Article 25 Chairman's Right for Maintenance of Order

- (1) The Chairman of general meetings of shareholders may order any person to stop his/her speech or leave the meeting if he/she speaks or acts in order to interfere with the proceedings on purpose or disturbs the order of the meeting.
- (2) The Chairman of general meetings of shareholders may limit the duration and the frequency of a shareholder's statement, if he/she feels it necessary for the smooth progress of proceedings.

Article 26 Voting Rights

- (1) Each shareholder shall have one (1) vote for each share.
- (2) [Deleted]
- (3) [Deleted]
- (4) [Deleted]
- (5) [Deleted]
- (6) [Deleted]

Article 27 Voting by Proxy

- (1) The shareholders may exercise their voting rights by proxy.
- (2) Any person desiring to exercise voting rights by proxy shall submit to the Company a document establishing its power of representation, such as a power of attorney, prior to exercising voting rights.
- (3) [Deleted]

Article 28 Adoption of Resolution at Shareholders Meetings

- (1) Except as otherwise provided by law, all resolutions of general meetings of shareholders shall be adopted by the affirmative vote of the majority of shareholders present at the meeting; provided, however, that such votes present shall represent at least one fourth (1/4) of total number of issued and existing shares of the Company.
- (2) [Deleted]

Article 29 Minutes of General Meeting

The proceedings and resolutions of the general meeting of shareholders, after being signed or sealed (with names) by the Chairman of such meeting and all the directors present, shall be kept at the Company's head office and branch offices.

CHAPTER 5 DIRECTORS, BOARD OF DIRECTORS, AND COMMITTEES

Article 30 Number and Composition of Directors

- (1) The Company shall have four (4) or more, but not exceeding nine (9), directors.
- (2) The Company shall have at least three independent directors, at least one of whom must be resident (either a citizen or permanent resident) in Singapore. Independent directors should comprise more than half of the Board of Directors.

Article 31 Appointment of Directors

- (1) [Deleted]
- (2) [Deleted]
- (3) The directors shall be appointed at a general meeting of shareholders pursuant to applicable laws.
- (4) In electing two (2) or more directors, cumulative voting pursuant to Article 382-2 of the Korean Commercial Code shall not apply.
- (5) In appointment of directors, appointment shall be distinguished as inside directors, independent directors and directors not involved in daily management.

Article 32 Term of Office of Directors

- (1) A term of office of a director shall be no more than three (3) years. However, if the term of office expires after the end of the last fiscal year and prior to the date of the ordinary general meeting of shareholders concerning such fiscal year, the term of the office shall be extended to the close of such general meeting of shareholders.
- (2) [Deleted]

Article 33 Election of Directors to Fill Vacancy

- (1) A Director shall be elected at the general meeting of shareholders in the event that there is a vacancy, except where the number of directors in office is not short of the numbers provided in Article 30, and does not cause any disturbances to the execution of business activities.
- (2) [Deleted]
- (3) In any case of lack of the quorum under the Clause 30 of the Article of Incorporation, as a result of independent director's death, resignation etc., independent director(s) shall be appointed in order to for the quorum at the general meeting firstly held after such event(s) happened.

Article 34 Election of Representative Director

The Board of Directors shall elect the Representative Director.

Article 35 Responsibilities of Directors

- (1) The Representative Director represents the Company and conducts its business activities as resolved by the Board of Directors. The Representative Director shall be subject to the control of the Board of Directors.
- (2) In the event that the Representative Director is unable to serve, then the other inside directors shall act on behalf of the Representative Director in the order as determined by the Board of Directors.
- (3) The directors shall, upon witnessing any facts that may cause material damage to the Company, immediately report such facts to the Audit Committee.

Article 36 Non-Registered Officers and Advisors

- (1) The Company may have non-registered officers such as Chairman, Vice

Chairman, President, Senior Executive Vice President, Executive Vice President (*JeonMoo*), Senior Vice President (*SangMoo*) and Junior Vice President (*BooSangMoo*), etc. by a resolution of the Board of Directors.

- (2) The non-registered officers shall respectively conduct business of the Company in compliance with the decisions of the Board of Directors.
- (3) The number, term of office, title, compensation and appointment of the non-registered officers shall be decided by a resolution of the Board of Directors.
- (4) The Company may have some advisors or consultants if necessary for the management of the Company.

Article 37 Composition, Duties and Powers of Board of Directors

- (1) The directors of the Company shall constitute the Board of Directors of the Company. The Chairman and Deputy Chairman shall be elected by a resolution of the Board of Directors.
- (2) The Board of Directors shall have the power to pass resolutions on the material issues of the Company's business activities in compliance with the regulations on the operation of the Board of Directors made by the Board of Directors.

Article 38 Convening of Board of Directors

- (1) The Board of Directors meeting may be convened by the Chairman. In the event of Chairman's absence or inability, the Deputy Chairman shall act for Chairman. In the event of both Chairman and Deputy Chairman's absence or inability, the provisions of Article 35(2) shall be applied.
- (2) Notice for each Board of Directors meeting shall be given to the directors of the Company at least two (2) days prior to the date of such meeting; provided that such notice may be omitted if the consent of all directors is received prior to such meeting.

Article 39 Adoption of Resolution by the Board of Directors

- (1) All resolutions of the Board of Directors meeting shall be adopted by the affirmative vote of the majority of the directors present at the meeting, provided the majority of the directors are present at the meeting.
- (2) A director with a material interest (whether direct or indirect) in any contract or proposed contract or arrangement shall not vote on the resolution with regards to that matter.

- (3) The Board of Directors may permit all or some of Directors to participate in the resolution by means of remote communication system which transmits and receives simultaneously sounds without personally attending the meetings. In this case, the relevant directors shall be deemed to be present at the meeting personally.
- (4) [Deleted]

Article 40 Minutes of Meeting of the Board of Directors

- (1) All minutes shall be prepared with regard to the Board of Directors meeting.
- (2) The minutes shall record the agenda, summary of proceedings of the meeting, the results thereof, the directors against the resolution and reason for opposition of such directors. All directors present at the meeting shall write their names and sign, or affix their seals on, the minutes.

Article 41 Remuneration and Severance Pay of Directors

- (1) The remuneration and severance pay of the directors shall be determined by a resolution of the Board of Directors within the scope adopted at the general meeting of shareholders; provided, however, that fees payable to directors shall not be increased except pursuant to a resolution passed at a general meeting, where notice of the proposed increase has been given in the notice convening the meeting.
- (2) Fees payable to directors, including remuneration of the directors, shall be by a fixed sum and not by a commission or on a percentage of profits or turnover, and within the scope adopted at the general meeting of shareholders.
- (3) The severance pay of the directors shall be made in accordance with the Internal Regulations on the Severance Pay of Directors adopted at the general meeting of shareholders.

Article 41-2 Limitation of Liability of Directors

The liability of a director of the Company under Article 399 of the Korean Commercial Code shall be limited to the amount equal to six (6) times (in case of an independent director, three (3) times) of the remuneration (including bonus payment and the profit arising out of the exercise of his/her stock options) of the director for the one full year prior to the date when any events to cause his/her liability have occurred; provided, however, that in the event that (i) the director causes damages arising out of his/her willful conduct or gross negligence, (ii) the director breaches his/her obligation of non-

competition or prohibition of outside work under Article 397 of the Korean Commercial Code, (iii) the director breaches his/her obligation of no appropriation of the Company's business opportunity or assets under Article 397-2 of the Korean Commercial Code, or (iv) the director breaches his/her obligation as a director of the Company in a transaction between the Company and himself/herself under Article 398 of the Korean Commercial Code, the foregoing limitation shall not apply to the director.

Article 42 Committees

The Board of Directors may form such committees as it deems appropriate and delegate certain of the Board of Directors' powers to such committees as it deems appropriate. The following committees shall be mandatory: the Independent Director Nominating Committee, Remuneration Committee, and the Audit Committee.

Article 43 Independent Director Nominating Committee

- (1) The Independent Director Nominating Committee shall make recommendations to the Board of Directors on the independent directors who meet the qualifications required under the Korean Commercial Code and the other applicable laws and regulations.
- (2) The Independent Director Nominating Committee shall comprise of at least three directors, a majority of whom, including the Chairman of this committee, shall be independent.

Article 44 Remuneration Committee

- (1) The Remuneration Committee shall recommend to the Board of Directors a framework of remuneration for directors and key executives, and specify remuneration packages for each director and key executive.
- (2) The Remuneration Committee shall comprise of at least three directors, a majority of whom shall be independent directors and chaired by an independent director. The Remuneration Committee should also comprise of at least one director who is knowledgeable in the field of executive compensation, failing which the committee should have access to expert advice inside and/or outside the company.

Article 45 Audit Committee

- (1) The Board of Directors shall provide written regulations for the Audit Committee which clearly sets out its authority and duties. Such duties of the Audit Committee shall include:

- (a) keeping under review the scope and results of the audit and its cost effectiveness and the independence and objectivity of the external auditors. Where the external auditors also supply a substantial volume of non-audit services to the Company, the Audit Committee should keep the nature and extent of such services under review, seeking to balance the maintenance of objectivity and value for money;
 - (b) meeting with the external auditors, and with the internal auditors, without the presence of the company's management, at least annually;
 - (c) reviewing the independence of the external auditors annually;
 - (d) appointing the external auditor(s)
 - (e) monitoring transactions of the Company in which a director is directly or indirectly interested.
- (2) The Audit Committee shall comprise at least 3 directors, all of whom should not be involved in daily management of the company, and two-thirds, including the Chairman of the Audit Committee, shall be independent.
- (3) All Audit Committee members other than independent directors shall comply with qualifications listed Article 542-10 of the Korean Commercial Code, Paragraph (2).
- (4) If, as a result of resignation or death of an outside director, there is a vacancy in the Audit Committee as provided in Article 45, the requirements concerning such a vacancy shall be satisfied at the general meeting of shareholders to be first convened after a cause of vacancy has occurred

Article 46 Audit Report

The Audit Committee shall keep an audit report on the audit conducted, and it shall contain information such as the audit procedure and results, and the chairman of Audit Committee and the members of Audit Committee, after conducting the audit, shall affix its seal or sign on the audit report.

CHAPTER 6 ACCOUNTING

Article 47 Fiscal Year

The fiscal year of the Company shall commence on January 1 and end on December 31 of each year.

Article 48 Preparation and Safe-keeping of Financial Statements and Business Report

- (1) The Representative Director of the Company shall prepare the following documents, their supplementary schedules and the business report, submit them to the Audit Committee six (6) weeks prior to the day of the ordinary general meeting of shareholders and submit the following documents and the business report to the ordinary general meeting of shareholders:
 - (a) The balance sheet;
 - (b) The income statement;
 - (c) The consolidated financial statements; and
 - (d) Any other document showing the Company's financial status and the business performance as specified in the Korean Commercial Code and the related regulations thereunder.

- (2) Notwithstanding Article 48(1), upon the satisfaction of each of the following requirements, the Representative Director shall submit each of the documents referred to in Article 48(1) to the meeting of the Board of Directors for the approval, and upon the approval of the Board of Directors, the Representative Director shall report the content of the documents referred to in Article 48(1) to the ordinary general meeting of shareholders:
 - (a) An opinion provided by an external auditor stating that each of the documents referred to in Article 48(1) fairly shows the Company's financial status and business performance pursuant to the applicable laws and regulations and these Articles; and
 - (b) The consent of each member of the Audit Committee to the documents referred to in Article 48(1).

- (3) The Audit Committee shall submit the audit report to the Representative Director within four (4) weeks of its receipt of the documents referred to in Article 48(1).

- (4) The Representative Director shall, starting from one (1) week prior to the date of the ordinary general meeting of shareholders, keep the documents described in Article 48(1) and their supplementary schedules together with the business report and the audit report at the head office of the Company for five (5) years, and certified copies of all of such documents at the branches of the Company for three (3) years.

