samyang
100th
anniversary

삼양 100년사

A CENTURY OF CHALLENGES

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100-YEAR HISTORY OF SAMYANG

A CENTURY OF
CHALLENGES

1924 – 2024

SAMYANG

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SAMYANG

Towards a Prosperous Future for Samyang, an Enduring Enterprise Built on a 100-Year Legacy

Since Kim Yeon-su (literary name: Sudang) founded Samsusa (trans. Samsu Company) more than 100 years ago, Samyang has strived to improve the lives of Koreans, growing into the company it is today. This achievement is the fruit of the dedication of all Samyang stakeholders: past and present employees, customers, and partners.

From its earliest days, Samyang has reflected on the most pressing needs and desires of the time and carefully considered how the company could contribute to the nation and its people. On this foundation, Samyang established Korea's first modern industrial capital structure during the Japanese colonial period, laying the groundwork for a national enterprise, and transitioned into a modern manufacturing industry amid the devastation of war. Even in the aftermath of those difficult times, Samyang steadily evolved and expanded its business structure and scope, entering new fields such as food, chemicals, pharmaceuticals/biotechnology, and packaging.

Thanks to these efforts, Samyang has come to be recognized as a representative example of a long-lasting company and a model of sound management in the often turbulent history of Korean business. I believe this was made possible because we have continuously evolved, adapting flexibly to the times, while upholding a pioneering spirit, respecting people, and contributing to society.

Now, as we reflect on our proud first 100 years, we are preparing for the next 100. If Samyang's beginning was about providing people with what they needed most, we are now poised to unlock unprecedented possibilities and the infinite potential of life, transforming the future of humanity. As Samyang continues to create new success stories, I believe human lives will become more convenient, abundant, and meaningful.

Published to commemorate Samyang's 100th anniversary, The 100-Year History of Samyang embodies the wisdom of growth. This book does not merely highlight our accomplishments; it also captures our unique spirit, the values we have treasured, and the dedication and hard work of our members. Above all, we publish this book with the hope that it will serve as a milestone, guiding us as we prepare for a tomorrow that is better than today.

The weight of responsibility to chart a new course and shape the future In this age of uncertainty is by no means light. Yet Samyang remains committed to moving forward with bold and ambitious steps, without fear or hesitation.

I extend my heartfelt gratitude to all our employees who have worked tirelessly with a strong sense of mission and pride, and to everyone whose support and encouragement has been indispensable to the publication of this history.

Chairman of Samyang Holdings Kim Yoon

Note

Composition

· 100-Year History of Samyang 100 Challenges presents 100 key events from the Samyang Group's history, organized into seven sections by era.
· A Samyang 100-Year Chronology is included as an appendix at the end of this book.

Notation

· Company names are written according to the official names used during each corresponding historical period.
· Korean is used as the primary language, with English included where necessary. Technical terms and proper nouns are listed alongside their original names.
· Spelling and spacing follow the rules of the National Institute of the Korean Language, with exceptions made for commonly used terms.
· Numbers are written in Arabic numerals. Large numbers are expressed with supplementary units such as 100,000, 100 million, and 1 trillion. Years are written in four digits.

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PART. 1

THE DREAM OF NATIONAL ECONOMIC INDEPENDENCE AND MODERNIZATION

1924 - 1950

Samsusa:
The Beginning of Everything 1924

On October 1, 1924, about one hundred years ago, a signboard was raised at the Jangseong Farm rice mill in Nammyeon, Jangseong County, South Jeolla Province: Samsusa. This historic moment marked the official founding of Samyang, a modern enterprise built entirely with Korean capital. It was also the day when founder Kim Yeon-su's long-cherished dream finally became a reality.

Sudang's Dream and the Harsh Reality of His Homeland

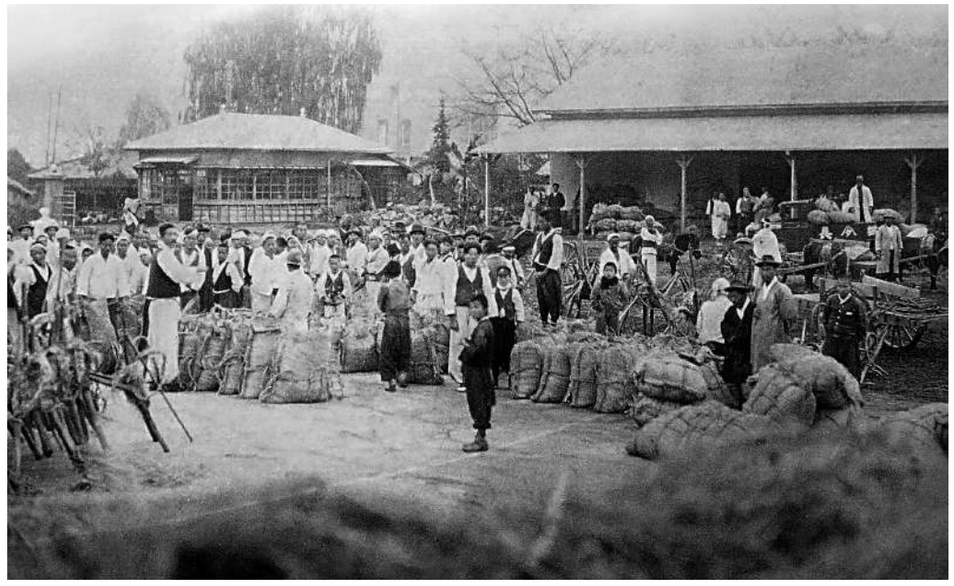
From an early age, Sudang Kim Yeon-su dreamed of becoming an entrepreneur. While studying in Japan, he visited an industrial complex in Osaka and came to a profound realization: fostering industry and building a prosperous nation was the true path to restoring national pride. From that moment on, his single ambition was to become a businessman.

He envisioned returning to his homeland after completing his studies, establishing a factory, nurturing industry, and dedicating himself to national prosperity through enterprise. Whenever he thought of this dream, his heart burned with passion. In this way, without even realizing it, a spirit of industrial patriotism had taken root within him. In the spring of 1921, at the age of twenty-five, Kim Yeon-su returned home after ten years in Japan. He came back full of hope, determined to put the knowledge he had gained to work for the good of his country.

However, the joy of homecoming was short-lived. The reality Sudang faced in his homeland was deplorable. The land had been thoroughly ravaged by Japanese colonial rule. The situation in the countryside was even more dire. Every possible means had been exploited to seize Korean farmland.› Hundreds of dispossessed farmers, and even many native landlords who had inherited their land for generations, were stripped of it and forced to hand it over to Japanese landowners. They were reduced to tenant farmers, slash-and-burn peasants, or mere laborers. The exploitation of the Japanese colonists did not end there. They rented the confiscated land back to Korean tenant farmers, from whom they collected more than 20 percent in inflated profits at harvest time. The suffering of the Korean people was beyond words. Many were driven to abandon their beloved hometowns and migrate to Manchuria or Russia. Confronted with the devastated countryside and the suffering of his fellow countrymen, Sudang's heart was unbearably heavy. He had returned home at a time when the formation of national capital was being stifled, yet he pursued his dream by participating in the management of Gyeongseong Spinning and Gyeongseong Textile. Even so, he could not turn a blind eye to the harsh realities of the countryside. Under colonial rule, with both nation and land lost, he began to reflect deeply on what he could do for his country and his people. He reached the conclusion that national independence and prosperity required modernization—and that modernization had to begin with agricultural reform.

› **Japan's Infamous Land Exploitation**

The Japanese imperial government established the Oriental Development Company with the intention of monopolizing the Korean economy and exploiting its land resources, ultimately seizing vast areas of Korean farmland. By the end of 1920, the Japanese Government-General of Korea owned an astonishing 961,983,471 m² of land. This accounted for nearly one third of Korea's cultivated farmland.



1924. Jangseong Farm opened with the establishment of Samsusa

Leading Modernization of Farming and Rural Enlightenment

Sudang sought hope in the soil. To rescue ruined farmers and rebuild the devastated countryside, modernization of farming was urgently needed. He first decided to consolidate the family-owned farmlands scattered across various places in Jeolla Province—Jangseong, Buan, Gochang, and Yeonggwang. As the first step, in October 1923, he began transforming farmland in Nam-myeon, Jangseong County, into organized farms. By bringing tenant farmers together, he initiated large-scale farming in the form of cooperative farms and collective agriculture. To make this possible, he first set out to enlighten farmers and launched the 'Model Village Movement.' Traveling from village to village, Sudang earnestly appealed

for their participation and appointed leaders in each community to spearhead the effort. He encouraged specific practices and educated farmers to put them into action: abstaining from drinking, refraining from gambling, keeping one's home surroundings clean, helping one another with farm work, and producing ample compost.

Of course, he did not receive an encouraging response at first. This was due to a deep-seated pessimism among the people, who suspected that they would once again work until their backs broke yet gain nothing in return. Their doubts were rooted in the fact that the Government-General of Korea had previously carried out the Rice Production Increase Campaign as part of its economic revival measures, but although rice yields had risen, the farmers themselves had received no benefit from it. Sudang, however, refused to give up and steadfastly pushed his plan forward. His sincerity prevailed. A year later, the farmers had changed beyond recognition, and the foundation for farm collectivization was laid. Having confirmed the possibility of success, Sudang resolved to establish a company. Jangseong Farm, which he had begun developing before the company's founding, served as that very testing ground.

The Founding of Samsusa with Pure National Capital

To give a people deprived of their nation expectations and dreams for the future was a truly rewarding endeavor. On October 1, 1924, after putting farm collectivization on track, Sudang founded Samsusa. He was only twenty-nine at the time.

"The reason I established Samsusa was because our nation was so poor and its economic foundation so fragile. I believed that if we could build a modern industry and achieve economic independence, we could also accomplish our country's liberation."

This was the reason Sudang later revealed for founding Samsusa.[›] It can be defined as the spirit of patriotism and devotion to the nation, and the ideal of 'building up the nation through industry.' This was the founding philosophy of Samsusa and the management principle that has run through its 100-year history to the present Samyang. Sudang proactively advanced the modernization of rural communities by recruiting graduates of agricultural schools as employees. Soon, the modernization of farmland across the Honam region gained momentum. In 1925, Julpo Farm was established by consolidating farmland in Julpo-myeon, Boan-myeon, and Sannae-myeon of Buan County, North Jeolla Province. In 1926, farmland in Sindeok, Buan, and Sinrim was integrated to form Gochang Farm. This was followed in 1927 by the establishment of Beopseong Farm and Yeonggwang Farm. Over the course of seven years, until 1931, he opened seven farms in succession, transforming them into enterprise-style agricultural operations.

Each farm employed staff members responsible for different sectors, along with a general representative elected directly by the cultivators themselves, but there was no landlord. These farms drew attention as a pioneering model of agriculture never before seen, because management practices reduced rent and guaranteed tenants' rights on a semi-permanent basis. Such measures reflected his intent to ensure farmers' livelihood and stable living conditions.

In this respect, Sudang was not merely a landlord-type entrepreneur. He was a national industrialist who brought modernization to the homeland and enlightened the farmers, and at the same time a pioneer who broke away from the traditional landlord capital model to transform it into national industrial capital.

This is how Samsusa was founded, built on Sudang's patriotism and his spirit of serving the nation through industrial commitment at the height of the Japanese colonial period. It was historically significant because the process by which Samsusa transformed farms into corporate enterprises marked the emergence of national capital standing against Japanese colonial agricultural capital.