- (5) The Representative Director shall give public notice of the balance sheet of the Company and the external auditor's audit opinion immediately after the documents referred to in Article 48(1) are approved at the general meeting of shareholders or the meeting of the Board of Directors.

Article 49 Appointment of External Auditor

The Company shall appoint an external auditor designated by the Audit Committee in compliance with the Act on External Audit of Stock Companies, Etc. and (i) report on the appointment of the external auditor at the ordinary general meeting of shareholders which is held immediately after such appointment or (ii) give a personal or public notice of such appointment to the shareholders in accordance with the Enforcement Decree of the Act on External Audit of Stock Companies, Etc.

Article 50 Appropriation of Profits

The Company shall dispose of the profits of each fiscal year (including profit surplus carried over from the previous fiscal year) in the following order;

- (a) earned surplus reserves;
- (b) any other statutory reserves;
- (c) dividends;
- (d) voluntary reserves; and
- (e) any other retained earnings to be disposed.

Article 51 Retirement of Shares

[Deleted]

Article 52 Payment of Dividends

- (1) Dividends may be paid in cash or shares.
- (2) In case of stock dividends, if the Company has issued the Class Shares, the Company may by a resolution of the shareholders distribute shares of a class that is a different class from the shares held by the shareholders.
- (3) Interim dividends may be paid once every fiscal year in cash by a resolution of the Board of Directors.
- (4) Notwithstanding Article 9, the ratio of interim dividends distributed in respect of the Preferred Shares will be the same as that for common shares.
- (5) Dividends referred to in Articles 52(1) and 52(3) shall be paid to the shareholders of the Company or to pledgees who are registered in the Register of Shareholders as of the end of each fiscal year or as of June 30 of each fiscal year in case of the payment of interim dividends (respectively, the “Record Date”); provided,

however, that the respective Record Dates may be changed, if and only to the extent that the Board of Directors determine such other date and comply with the Korean Commercial Code prior to the relevant Record Date.

- (6) The provisions of Article 13 shall apply to distribution of interim dividends on the new shares issued (including the case of capitalization of reserves, stock dividends, application for conversion of convertible bonds, exercise of the warrants to subscribe for new shares of BWs) before the record date for interim dividends in Article 52(3) after the first date of the fiscal year.

Article 53 Limitation Period of Claim for Dividend

The limitation period to claim for the distribution of dividend shall run, if the claim is not made for five (5) years.

CHAPTER 7 DISSOLUTION

Article 54 Grounds for Dissolution

The Company shall undergo dissolution in the following cases:

- (1) adoption of special resolution of the general meeting of shareholders pursuant to Article 434 of the Korean Commercial Code;
- (2) bankruptcy of the Company; and
- (3) court's order or judgment for dissolution of the Company.

Article 55 Disposal of Residual Property

The residual property and profits after the completion of the dissolution of the Company shall be divided among the shareholders in proportion to the number of shares held first to the shareholders holding the Class Shares with the preferential rights to the distribution of the liquidated assets and then to the common shareholders.

CHAPTER 8 TAKE-OVERS

Article 56 Take-overs

[Deleted]

**CHAPTER 9 NOTIFICATION OF SHAREHOLDING BY DIRECTORS
AND SUBSTANTIAL SHAREHOLDERS**

Article 57 Notification of Shareholding

[Deleted]

ADDENDUM

Article 1 Effective Date

These Articles of Incorporation shall take effect as of April 18, 2005.

Article 2 Language

These Articles of Incorporation may be prepared in Korean and English. In the event of conflict in interpretation, the English version will prevail.

ADDENDUM (March 26, 2007)

Article 1 Effective Date

The revised provisions of Article 2 and Article 11(1) shall take effect as of March 26, 2007; provided, however, that the revised provisions of Article 9, Article 10, Article 11(2), Article 12, Article 51 and Article 52 shall become effective when the Company completes the listing of its shares on the Stock Market of the Korea Exchange.

Article 2 Language

These Articles of Incorporation may be prepared in Korean and English. In the event of conflict in interpretation, the English version will prevail.

ADDENDUM (March 29, 2010)

Article 1 Effective Date

These Articles of Incorporation shall take effect as of March 29th, 2010.

Article 2 Language

These Articles of Incorporation may be prepared in Korean and English. In the event of conflict in interpretation, the Korean version will prevail.

ADDENDUM (March 29, 2012)

Article 1 Effective Date

These Articles of Incorporation shall take effect as of April 15, 2012.

Article 2 Language

These Articles of Incorporation may be prepared in Korean and English. In the event of conflict in interpretation, the Korean version will prevail.

ADDENDUM (February 20, 2013)

Article 1 Effective Date

These Articles of Incorporation shall take effect as of February 20, 2013.

Article 2 Language

These Articles of Incorporation may be prepared in Korean and English. In the event of conflict in interpretation, the Korean version will prevail.

ADDENDUM (March 26, 2013)

Article 1 Effective Date

These Articles of Incorporation shall take effect as of March 26, 2013.

Article 2 Language

These Articles of Incorporation may be prepared in Korean and English. In the event of conflict in interpretation, the Korean version will prevail.

ADDENDUM (November 22, 2013)

Article 1 Effective Date

These Articles of Incorporation shall take effect as of November 22, 2013.

Article 2 Language

These Articles of Incorporation may be prepared in Korean and English. In the event of conflict in interpretation, the Korean version will prevail.

ADDENDUM (July 24, 2015)

Article 1 Effective Date

These Articles of Incorporation shall take effect as of July 24, 2015.

Article 2 Language

These Articles of Incorporation may be prepared in Korean and English. In the event of conflict in interpretation, the Korean version will prevail.

ADDENDUM (March 27, 2019)

Article 1 Effective Date

These Articles of Incorporation shall take effect from March 27, 2019 except amendments in Articles 10, 14, 18-2, which shall take effect from a day when the Enforcement Decree of the Act on Electronic Registration of Shares, Bonds, Etc. is enforced.

Article 2 Language

These Articles of Incorporation may be prepared in Korean and English. In the event of conflict in interpretation, the Korean version will prevail.

Regulation on the operation of the Board of Directors

Enactment: Nov. 8, 2004
Amendment: Jan. 9, 2006
Amendment: Aug. 17, 2007
Amendment: Mar 28, 2008
Amendment: Mar 29, 2010
Amendment: Jan 17, 2011
Amendment: Feb 17, 2011
Amendment: Mar 28, 2011
Amendment: Mar 29, 2012
Amendment: Jan. 8, 2016

Chapter1. General Rules

Article 1 (Purpose)

The purpose of this Regulation is to stipulate required provisions for effective operation of the Board of Directors.

Article 2 (Scope of application)

This Regulation shall be applicable to matters concerning the Board of Directors unless otherwise stipulated by laws or Articles of Incorporation of the Company.

Article 3 (Power)

- 1) The Board of Directors shall pass resolution on matters stipulated under the laws and Articles of Incorporation, matters delegated from general meeting of shareholders and on important matters regarding basic policy and execution of affairs of the Company.
- 2) The Board of Directors shall supervise conduction of duties by the directors and non-registered officers of the Company. (Amendment 2012.03.29)

Chapter2. Organization

Article 4 (Composition)

All directors of the Company shall constitute the Board of Directors of the Company.

Article 5 (Chairman and Vice Chairman)

- 1) The Chairman shall represent the Board of Directors and preside over the meeting.
- 2) The Chairman and vice chairman of the Board of Directors shall be elected by a resolution of the Board of Directors and in the event that the Chairman is unable to serve, the vice chairman shall act on behalf of the Chairman. In the event that both the Chairman and vice chairman are unable to serve, then the inside directors shall act on behalf of the Chairman by a resolution of the Board of Directors (Amendment 2012.03.29)
- 3) The term of office of the Chairman and vice chairman shall be same as the term of office of a director. (Amendment 2008.03.28)

Chapter3. Meeting

Article 6 (Types)

- 1) Meetings of the Board of Directors shall be ordinary and extraordinary.
- 2) Ordinary meeting of the Board of Directors shall be held at least once every three (3) months.
- 3) Extraordinary meeting of the Board of Directors shall be held from time to time when necessary.

Article 7 (Convocation)

- 1) The Board of Directors shall be convened by the Chairman. In the event that the Chairman is unable to serve, the provision of Article 5, paragraph (2) shall be applied. (Amendment 2016.01.08)
- 2) For convocation of the Board of Directors meeting, date of the meeting shall be fixed and notice shall be given to

each director two (2) days prior to the date of such meeting. However, in the event that the consent of all directors is received prior to such meeting, such procedure may not be required. (Amendment 2010.03.29)

- 3) Any director may request the Chairman to convene a Board of Directors meeting. Where the Chairman refuses to convene the meeting without justifiable grounds, other directors may convene the meeting. (Newly Inserted 2016.01.08)

Article 8 (Adoption of Resolution)

- 1) Resolutions of the Board of Directors meeting shall be adopted by the affirmative vote of the majority of the directors present at the meeting, provided the majority of the directors are present at the meeting. In case, it is particularly written in Korean Commercial Code, the relevant laws and Articles of Incorporate, Resolutions of the Board of Directors meeting shall be adopted by that regulation. (Amendment 2012.03.29)
- 2) The Board of Directors may permit all or some of Directors to participate in the resolution by means of remote communication system which transmits and receives simultaneously sounds without personally attending the meetings. In this case, the relevant directors shall be deemed to be present at the meeting personally. (Amendment 2012.03.29)
- 3) A director with a special interest in a resolution of the Board of Directors shall not exercise his voting right.
- 4) Directors who can not exercise their voting right according to the provisions of Paragraph (3) above shall not be taken into account as directors present at the meeting.

Article 9 (Resolution)

The Board of Directors shall pass resolutions on the matters set forth as follows: (Amendment 2010.03.29)

- 1) Matters concerning general meetings of shareholders
 - a. Convocation of general meeting of shareholders;
 - b. Amendments of the Articles of Incorporation;
 - c. Election and dismissal of directors and members of the Audit Committee;
 - d. Remuneration of the directors;
 - e. Any other matters which shall be submitted to shareholders for consideration;
- 2) Matters concerning financing and reduction of capital; (Amendment 2010.03.29)
 - a. Issuance of new shares and reduction of capital;
 - b. Financing over 5% of equity capital;
 - c. Issuance of bonds;
- 3) General matters of management:
 - a. Matters concerning business plan of the Company;
 - b. Settlement of accounts and resolution of financial statements;
 - c. Distribution of dividends;
 - d. Determination and amendment of basic policy of management;
- 4) Matters concerning assets of the Company: (Amendment : 2016.01.08)
 - a. Annual plan of investment;
 - b. Acquisition and disposition of vessels requiring over 3% of equity capital
(A portion of which is not reflected in the annual plan of investment)
 - c. Contract of affreightment accompanied with the acquisition of vessels described in item b.
 - d. Acquisition and disposition of non-current assets except for vessel requiring over ten(10) billion won(or 2.5% of total amount of assets) per case
- 5) Equity investment and disposal (Amendment 2016.01.08)
 - a. Establishment and Liquidation of the investee companies (except for ship-finance-related SPC)
 - b. Equity investment (referring to acquisition of stocks or capital contribution certificates issued by other corporations) or disposition of equity investment requiring over ten(10) billion won(or 2.5% of equity capital)
 - c. Investment contract
 - Joint Venture, Joint Investment Agreement, Shareholders' Agreement, MOU (which incurs investment obligation)
 - d. Corporate governance of subsidiary companies
 - Merger, division, all-inclusive share swap and transfer, transfer of business and others
- 6) Strategic Alliances(Contract) (Amendment 2016.01.08)
 - a. Contracts for license or technical importation, acquisition of intellectual properties
 - b. Any other matters of important contracts necessary for agreement with other parties
- 7) Offer of security(only for the third party) and guaranty(except for performance guaranty and tax guaranty) over 2.5% of equity capital; (Amendment 2011.01.17)

- 8) Acquisition, disposition and retirement of treasury shares; (Amendment 2012.03.29)
- 9) Material matters concerning policies on personnel and reward and punishment;
- 10) Matters concerning remuneration of officers of the Company;
- 11) Matters concerning material law suits and reconciliations;
- 12) Enactment and abrogation of important regulation of the Company;
- 13) Election and dismissal of the Representative Director;
- 14) Matters concerning the Board of Directors meetings; (Amendment 2016.01.08)
 - a. Election and dismissal of the Chairman and Vice Chairman;
 - b. Set-up, operation and abolition of committees;
 - c. Election and dismissal of the members of committees;
- 15) Approval of large scale transactions with or for the largest shareholder, his/her specially related persons, and the Company's specially related persons; (Amendment 2016.01.08)
- 16) Approval of transactions between directors, etc. and the Company; (Amendment 2016.01.08)
- 17) Any other matters as prescribed in laws or the Articles of Incorporation, delegated from general meeting of shareholders and of which the Chairman or the Representative Director deem necessary. (Amendment 2010.03.29)

Article 10 (Report)

The Board of Directors shall report the matters set forth as follows:

- 1) Results of matters delegated to committees;
- 2) Matters concerning resolution of the Audit Committee that a director acts or is likely to act in violation of laws or the Articles of Incorporation of the Company;
- 3) Acquisition and disposition of non-current assets except for vessel between three(3) billion won to ten(10) billion won(or 2.5% of total amount of assets) per case; (Amendment 2016.01.08);
- 4) Equity investment or disposition of equity investment between three(3) billion won to ten(10) billion won(or 2.5% of equity capital) per case; (Newly Inserted 2016.01.08)
- 5) Any other important matters with regards to the management of business of the Company.