It was also meaningful in that, within a small-scale rural society dominated by tenant farmers, it sought to implement modern, capitalist-style agricultural management, overturn traditional farming methods, and transition to modern farming techniques. Thereafter, Samsusa laid the foundation for both agricultural modernization and corporate growth by introducing a rational management system and establishing the basis for talent management through the promotion of capable employees. A new era of modern enterprise was indeed dawning.

› The Symbol Embodied in the Name Samsusa

The name Samsusa was derived from the Chinese character sam (三), meaning 'three,' symbolizing three brothers: Sudang himself, his younger brother Inchon, and Jaesu, who was born to their uncle late in his life. The second part, su (洙), meaning 'by the water' and traditionally used as a generational name in the family clan, was replaced with su (水), which has the same pronunciation but the literal meaning of 'water.' Thus, the name of the company was rooted in deep family bonds and the close affection shared among the brothers and their cousin.

1925. Julpo Farm Office and Rice Mill

Changing the Company Name to Samyang Company and Making a New Beginning 1931

In April 1931, Sudang changed the company's name from Samsu-sa to Samyang Company (三養社). The character su (水), meaning 'water' or 'flow,' was replaced with yang (養), meaning 'to nurture' or 'to cultivate,' in order to express the company's aspiration for greater prosperity. This change came seven years after the company's founding, and four years after relocating its first office from 143, Euljiro 1-ga, Seoul, to 115, Namdaemun-ro 1-ga. The new name, Samyang (三養), embodies the ideals of nurturing good fortune by being content with one's place (養福), nurturing vitality through generosity (養氣), and nurturing wealth by avoiding waste (養財). Moreover, the Chinese character yang (養) can be broken down into the components eight (八), king (王), and food (食), carrying the profound meaning of 'food for all.' This symbolized the company's commitment to providing sustenance for all people, in close alignment with its founding spirit of serving the nation through industry.

Deep Meaning Embodied in the Corporate Mission

The name Samyang is also rooted in Guntanchai Yu (群談採餘), a renowned work by Su Dongpo, often acclaimed as the greatest writer of the Song Dynasty in China. The original text reads: 安分以養福, 寬胃以養氣, 省費以養財. This may be translated as: 'Nurture your fortune (福) by being content with your place, cultivate your energy (氣) by being generous, and nurture your wealth (財) by being frugal.' Su Dongpo presented these three as essential practices of self-cultivation to maintain upright conduct and clarity of mind. Many later scholars embraced them as lifelong mottos.

Such teaching was nothing new to Sudang. The simple truth that living within one's means leads to fortune, health, and wealth was a family motto he had faithfully followed since childhood. Believing that during the Japanese colonial period the only way for people to preserve and even grow their livelihood was

Samyang Company headquarters on Namdaemun-ro 1-ga in the 1930s

through self-reliance rooted in the philosophy of frugality and diligence, he strove to put this belief into practice with sincerity and devotion. After founding the company, he expanded and developed this principle into a corporate philosophy, and further, he regarded it as his lifelong philosophy. For this reason, he incorporated it into the company's mission statement and upheld it as the Samyang Hun (三養訓, Samyang Motto), which all employees were expected to follow.

Samyang Hun: A Moral Compass and a Behavioral Philosophy

The Samyang Hun embodies the pursuit of happiness through rational thought, the invigoration of spirit through vitality, and the achievement of excellence through diligence, thrift, and creativity. This doctrine represented the distilled spirit of Sudang, who founded and nurtured the company, and it served as Samyang's moral compass and management philosophy, alongside the founding spirit of serving the nation through industry by developing a sound enterprise. Sudang regarded service to the nation through industry as the highest moral principle in founding and managing a business, and he embraced the Samyang Hun as the behavioral philosophy that sustained this conviction.

It became the standard by which he made decisions in running the company, as well as in selecting and expanding business fields, and it left a lasting imprint on the company's culture. Furthermore, it became the driving force behind the company's growth and was passed down from generation to generation. When the company marked its 10th anniversary in November 1934, Samyang was incorporated as a limited partnership, and Sudang Kim Yeon-su was registered as its representing director. With this step, Samyang assumed the form of a modern enterprise and fully ushered in the era of Samyang.

STORY. 003

Large-Scale Reclamation Projects and the Establishment of Sonbul Farm 1936

"This is something that someone will have to do anyway, and if the reclamation project succeeds, the territory of the homeland will expand by that much." With this conviction, Sudang led Samyang in April 1931 to embark on a large reclamation project in Sonbul-myeon, Hampyeong County, South Jeolla Province, to convert vast sea areas into farmland. While the company had some experience with small-scale reclamation in 1927 when expanding Julpo Farm, it was only rudimentary. Thus, the Hampyeong project was in essence the company's first full-scale reclamation effort.

Large-Scale Reclamation to Expand National Territory and Its Fruitful Results

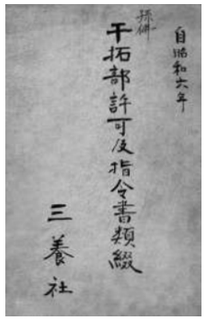
Samyang's path to launching the Hampyeong reclamation project was marked by many twists and turns. When the company first received a proposal in the summer of 1930 for reclaiming the Hampyeong coastal area, Sudang had no intention of participating. The reason was clear: the project was being directed by the Japanese Government-General of Korea.› Knowing their ulterior motives, he found it hard to accept. Yet these were bleak times under colonial rule, and such proposals were little more than formalities that in practice amounted to coercion. Repeatedly rejecting them would inevitably provoke retaliation, not only against the company but also against its employees.

In short, it was a proposal he could not afford to refuse. Realizing that continued rejection was no longer an option, Sudang resolved to change his perspective. He decided to regard the project as worthwhile if it could expand the national territory even by a single inch, regardless of the Japanese motives. The reclamation site was also within close proximity to land he already owned, making access convenient, and its completion would provide new jobs for farmers, giving the effort additional meaning. Ultimately, Sudang chose to undertake the reclamation project.

The site lay off the coast of Sonbul-myeon, Hampyeong-gun, South Jeolla Province. It was a grand enterprise, converting approximately 5.6 million square meters of tidal flats across four villages—Wolcheon-ri, Daejeon-ri, Sannam-ri, and Seokchang-ri—into 4 million square meters of arable land. The construction cost alone approached 1 million won, a staggering sum at the time, equivalent to the price of about 105,000 sacks of 100-kilogram milled rice.

In April 1931, the Hampyeong reclamation project began in earnest after Samyang obtained a license to reclaim public waters. Construction was divided into two phases, since acquiring all the necessary land at once was difficult and raising the full amount of funding upfront was impractical. The first phase covered Wolcheon-ri, Daejeon-ri, and parts of Sannam-ri in Hampyeong-gun. The greatest challenge was land acquisition. It often required more than ten rounds of negotiations to persuade a single landowner. One landowner, who strongly refused because his ancestors were buried on the land, took three years of persistent persuasion before he finally agreed to sell. The second phase of construction began in April 1932, reclaiming the remaining coastal area of Namsan-ri that had been excluded from the first phase.

Both Phase 1 and Phase 2 were beset with challenge after challenge. Fierce midwinter waves often destroyed the foundations of the carefully constructed seawalls, and the wharf built for transporting materials was swept away, forcing construction to start over from the beginning. Raising funds proved equally difficult. Solving one problem seemed only to give rise to another. Above all, managing the laborers was a constant struggle. Many had lost their farmland and were now forced to work at unfamiliar jobs, leaving them without motivation. They idled whenever possible, and when the work became too hard, some even deserted the construction site. Despite these countless obstacles, Sudang pressed on with determination, driven by the conviction that expanding national territory, even by a small amount, was worth the effort. By October 1939, all construction was finally completed. The reclaimed land had expanded beyond the original plan, reaching approximately 7.59 million square meters. It was a remarkable achievement brought about after 4,000 people battled the rough seas for two years and six months. Following the successful completion of the Hampyeong reclamation project, Sudang began developing a farm on the site. This became known as Sonbul Farm.



1931. Sonbul Reclamation Department Permit and Instructions File

A Remarkable Feat Brought About by Sincere Consideration for Farmers

By October 1933, Samyang had secured 3,937,190 square meters of arable land through the reclamation project in Sonbul-myeon. Among the reclaimed land were approximately 120,000 square meters of mixed-use plots with uncertain purposes, along with adjacent forest areas. Cultivating these lands offered the potential to further expand the total arable acreage.

In 1936, Samyang began recruiting farmers in earnest to develop the farm. The number of applicants was staggering, which compelled the company to set clear

› **Japan's Despicable Tactics**

The Japanese Government-General of Korea had been carrying out land reform projects under the guise of increasing rice production since 1910, but these efforts yielded no meaningful results. Consequently in 1926, they established the Second Rice Production Increase Plan and pushed forward with the expansion of farmland. At the time, they offered unusually generous terms, promising subsidies covering up to 50 percent of the costs to private companies that participated in land reclamation projects. This was merely bait. While the stated purpose was to boost rice production, the true intention was to ease the severe rice shortage in mainland Japan. The reason they so aggressively pursued reclamation was that only by securing more farmland could they take more rice from Korea to Japan.

hiring criteria. Priority was given first to heads of households who had participated in reclamation projects, then to former tenant farmers who had worked under Japanese landowners, and finally to small-scale farmers. This policy was intended both to support those in the most difficult circumstances and to improve efficiency by recruiting settlers who were more motivated than others.

Settlers were required to sign contracts with the company, and the terms offered by Samyang were incomparably more favorable than those on Japanese-owned farms.› After signing, farmers built their homes and took active part in farm development. They worked for daily wages on Samyang-owned farmland while also cultivating their own plots. Samyang lent them grain and farming tools, and during the winter off-season, the company helped struggling families earn income by weaving straw sacks.

By 1940, Sonbul Farm had achieved remarkable results, harvesting 12,000 seok of crops ((about 1,920 metric tons of rice). This success was largely credited to the dedicated efforts of Samyang employees, who distributed improved rice seed varieties and introduced farmers to new cultivation techniques. As a result, rice yields increased significantly. Even during the severe drought of 1939, the farmers were able to endure thanks to the improved methods introduced by Samyang employees. With its accumulated expertise and advanced techniques, Sonbul Farm became widely recognized as the most exemplary of all Samyang farms, both in scale and in agricultural practices. For this reason, it often served as a training ground where farmers could learn through both theory and hands-on practice.

› Key Terms of the Contract Signed by Samyang and the Settlers

The contract consisted of six articles. Article 1 stated that settlers would be provided with housing and relocation expenses. Article 2 specified that farmland would be allocated in the most convenient location for cultivation through mutual agreement between the farm and the tenant farmer. Each settler was to receive 19,834 square meters of paddy fields and 6,942 square meters of dry fields. Article 3 provided that the farm would supply seedlings and rice seeds required for cultivation during the first year, but from the second year onward each settler was to prepare their own. Article 4 granted full rent exemption for both paddy and dry fields in the first year, and in the second year one-third of the rent for paddy fields would remain exempt. Article 5 required settlers to improve existing farming methods, practice diversified agriculture, and follow the farm's guidance and instructions. Article 6 stipulated that settlers were to work in newly cultivated paddies until the salt content of their allocated land had been completely removed, with their wages contributing to household income.