Article 11 (Attendance of other persons concerned)

When the Chairman deems necessary, he may require relevant officers and/or employees or external personnel to attend the Board of Directors meeting and listen to their opinion.

Article 12 (Right to supervise conduction of businesses by non-registered officers)

- 1) The Board of Directors may request presentation of relevant data, investigation and explanation when a non-registered officer acts or is likely to act in violation of laws or the Articles of Incorporation of the Company, handles or is likely to handle business in an excessive unfair manner.
- 2) In case of Paragraph 1 above, the Board of Directors may request suspension or change of conduction of such business.

Article 13 (Minutes of meeting)

- 1) All minutes shall be prepared with regard to the Board of Directors meeting.
- 2) The minutes shall record the agenda, summary of proceedings of the meeting, the results thereof, the directors against the resolution and reason for opposition of such directors. All directors present at the meeting shall write their names and sign, or affix their seals on the minutes.

Article 14 (Secretary)

- 1) The Board of Directors may have a secretary.
- 2) The secretary shall be in charge of the affairs of the Board of Directors according to the instruction of the Chairman.

Supplementary Rules

1. (Effective date) This regulation shall be effective from Nov. 8, 2004.
2. (Abrogation of other regulation) Regulation of the board of directors (Enacted on Oct. 1, 1982) shall be abrogated.

Supplementary Rules

(Effective date) This regulation shall be effective from Jan. 9, 2006.

Supplementary Rules

(Effective date) This regulation shall be effective from Aug. 17, 2007.

Supplementary Rules

(Effective date) This regulation shall be effective from Mar 28, 2008.

Supplementary Rules

(Effective date) This regulation shall be effective from Mar 29, 2010.

Supplementary Rules

(Effective date) This regulation shall be effective from Jan 17, 2011.

Supplementary Rules

(Effective date) This regulation shall be effective from Feb 17, 2011.

Supplementary Rules

(Effective date) This regulation shall be effective from Mar 28, 2011.

Supplementary Rules

(Effective date) This regulation shall be effective from Apr 15, 2012.

Supplementary Rules

(Effective date) This regulation shall be effective from Jan 8, 2016.

Regulation on the Operation of Independent Director Nominating Committee

Enactment : Feb. 21, 2013

Revision : Aug. 12, 2015

Chapter 1. General Rules

Article 1 (Purpose)

The purpose of this Regulation is to stipulate details regarding composition, power, operation and etc. of Independent Director Nominating Committee(hereinafter to be referred to as "IDNC") in accordance with Articles of Incorporation of PanOcean((hereinafter to be referred to as "Company") Article 42 and Article 43.

Article 2 (Scope of Application)

This Regulation shall be applicable to matters concerning INDC unless otherwise stipulated by laws or Articles of Incorporation of the Company.

Article 3 (Authority)

- 1) The Committee shall have the Authority to nominate the candidates for Independent Director.
- 2) The Committee shall comprise candidate recommended by Shareholder who has right to execute Commercial code, Article 363, Clause 2 (Shareholder Proposal Right).

Chapter 2. Organization

Article 4 (Composition)

- 1) Members of the Committee("Members") shall be elected and dismissed by the Board of Directors.
- 2) The Committee shall comprise at least three directors, a majority of whom, including the Chairman shall be independent.

Article 5 (Chairman)

- 1) The Committee shall elect the chairman of the Committee from the Members by the resolution of the Committee.
- 2) The Chairman shall represent the Committee and preside over the meeting.

Article 6 (Term of Office)

The term of office of the Members shall be same as the term of office of a director.

Chapter 3. Meeting

Article 7 (Convoker)

- 1) The Committee shall be convened by the Chairman.
- 2) Each member may request the Chairman to convene the meeting with the agenda and the reason.

Article 8 (Convocation Procedure)

- 1) For Convocation of the Committee, date of the meeting shall be fixed and notice shall be given to each director two(2) days prior to the date of such meeting.
- 2) In the event that the consent of all directors is received prior to such meeting, procedure of clause 1 may not be required.

Article 9 (Adoption of Resolution)

Resolutions of the Committee shall be adopted by the majority vote of the registered member.

Article 10 (Agenda)

The Committee shall present the matters to the committee set forth as follows;

- 1) Nomination of Independent Director candidate.
- 2) Any other requisites required for nominating Independent Director candidate.

Article 11 (Listening parties of the opinion)

When the Committee deems necessary, it may require relevant officers and/or employees or external personnel to attend the meeting and listen to their opinion.

Article 12 (Obligation to notify)

The Committee shall notify the resolved matters, within two(2) days after the resolution.

Article 13 (Minutes of meeting)

- 1) All minutes shall be prepared with regard to the Committee meeting.
- 2) The minutes shall record the agenda, summary of proceedings of the meeting, the result thereof, the committee members against the resolution and the reason for opposition of such members. All members present at the meeting shall write their names and sign, or affix their seals on the minutes.

Chapter 4. Supplementary Rules

Article 14 (Secretary)

- 1) The Committee may have a secretary.
- 2) Head or Leader in charge of HR becomes secretary and the secretary shall be in charge of the affairs of the Committee according to the instruction of the Chairman.

Article 15 (Revision and Abolition of the Regulation)

The revision and abolition of this regulation shall be determined by the Committee resolution.

Supplementary Provision

(Effective date) This regulation shall be effective from Feb. 21, 2013

(Effective date) This regulation shall be effective from Aug.12, 2015

Rules for the Operation of Audit Committee

Revised : Mar.27.2019

Revised : Aug.12.2015

Enacted : Mar.27.2009

Chapter 1. General Rules

Article 1 (Objective)

These Rules are enacted to decide the standard of performance of the Audit Committee (hereinafter, 'the Committee')'s duties and any articles required to operate the Committee in order to make the Committee perform the auditing properly and effectively.

Article 2 (Applicable Scope)

- ① Any article with regard to the Committee shall conform to these Rules unless otherwise stipulated in a law, the Articles of Incorporation, etc.
- ② These Rules may be applied even to the auditing of the subsidiary company by the Committee.

Article 3 (Definitions of Terms)

- ① 'Internal Control System' herein shall mean a series of process consistently carried out by the Company's Board of Directors, the management, and other members in order to offer reasonable confidence for security of the efficiency and effectiveness on the company operation, security of the reliability on the financial information, whether or not a relevant law and regulation and policy is observed, etc.
- ② 'Internal Accounting Control System' herein shall mean a process consistently carried out by the member(s) of the organization such as the Company's Board of Directors, the management, and so on for the purpose of securing the reliability on the financial statements which is a part of Internal Control System.
- ③ 'Internal Accounting Controller' herein shall mean a person prescribed in Article 8-(3)「*Act on External Audit of Stock Companies, Etc.*」(Hereinafter, 'the Act').
- ④ 'Executive Directors' herein shall mean a person prescribed in Article 408-2 to Article 408-9 of 「*Commercial Act*」.
- ⑤ 'Internal Audit Department' herein shall mean a department on the internal organization chart, which generally and collectively carries out audit works such as establishment of the Company's internal audit plan, the execution of the audit plan, and report of the audit results, etc. pursuant to the Company's Internal Audit Rules.

Article 4 (Fundamental Attitude)

- ① A member of the Audit Committee (hereinafter, 'the Auditor') shall carry out its duties with each attitude of followings:
 1. He/she shall recognize to monitor the Company's management as a person entrusted by the Company and make an effort for the healthy management of the Company, protection of shareholders' rights and interests, and maintenance and improvement of social trust of the Company; and
 2. He/she shall always take a fair attitude in fact-finding and expressing and representing his/her judgment and opinion thereon.
- ② The Auditor shall pay attention to each of followings:
 1. He/she shall smoothly exchange opinions with the Company's directors with interest in the progress of business performance and changes of management environment and make an effort to organize the audit environment by collecting information and data from the official and/or employee of the relevant department and understanding the actual status of the business;
 2. He/she shall make an effort to acquire any knowledge required to carry out his/her audit duties, research the relevant theories, and improve audit skills;
 3. He/she shall pay sharp attention to and watch out the possibility of dishonesty, an error/mistake, non-efficiency, dissipation, inadequacies of a policy, and/or conflict of interest; and
 4. He/she shall make an effort to make the Internal Audit Control System be operated smoothly by evaluating the actual status on the operation of Internal Audit Control System, reporting the evaluation report to the Board of Directors and making to correct it.

- ③ The Auditor shall carry out his/her duties based on a fact and evidence pursuant to the relevant rules and regulations, etc. and secure sufficient records and documentary evidences for auditing.

Article 5 (Principles of Independence and Objectivity)

- ① The Committee shall carry out its audit duties at the independent position from the Board of Directors and Executive Body, and other departments.
- ② The Committee shall retain objectivity in carrying out its audit duties.

Article 6 (Duties and Rights)

- ① The Committee shall monitor and inspect the director's execution of duties.
- ② The Committee may exercise any right to carry out followings:
 1. Ask a director, etc. for reporting his/her operation and investigate the Company's business and property state;
 2. Ask any of subsidiaries for reporting its operation and investigate the subsidiary's business and property state;
 3. Claim to convene an extra-ordinary shareholders' meeting;
 4. Ask assistance of an expert at the Company's expense;
 5. State its opinion for dismissal of an auditor;
 6. Receive a report from a director;
 7. Claim to injunction for a director's illegal act;
 8. Represent the Company in a litigation between a director and the Company;
 9. For internal report or notification of accounting fraud/irregularity, check the fact and any action taken to correct it, confidentiality for the identity of the reporter and/or the person who notifies it, etc., and disadvantageous treatment of the reporter and/or the person who notifies it;
 10. Give its consent for the Board of Directors' approval on the financial statements (including the consolidated financial statements);
 11. Approve enactment and revision of the Internal Accounting Control System and evaluate the actual status of the operation thereof; and
 12. Appoint/Select an external auditor
- ③ The Committee may request any of followings and the person who is asked shall accept the request unless there is any special reason:
 1. All or any data, information and matters concerning costs in the Company required to carry out its duties;
 2. Attendance and reply of the persons concerned;
 3. Matters concerning a warehouse, a strongbox, a book, relevant documents, documentary evidences, goods, etc.; and
 4. Other matters require to carry out its accounting duties
- ④ The Committee may ask every head of department for reporting an illegal act or gross negligence of an official and/or employee without delay. In this case, the Committee shall undertake a special inspection without delay.