1936. Sonbul Farm Established through the Hampyeong Reclamation Project

The Opening of the Fengtian Office in China: Samyang's First Overseas Base

1936

During the Japanese colonial period, faced with the oppression and suffering of his nation, Sudang clearly recognized the urgent need for economic independence. This required capital and resources, but overcoming such challenges in a country under strict colonial control was virtually impossible. One of the most pressing difficulties was securing a skilled workforce, as the Japanese authorities deliberately suppressed technical education. Sudang therefore turned his eyes to Manchuria. In the fall of 1934, under his direction, Samyang conducted a survey across the region. Based on the data collected during this expedition, the company formulated a business plan the following year for rice cultivation and farm development. Following this plan, in March 1936, Samyang established the Samyang Company Fengtian Office in Manchuria. This was the company's first overseas base, and it marked the first instance of Korean national capital expanding abroad.

Dreaming of Exploring Manchuria, the Land of Opportunity

Sudang began dreaming of making a foray into Manchuria in 1921, even before he founded his company. That year, after returning home from his studies in Japan, he was considering business opportunities when he learned of an industrial inspection team heading to Manchuria. He managed to join the group and was able to tour Manchuria's industrial sector. The vastness of the continent left a profound impression on him.

"How great it would be if Korean farmers could sow seeds and cultivate crops in this vast land as our ancestors once did. What joy it would be if we could use this immense continent, rich in underground resources, as a platform for the prosperity of our nation."

1921. Sudang during his expedition to inspect Manchuria

From then on, Sudang nurtured his dream of tapping into Manchuria. He constantly monitored the rapidly changing political landscape and renewed his resolve to seize the right moment to establish farms on its fertile plains and to develop industries based on its abundant natural resources. Thirteen years later, in October 1934, Sudang decided to act on this long-held dream.

At the time, the situation in Manchuria was not much different from that in Korea. Japan had seized de facto control of the region in 1905 through its victory in the Russo-Japanese War, and in 1931 it staged the Manchurian Incident, further tightening its colonial rule. In an era dominated by the logic of power, the international situation unfolded in Japan's favor. In the aftermath of the Great Depression, world powers, including the United States, lacked the resources to focus on Manchuria, while a divided China was no match for Japan. Ultimately, Japan seized full control of Manchuria and used it as a logistics base for its invasion of China until its defeat in the Pacific War. Manchuria thus stood at the center of this turbulent historical vortex.

The Reality of Life for Compatriot Koreans in Manchuria

In May 1935, Sudang resolved to develop a farm in Manchuria. To this end, he dispatched staff to conduct a detailed survey of the local political situation, industrial and agricultural conditions, and the livelihood of Korean compatriots. The report gave him a clear understanding of the realities in Manchuria. In particular, the vivid accounts of the miserable lives of Koreans who had fled their homeland and emigrated there left Sudang with both deep sorrow and a profound sense of responsibility.

At the time, Manchuria served as both a refuge for Koreans overwhelmed by the sorrow of losing their nation and suffering under Japanese oppression, and as a stronghold for the struggle for national liberation. With no means of survival left in their homeland, Koreans migrated to Manchuria en masse, their number estimated at approximately 2.2 million. Of these, around 690,000 managed to band together and establish a relatively stable livelihood, while the majority remained unsettled, wandering from place to place across Manchuria. Having left their homeland and traveled thousands of miles to foreign soil, most lacked practical skills beyond farming. With little to no financial foundation, they were often forced into dire poverty as tenant farmers working Chinese-owned land.

"We are all bankrupts, unable to endure in our beloved homeland, so we crossed the Yalu River and now drift and wander. With nothing to secure our livelihood, we are robbed when they choose to rob us, and chased when they choose to chase us. Who could fear more than us when it comes to the fear of survival?"

Samyang Company Manchuria Fengtian Office, circa 1930s

This excerpt is from an immigrant's memoir published in the October 1929 issue of Korean Peasant. It depicts the dire conditions Korean expatriates faced in Manchuria at the time. What they needed most was farmland and jobs that would allow them to farm in stability. Sudang sought to establish farms in Manchuria to offer even a small spark of hope to his compatriots and help them live with dignity. He reaffirmed his resolve to expand into Manchuria.

Establishing an Overseas Base and Providing a Ground for Livelihood for Korean Expats

In March 1936, Samyang opened an office in Fengtian, near the Gyeongseong Textile Fengtian Branch Office at #250 Sosoga 3-dan, Shenyang District, Fengtian City, to serve as a bridgehead for its entry into Manchuria. The office's initial role was to liaise with the Seoul headquarters and prepare projects for business expansion in the region. Now, the Fengtian office developed a plan for farm construction. After surveying several candidate sites including Banshik near Jilin Province and Yinggu at the mouth of Liaodong Bay, the company ultimately decided on Fengtian. Although Manchuria's fertile soil seemed suitable for large-scale farming, the region's short summers, long winters, and spring and fall climate made rice cultivation impractical. Securing irrigation water that was essential for farming was another major challenge. By contrast, Fengtian offered a relatively mild climate and easier access to irrigation, making it the more favorable choice for a farm.

Once the decision was made, the Fengtian Office quickly evolved from a liaison outpost into a forward base for Manchurian expansion. In March 1937, a one-story building was constructed at No. 244 Sosoguandae Street, in the heart of Fengtian,

symbolizing the start of Samyang's farm-building efforts in Manchuria. Drawing on the expertise and confidence it had accumulated in Korea, the company launched its first project: the Cheonil Farm. For this development, Samyang relocated about 200 households, and this number kept growing as word spread. Samyang provided each of these immigrant households with three jeongbo of land (about 9,000 pyeong, 2.975 hectares, or 7.35 acres), to be reclaimed from overgrowth into fields and paddies, with no rent charged for the first year of cultivation. Samyang also built houses for the settlers and provided furniture, farm tools, rice seed, and even living expenses until harvest, in addition to covering various other costs. The company further established medical and educational facilities. At the time, such conditions and benefits were unprecedented.

Blazing a trail into uncharted territory was laden with challenges. Cheonil Farm lay in a region where winter temperatures plunged to nearly -30°C, and the ice remained so solid that it did not melt until April. The settlers endured these harsh conditions with determination and perseverance, and in November 1937 they finally completed Cheonil Farm, a large-scale agricultural settlement. From its very first harvest, the farm proved a success. Afterward, Cheonil Farm continued to expand, adding new tracts of farmland year by year. It grew into a vital base of livelihood for Koreans who had been scattered across southern Manchuria. By 1941, the farm covered 17,702,479 square meters and supported about 600 households. Encouraged by this success, Samyang went on to establish additional farms—Banseok Farm in 1937, Maeha and Gyoha Farms in 1938, and Gudae Farm in 1940. In 1942, the company also established the Nanman Spinning Company Multi-Funded Self-Sufficient Farm to secure food supplies for its employees.

In this way, from 1936 to 1942, Samyang advanced into Manchuria and steadily expanded, ultimately developing six farms across Fengtian, Jilin, and Binjiang Provinces while relocating and resettling farming households there. Until Korea's liberation in 1945, the Fengtian Office not only oversaw these six farms but also managed other enterprises in Manchuria, including Nanman Spinning Company, Samcheok Enterprise, and Oriental Beer.

The First Korean Private Scholarship Foundation, Yangyeonghoe 1939

Sudang had an extraordinary passion not only for industry but also for national education as a means of saving the nation. By the late 1930s, oppression by the Japanese colonial government had intensified with the enactment of the National Conscription Act and the forced adoption of Japanese names. Koreans, devastated by the sorrow of losing their country, yearned deeply for liberation. Yet years of colonial rule had eroded their pride and left them with a deep sense of defeat. Sudang believed that the more desperate the nation became, the more essential it was to prepare for the day of liberation.

Ultimately, People Are Hope: The Beginning of the Education Project

"Cultivating talent is the key to building a strong nation."

Sudang believed that nurturing human talent was the surest way to strengthen the nation and revitalize its economy, and that education was the key to achieving this goal. Yet for households burdened by poverty and unsure of where their next meal would come from, investing in their children's education was nearly impossible. This reality prompted him to turn his attention to educational support. That was why he extended help to many students struggling financially while he himself was studying abroad in Japan. For the same reason, he also provided five years of tuition support to the renowned Korean linguist Lee Hee-seung while Lee was attending Gyeongseong Imperial University.

Even while busy managing his farms after founding Samsusa, Sudang spared no effort in supporting students, both materially and spiritually. In 1929, he donated Myeonggo Farm to establish Jungang High School, and in 1932, he donated Shintaein Farm to Boseongjeon Literature School, which later developed into what is now the Korea Joongang Educational Foundation and Korea University.

Joongang High School's predecessor was Joongang School, founded in 1915 by Sudang's father and elder brother, In-chon. From its beginnings, the school served

as a cradle for nurturing talent. After returning from his studies in Japan in 1921, Sudang also took part in the school's operations, both directly and indirectly, as a board member. In 1929, Joongang High School was reorganized as an educational foundation, and Sudang donated Myeonggo Farm, which produced an average of 1,500 seok of rice (about 202.5 metric tons) annually, to ensure the school's stable operations.

Strictly speaking, this marked Samyang's first initiative dedicated to cultivating human resources. Three years later, when his brother In-chon acquired Boseong College, the first institution of higher education established by a Korean, Sudang donated Shintaein Farm, which produced 5,000 seok of rice (about 675 metric tons), to the college as well. Since the very purpose of his business was to foster national prosperity and comprehensive capabilities, its success naturally became a powerful force in supporting talent development. Nevertheless, Sudang still felt that it was not enough.

Yangyeonghoe: A Vessel of Beautiful Dreams to Illuminate the Nation's Future

"We cultivate talent, unite the scattered hearts of our people, and seek new paths forward. We earn money honestly and use it properly for the benefit of our nation."

Believing that building national capital and nurturing talent were the surest shortcuts to patriotism, Sudang established the Yangyoung Association (養英會, Yangyounghoe in Korean) on June 26, 1939. As Korea's first private scholarship foundation, it marked the beginning of an organized effort to cultivate the nation's talent. The association was financed entirely through Sudang's personal contribution of 340,000 won. At the time, a sack of rice cost about 8 won, meaning his donation was equivalent to 42,500 sacks of rice (about 5,737 metric tons), or roughly 8.5 billion won in today's market value.

The association's stated purpose was to 'promote natural science research, train industrial engineers, and support other development projects to advance the prosperity of Korea's education, culture, and industry.' This reflected Sudang's conviction that supporting outstanding but financially struggling students, as well as underfunded scholars and research groups, was essential to strengthening the nation. Scholarships were limited to the natural sciences because Sudang believed that building economic self-reliance and prosperity was paramount, and therefore cultivating talent capable of contributing to industrial development had to be the top priority.

The association's inaugural board members included Sudang, Choi Du-seon, Park Heung-sik, Lee Hee-jun, and Kim Yong-wan. Each later rose to prominence in politics, the economy, and society, achieving distinction in their respective fields.

Importantly, it was established as an association rather than a private institution, in order to give the program a public character and thereby ensure a more systematic and efficient operation.

The first round of scholarships was awarded three months after its establishment. The initial eight recipients included three high school students, two vocational school students, and three college students. Yangyoung Association distinguished between students studying in Korea and those studying abroad, awarding a higher amount to overseas students in recognition of the heavier financial burden of tuition and living expenses. This policy reflected Sudang's own experience of having studied abroad.

In 1942, Sudang donated additional shares from his personal holdings to further strengthen the association's finances. This substantial contribution, valued at approximately 300,000 won at the time, enabled Yangyoung Association to solidify its foundation and faithfully carry out its educational programs. In addition to scholarships, the association also provided special research grants to talented scholars and organizations. Recognizing that research achievements could not always be measured immediately, the association emphasized the spirit of unconditional support over direct results.