Article 7 (Obligations)

- ① The Auditor shall carry out his/her duties with the Fiduciary Duty for the Company.
- ② The Auditor shall not disclose and/or release, during his/her term of office and even after retirement, the Company's business secrets that he/she has known and acquired.
- ③ When the Committee deems that a director committed any act contrary to a law or the Articles of Incorporation or is feared to commit the act, it shall report the illegal act to the Board of Directors.

Article 8 (Responsibilities)

- ① If the Auditor intentionally and/or negligently commits any act contrary to a law or the Articles of Incorporation or is negligent in carrying out its duties, he/she shall be responsible for indemnifying the Company for damage in solidum: Provided that, the responsibility of the Auditor may be reduced and/or mitigated by what prescribed in the Articles of Incorporation.
- ② If the Auditor neglects its duties with malice or gross negligence, he/she shall indemnify a third party for damage in solidum.

Article 9 (Representation of the Audit Committee's Opinion)

- ① The Committee may represent its opinion such as suggestion, advice, recommendation, etc. in any case of followings:
 1. If it has any opinion for proper operation of the Company's business and the rationalization, etc.;

2. If it discovers a fact that may cause severe damage or gross accident, etc. on the Company; or
 3. If it discovers a fact that the business execution by the Company violates or is feared to violate a law, the Articles of Incorporation, the Accounting Standard, etc.
- ② If the Committee suggests its opinion, gives advice or recommend, a director or executive director shall sufficiently investigate the fact relevance and background, etc. with responsibility.

Chapter 2. Organization of Audit Committee and the Operation

Article 10 (Organization)

- ① The Auditor shall be appointed at the shareholders' meeting.
- ② The Committee shall consist of three (3) directors or more and two-third (2/3) of auditors or more shall be independent directors.
- ③ One (1) auditor or more shall be an accounting or financial specialist/expert prescribed in Clause 2 of Article 542-11 of 「*Commercial Act*」, and an auditor who is not an independent director shall be qualified the requirements prescribed in Clause 3 of Article 542-11 thereof.
- ④ If the component ratio of independent directors set forth in clause ② above or the organization requirements of the Committee set forth in clause ③ above is not met by the resignation, death, etc. of an auditor who is an independent director, such vacancy shall be filled at the shareholders' meeting which will be held firstly after occurrence of the reason of the vacancy.
- ⑤ The Committee may appoint an assistant administrator, which takes charge of the office work of the Committee.

Article 11 (Chairman)

- ① The Committee shall appoint the chairman among independent directors under the resolution set forth in Article 15 hereof and the chairman shall represent the Committee. In this case, it may decide that several auditors jointly represent the Committee.
- ② The Chairman generally and collectively directs the Committee's duties and may assign the duties of auditors for the purpose of efficient operation of the Committee.
- ③ If the Chairman is absent, a member designated at the Committee shall take the chairman's duties by proxy.

Article 12 (Term of Office)

The Auditor's term of office shall be same as the director's term of office.

Article 13 (Meetings)

- ① The meetings of the Committee shall consist of a regular meeting and an extra-ordinary meeting.
- ② The regular meeting shall be held before the Board of Directors which is held firstly after closing the settlement.
- ③ The extra-ordinary meeting shall be held occasionally as necessary.

Article 14 (The Person Entitled to Convene)

- ① The Committee's meeting shall be convened by the Chairman.
- ② Every auditor may ask the Chairman for convening the meeting by submitting the bill(s) and the reason. If the Chairman does not convene the meeting without a just reason, the auditor who asked to convene it may convene the meeting directly.

Article 15 (Procedure to Convene)

- ① When convening the meeting, the Committee shall decide the date to convene and notify it to each auditor two (2) days before.
- ② The meeting may be held at any time under common consent of all auditors without the procedure to convene set forth in clause ①

Article 16 (Resolution)

- ① The resolution of the Committee shall be adopted by a majority attendance of members registered and a majority vote of the members present.
- ② The Committee may allow all or a part of auditors to participate in the resolution by a communication means which all auditors transmit and receive voice simultaneously without personal attendance to the meeting, and In this case,

the auditors shall be deemed personally attended the meeting: Provided that notwithstanding the text hereof, the Committee may allow all auditors to participate in the resolution by only a remote video conference at different places where are equipped with the simulcast transmit-receive device of a video and voice if the Act requires a face-to-face meeting.

- ③ Any person who is specially concerned in the bill shall not exercise his/her voting right(s). In this case, the number of non-voting rights shall not be added up to the number of voting rights of the auditors present in person.

Article 17 (Matters referred to the Committee)

The matters to be referred to the Committee are as follows :

- ① Matters for Resolution
1. Matters for Shareholders' Meeting
 - (1) Claim to convene an extra-ordinary shareholders' meeting; and
 - (2) Confirmation of the bill(s) referred to the shareholders' meeting and document investigation
 2. Matters for Directors and the Board of Directors
 - (1) Submission and Approval of Audit Report;
 - (2) Injunction for Illegal Act(s) by a director;
 - (3) Request a director to report the business operation;
 - (4) Matter(s) entrusted by the Board of Directors;
 - (5) If a minority shareholder asks to file a suit against a director, whether or not the decision to file a suit; and
 - (6) Representation for the suit filed between and by a director and the Company
 3. Matters for External Audit
 - (1) Appointment and dismissal of an external auditor;
 - (2) Enactment and revision of standards required to appoint an external auditor;
 - (3) Receipt of the report from an external auditor that the Company violates the accounting standards, investigation on such violation, and request the representative director to correct it;
 - (4) If the Company intends to ask the Securities and Futures Commission for appointing an external auditor, the approval for the asking; and
 - (5) If the Company intends to ask the Securities and Futures Commission for appointing another auditor other than an auditor designated, the approval for the asking
 4. Matters for Internal Audit
 - (1) Auditing superintended by the Audit Committee;
 - (2) Consent to the appointment and dismissal of the responsible person of the organization exclusively affiliated to the Audit Committee; and
 - (3) Evaluation on the Internal Control System (including the Internal Accounting Control System)
 5. Other matters prescribed in a law
- ② Matters to be reported
1. Matters for Auditors
 - (1) Receipt of the report by a director;
 - (2) Report of Inspection/Audit Plan and the Results (the organization affiliated to the Committee/ Internal Inspection/Audit Organization / Internal Exclusive Accounting Organization(actual state on the operation));
 - (3) Checking the action(s) taken for the matter(s) to be corrected as a result of inspection/audit superintended by the Audit Committee;
 - (4) Reviewing the adequacy of important accounting standards and the validity of changes in accounting estimates;
 - (5) Post-evaluation for the external auditor appointed; and
 - (6) Enactment and revision of matters for auditing remuneration of an external auditor, audit time, and personnel required for auditing
 2. Other matters prescribed in a law

Article 18 (Minutes)

- ① Minutes shall be recorded for the proceedings of the Committee.
- ② The Minutes shall include the bill(s) subject to proceedings, the progress, the result, and the objector(s) and the reason(s), and the auditors present shall sign or seal thereto.

Article 19 (Obligation to Report)

The Committee shall resolve the bill referred thereto and report the result to the Board of Directors which will be held firstly after the resolution.

Chapter 3. Classification of Audit and the Method

Article 20 (Functional Classification of Audit)

The Committee may carry out the Operating Audit, the Financial Audit, etc. using the organization exclusively affiliated thereto as follows (revised Apr/30/2012) :

1. The Operating Audit shall mean a series of process to inspect and analyze the job process and system in the organization other than financial and compliance audit in order to analyze the structure of the organization or evaluate the job distribution method, etc.
2. The Financial(accounting) Audit shall mean a series of process to evaluate the adequacy of the accounting policies, courses and/or accounting standards and assess the accuracy, reliability and usefulness of the accounting information and financial report, etc. (revised Apr/30/2012).

Article 21 (Audit Method)

The Committee may carry out the Integrated Audit and the Special Audit as follows:

1. Integrated Audit
 - a. The Integrated Audit shall mean a regular audit every year for the whole business by business units such as headquarters, factories, etc.
 - b. The Integrated Audit is carried out in the ways of i) carrying out an audit by functions such as business management, operation, finance, compliance, IT, etc. pursuant to the regular audit plan, ii) evaluating the effectiveness of the business performance systems by functions and the processes, and iii) preparing and submitting the comprehensive audit report to remove a problem and propose an improvement plan.
2. The Special Audit shall mean an irregular audit, which is carried out for special issues if the Committee deems necessary to hold a meeting or the representative director requests for special issues.

Article 22 (Countermeasures for Illegal Acts)

- ① If any gross misconduct (including any act contrary to a law or the Articles of Incorporation and other inappropriate act that may cause social condemnation, etc.) is generated, the Committee may ask a director or executive director, etc. for investing and/or reporting it or may directly investigate it.
- ② The Committee shall monitor and verify the countermeasures of a director and executive director, etc. with reference to verification of the fact relevance of the misconduct, understanding the cause(s), prevention of further damage, early handling, prevention of re-occurrence, and public announcement, etc. according to the result of the investigation set forth in clause ① above.
- ③ If the countermeasures of the director and executive director set forth in clause ② above are inappropriate in the view point of the independence, objectivity, and transparency, etc., the Committee shall look for a proper action such as asking for an advice of an external expert, and so on at the Company's expense.
- ④ If the Committee is notified the Company's violation of the accounting standards from an external auditor, it shall appoint an external expert at the Company's expense, make the expert to investigate the violation, and ask the representative of the Company for correcting it according to the investigation result.

Chapter 4. Affiliated Organization

Article 23 (Affiliated Organization)

- ① The Committee may establish an organization which is exclusively affiliated to the Committee in order to carry out its duties efficiently and smoothly: Provided that the Committee may carry out the audit business using the Internal Audit Department, the Internal Exclusive Accounting Organization and an external expert, etc. if it is difficult to establish an affiliated organization under the Committee.
- ② The responsible person and employees (hereinafter, 'Internal Audit Personnel') of the organization exclusively affiliated to the Committee shall support the Committee's duties and carry out its duties under the direction and instruction of the Committee.
- ③ The appointment and/or dismissal of the responsible person of the affiliated organization shall have the consent of the Committee.
- ④ The Company's representative director, directors, and the management shall support and cooperate as required in order that the Committee and the Board of Directors establish and operate an affiliated organization. If it fails to establish an affiliated organization, the Company shall support and cooperate for a department to carry out audit, the organization, an expert, etc. as requested by the Committee.

Article 24 (Behavior Rules of Internal Audit Personnel)

The Internal Audit Personnel shall comply with any of following behavior rules in carrying out audit, and the Internal Audit Personnel shall :

1. carry out the audit fairly;
2. not voluntarily release any secret acquired in carrying out its duties or use it for any reason other than the purpose of the duty;
3. comply with a relevant law and instructions and carry out its duties based on the fact and evidence; and
4. be careful not to be intimidated the occupational creativity and activities of the auditee in carrying out audit

Chapter 5. Execution of Audit

Article 25 (Establishment of Audit Plan)

- ① The Committee shall establish an audit system which is a rational substance in relation to the performance of auditor's duties consisting of audit strategies, audit courses, audit goals, audit resources, audit process, audit standards, audit assessment, etc.
- ② The Committee shall make its affiliated organization prepare and report an annual audit plan including audit/investigation time, audit scope, etc.
- ③ If the Committee does not establish its affiliated organization, it shall be reported the annual audit plan from the Company's Internal Audit Department.