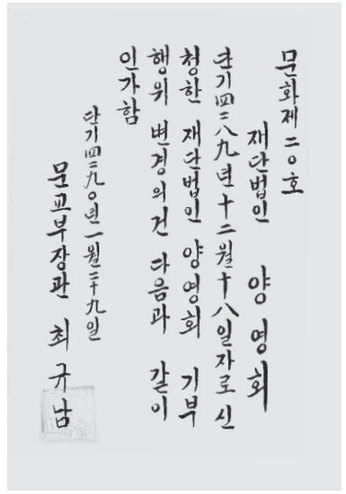
"Please accept this not as a personal gift, but as one from your country. For our people to be revitalized, we must acquire the necessary skills, and this requires the cultivation of talented individuals. Though this sum is small, I hope it will contribute to your research."

養英會法人許可

專門技術研究生를養成코저

今年에六名補助決定

1937.07.11. Newspaper article introducing the establishment of Yangyoung Association



문화제二〇호

재단법인 양영회

단기四二八九년十二월十八일자로신

청한 재단법인 양영회 기부

행위 변경의건 다음과 같이

인가함

단기四二九一년一월二十九일

문교부장관 최규남

1957. Approval of amendments to the Articles of Bylaws of Yangyoung Association

They were provided with research grants of approximately 500 won per year, with terms ranging from one to four years. Until Korea's liberation, about 40 scholars benefited from this research support. Among the prominent recipients of the Yangyoung Association's aid were Dr. Lee Tae-gyu, Korea's first Ph.D. in science; Professor Lee Seung-gi, an expert on vinylon (a synthetic fiber); Professor Cho Kyu-chan, a pharmacologist; and Dr. Lee Hee-seung, a Korean linguist. These scholars made outstanding contributions in the fields of science, the humanities, and the social sciences, greatly enhancing national pride.

As Korea's first private scholarship foundation, the Yangyoung Association symbolically embodied Sudang's philosophy of 'earning money honestly and using it wisely for the people.' It also holds historical significance as the groundwork for industry–academic cooperation. Above all, at a time when Korea had lost its sovereignty and lived in darkness under Japanese colonial rule, with the nation's future deeply uncertain, the Yangyoung Association dreamed of liberation and pursued the belief that 'cultivating talent is the only hope.' In doing so, it nurtured countless individuals with talent and laid the foundation for national development.

The Yangyoung Association's Crisis and Growth

Since its founding, the Yangyoung Association has faced two major crises. The first came with the outbreak of the Korean War in 1950, which forced the suspension of its operations. It was not until 1962, twelve years later, that the association was revived. The second crisis occurred during the Asian Financial Crisis in late 1997, when the association had to reduce the scope of its scholarships and cut the number of recipients. Fortunately, in 1999, Chairman Kim Sang-hong assumed leadership of the association and significantly expanded scholarships, research funding, and academic support. In December 2003, the association changed its name to the Yangyoung Foundation, broadening its public service activities beyond scholarships and research support to a wide range of fields including academics, society, and culture, while also increasing the scale of support for scholars and researchers. As of 2023, the foundation has awarded scholarships totaling 16.3 billion won to 9,656 students across middle school, high school, and college, while also providing 6.3 billion won in funding for research and academic organizations. The Yangyoung Foundation continues to serve as a vessel of beautiful dreams, illuminating the future of the nation.

1966. Yangyoung Association Scholarship Recipients

Namman Spinning: Korea's First Overseas Production Corporation 1939

By 1938, Samyang was on a path of rapid growth. Building on the success of its domestic operations, it opened its first overseas office, the Fengtian Office in Manchuria, acquired large tracts of land, and organized Korean immigrants to establish five cooperative farms. Yet this was not enough. Sudang's long-held dream of expansion into Manchuria was never confined to the region alone. His ambitious vision was to first establish a bridgehead into the vast Chinese continent, then continue into the Russian Maritime Province, and eventually advance to the far reaches of the Russian continent. That same year, he began putting into motion his plan to build a spinning mill in China. This marked the birth of Korea's first overseas production corporation: Namman Spinning.

Sogadun Spinning Mill Built in Fengtian, China, After Many Twists and Turns

In 1938, Sudang was serving simultaneously as CEO of Samyang and CEO of Gyeongseong Textile. By establishing a dual business structure—Samyang for agriculture and Gyeongseong Textile for industry—he sought to expand operations aggressively beyond Korea and into Manchuria. The decision to build a spinning mill in North China stemmed from the success of Gyeongseong Textile's product 'Bulrocho' (Elixir of Life), which had already been introduced in Manchuria, gained wide popularity, and generated considerable buzz in Chinese society. The confidence drawn from this success fueled Sudang's decision to establish a local production plant. Another key factor was the difficulty of procuring raw cotton domestically, as the Second Sino-Japanese War had made sourcing this essential material increasingly challenging.

There was also an underlying policy obstacle. In March 1934, Gyeongseong Textile had secured a large site in Siheung, Gyeonggi Province, for a large-scale spinning mill and submitted a request for approval to the Japanese Government-General of Korea. The request was denied due to the colonial policy prohibiting

Shared Roots: Gyeongseong Textile and Samyang

Gyeongseong Textile was a company that Sudang had already been involved in managing even before returning from his studies in Japan and founding Samyang. While the two businesses were legally separate entities, they shared common roots. Under Sudang's leadership as CEO of both, they operated under a complementary dual structure: Samyang for agriculture and Gyeongseong Textile for industry.

the construction of new factories in Korea. With domestic construction blocked, Sudang turned his attention to Manchuria. In 1936, he applied to the Manchukuo government for permission to establish a spinning mill, and in September of the following year, approval was granted. The permission, however, came with one condition: the new mill had to be established as an independent company, not formally affiliated with Gyeongseong Textile.

In August 1939, after much deliberation, Sudang decided to build a new spinning mill in Sogadun, south of Fengtian, and purchased a 560,000-square-meter site. With its strategic transportation access and wide, open plains, the site was ideally suited for factory construction.

Korea's First Overseas Corporation Built Purely with Korean Capital and Technology

On December 26, 1939, the inaugural general meeting of Namman Spinning Co. was held in Seoul. At the meeting, Kim Yeon-su was elected president; Choi Du-seon, Park Heung-sik, Go Won-hun, and Min Gyu-sik were appointed directors; and Hyeon Jun-ho and Kim Sa-yeon were named auditors. The company launched with an initial capital of 10 million won and placed an order with Toyota in Japan for 35,000 spinning machines and 1,000 weaving machines.

Construction of the factory broke ground in 1940. The building complex covered 58,842 square meters and included the main factory, warehouses, men's and women's dormitories, an auditorium, and residences. Yet construction proved immensely difficult, because it was taking place at the height of World War II. Material shortages posed the greatest challenge. While lumber was relatively obtainable, steel and cement were scarce. Steel had been already secured when the original Siheung factory site was prepared, but cement remained the critical problem. Determined to resolve it, Sudang personally visited government officials, recalling the promise made years earlier when the Siheung plant was denied permission: 'If you build a factory in Manchuria, we will actively cooperate in the procurement of materials.' Clinging to that promise, he pressed the authorities relentlessly.

"I've done everything possible to build a factory in Manchuria because construction was not permitted here. When I tried to build a spinning mill in Siheung but was refused permission, you promised to support us if we built a factory in Manchuria. Do you remember that?"

Persistently demanding that they honor their word, Sudang finally succeeded in securing 5,000 tons of cement. The rest of the materials were procured through the tireless efforts of staff, who scoured every possible source. Once gathered, the raw materials were shipped to Manchuria on a chartered 1,500-ton cargo vessel.

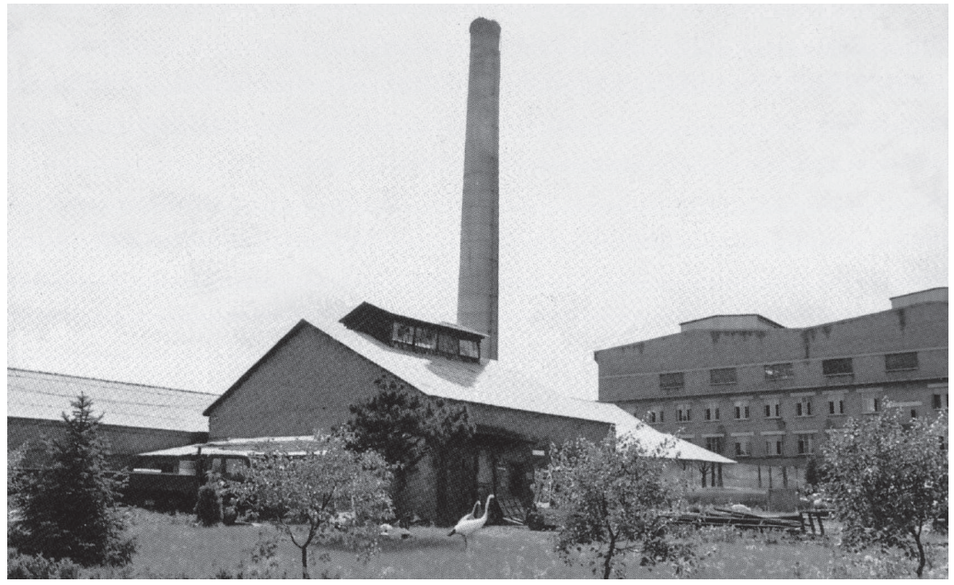
Just as he felt relief at having secured everything needed, an unexpected crisis arose: Toyota Looms notified the company it could not deliver the 1,000 weaving machines it had promised. Under Japan's war mobilization order, all company production was placed under government control. As a compromise, Namman Spinning was allowed to use secondhand looms from Toyota Looms' Qingdao branch. These massive machines had to be painstakingly disassembled, transported to the Sogadun site, and reassembled on arrival. It was a daunting task.

Despite these twists and turns, Namman Spinning was finally completed in February 1941. It was the first Korean-owned factory built overseas entirely with Korean capital and technology. Two years later, in 1943, the plant entered full-scale production.

A workplace that embodied Sudang's corporate philosophy, Namman Spinning held historical significance in several ways. First, it was the pioneering Korean company to make inroads overseas. Second, it laid the foundation for domestic industrialization by adopting advanced technology and equipment to improve efficiency. Third, it focused on nurturing talent by operating an auxiliary school where employees could study while working. Unfortunately, Namman Spinning lost its management rights after Korea's liberation and faded into obscurity before it could fully realize its potential and achievements. Nevertheless, its spirit and reputation, which spread widely throughout Manchuria, remained a subject of note in history.

Sudang's Sincere Concern for Employees and Their Families

When Korea was liberated in August 1945, the first thing Sudang did was arrange the repatriation of his employees and their families from Manchuria to Korea, as he could not leave them in such perilous conditions. Though the factory warehouse was filled with piles of products, he did not concern himself with them. All he cared about was the safety of his employees and their families, and he provided everything they needed to return home. Thanks to these efforts, some 4,000 employees of Namman Spinning and Samyang were able to safely return to the long-awaited embrace of their homeland.



1939.12. Namman Spinning Factory

The First Korean Company-Affiliated School: Namman Spinning Factory School

1939

Namman Spinning, Korea's first overseas manufacturing corporation, also established the first company-affiliated school in Korea to offer a work-study program. Interestingly, the Namman Spinning Factory School was not the product of an official plan. Samyang completed construction of the Namman Spinning factory in Sogatun, Manchuria, in 1941, but full-scale production did not begin until 1943. This two-year delay was partly due to difficulties in procuring and installing loom equipment under the wartime production system of the Second Sino-Japanese War. The more pressing challenge, however, was the shortage of workers.

A 'Learn-as-You-Work School' Born from a Parent's Heart

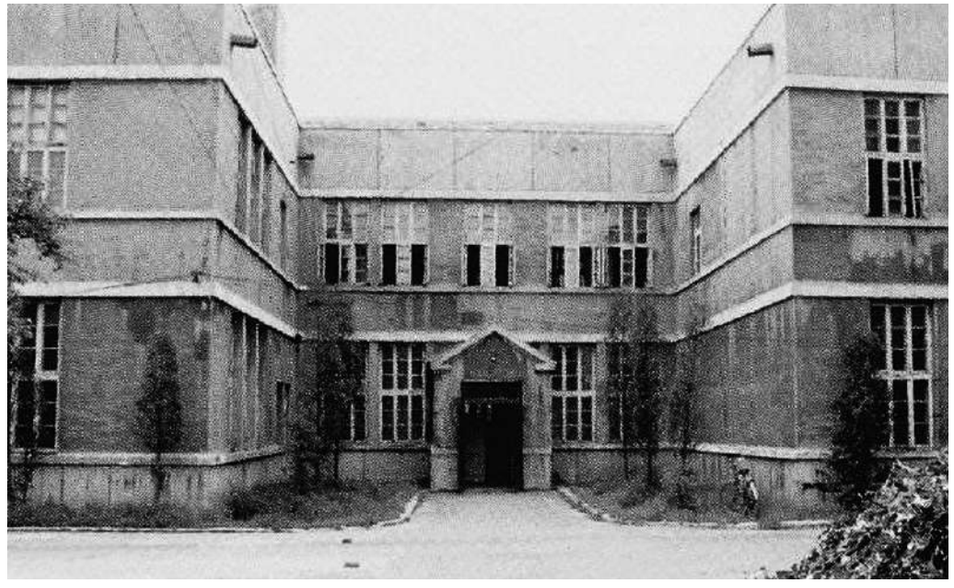
From the start, Sudang intended to hire the children of Korean expatriates scattered across Manchuria. Yet this plan quickly faltered, as he had overlooked a critical reality: Koreans who had emigrated to Manchuria did not want to be separated from their children in a foreign land. Even in Korea, Gyeongseong Textiles struggled to find workers, and Namman Spinning's attempts to recruit production laborers throughout Manchuria and even the northern Gando region proved insufficient. This difficulty led Sudang to consider the situation from the parents' perspective. They were understandably reluctant to send their children away to work in a distant factory. At the same time, they longed for their children to escape the poverty that had plagued their families for generations, and they understood education was the key to a better life. Where there is a will, there is a way, and Sudang found a solution: open a school within the factory. Sudang believed parents would entrust their children to Namman Spinning if he created an environment where their children could study while working. Education, he reasoned, would secure a brighter future and offer a ray of hope to Korean families enduring hardship in a foreign land.

The idea soon took shape. A new education department was created within the Namman Textiles Labor Department, and Choi Bok-hyeon—an employee with a background in education—was appointed its director. After Korea's liberation, he would later serve as Superintendent of the Seoul City Office of Education. At Namman, he helped design the blueprint for the factory-affiliated school. The school had two divisions, elementary and middle school, each offering a two-year curriculum. Members of the executive staff volunteered as instructors and taught the students with dedication.

Dramatic Reduction of Working Hours for Education

As word spread about the school within the factory complex, young female workers eagerly enrolled. The difficulty was time. Completing the curriculum required at least four hours of study daily, which was a heavy burden to balance with their jobs. At the time, a 12-hour workday was standard, and for these young women to attend four hours of classes immediately after such long shifts was not only harsh but too difficult. Sudang responded by reducing the workday by two hours. Though this meant lower productivity, he believed students needed sufficient rest before their lessons to achieve meaningful results. Thanks to this consideration, the daughters of poor Korean immigrants in Manchuria could work during the day and continue their education in the evenings at the factory-affiliated school.

Sudang's concern extended further to the overall welfare of his employees including those students. He established medical facilities within the factory complex and appointed Kim Du-jong, a graduate of Kyoto Medical School in



Namman Spinning Factory-Affiliated School

Japan, to oversee the workers' health. Company housing was also constructed to a higher standard than the residences of Japanese officials living in Manchuria at the time. When wartime restrictions made food scarce, Sudang created the Dabung Self-Sufficiency Farm in Haewoo Village, Shuangcheng County, Binjiang Province, and provided employees with food harvested there.

News of the groundbreaking operation of the Namman Spinning Factory-affiliated School spread widely, and as word traveled, the number of applicants grew steadily. As a result, the school not only secured a reliable supply of manpower but also boosted employee morale, which in turn improved the overall atmosphere of the factory. Thanks to this, Namman Spinning was able to begin full operation within two years of its construction.

Sudang had planned to formally accredit and further develop the factory-affiliated school, which stood as the first company-affiliated school in Korea. Although these plans were thwarted after liberation, the initiative testified to Sudang's deep commitment to talent development, to which he devoted as much energy as he did to production itself.

Namman Spinning Workers Doing Physical Exercises

Acquisition of Samcheok Enterprise and Oriental Beer, Expansion of Manchurian Business 1939

With the success of his ventures in Manchuria, including Namman Spinning, Sudang became widely recognized as a successful businessman. This reputation enabled him to extend a helping hand to many Korean companies struggling with shortages of capital and technology. Among these were Samcheok Enterprise and Oriental Beer.

Successive Acquisitions of Korean Companies in Crisis

Samcheok Enterprise had been founded by Kim Yeo-baek with the ambitious goal of reclaiming about 30,000 hectares of virgin forest in the Sungseon Village and Goseong-ri areas of Hwa-hyeon County, North Gando. The project was vast, covering approximately 3.2975 billion square meters. However, the company lacked both the financial resources and the technical capacity to carry out such an undertaking. Ultimately, Kim Yeo-baek decided to hand the project over and began searching for a capable successor. The first candidate considered was Sudang.

At the time, Sudang's reputation was unmatched not only in Korea but also throughout Manchuria. As the head of Samyang Company and Gyeongseong Textiles, he had built both companies on solid foundations, and he proved his entrepreneurial acumen with the business ventures in Manchuria such as the establishment of Namman Spinning. He was regarded as a leader in every respect—financial strength, managerial skill, and credibility.

Yet even Sudang could not readily accept Samcheok Enterprise's proposal to take on the vast virgin forest reclamation project. Reclaiming such an enormous tract of land required immense capital and advanced technology. The burden was daunting, and profitability remained highly uncertain.

"You must take this over, regardless of profit or loss."

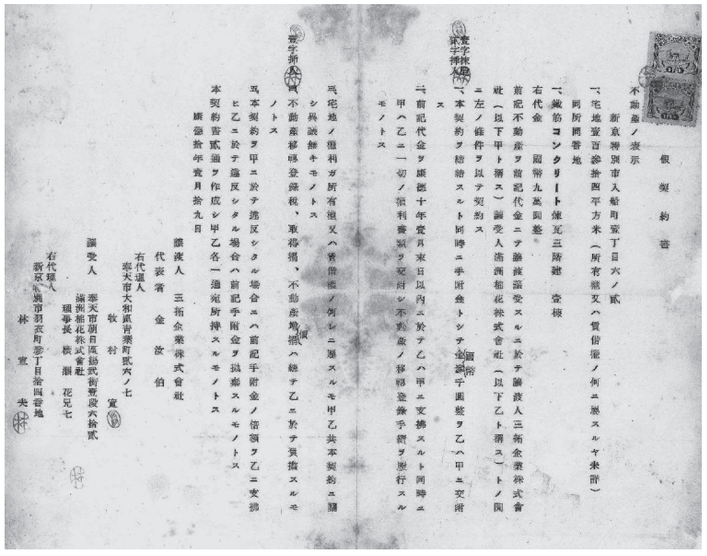
The head of Samcheok Enterprise and his staff visited Sudang repeatedly, pressing their appeal. They even enlisted the support of mutual acquaintances.

They pleaded earnestly that without his intervention, the company was doomed, and if it collapsed, the reputation of Koreans in Manchuria would also suffer. They urged that he shoulder the responsibility for the greater good. Confronted with such appeals, Sudang agonized over the decision but ultimately resolved to take over the project. His decision rested on two convictions. First, it would secure the livelihoods of hundreds of Korean workers and their families who would be mobilized for the reclamation project. Second, he foresaw a looming timber shortage in the aftermath of World War II and recognized the importance of preparing for it in advance.

In December 1939, Sudang acquired Samcheok Enterprise for the substantial sum of 1 million Manchukuo won. Following the acquisition, he dispatched managers and employees to conduct an on-site survey and report back on the immediate requirements.

"Logging this vast virgin forest will require approximately 300 workers. Since there is no other way to transport the felled trees, we will need at least 150 oxen. In addition, housing and food must be prepared for the families who accompany the loggers."

In the spring of 1942, the first group of 150 laborers and their families moved into the reclamation site in Hwa-hyeon, North Gando. Within days, 150 cattle also arrived. To resolve the food shortage, the settlers first felled trees, drew water,



1943.01.19. Samcheok Enterprise Purchase and Sale Agreement

created paddies, and planted rice. Yet for two years, they were unable to harvest a crop. The cold climate of North Gando, combined with icy water from the mountain valleys feeding the paddies, made cultivation nearly impossible. After repeated trials and setbacks, they finally managed to harvest and cook rice in 1944.

Logging began in earnest in the winter of 1944. The sound of axes rang through the forest as massive trees fell. The logs were hauled to the riverbank, and the following spring they were bound into rafts and floated downstream. As the project gained momentum and productivity rose by the day, anticipation spread among all involved.

Only four months after acquiring Samcheok Enterprise, in March 1940, Sudang took over Oriental Beer, a brewery. The background and process of the acquisition bore similarities to the Samcheok Enterprise case. Located in Harbin, Oriental Beer had originally been founded by a Russian, but was later taken over by a Korean businessman. Around this time, however, the company was facing a management crisis. A Japanese businessman expressed interest in purchasing the struggling brewery, but the Korean owner rejected the offer. Instead, out of respect for Sudang's reputation and leadership, he approached him directly and asked that he take over the company.

Sudang accepted the offer for two reasons. First, he had previously served as an executive at Kirin Beer Company, founded in 1933, and this experience convinced him that he could revive the business. Second, he didn't want to see a Korean-owned company fall into Japanese hands due to a management crisis.

The acquisition of Oriental Beer cost 150,000 Manchukuo won. With this, Samyang gained another subsidiary in Manchuria, alongside Namman Spinning and Samcheok Enterprise, and acquired the capacity to produce 150,000 bottles of four-hop beer per month.

After its acquisition, Oriental Beer resumed operations with renewed determination. Yet the brewery struggled under difficult management conditions. Production remained limited to 150,000 bottles containing 0.721-liters of beer, most of which was consumed locally, particularly in Harbin.

Withdrawal from Manchuria

Samyang ambitiously expanded its operations in Manchuria, establishing Namman Spinning and acquiring Samcheok Enterprise and Oriental Beer. But with each passing year, harsh realities loomed over these ventures. In August 1945, Japan's surrender brought World War II to an end. Korea was finally liberated, and the joy of long-awaited freedom was beyond measure. Yet with Manchuria handed over to China, continuing business there was no longer viable. Sudang had no choice but to withdraw, relinquishing both Samcheok Enterprise and Oriental Beer to the Chinese authorities just as the ventures were on the verge of bearing fruit after years of struggle and perseverance. Although these projects ended in disappointment, the experience gained in the vast expanse of Manchuria became a valuable catalyst for Samyang's future growth as a global enterprise.