Article 26 (Execution of Audit)

- ① The Committee may ask the head of the department to be audited for supporting by the affiliated employee thereof in performing its duties. In this case, the head of the department to be audited shall cooperate for such request.
- ② If the Company modifies or amends its accounting system or accounting method, the Committee shall ask a director for reporting the reason of the modification/amendment and the influence on the modification/amendment. If changes in accounting policies or accounting estimates are unfair or other accounting method is inappropriate, the Committee shall propose its opinion to a director.
- ③ The Committee shall review and check any of followings in carrying out audit:
 1. Reliability on the records of transactions;
 2. Adequacy on the facts entered in each account;
 3. Validity on presentation of the financial statements;
 4. Whether the financial statements comply with the accounting standard and fair and just accounting practices or not;
 5. Continuity of the accounting policies; and
 6. Whether the financial statements fairly present the Company's financial status and management performance or not
- ④ The Committee shall audit whether the consolidated financial statements are prepared by the relevant law(s) or not.

Article 27 (Request to report for Directors)

- ① If there will be any urgent matter that may cause gross damage in preserving the Company's properties, the Committee shall ask a director for reporting or notifying, orally or in writing, the matter without delay.
- ② If the Committee is reported from a director that it is feared to generate severe damage on the Company, it shall investigate expected influence on the Company and look for any necessary action to take such as advice or recommendation, etc.

Article 28 (Exchange of Opinions among Auditors)

- ① The Auditor shall deliver other auditors the business information reported from a director, executive director or employee and/or acquired by investing the daily business.
- ② Each auditor shall sufficiently exchange their opinions each other for preparation of audit plan, preparation of audit report, and exercise of right as a member of the Committee.
- ③ If two (2) auditors or more share the businesses, each duties and responsibilities per auditor shall be clearly classified.
- ④ The Committee may hold a discussion meeting in order to exchange the information and opinions concerning its duties. In this case, the discussion meeting shall not be deemed as the meeting of the Committee set forth in Article 12 hereof.

Article 29 (Connection with the Internal Audit Department)

- ① The Committee shall keep the close cooperative tie with the Company's Internal Audit Department and make an effort to accomplish the audit purpose using the Internal Audit Department's audit plan, procedure and results.
- ② The Committee may ask the Internal Audit Department for investing any special matter(s).

Article 30 (Internal Accounting Control System)

- ① The Committee shall i) assess the actual state on the operation of Internal Accounting Control System by holding a face-to-face meeting, ii) report the assessment report for the Internal Account Control System to the Board of Directors face-to-face one (1) week before the annual meeting of shareholders, and iii) place the assessment report at the head office for five (5) years. If it has any opinion to correct the management and operation of the Internal Accounting Control System, it shall include it on the report.
- ② The assessment report of the Internal Accounting Control System shall include following items:
 1. The report title 'Evaluation Report by the Audit Committee';
 2. The addressees 'Shareholders and the Board of Directors';
 3. The fact that the effectiveness of design and operation of the Internal Accounting Control System for the period to be assessed is assessed as of the assessment date;
 4. The fact that the Company's management including the representative director and internal accounting officer shall be responsible for the design and operation the Internal Control System and the Internal Accounting Control System adopted by the Company's management and the Committee shall be responsible for supervision of the management thereof;
 5. The fact that the assessment was made based on the Operation Report of Internal Accounting Control System and the fact that the Committee carries out any additional review (if any);
 6. The result whether the Internal Accounting Control System actually contributes to reliable preparation of accounting information and the public disclosure or not, and corrective opinions;
 7. The result of the review whether there is anything falsely stated or indicated and/or missed in the Operation Report of Internal Accounting Control System or not, and the corrections;
 8. The result of the review whether the corrective plan of the Operation Report of Internal Accounting Control System actually contributes to the improvement of the Internal Accounting Control System or not, and the counterplan;
 9. The fact that the assessment, report and the Best Practices of the Internal Accounting Control System are used based on the assessment standard of the design and operation thereof;
 10. The conclusion of the assessment of the Internal Accounting Control System based on the assessment, report, and the best practices thereof in the view point of materiality;
 11. For any significant vulnerability, the explanation thereof in designing and operating the Internal Accounting Control System;
 12. For any significant vulnerability, the corrective plan thereof or the procedure which is already in progress;
 13. Reporting Date;
 14. The Auditor(s)' signatures and seals; and
 15. Miscellaneous
 - a. The Brief of the Matters reported by the Representative Director (conclusion of the assessment, significant imperfection(s), corrective action(s) and future plan, etc.);
 - b. As a result of the assessment, additionally discovered matter(s); or
 - c. Recommendation(s)

Article 31 (Assessment on Adequacy of Internal Control System)

The Committee shall monitor and assess the operation of the Company's Internal Control System once a year. If any problem is discovered, the Committee may propose its assessment opinion for the Internal Control System to the Board of Directors using the organization exclusively affiliated to the Committee or an external expert in order to recommend and request to prepare for the improvement plan.

Article 32 (Attendance to Major Conference)

- ① The Auditor may attend a directors' meeting and other major conference and state his/her opinion in order to understand the decision and progress of management policies, business management, and business status.
- ② If the Auditor fails to attend the meeting set forth in clause ① above, he/she may be reported the deliberation and read the minutes and materials, etc.

Article 33 (Reading of Document, etc.)

- ① The Committee shall read any important documents for business execution in time and may ask a director or employee for explaining the business execution as necessary.
- ② The Committee shall decide the scope of documents to read under mutual agreement with a director.
- ③ The Committee shall investigate the managerial status of maintenance and preservation of important records and other materials and data, etc. and may ask a director or employee for explaining the records and materials.

Article 34 (Investigation of Properties)

The Committee shall investigate management, purchase, disposal and special transaction of the Company's major properties. If it discovers any fact contrary to a law or the Articles of Incorporation or severely unfair fact, it shall report it to the Board of Directors.

Article 35 (Investigation of Transactions)

If the Company grants major interest(s) on property(ies) free of charge or makes a specific transaction with its subsidiary or shareholder(s), the Committee shall ask the director in charge of it for reporting such transaction(s) in advance under mutual agreement. If the Committee discovers any violation of a director against his/her duties, it shall report such violation to the Board of Directors.

Article 36 (Field Investigation)

- ① If necessary, the Committee may investigate the Company's head office, branches, local offices, etc., understand the actual state of the overall business and check whether the businesses have been legally and properly performed or not.
- ② As the result of the investigation of the Company's head office, branches, and local offices, etc., the Committee shall, in principle, propose an opinion, make an advice or recommendation to a director.

Chapter 6. Connection with an External Auditor, Etc.

Article 37 (Connection with External Auditor)

- ① The Committee shall maintain a close tie with an external auditor and make an effort to accomplish the goal of audit using the audit plan, procedure and result of the external auditor.
- ② The Committee shall adjust the audit plan by listening to the overview of audit plan from an external auditor and explaining its audit plan.
- ③ The Committee shall make a discussion with an external auditor for the progress or situation of the auditing from time to time.
- ④ If an external auditor discovers any illegal act or gross fact contrary to a law or the Articles of Incorporation in performing his/her duties and/or that the Company violates the accounting standards, the Committee ask the external auditor for notifying them to the Committee.
- ⑤ If the Committee discovers any illegal act or gross fact contrary to a law or the Articles of Incorporation with reference to a director's performance of duties, it shall notify it to an external auditor.
- ⑥ If the Committee is notified the Company's violation of the accounting standards from an external auditor, it shall report the result of the investigation on the violation and the result of the Company's correction, etc. to the Securities and Futures Commission and the external auditor without delay.

Article 38 (Appointment of External Auditor, etc.)

- ① The Committee shall appoint an external auditor. If the Company replaces or dismisses the external auditor, the Committee shall check whether the external auditor during the previous period or the dismissed external auditor has any opinion or nor and give an opportunity to state his/her opinion orally or in writing.
- ② The Committee shall decide the matters for auditing remuneration of an external auditor, the audit time, and personnel required for auditing in writing.
- ③ The Committee shall prepare for, in advance, the standard and procedure to appoint an external auditor including following items:
 1. The adequacy of audit time, audit personnel, remuneration, and audit plan;
 2. The independence and specialty of an external auditor;

3. The opinion(s) of the external auditor of the previous period, and following items:
 - a. the result of assessment whether the external auditor of the previous period faithfully implemented the audit time, audit personnel, remuneration, audit plan, etc. agreed when appoint him/her or not;
 - b. if the external auditor of the previous period asked the Company for consulting with an external agency for the interpretation of the accounting standards, assessment on the values of properties/assets, etc. with reference to auditing, the contents agreed between the Committee and the external auditor of the previous period for the external consultation, the result of external consultation, and the application of the result;
 - c. the number of face-to-face meetings held by and between the Committee of the pertinent year and the external auditor of the previous period, personal information of the attendees to the face-to-face meetings, and major remarks, etc.; and
 - d. Other matter(s) designated by the Financial Services Commission as the standard required to secure the objectivity and reliability on the appointment of an external auditor
- ④ The Committee shall hold a face-to-face meeting in order to appoint an external auditor and prepare and manage any of followings:
 1. the results of reviews on each item set forth in clause ③ above; and
 2. the number of face-to-face meetings, personal information of attendees, major remarks, etc.
- ⑤ The Committee shall assess the audit report submitted by an external auditor every business year and prepare and manage the result of assessment in writing.

Article 39 (Independence of External Auditor)

The Committee may review with an external auditor any matter that may influence on the independence of the external auditor including major issues concerning the Company and other high-conflict matters and then state proper opinions to the Board of Directors.

Article 40 (Exchange of Opinions with External Auditor)

The Committee may exchange opinions with an external auditor with reference to the Company's Internal Control System and the adequacy of the financial statements, etc. under a close ties with him/her. (revised Apr/30/2012)

Chapter 7. Report of Audit Results

Article 41 (Preparation of Audit and Inspection Record)

- ① The Committee shall prepare and place an audit and inspection record for the auditing performed.
- ② The audit and inspection record shall include the procedures of auditing and the results and each auditor shall sign and seal thereto.

Article 42 (Preparation of Audit Report and the Submission)

- ① The Committee shall prepare the audit report for consolidated financial statements.
- ② The Committee shall enter the preparation date on the audit report set forth in clause ① and the chairman of the Committee shall sign or seal thereto.
- ③ The Committee shall submit the audit report to the Company's representative director.
- ④ The method to fill in the audit report shall conform to what prescribed in a law.

Article 43 (Report to Shareholders' Meeting, etc.)

- ① The Committee shall investigate the bill(s) and document(s) that a director intends to submit to the shareholders' meeting and state its opinions at the shareholders' meeting whether they violate a law or the Articles of Incorporation or have considerably unfair matter(s) or not.
- ② The Committee shall faithfully make a reply within its scope of duties for any question given by a shareholder at the shareholders' meeting.

Chapter 8. Supplementary Rules

Article 44 (Revision of Rules)

These Rules shall be opened and/or closed by resolution of the Board of Directors.

Addendum

Article 1 (Effective Date)

1. These Rules shall come into effect from March 27, 2009.
2. These Rules shall be revised and come into effect from August 12, 2015.
3. These Rules shall be revised and come into effect from March 27, 2019.

Regulation on the operation of Internal Transaction Committee

Enactment : Aug. 12, 2015

Article 1 (Purpose)

The purpose of this Regulation is to stipulate required provisions for effective operation of the Internal Transaction Committee (hereinafter referred to as "Committee") pursuant to Article 393-2 of the Korean Commercial Code and Article 11-2 of the Monopoly Regulation and Fair Trade Act (hereinafter referred to as "Fair Transaction Act").

Article 2 (Scope of Application)

This Regulation shall be applicable to matters concerning the Committee unless otherwise stipulated by laws or Articles of Incorporation of the Company, or the Regulation of the Board of Directors.

Article 3 (Composition)

- ① The Committee members (hereinafter referred to as "Members") shall be elected and dismissed by the Board of Directors.
- ② The Committee shall be composed of three (3) or more directors. Not less than three (3) members shall be outside directors, not less than 2/3 of the Committee members shall be outside directors.
- ③ The term of office of members shall be that of directors.