STORY. 009

Support for the Establishment and Operation of Donggwang School in Manchuria 1940

One day in February 1940, several Koreans living in Fengtian came to see Sudang. They pleaded with him to take charge of Donggwang School and help it grow.

Takeover of Donggwang School in Financial Crisis

Donggwang School in Fengtian, Manchuria, had been founded by Koreans who had left their homeland due to economic hardship and migrated to Manchuria. They raised 100,000 won to establish the school for the education of their children. Opened in April 1937, it was the only secondary educational institution for Korean children in the Fengtian region. However, the school soon fell into a management crisis due to financial shortages. While well-wishers occasionally contributed donations, the support was limited. As conditions worsened, the quality of education and facilities declined. Because of this, the school failed to obtain official accreditation, which meant its students were ineligible to advance to higher education even after graduation.

Facing such dire circumstances, school officials turned to Sudang for help. They knew him not only as a national entrepreneur who had founded many Korean enterprises, but also as someone deeply committed to education and the future of the next generation. Sudang had already donated 20,000 won in support of Donggwang School, sympathizing with its founding mission. Believing he could rescue the institution and guide it toward growth, they placed their hopes in him.

Sudang readily accepted their request. In May 1940, he donated Gudaenong Farm to Donggwang School, enabling it to expand its facilities and hire additional faculty and obtain official accreditation as a middle school. Thanks to his intervention, Donggwang School was able to make a new leap forward as an incorporated educational foundation.

The Only Secondary Educational Institution for Koreans in the Fengtian Region

Soon after Donggwang School was converted into an incorporated foundation,

1940. Manchuria Donggwang Middle School Receives Official Approval

it applied for official recognition from the Manchukuo government as a middle school. The application, however, was immediately rejected on the grounds that the principal was not Japanese. Behind this decision lay the influence of Japanese officials who resented Sudang's determination to build national enterprises. The rejection left Sudang deeply offended and angry. In all his business endeavors, he had deliberately avoided hiring Japanese, insisting on employing Koreans as much as possible from management down to the lowest-ranking positions. This had always been his firm, unwavering policy. To appoint a Japanese principal to educate the very students who would shape the future of his nation seemed utterly inappropriate.

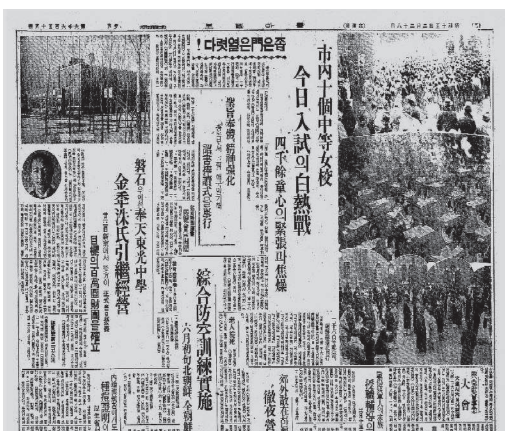
Yet this was not a matter he could simply walk away from. The futures of countless Korean students were at stake. The dilemma weighed heavily on him, but in the end, Sudang relented. For the greater good, he made the painful decision to hire a Japanese principal, believing this would at least open a path for Donggwang School graduates to continue their studies in higher education. Even so, he was determined to find someone genuinely qualified as an educator. One candidate stood out: Harada, the former principal of Dongrae Middle School in Busan. Despite being Japanese, Harada had taken the side of students during the anti-Japanese uprising in Busan in November 1940, known as the Nodai Incident.

It was an anti-Japanese student movement launched in downtown Busan by approximately 1,000 students from Dongrae Middle School and Second

Commercial School (now Busan Commercial High School) to protest against discrimination toward Korean students. More than 200 students were arrested by police, and many others were unfairly punished: 21 were expelled, 44 were suspended, and 10 were formally reprimanded. Harada stood by the students and defended them, for which he was dismissed from his position. Although he was Japanese, Harada was respected as an educator who strove to eliminate racial discrimination. Sudang offered him the position of principal, and he accepted. Thanks to the appointment of a Japanese principal, Donggwang School obtained official middle school approval in 1941, enabling its graduates to advance to higher education.

After taking over Donggwang School, Sudang spared no effort in providing both material and moral support to ensure its stable operation. In January 1942, he donated 5,160 shares of Gyeongseong Textile, Chosun Petroleum, Han River Hydroelectric, Kuksan Automobile, and Chosun Martial Arts Equipment Co., Ltd.—worth 300,000 won at the time—to the Yangyoung Association, designating the proceeds for Donggwang Middle School's operation.

Even afterward, Sudang remained committed to building a dedicated and complete institution for second-generation Koreans as chairman of the board of directors of the Donggwang Middle School Foundation. Until Korea's liberation, Donggwang Middle School faithfully served as the only secondary educational institution for Koreans in the Fengtian area.


좁은門은열렷다!
市內十個中等女校 今日入試의白熱戰
四千餘童心의緊張과焦燥
磐石우에선 奉天東光中學
金秊洙氏引繼經營
綜合防空訓練實施

1940.02.28. Dong-A Ilbo newspaper article on Samyang's acquisition of Donggwang School.

Haeri Salt Farm: Korea's First and Largest Privately-Owned Salt Farm Developed on Liberated Land

1946

World War II, which had broken out in 1933, ended in 1945 with the defeat of Germany and Japan. On August 15, Korea too was liberated from Japanese imperialist oppression. In the wake of post-liberation chaos, Sudang lost the foundation of his business. To revive his endeavors, he envisioned developing unfinished farmland into salt farms. Previously in 1936, he had launched the Gochang Haeri Reclamation Project, but a portion of the reclaimed land had not yet been converted into farmland. His plan was to transform this land into a salt farm, both to create valuable jobs for employees returning from Manchuria and to rebuild a foundation for his business.

The Joy of Liberation at the Cost of Manchurian Businesses and Farms

Just before liberation, Samyang was operating six farms in Manchuria, three companies—Namman Spinning, Samcheok Enterprise, and Oriental Beer—and two educational institutions, Donggwang Middle School and the Namman Spinning Factory-affiliated School. The farms had overcome initial hardships and were showing steady annual increases in yield. Samcheok Enterprise anticipated substantial revenue from the timber it had harvested, which was soon to be shipped back to Korea via the Tumen River. Oriental Beer, which Sudang had acquired just before it faced collapse, was also seeing a gradual increase in sales and was moving toward normalization. However, with liberation, Samyang had no choice but to abandon all of these businesses and assets in Manchuria and north of the 38th parallel, and move south. The pain was especially deep because these accomplishments had been achieved with national capital during the Japanese colonial period.

The ordeal did not end there. On May 10, 1948, the government of the Republic of Korea, newly established through a general election, implemented the Land Reform Act. Following the principle of 'confiscation with compensation and distribution with compensation,' the reform was hampered by budgetary

constraints and delays in execution. Sudang, however, actively complied with the government's policy. He handed over all of his farmlands developed in Jangseong, Julpo, Gochang, Yeonggwang, Beopseong, and Sonbul. In return, he received land certificates valued at less than 100,000 seok (about 16,000 metric tons), a pitiful sum compared to his annual harvest of 150,000 seok (about 24,000 metric tons). It was a painful conclusion to more than 25 years of devotion to farming, which he had begun in 1923, a year before founding the company. Yet Sudang calmly accepted the reality, hoping that his farms would contribute to the success of the Land Reform Act as a national policy.

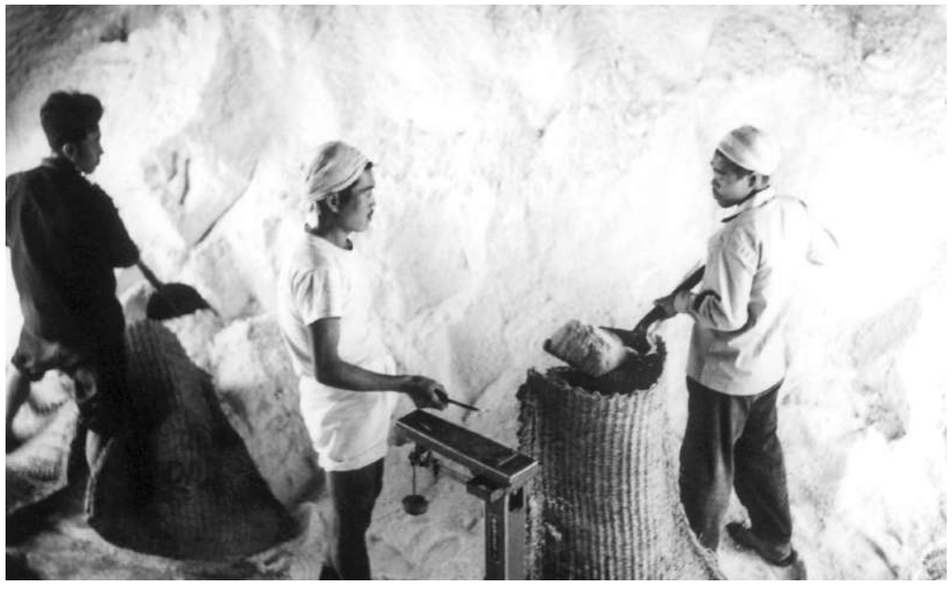
The loss of all enterprises in Manchuria, combined with the forfeiture of six farms in Korea, left Samyang Company drastically reduced in scale. Though Sudang still carried the title of 'Korea's leading businessman,' the title had lost much of its luster. Many now looked to Samyang Company with uncertainty, wondering whether it would regain its former glory or simply decline. Above all, there was an urgent need to provide for the livelihoods of employees who had suddenly lost their jobs and returned to the Seoul headquarters.

Focusing on the Salt Farm Business to Rebuild Samyang

Chaos and disorder swept across every sector of Korea following liberation. The most urgent problem was the shortage of food and daily necessities. The government banned the export, import, and sale of rice and rationed it instead at a fixed price of 47 won per person. Although the government imported flour and various canned goods for distribution, there was little improvement in the food situation. Consumer prices soared, and inflation persisted. Equally serious was the shortage of salt. This became one of the greatest hardships faced by the Korean people. Intent on monopolizing salt production, the Japanese government had prohibited private development of salt farms throughout the colonial period. Only in its final years did it allow small-scale salt farm operations, and even then, only in the Gyeonggi region and areas to the north. As a result, South Korea faced an acute salt shortage after liberation. To address the problem, the government both imported salt and encouraged private salt production.

It was fortunate that the government's land reform excluded the Haeri Farm. Since construction of the salt farm had begun in 1947, the land was not classified as farmland. Seizing this opportunity, Samyang immediately applied for salt farm development when the military government began encouraging private salt production.

In June 1946, Samyang obtained the salt manufacturing permit in Korea. Construction began in February 1947, and by 1948 the first phase of the 522,645-square-meter Haeri Salt Farm was successfully completed. Samyang rapidly built water storage facilities to channel seawater from the reservoir into each salt pond, and installed high-voltage substations and power lines to power operations.



Laborers at the Samyang Haeri Salt Farm

Korea's Largest Privately-Owned Salt Farm

Once the production system was in place, salt production began in earnest. In 1949, the first year of production, 8,998 sacks of sea salt were harvested. The production process was a remarkable sight. Until then, most Koreans had only been familiar with boiling sea water in cauldrons, so many traveled—even from distant regions—to witness the new sea-salt production method firsthand. The salt harvested here was distributed nationwide under the brand name ‘Samyang Salt.’ As the first company in Korea to operate a privately owned salt farm, Samyang recruited the nation’s top salt-production engineers and dedicated itself to delivering consistently high quality.

Transformed into Korea’s Largest Privately-Owned Salt Farm

In 1949, Samyang completed the second phase of construction, expanding the farm by an additional 419,504 square meters. Just as Haeri Salt Farm was accelerating production, the outbreak of the Korean War in June 1950 brought everything to a halt. The urgency of the situation forced all employees to evacuate, leaving the salt farm abandoned.

Less than a month after the war began, Haeri Salt Farm fell to the North Korean People’s Army, but it was later recaptured following the successful Incheon Landing Operation. Upon hearing the news, roughly 80 employees who had fled returned to the farm. They reestablished headquarters in the office building and even organized their own security force to protect the property. Shortly after, however, guerrilla fighters raided the village, killing several employees and local residents.

The tragic report struck Sudang deeply. His grief and sorrow were immense, but he quickly pulled himself together and dispatched his second son, Director Kim Sang-hyeop, to Haeri Salt Farm to care for the employees. This demonstrated Sudang’s profound affection for his workers and the local residents, whom he regarded as his own family. The employees returned to the office with Kim Sang-hyeop and threw themselves into restoring operations. They erected watchtowers, built barricades and trenches, and secured weapons for self-defense. Although guerrilla attacks continued, their careful preparations enabled Haeri Salt Farm to endure.

Even amidst the scars of war, Haeri Salt Farm sustained its operations. By 1951, it maintained 944,132 square meters of salt fields and produced 65,300 sacks of salt. By 1954, five phases of construction had been completed, transforming it into the largest privately owned salt farm in Korea, spanning 3,143,801 square meters.

A New Beginning as Samyang Salt Farm

In July 1956, when Samyang was incorporated as a corporation, Haeri Salt Farm was renamed Samyang Salt Farm and separated from its affiliates. Kim Sang-jun, the eldest son of Sudang and then Managing Director of Samyang, was appointed its first president. Under his leadership, a mass-production system was established, ensuring a steady output of high-quality salt. Around this time, Samyang also completed its withdrawal from all farming operations.

Haeri Salt Farm Operations

PART. 2

DIVERSIFYING BUSINESSES

AND CONTRIBUTING TO A PROSPEROUS LIFE FOR THE PEOPLE

1951 - 1974

STORY. 011

Entering the food business and construction of the Ulsan sugar factory 1955

The wheel of history was turning backward. Liberation from Japanese oppression had finally arrived after years of desperate waiting, but the land soon became divided into North and South. With liberation, Samyang was forced to abandon its operations in Manchuria and North Korea, and later, to hand over all company-owned land to the government as a result of South Korea's land reform. The losses and setbacks were beyond measure, yet Kim Yeon-su bore them all, determined to accept every challenge if only it would contribute to the nation's rise and strength. He also rekindled hope by establishing Korea's first privately owned salt farm. However, just as he was preparing to expand the business after a successful first harvest, the Korean War broke out, bringing yet another national tragedy.

Opening of the Busan Office

Samyang relocated its headquarters to 108 Namdaemun-ro 1-ga, Seoul, in December 1945. At the time, the existing office was too small to accommodate employees returning from operations in Manchuria and North Korea, and there was also a need to refresh the company's atmosphere. This provided momentum for the company to reorganize itself and explore new business opportunities. As part of this effort, the Busan office was established in January 1948. It was the company's first office in the Gyeongsang Province region. While many were surprised, since most of the company's activities had previously been concentrated in the Jeolla Province region, Kim Yeon-su already envisioned a nationwide business network as well as future import and export operations. For this reason, he sought to prepare for the future by establishing an office in Busan, a port city with favorable conditions for international trade.

Food Manufacturing as a New Business Amidst the Raging War

The Korean War destroyed everything that had been built. With the nation reduced to ruins, no company could endure. The company stood on the brink of collapse, and there was nothing a single individual could do about it. Survival came first, and everything else had to wait. Kim Yeon-su provided his employees with funds for evacuation, reassuring them with a promise to meet again on a brighter day, and then fled with his family. They eventually arrived at the Busan office in Jungang-dong 2-ga, which he decided to use as both a residence and a temporary headquarters.

In the spring of 1951, even as the war raged on, Kim Yeon-su began to envision a post-war business plan. The salt farm business had brought vitality to the company's stagnant operations, but he was not satisfied. Determined to break away boldly from the agriculture-based model, he recognized that it was time for change, considering both the present situation and Korea's future economic direction. He turned his focus to manufacturing, particularly food and textiles. He believed that addressing the urgent needs of food, clothing, and shelter would be essential for rebuilding the nation after the war.

Busan Office opened in 1948 (Photo: Busan Office in the 1970s)

"Food, clothing, and shelter are essential for human survival. A business exists to generate profit, but it must also contribute to making people happy and sustaining their lives. A business that fulfills this purpose will never fail, no matter how difficult the times."

This was also the reality facing the nation. After liberation, South Korea's manufacturing industry, which directly affected the daily lives of its people, was severely underdeveloped. What little existed was reduced to ashes by the war. Once the war ended, supplying necessities related to food, clothing, and shelter became the government's top priority. Mindful of this, Kim Yeon-su's convictions remained steadfast, even in the midst of war. When envisioning a new business, he always asked himself: 'Is it necessary for the nation? Is it sustainable and promising? Can employees live on this level of pay? Can the company ensure a return on its investment?' His guiding principle was that in running a business, both national

economic interest and corporate profit must be considered. The nation should come first, followed by corporate social responsibility, then the welfare of employees, and lastly corporate profit. Food and textiles were industries that perfectly aligned with these beliefs.

Entering the Food Business with a Pioneering and Challenging Spirit

In September 1951, Kim Yeon-su resolved to enter the food manufacturing industry. Except for a few industrial zones in the southeast, most manufacturing facilities had been destroyed, and what the people needed most desperately were daily necessities to feed and clothe the starving and destitute population. He had prior experience in the clothing industry and a particular affection for it, but the enormous initial capital investment made it difficult to pursue. He therefore decided to begin with food, which required less initial investment. Among all food products, he chose sugar, and this decision proved to be a stroke of genius.

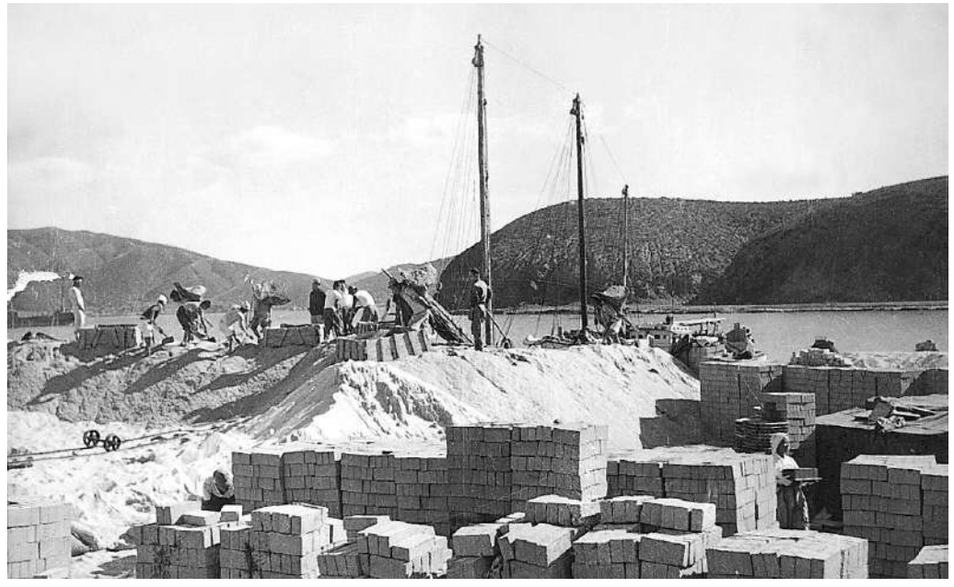
Sugar was a very precious commodity at the time. With no sugar production factories or trained technicians in Korea, most of the supply came from imports. The quantity was limited, and much of it was smuggled or brought in small amounts from places like U.S. military bases. Even then, sugar was not easily accessible, even for those with money. Kim Yeon-su decided to import raw sugar, refine it domestically, and sell it. His reason for entering the food industry was to produce sugar locally, improve people's diets, and lay the foundation for the national economy by replacing imports and saving foreign currency. It was a challenge and a pioneering path that no one had taken before.

Foresight into Ulsan's Growth Potential

Kim Yeon-su began searching for a factory site. Unlike general manufacturing plants, a sugar refinery required very specific conditions. It needed abundant cooling water, docking facilities large enough for ships carrying imported raw sugar, and reliable transportation routes to ensure the smooth distribution of refined sugar. He and his team thoroughly explored the Busan and Masan areas, but most of the available land had already been developed. The few promising sites that remained were prohibitively expensive. In the end, President Kim Yeon-su chose a site in Maeam-ri, Ulsan-eup (now Maeam-dong, Ulsan City).

"A company must have an eye for the next 100 years, and building a factory requires looking at least 30 years ahead. From that perspective, there is no land better than Ulsan."

His decision, however, did not gain the support of his employees. At the time, Ulsan was nothing more than a barren coastal village. The site was far from the train station, surrounded by wetlands, and backed by a hill that had once been used as a shell loading site. Kim Yeon-su knew this well, but his perspective was different. He believed that by bulldozing down and reclaiming the hill, he could secure an additional 100,000 pyeong (about 330,000 m²). This reflected his pioneering spirit, always striving to expand the nation's limited territory, and revealed his ability to look beyond the present landscape and envision what lay ahead.



Ulsan plant construction site, pictured in the 1950s

Ulsan's proximity to Busan made it convenient for transporting raw materials and machinery. It was also well suited for building port facilities capable of berthing large vessels, giving it strong potential for future growth into a large-scale industrial complex.

"It was in 1962 that the ground was broken for the Ulsan Industrial Complex. Since then, it has grown tremendously into the largest industrial complex in Korea. But in the 1950s, Ulsan was nothing more than a poor fishing village. Before the sugar refinery was built, the only large chimneys visible were those of bathhouses. That was how underdeveloped the area truly was. In that sense, the Samyang Sugar Refinery marked the dawn of the Ulsan Industrial Complex."

Kim Yeon-su's prediction proved accurate. In 1962, the government established the Ulsan Industrial Complex as a key project of the First Five-Year Economic

Development Plan, and it rapidly grew into a hub of Korean industry. This episode demonstrates Kim Yeon-su's clear foresight and deep understanding of Ulsan's geographic potential.

Construction of a Sugar Refinery Against All Odds

On July 2, 1954, construction began in earnest. The sugar refinery was a massive undertaking, built on an expansive site of 320,740 m² that included 250,000 m² reclaimed from the sea off Maeam-ri, Ulsan, and 70,740 m² leveled from nearby forests. This was an area equivalent to 47 soccer fields. It was truly a project of creating something out of nothing, a grand endeavor that transformed the landscape of the Ulsan region.

In fact, construction could have begun earlier, but it was inevitably delayed due to setbacks in obtaining foreign investment approval and landfill permits.› Being such a massive undertaking, the construction process was fraught with difficulties. Reclamation, especially the demolition of the mountain, using its fill to extend the shore out further, proved to be the most challenging task of all.