Article 4 (Chairman)

- ① The Committee shall select a chairman by a resolution of the provision of Article 8.
- ② The Chairman shall represent the Committee and serve as a chairman for the Committee meetings.
- ③ When the Chairman is unable to participate in the Committee meeting, a member designated by the Committee shall represent his or her duties.

Article 5 (Authorities of Committee)

- ① The Committee shall make resolutions for each of the following large scale internal transactions (the transactions for not less than 5/100 or not less than KRW 5 billion of a greater of the Company's total ownership interests or its capitals) in which a specially related person is the other party or for a specially related person as stipulated in the Fair Transaction Act and the Enforcement Decree of the Act:
 1. Offering or transacting funds of provisional payments or borrowings, etc.
 2. Offering or transacting negotiable instruments of securities or corporate bonds, etc.
 3. Offering or transacting assets of real estate or intangible property rights
 4. Offering or transacting goods or services for which the Company's affiliate is the other party or for the Company's affiliate as stipulated in Article 17-8 Section 3 of the Enforcement Decree of the Fair Transaction Act, considering composition of shareholders, etc.
- ② The Committee shall conduct prior examination with respect to transactions required to be approved by the Board of Directors as stipulated in Article 542-9 Section 3 of the Korean Commercial Code, among transactions for which the Company's largest shareholder, his or her specially related person, or the Company's specially related person is the other party or for such a person,

Article 6 (Convocation Right Holder)

- ① The Committee shall be convened by the Chairman. However, when the Chairman is absent, a member designated by the Committee shall represent his or her duties according to Article 4 Section 3.
- ② Each member may request the Chairman of the Committee to convene a meeting by presenting an item(s) and the

grounds for consideration. In the event that the Chairman does not convene the Committee meeting without a reasonable ground, the member who has requested convocation of the Committee may convene the Committee meeting.

Article 7 (Convocation Procedure)

- ① For convocation of the Committee meeting, date of the meeting shall be fixed and notice shall be given to each director one (1) week prior to the date of such meeting.
- ② In the event that the consent of all members is received prior to such meeting, the Committee may hold meetings at any time without the procedures in Section 1.

Article 8 (Resolution)

Resolutions of the Committee meeting shall be adopted by the affirmative vote of the majority of the members present at the meeting, provided the majority of the members are present at the meeting. In this case, the Committee may permit all or some of members to participate in the resolution by means of remote communication system which transmits and receives simultaneously sounds without personally attending the meetings. In this case, the relevant members shall be deemed to be present at the meeting personally.

Article 9 (Matters to be Submitted for Consideration)

The following matters shall be submitted to the Committee for consideration:

1. Approval of large scale internal transactions
2. Approval of other transactions required to be approved by the Board of Directors under Article 542-9 Section 3 of the Korean Commercial Code.

Article 10 (Opinion Listening by Other Persons Concerned)

When the Committee deems necessary, it may request a relevant officer or employee or an outside person to participate in meetings and listen to their opinions.

Article 11 (Duty to Notify)

The Committee shall notify each director of resolutions within two (2) days. In this case, each director receiving such a notification may request convocation of the Board of Directors, and the Board of Directors may reconsider the resolutions made by the Committee.

Article 12 (Minutes of Meeting)

- ① All minutes shall be prepared with regard to the Committee meeting.
- ② The minutes shall record the agenda, summary of proceedings of the meeting, the results thereof, the members against the resolution and reason for opposition of such members. All members present at the meeting shall write their names and sign, or affix their seals on the minutes.

Article 13 (Secretary)

- ① The Committee shall have a secretary.
- ② The secretary shall be one appointed by the Chairman among the Company's officers or employees, and shall be in charge of the affairs of the Committee according to the instruction of the Chairman.

Article 14 (Amendment to Regulation)

This regulation shall be amended or abrogated by a resolution of the Board of Directors.

Supplementary Rules

This regulation shall be effective from August 12, 2015.

Regulation on the Remuneration Committee

Enactment : April. 13, 2009

Revision : August. 12, 2015

Chapter 1. General Rules

Article 1 (Purpose)

The purpose of this Regulation is to stipulate details regarding composition, authority, duties, operation and etc. of Remuneration Committee(hereinafter to be referred to as “RC”) in accordance with Articles of Incorporation of PanOcean(hereinafter to be referred to as “Company”) Article 42 and Article 43.

Article 2 (Scope of Application)

This Regulation shall be applicable to matters concerning RC unless otherwise stipulated by laws or Articles of Incorporation of the Company.

Article 3 (Authority)

The Committee shall suggest the following matters regarding the remuneration systems of the members of BOD, major executives, full-time directors and representative director(or Executives of same or higher level), whom is part-time director.

1. Criteria of Performance Evaluation and Remuneration
2. Performance Evaluation and Incentive Payments based on the accomplishment of the business management goals.
3. Method of Incentive Payment

Chapter 2. Organization

Article 4 (Composition)

- 1) Members of the Committee(“Members”) shall be elected and dismissed by the Board of Directors.
- 2) The Committee shall comprise at least three directors, a majority of whom, including the Chairman shall be independent director.
- 3) At least one director shall have knowledge of the remuneration of the company’s directors, otherwise the Committee shall be able to get advices from internal and(or) external experts.

Article 5 (Chairman)

- 1) The Committee shall elect the chairman of the Committee of its Members, whom is independent director, by the resolution of the Committee
- 2) The Chairman shall represent the Committee and preside over the meeting.

Article 6 (Term of Office)

The term of office of the Members shall be same as the term of office as a director.

Chapter 3. Meetings

Article 7 (Convoker)

- 1) The Committee shall be convened by the Chairman.
- 2) Each member may request the Chairman to convene the meeting with the agenda and the reason.

Article 8 (Convocation Procedure)

- 1) For Convocation of the Committee, date of the meeting shall be fixed and notice shall be given to each director two(2) days prior to the date of such meeting.
- 2) In the event that the consent of all directors is received prior to such meeting, procedure of clause 1 may not be required.

Article 9 (Convocation)

- 1) Regular Committee shall convene once a year.
- 2) Special Committee shall convene at any time, if necessary.

Article 10 (Adoption of Resolution)

Resolutions of the Committee shall be adopted by the majority vote of the registered member.

Article 11 (Listening parties of the opinion)

When the Committee deems necessary, it may require relevant officers and/or employees or external personnel to attend the meeting and listen to their opinion.

Article 12 (Obligation to notify)

The Committee shall notify the resolved matters to the first BOD meeting to be held immediately after the resolution.

Article 13 (Minutes of meeting)

- 1) All minutes shall be prepared with regard to the Committee meeting.
- 2) The minutes shall record the agenda, summary of proceedings of the meeting, the result thereof, the committee members against the resolution and the reason for opposition of such members. All members present at the meeting shall write their names and sign, or affix their seals on the minutes.

Chapter 4. Supplementary Rules

Article 14 (Secretary)

- 1) The Committee may have a secretary.
- 2) Head or Leader in charge of HR becomes secretary and the secretary shall be in charge of the affairs of the Committee according to the instruction of the Chairman.

Article 15 (Revision and Abolition of the Regulation)

The revision and abolition of this regulation shall be determined by the Committee resolution.

Supplementary Provision

(Effective date) This regulation shall be effective from April. 13, 2009

(Effective date) This regulation shall be effective from Aug.12, 2015

Pan Ocean Co., Ltd.
Compliance Control Standards

August 12, 2016

Chapter 1 General Provisions

Article 1 (Purpose)

The purpose of these Compliance Control Standards (the “Standards”) is to establish a basic procedure and standard which the officers, directors and employees of Pan Ocean Co., Ltd. (the “Company”) should observe in performance of their duties in order for the Company to manage its business in a fair and transparent manner in compliance with the relevant laws and regulations and business ethics, and thereby attain healthy corporate growth as well as clients’ trust, pursuant to Article 542-13 of the Korean Commercial Code (“KCC”)

Article 2 (Definition)

The definitions of the terms used in the Standards are as follows; provided, however, that the definitions of terms that are not prescribed by the Standards shall be as designated by the KCC, the Enforcement Decree of the KCC and other relevant laws and regulations:

1. “Compliance Control” means all processes of establishing policies and control activities adopted by the Company in order to prevent unlawful actions and to respond to various legal risks in a well-structured fashion by understanding laws that the Company must comply with in its operation of the business and by assessing the compliance of the Company’s officers, directors and employees with the relevant laws and regulations.
2. “Compliance Officer” means an individual that is appointed in accordance with Article 542-13 of the KCC to perform compliance-related tasks in order to accomplish the goal of the Compliance Control defined by these Standards, including monitoring the compliance of the Standards and reporting matters related to thereof to the Board of Directors.
3. “Compliance Control System” means a system consisting of all codes of professional conduct related to the Company’s operation of its business, including the relevant laws and regulations to be complied with by the officers, directors and employees of the Company to achieve Compliance Control in accordance with these Standards, these Standards, and the Detailed Rules prescribed by Article 5 of the Standards, and an organization (the “Compliance Team”) that performs compliance-related tasks pursuant to the Standards.

4. “Code of Ethics” means an ethical standard with which every officer, director and employee of the Company must be familiar and comply in order for the Company to effectuate ethical management in its management activities and operation of business.
5. “Detailed Rules” mean the Company’s Code of Ethics, internal regulations, rules, and policies enacted by the Representative Director or the Compliance Officer in connection with the details of the Compliance Control System necessary to achieve the Compliance Control pursuant to the Standards.
6. “Legal Risks” mean all risks that may incur civil, criminal or administrative liabilities or financial damages or losses to the Company or officers, directors and employees thereof due to their failure to comply with the relevant laws, regulations, the Standards, and/or the Detailed Rules.

Article 3 (Scope)

- ① The Standards shall apply to the Company and all officers, directors and employees thereof.
- ② The Standards and the Detailed Rules shall apply to all matters related to the Compliance Control unless otherwise prescribed by the relevant laws or regulations.
- ③ The Detailed Rules shall accord with the Standards. In the event of any conflict between the Detailed Rules and the Standards, the Standards shall prevail.

Article 4 (Enactment and Amendment)

- ① Any enactment or amendment of the Standards shall be made by the resolution of the Board of Directors.
- ② Notwithstanding Paragraph 1, an amendment of the Standards prompted by the enactment, amendment or repeal of the relevant laws and regulations that does not substantially alter the Standards, such as a simple change of wording, may be executed upon the approval of the Representative Director. In such case, the Representative Director shall report the amendment to the first meeting of the Board of Directors convened after executing the amendment and obtain confirmation.
- ③ The Board of Directors or Representative Director shall reflect the Compliance Officer’s opinions in the enactment or amendment of the Standards.

Article 5 (Enforcement Ordinance)

- ① Any matters that are necessary to achieve the Compliance Control in accordance with the Standards but not prescribed in detail by the Standards may be enacted or amended by the Representative Director as the Enforcement Ordinance.
- ② In enacting or amending the Enforcement Ordinance, the Representative Director shall reflect the Compliance Officer's opinions thereon. Also, within the reasonable scope prescribed by the Standards, the Representative Director may also delegate the authority to enact or amend detailed rules necessary to enforce the Enforcement Ordinance to the Compliance Officer.

Chapter 2 Compliance Control System

Article 6 (Structure of Compliance Control System)

- ① The Company shall establish a Compliance Control System that is necessary for the proper and effective achievement of Compliance Control in accordance with the Standards.
- ② The Company may establish a Compliance Team necessary for the Compliance Officer's performance of his or her duties.
- ③ The Company may not impose unfair disadvantages on any officers, directors or employees who belong or belonged to the Compliance Team in regards to their human resources affairs for reasons related to their performance of compliance-related tasks.

Article 7 (Duties and Obligations)

- ① The Board of Directors shall supervise general affairs of the composition and management of the Compliance Control System and help establish the compliance culture in the Company.
- ② The Representative Director shall create and manage a proper Compliance Control System, supervise specific matters related thereto, and take measures necessary for the effective management of the Compliance Control System.
- ③ The Compliance Officer shall supervise all practical matters relevant to the management of the Compliance Control System, including inspection of the compliance by the Company's

officers, directors and employees with the Standards and reporting to the Board of Directors the result of the investigation on any violation of the Standards by the officers, directors or employees.

④ The Company's officers, directors and employees shall acknowledge that the primary responsibility of achieving the Compliance Control pursuant to the Standards lies with themselves, and observe the relevant law and regulations, the Standards, and the Detailed Rules. Officers, directors and employees shall also provide the Compliance Officer with full cooperation in the event of receiving a request for the submission of any data or information.

Chapter 3 Compliance Officer

Article 8 (Qualifications)

① The Compliance Officer shall meet one of the following conditions to be appointed as a Compliance Officer:

1. Licensed to practice as a lawyer;
2. Taught jurisprudence as an assistant professor (or in a higher position) for five (5) or more years at an academic institution established pursuant to Article 2 of the Higher Education Act;
3. Worked as an auditor, a member of an audit committee or a compliance officer or in a legal division related to the aforementioned positions in a listed company for a total of ten (10) or more years; or
4. Has a master's degree (or a higher degree) in the discipline of jurisprudence and worked as an auditor, a member of an audit committee or a compliance officer or in a legal division related to the aforementioned positions in a listed company for five (5) or more years;

② An auditor or a member of an audit committee of the Company cannot serve as a Compliance Officer.

Article 9 (Appointment and Dismissal)

① An individual who satisfies the condition stipulated in Article 8 shall be appointed as a Compliance Officer by the resolution of the Board of Directors.

② The Compliance Officer shall not be dismissed during the term of office unless any of the following events occur, provided, however, that a dismissal due to Paragraphs 2 or 3 below shall be decided by the resolution of the Board of Directors:

1. If the Compliance officer resigns or dies;
2. If the Compliance officer is determined not to have the qualification required by Article 8; or
3. If the Compliance Officer is unable to maintain his or her position under reasonable circumstances (e.g. being subject to a penalty that is more severe than suspension due to the internal rules of the Company).

③ In case of a dismissal of a Compliance Officer, the Board of Directors shall appoint a new Compliance Officer by the next board meeting unless it is unable to do so for a special reason.

Article 10 (Term of Office and Position)

① A Compliance Officer's term in office is three (3) years. A Compliance Officer may serve consecutive terms.

② The Compliance Officer's position shall be full-time.

Article 11 (Authorities and Obligations)

① The Compliance Officer shall have the following authorities:

1. The authority to request the collection and submission of data and informations related to the performance of business by the Company and its officers, directors and employees, and statements relevant thereto within a reasonable scope for the purpose of the Compliance Control;
2. The authority to monitor compliance with the relevant laws and regulations, the Standards, and the Detailed Rules and to handle any case of violations;
3. The authority to demand the cessation, rectification, or improvement of unlawful or unfair activities committed by the Company's officers, directors and employees
4. The authority to give opinions to the department in charge of disciplinary actions in regards to personnel who committed a violation;

5. The authority to report important compliance-related matters to administrative bodies such as the Representative Director, the Board of Directors, and committees designated by the Board of Directors;
6. The authority to manage the Compliance Team and the officers, directors and employees who belong thereto; and
7. Other authorities designated by the Board of Directors or the Representative Director.

② The Compliance Officer shall have the following obligations:

1. The duty to inspect the compliance with the Standards and report the result of such inspections to the Board of Directors;
2. The duty to perform the tasks in the capacity of the Compliance Officer in good faith;
3. The duty to maintain the confidentiality of the Company's trade secrets obtained during the performance of his or her duties as a Compliance Officer, both during and after the employment with the Company;
4. The duty not to undertake sales-related tasks which may affect the performance of compliance-related tasks; and
5. The duty not to gain unjust enrichment by using data or information obtained during the performance of his or her duties as a Compliance Officer or by using the position as a Compliance Officer
6. The duty to post reviews on law-related agenda in resolution of the Board of Directors

Article 12 (Guarantee of Independence)

The Company shall guarantee the independence of the Compliance Officer so that the Compliance Officer may perform compliance-related matters in a fair and objective manner. The Company shall not impose unfair disadvantages on the current or former Compliance Officer(s) in regards to their human resources affairs for reasons related to their performance of compliance-related tasks.

Chapter 4 Compliance Control Activities

Article 13 (Compliance Obligations of Officers, Directors and Employees)

- ① The Company's officers, directors and employees shall familiarize themselves and comply with the domestic and overseas laws and regulations, the Standards, and the Company's internal regulations related to the Legal Risks in their work.
- ② The Company's directors and employees shall report to the Compliance Officer upon discovering unlawful activities or violations of the Standards and they shall not become involved with or aid such violation.
- ③ The Representative Director shall publish the Standards and the Company's internal regulations on the Company electronic network so that the Company's officers, directors and employees may familiarize themselves and comply with such regulations and the Standards.

Article 14 (Inspection and Investigation)

- ① The Compliance Officer shall perform inspections and investigations of the compliance with the relevant laws and regulations, the Standards, and Detailed Rules on a regular basis or from time to time to prevent violations of the relevant laws and regulations, the Standards, and the Detailed Rules in advance and to verify any problems in the operation of the Compliance Control System.
- ② The Compliance Officer may inspect and investigate compliance with the Standards and the Detailed Rules under the following manner:
 1. Compliance support for the execution of directors' and employees' tasks on a daily basis;
 2. Inspection and investigation by reviewing accusations, reports, and checklists that were prepared and submitted as per the request of the Compliance Officer;
 3. Investigation of persons in violation of the relevant laws and regulations, the Standards, or the Detailed Rules; and
 4. Inspection and investigation of any other matter necessary for the Compliance Control.
- ③ The Compliance Officer shall instruct each department to monitor its own compliance, and shall assess the self-monitoring of each department.

Article 15 (Daily Compliance Support)

① The Compliance Officer shall provide regular counseling to the Company's officer, directors and employees in their performance of tasks related to the Legal Risks.

② The Compliance Officer may designate the following matters as items that require a prior consultation with the Compliance Officer:

1. The enactment or amendment of the articles of incorporation, internal regulations, and policies of the Company;
2. Matters subject to the consideration of the Board of Directors and other important committees of the Company;
3. Proposals for the development of new ventures and products that may give rise to the Legal Risks;
4. Transactions with related parties;
5. Various matters subject to public announcement;
6. Important data or documents submitted to the governmental authorities; and
7. Other matters reasonably necessary for the Compliance Control.

③ If the Compliance Officer determines that the Company's officers, director or employees need advice or consultation from another department in the performance of their duties pursuant to this Article, the Compliance Officer may request such officers, directors or employees obtain advice or consultation from such department.

Article 16 (Enactment and Amendment of Detailed Rules)

The Compliance Officer may enact or amend specific policies required for implementation of the Enforcement Ordinance of the Standards if delegated to do so by the Representative Director.

Article 17 (Management of Reporting System)

① The Representative Director may establish a Reporting System through which the unlawful or unfair performance of tasks by the Company's officers, directors and employees may be reported; provided, however, if the Company already has a reporting system in operation, such a reporting system may be used as the Reporting System prescribed in this Paragraph.

② The Compliance Officer shall not disclose or divulge personal informations of and contents of a report made by the Company's officers, directors and employees. The Compliance Officer may propose to the Representative Director rewarding an officer, director or employee who achieved excellent results in connection with the report.

③ Officers, directors and employees who report unlawful or unfair activities shall not be subject to disadvantages in regards to their human resources affairs.

Article 18 (Training of Employees)

① The Compliance Officer shall establish and conduct a training program necessary for the Compliance Control and corporate ethics for the Company's officers, directors and employees from time to time or on a regular basis.

② A training program established pursuant to Paragraph 1 above shall include matters and plans designed to increase the understanding of the Standards of the officers, directors and employees.

Article 19 (Handling of Violations)

① Upon discovering a violation by the officers, directors or employees of the relevant laws and regulations, the Standards, and/or the Detailed Rules (the "Violation"), the Compliance Officer shall take appropriate actions such as report to the Representative Director and the department in charge of disciplinary measures, demand of proper corrective measures, and preparation of an improvement plan.

② The Compliance Officer shall take measures necessary for preventing the recurrence of the Violation by inspecting and investigating any problems in the Compliance Control System, preparing improvement plans, etc.

③ Measures shall be taken against the officers, directors and employees who committed a violation not specified in this Article as prescribed by the Company's internal regulations.

Article 20 (Submission and Management of Information and Data)

The Compliance Officer may request that the Company's officers, directors and employees submit information and data necessary for the performance of his or her duties as a Compliance Officer in a format that is ready to use. Upon receiving such a request, officers, directors and employees shall comply in a prompt and fully cooperative manner.

Article 21 (Compliance Team)

The Compliance Officer may establish a separate Compliance Team if it is necessary for the independent performance of duties as a Compliance Officer. The Compliance Officer may also have employees of another department at disposal if cooperation of such department is necessary.

Article 22 (Assessment of Efficiency)

① The Board of Directors shall conduct a periodic assessment of whether the Standards are being enforced in an effective manner for the achievement of Compliance Control; provided, however, that the Board of Directors shall delegate the authority of this assessment to the Compliance Officer.

② The Compliance Officer shall report to the Board of Directors the result of the assessment conducted pursuant to the delegation provided in Paragraph 1.

③ The Board of Directors shall take measures necessary to reflect on the Compliance Control System the result of the efficiency assessment conducted pursuant to this Article.

Article 23 (Report)

The Compliance Officer shall report to the Board of Directors on a regular basis or from time to time in regards to the inspection of compliance with the Standards, matters related to the training of officers, directors and employees, results of efficiency assessments, and other important issues pertaining to the Compliance Control.

Chapter 5 Miscellaneous

Article 24 (Proposals Including Rewards for Employees)

The Compliance Officer may propose to the Representative Director rewarding or promoting officers, directors and employees who diligently observed the Standards and thereby made an outstanding contribution in regards to the prevention and reduction of the Legal Risks that may be incurred by the Company or its officers, directors or employees in connection with the Compliance Control.

Supplementary Rules

The Standards shall take effect on August 14, 2012; provided, however, that any Compliance Officer appointed prior to the enactment of the Standards shall be regarded to have been appointed pursuant to the Standards, and any task related to the Compliance Control performed by the Compliance Officer pursuant to the KCC prior to the enactment of the Standards shall be regarded to have been executed in accordance with the Standards.

Supplementary Rules

The Standards shall take effect on August 12, 2016.

Pan Ocean Co., Ltd.

**Enforcement Rules
of the Compliance Control
Standards**

August 12, 2016

Enforcement Rules for the Compliance Control Standards

Chapter 1 General Provisions

Article 1 (Purpose)

In relation to the Compliance Control Standards (the “Standards”) enacted by Pan Ocean Co., Ltd. (the “Company”) pursuant to Article 542-13 of the Korean Commercial Code (the “KCC”), these Enforcement Rules of the Compliance Control Standards (the “Rules”) are established for the purpose of deciding upon specifics of the Compliance Control System.

Article 2 (Enactment and Amendment)

- ① The Representative Director may enact or amend the Rules.
- ② In enacting or amending the Rules, the Representative Director shall reflect the Compliance Officer’s opinions thereon.
- ③ The Representative Director may delegate to the Compliance Officer the authority to enact or amend specific instructions necessary for enforcing the Rules.

Chapter 2 Compliance Control System

Article 3 (Composition of Compliance Control System)

- ① The Company may establish a Compliance Department within the Company with a number of personnel necessary for the proper execution of tasks related to the Compliance Control (collectively, the “Compliance Department Members”). If such department is established, it shall be under the direct supervision of the Representative Director.
- ② The Representative Director shall appoint a compliance manager in each department for the smooth management of the Compliance Control System (each a “Compliance”).

Manager”). In such case, as a matter of principle, the head of each department or the person occupying the next highest position shall be appointed as the Compliance Manager.

- ③ The Representative Director shall consider the opinions given by the Compliance Officer in making personnel decisions with respect to the Compliance Department Members.
- ④ The Company shall guarantee the independence of the Compliance Department Members and/or the Compliance Manager so that they may perform compliance-related matters in a fair and objective manner. The Company may not impose unfair disadvantages on the Compliance Department Members or the Compliance Manager in regards to its human resources affairs for reasons related to the performance of compliance-related tasks.

Article 4 (Support for Compliance Control System)

- ① The Company shall provide physical resources that are required for the Compliance Team’s performance of compliance-related tasks.
- ② The Compliance Officer may request that the Representative Director provide physical resources that are required for the management of the Compliance Team.
- ③ In consideration of the Compliance Officer’s opinions, the Company may install an electronic system necessary for the effective enforcement of the Compliance Control.

Article 5 (Duties of Compliance Team and Manager)

- ① Each Compliance Department Member and Compliance Manager shall perform his or her duties in good faith in order to assist the Compliance Officer’s performance of compliance-related duties.
- ② Each Compliance Department Member and Compliance Manager shall maintain the confidentiality of the Company’s trade secrets obtained during the performance of his or her duties related to the Compliance Control, both during and after the employment with the Company.
- ③ Each Compliance Manager shall report to the Compliance Team the results of his or her department’s performance of compliance-related at least once every one (1) year. If an important issue related to the Compliance Control arises in the department, the Compliance Manager shall report it to the Compliance Team without delay.

- ④ The Compliance Manager shall fully operate with the Compliance Officer by providing related data or information, etc. upon request by the Compliance Officer in connection the Compliance Officer's performance of the tasks related to the Compliance Control.

Article 6 (Duty to Cooperate)

- ① In order to aid the effective operation of the Compliance Control, departments the cooperation of which is required for the performance of the tasks relating to the Compliance by the Compliance Officer ("Compliance Related Departments") shall provide full cooperation to and support the performance of tasks pursuant to the Standards and the Rules conducted by the Compliance Officer, Compliance Department Member, and Compliance Manager.
- ② The Representative Director may establish a Compliance Committee consisting of the Compliance Officer and the heads of the Compliance Related Departments in order to facilitate cooperation among the departments described in Paragraph 1.

Chapter 3 Compliance Control Activities

Article 7 (Self-Monitoring of Compliance)

- ① Each department shall form a plan to monitor its own compliance and shall assess such self-monitoring on a regular basis.
- ② Each department shall create and manage a checklist ("Checklist for Self-monitoring") for an effective self-assessment of its compliance.
- ③ The Compliance Officer shall supervise the establishment of the monitoring plan of each department under Paragraph 1 and assess its self-monitoring process.

Article 8 (Inspection and Investigation)

- ① The Representative Director shall establish and manage a system which allows inspections and investigations required for prior identification of and/or response to the Legal Risks that may occur during the performance of duties by the officers, directors and employees.

- ② The Compliance Officer shall conduct an inspection and investigation of matters related to the Compliance Control once a year on a regular basis. In case of any report from officers, directors or employees or if deemed reasonably necessary for maintaining the Compliance Control, the Compliance Officer shall conduct such inspection and/or inspection from time to time after consulting the Representative Director.
- ③ The Compliance Officer may conduct an inspection and investigation of matters pertaining to the Compliance Control via interviews with the officers, directors and employees, on-site investigations, management of a reporting system, electronic inspections, etc. If necessary, the Compliance Officer may consult the Representative Director and delegate the above tasks to an outside expert.
- ④ The Compliance Officer may designate certain affairs of each department as items that require the prior consultation with the Compliance Officer in order to perform the inspection and investigation under this Article in an effective fashion.

Article 9 (Management of Reporting System)

- ① The Company may use an existing reporting system of the Company as a Reporting System under these Rules. In such case, the department overseeing such reporting system shall notify the Compliance Officer of the reports and discuss contents thereof.
- ② The Compliance Officer may allow officers, directors and employees to report via an electronic system in order to increase the approachability to the Reporting System.
- ③ Based on the investigation result of a report, the Compliance Officer may either a) prepare the appropriate measures that are required for the prevention or reduction of the Legal Risks of the reported activity or b) notify the Compliance Manager in the department related to the report in order that such measures would be taken. In the latter case, the Compliance Manager shall take appropriate measures that are required for the prevention and/or reduction of the Legal Risks of the reported activity, and report the result thereof to the Compliance Officer without delay.
- ④ Any person receiving or processing reports shall not disclose or divulge personal information of the reporter or contents of the report.
- ⑤ The Compliance Officer may propose to the Representative Director rewarding the officers, directors and employees who made a contribution in regards to the prevention and reduction of the Legal Risks that may arise with respect to the Company or its officers, directors or employees.

- ⑥ If an officer, director or employee reports a matter in connection with his or her performance of work, such a report may be considered in taking measures against the officer, director or employee for a violation of the relevant laws or regulations, the Standards, and/or the Detailed Rules (“Violation”).

Article 10 (Compliance Control Training)

- ① Either on its own or through the Compliance Department Member(s), the Compliance Officer shall conduct training on the Compliance Control one or more times a year on a regular basis to all officers, directors and employees.
- ② Either on its own or through the Compliance Department Member(s), the Compliance Officer may conduct training on the Compliance Control to the officers, directors and employees of the departments in connection with which the Legal Risks may arise.
- ③ Either on its own or through the Compliance Department Member(s), the Compliance Officer may conduct training on the Compliance Control to the officers, directors and employees who committed a Violation.
- ④ The Compliance Officer may conduct training under this Article via online or various other media that is easily accessed by the officers, directors and employees.
- ⑤ The Compliance Officer may conduct training via the department in charge of personnel training or coordinate a joint training with other training program such as an internal ethics training program.

Article 11 (Handling of Violations)

- ① Upon discovery of a Violation by an officer, director or employee, the Compliance Officer may report the Violation to the Representative Director or the Compliance Manager for proper corrective measures such as cessation, rectification, or improvement; provided, however, if deemed urgent by the Compliance Officer for the Compliance Control of the Company, the Compliance Officer may directly take necessary measures against the officer, director or employee who committed the Violation such as cessation, rectification or improvement, which shall be reported to the Representative Director without delay.
- ② If the Compliance Officer reasonably considers that a Violation committed by an officer, director or employee should be subject to disciplinary actions in accordance with the internal regulations of the Company, the Compliance Officer may report such opinions to the department in charge of disciplinary actions. In such an event, the Compliance Officer

shall give the officer, director or employee who committed the Violation an opportunity to explain his or her actions.

- ③ Upon receiving from the Compliance Officer a notification described in Paragraph 2, the department in charge of disciplinary actions shall decide on whether to commence the disciplinary procedures after sufficiently taking the Compliance Officer's opinions into account as well as those of the Compliance Manager who oversees the department to which the officer, director or employee who committed the Violation belongs.
- ④ If the Compliance Officer determines that the Compliance Control System need be improved in regards to a Violation, the Compliance Officer shall prepare a proposal accordingly and submit it to the Representative Director.

Article 12 (Assessment of Efficiency)

- ① The Compliance Officer shall conduct an assessment of whether the Standards are being enforced in an effective manner for the achievement of the Compliance Control once a year on a regular basis.
- ② The Board of Directors may reflect opinions of the following personnel on the assessment of efficiency of the Standards: the Compliance Officer, officers, directors and employees of the Company including those of the Compliance Team.

Article 13 (Follow-Up Measures for Assessment of Efficiency)

- ① Based on the result of the assessment of efficiency of the Standards, the Board of Directors shall prepare an improvement plan for defects or flaws in the Standards or the Compliance Control System to be implemented by the Representative Director. The Representative Director may establish specific measures to implement the above improvement plan.
- ② The opinions of the Compliance Officer shall be reflected when the Board of Directors prepares a plan for improvement pursuant to Paragraph 1 or the Representative Director implements such a plan.

Article 14 (Reports)

- ① The Compliance Officer shall report to the Board of Directors in regards to the inspection of compliance with the Standards, matters related to the training of officers, directors and

employees, results of efficiency assessments, and other important issues pertaining to the Compliance Control once a year on a regular basis.

- ② If necessary, the Compliance Officer may make frequent reports to the Board of Directors in regards to the result of the inspection of compliance with the relevant laws and regulations, the Standards or the Detailed Rules and other matters pertaining to the Compliance Control.

Chapter 4 Sharing and Communication of Information and Data

Article 15 (Sharing and Communication of Information and Data)

- ① The Representative Director shall provide a well-structured system for the management of information and data collected via the operation of the Compliance Control System.
- ② The Representative Director may install an electronic system necessary for the effective sharing and communication of all information and data related to the Compliance Control including those mentioned in Paragraph 1.
- ③ The Compliance Officer may request to a Compliance Manager the collection and submission of data and information related to his or her department and statements relevant thereto within a scope reasonably necessary for the Compliance Control. The Compliance Manager shall provide full cooperation upon receiving such a request.
- ④ The Company shall retain information and data collected for the management of the Compliance Control System for five (5) years.

Chapter 5 Responsibilities of Directors and Employees

Article 16 (Duty of Compliance)

- ① The Company's officers, directors and employees shall comply with the relevant laws and regulations, the Standards, and the Detailed Rules in their performance of their duties.
- ② When unsure of whether they are complying with the relevant laws and regulations, the Standards, and/or or the Detailed Rules, the officers, directors and employees shall

consider the consultation they received from the Compliance Team and perform their tasks accordingly.

- ③ At the time of joining the Company and once a year thereafter, the officers, directors and employees shall sign or affix their seal on the undertaking of compliance prescribed by the Company and submit the same to the Company.
- ④ Officers, directors and employees shall not become involved in or aid a Violation of the relevant laws and regulations, the Standards, or the Specific Rules by another officer, director or employee of the Company.
- ⑤ Officers, directors and employees working overseas shall comply with the laws of the country in which they work and shall not engage in activities that damage the reputation of Korea or the Company.

Article 17 (Duty to Report)

In the event of the following occurrences, officers, directors and employees shall report to the Compliance Officer, and if requested by the Compliance Officer to allow access of or submit relevant data or information or to provide cooperation, they shall do so in an honest manner and good faith:

1. If the Company or its officer, director or employee violated the relevant laws and regulations, the Standards, or the Detailed Rules or there are reasonable grounds to suspect so;
2. If it is expected the position or role of an officer, director or employee will cause a conflict of interest with the Company's clients or those that are in a business relationship with the Company;
3. If a gift or an offer of gift is made to the government authorities or the representatives thereof related to the Company or the performance of duties by the Company's officers, directors or employees;
4. If the Company's clients or those that are in a business relationship with the Company report issues related to the Compliance Control;
5. If frauds or other dishonest activities occur in a relationship that involves the Company's clients or those that are in a business relationship with the Company, or if there are reasonable grounds to suspect so;

6. If it is discovered that the Company or its officer, director or employee is or may be subject to arrest, prosecution, judgment of a conviction, or sanction by the government;
7. If it is discovered that the Company or its officer, director or employee is involved in a government hearing or lawsuit; or
8. If any other matter reasonably determined to be required to be reported to the Compliance Office in connection with the Compliance Control is discovered.

Article 18 (Duty of Good Faith)

- ① The Company's officers, directors and employees shall perform their duties and obligations in good faith.
- ② The Company's officers, directors and employees shall perform their duties and obligations diligently and maintain a level of dignity as officers, directors and employees of the Company.

Supplementary Rules

The Rules shall take effect on August 14, 2012; provided, however, that any task related to the Compliance Control performed by the Compliance Officer pursuant to the KCC prior to the enactment of the Rules shall be regarded to have been executed in accordance with the Rules.

Supplementary Rules

The Rules shall take effect on August 12, 2016.