At a time when supplies were scarce and equipment inadequate, most of the work had to rely on manual labor. Pickaxes and shovels were the only tools available. Using little more than these, workers broke down the hillside and filled the tidal flats and sea with soil. They also built a dam to prepare the site and constructed a dock for ships. Such a task would have been impossible without the company's extensive prior experience in reclamation, dating back to before liberation. Once the reclamation was complete, construction of the factory buildings and auxiliary facilities followed.

Kim Yeon-su was present at every critical moment and decision. He frequently visited the site, personally speaking with supervisors and workers to encourage them. When frustrated workers threw down their tools and declared they could not continue, he comforted them by sitting down and sharing makgeolli with them.

Securing industrial water posed another obstacle. Supplying 800 tons of industrial water per day from Ulsan's small waterworks was impossible from the outset. In other regions, groundwater could have been tapped, but Ulsan was surrounded by sea. The idea of drawing water from the Taehwa River was a groundbreaking solution that only Kim Yeon-su could devise. Using surplus U.S. military pipelines, he had a 12-kilometer connection built from the river to the factory. That was how a site totaling 238,000 m²—equivalent to 35 soccer fields—was prepared for the construction of the factory.

Financing construction was equally difficult. All Kim Yeon-su had was a land certificate he had received after handing over his farm to the government. He had no choice but to sell it in order to secure funds for land purchases and construction costs. The need for funds was urgent, and there were no alternatives, even though the certificate could only be sold at 30 to 70 percent of its face value.

› One Full Year Just to Obtain Permission to Use Foreign Currency

In January 1953, Samyang submitted an application to the government for permission to use foreign currency. However, it was denied without explanation. Other companies that applied around the same time received approval, built factories, and even launched prototypes, while Samyang received no notice at all. The permission was not granted until December of that year. This delay was the reason construction could only begin in 1954, even though the site for the factory had already been secured much earlier. The setback was largely due to political circumstances. Incheon, Kim Yeon-su's elder brother, had openly criticized the Syngman Rhee administration, which prompted the ruling Liberal Party to place obstacles in the family's way. These tangible and intangible disadvantages continued throughout the Liberal Party's rule, leaving Samyang with no choice but to endure them.

1957. The Ulsan Plant in its early days, following the completion of the sugar and agar factories

Kim Sang-ha, Kim Yeon-su's fifth son, played a pivotal role in securing sugar manufacturing technology and human resources. In February 1952, he went to Japan and established the Tokyo office,› the company's first overseas branch. He exceeded expectations in the design and process development of the sugar refinery, introducing advanced technology and equipment and securing skilled personnel.

In particular, he recruited talented Korean-Japanese workers and arranged for them to train at leading Japanese factories to acquire technical expertise. He also hired experienced managers from Japanese and Taiwanese sugar refineries and placed them in charge of process design. As expected, these individuals later returned to Korea and made significant contributions to the project. After these efforts, the Ulsan Sugar Refinery, the birthplace of Samyang's food business, was finally completed in December 1955.

This was achieved in just one year and five months after construction began. The four-story building, with a total floor area of 6,611 m², had a daily production capacity of 50 tons, making it the largest in Korea at the time. Although Samyang had entered the sugar business earlier than other companies, completion was delayed due to government bureaucracy, and it ultimately became the fourth company in Korea to enter the industry, following Cheil Jedang, Daehan Jedang, and Hankook Jeongdang.

This transformation was significant both historically and industrially. Before liberation, Samyang had focused on expanding farmland and laying the foundation

› Samyang Corporation Tokyo Office

In 1951, Samyang resolved to enter the sugar manufacturing business and began preparations for a groundbreaking transformation of its business structure. The most urgent task was to secure the necessary technology and skilled technicians. To this end, the company dispatched Kim Sang-ha to Tokyo in early 1952. Upon arriving in Tokyo, Kim Sang-ha established the Tokyo office in February of that year, serving as Samyang's first overseas representative while maintaining close contact with headquarters. The office was located near the Yurakucho district, overlooking the Imperial Palace. Its primary responsibilities included designing the sugar refinery—an urgent priority at the time—as well as arranging technical training and facilitating technical cooperation.

for modern agriculture. After liberation, in the midst of national shortages caused by division and war, it transformed agricultural capital into industrial capital, reinventing itself as a manufacturing company and laying the groundwork for Korea's modern industrial development.

Once the factory was completed, key pieces of equipment, including high-speed centrifuges ordered from West Germany and Switzerland, arrived one after another. At the same time, 230 tons of Cuban raw sugar ordered from the United States also reached Ulsan. All that remained was to begin producing sugar.

Samyang Sugar Becomes Synonymous with Sugar 1956

January 3, 1956, was the day the Ulsan Sugar Factory officially began operations and 'Samyang Sugar' made its debut on the market. The machines began to roll amidst a mixture of nervousness and excitement. Soon, fine white powder poured down like snow through the centrifuge, and at that moment applause and cheers erupted. This was one year and six months after the first shovel had broken ground. As they watched it unfold, everyone felt their hearts fill with emotion. Kim Yeon-su's eyes also grew moist. When the sugar began to pour out, countless memories of hardship and perseverance flashed through their minds. To them, sugar was more than just a product. It was the culmination of the sweat and tears of every employee.

Winning the Hearts of Consumers

Employee expectations were high on the day Samyang Sugar was first introduced to consumers. Yet the market response fell short. The greater the expectations, the deeper the disappointment, but they could not remain in despair. They quickly set out to identify the cause.

"What use is soggy, wet sugar?"

"How are we supposed to eat hardened sugar?"

Consumers had two main complaints. The first was improper packaging and storage, which caused the sugar to clump or lose its quality. The second reason consumers turned away was that it was different from the sugar products they were used to. At the time, Samyang used raw Cuban sugarcane as the base of its sugar. What it produced was refined white sugar, marketed as tea sugar, which was characterized by its fine, moist texture. However, consumers were accustomed to the coarse granulated sugar sold by leading companies and were reluctant to

purchase tea sugar, which was almost a powder. This lukewarm market response reflected a critical oversight: while Samyang had focused on producing the highest-quality sugar, it had neglected to consider consumer preferences and purchasing habits. The company had assumed that quality alone would guarantee consumer acceptance, but this reflected a producer's perspective rather than a consumer's one. The experience became a turning point, teaching Samyang the importance of aligning product features with consumer preferences.

With the root cause identified, it was time to implement improvements. Respecting consumer preferences, Samyang replaced tea sugar with granulated sugar and invested in additional equipment. The company also worked to master advanced techniques essential to sugar quality, such as converting sugar solution into crystals. Through repeated experimentation and testing, Samyang successfully launched its new Samyang Sugar. This time, the result was a resounding success. Positive reviews poured in, and consumer loyalty grew rapidly. In 1956, its first year of production, Samyang achieved a record-breaking 12,878 tons of sugar output.

Yet market conditions soon became challenging. When Samyang Sugar began production, there were only four sugar producers in Korea. But as sugar grew in popularity, new competitors entered the field, and by 1956, the number of producers had risen to seven.

Combined production from these companies exceeded domestic demand by more than double, inevitably leading to fierce competition. This situation continued for two years, until 1958, when Dongyang Sugar, followed by Goldstar Sugar, Korea Jungdang, and Haitai Confectionery, withdrew from the industry. What remained was a three-way contest between Samyang, Cheil Jedang, and Daehan Sugar.

The first Embers of Competition in the sugar market

In December 1955, when Samyang was conducting test operations at the Ulsan Refined Sugar Factory, there were only four sugar manufacturers in Korea: Samyang, Cheil Jedang, Dongyang Jedang, and Hankuk Jedang. By 1956, however, Sung Jedang, Haitai Confectionery, and Daedong Jedang entered the market, bringing the number of producers to seven. At that time, total domestic demand for sugar was 66,700 metric tons, while the combined production capacity of the seven companies had already reached 150,000 metric tons.

Samyang Becomes the Household Name for Sugar: Emerging as Market Leader

Samyang Sugar faced many challenges before gaining popularity and achieving steady growth. One of the most serious was the March 1957 strike, organized by the Ulsan District Labor chapter of the Korean Free Trade Union. This unprecedented event forced the shutdown of the Ulsan sugar factory for 40 days. Although Samyang and the union had no direct connection, union members repeatedly visited the company and issued unreasonable demands. When those demands were rejected, they resorted to violence, breaking into the warehouse and destroying furniture and vehicles.

Sudang Kim Yeon-su's decision to close the factory was a desperate measure to protect employee safety. The news sent shockwaves through the local community. Ironically, it also highlighted Samyang's vital role in Ulsan—its contribution to the local economy, job creation, and overall development of the city. The labor union eventually issued an apology, and only after local officials, community leaders, and police took joint responsibility was the factory able to resume operations. The incident proved to all that Samyang was a resolute and resilient company.

Another test came in 1959, when Typhoon Sarah, the strongest typhoon ever recorded in Korean meteorological history, struck the peninsula, leaving widespread devastation. Nine ocean-going ships carrying Cuban raw sugar sank, and Samyang lost 800 tons of cargo. Fortunately, the company had secured insurance in U.S. dollars and was fully compensated in kind. These were only a few examples of the unforeseen challenges that Samyang faced—a reminder that uncertainty is an inescapable reality for any enterprise.

Despite repeated unfavorable factors, Samyang Sugar continued to grow as a company loved by consumers. In 1961, just five years after its factory began operations, it secured a 30% market share and became a leading sugar producer. From then on, the name Samyang Sugar became synonymous with first choice among consumers.

Samyang Sugar had now become a household name. It was also around this time that a special voucher for purchasing sugar was introduced and circulated much like department store gift certificates. In 1962, Samyang became the first Korean company to export 700 tons of refined sugar to Japan. The fact that domestically produced sugar was exported to Japan was a testament to its superior quality.

A Popular Choice Considered the Best Gift for Traditional Holidays

Samyang steadily expanded its facilities, improved quality, and introduced new products. In 1964, it launched 'Dalgona,' an artificial sweetener 40–50 times sweeter than regular sugar. Developed ahead of its time, it failed to gain traction in Korea and production was discontinued in 1967. However, it was well received in overseas markets, bringing in 170 million won in foreign currency revenue.

In 1965, Samyang introduced a new sales method, the consignment sales system, and diversified its exports to Hong Kong and Southeast Asia. In 1967, it obtained

The 'Three White Powders' Incident and Dalgona

Behind the launch of the new product Dalgona was an incident known as the 'Three White Powders.' The three white powders referred to sugar, wheat flour, and cement. The incident was triggered by suspicions that companies producing these goods were making huge profits through price manipulation and tax evasion, while providing kickbacks to politicians who turned a blind eye. These suspicions escalated into a major social issue. In the case of sugar, prices more than tripled due to skyrocketing international raw sugar costs, and even then, there was widespread outcry over shortages. Although Samyang was not involved in the incident, the company began developing a product that could serve as a substitute for sugar in the consumer market. This effort led to the launch of 'Dalgona' in 1964.

A collection of Samyang Sugar products from 1956

Dalgona, an artificial sweetener launched in 1964

KS (Korean Standards) certification and, in recognition of its superior quality, began supplying products to the 8th U.S. Army. In 1968, Samyang launched ‘Mini Sugar,’ a perfect complement to coffee and tea, and received rave reviews. Around this time, the company also began packaging sugar in hygienic polyethylene film and in beautifully designed cans. Sugar’s popularity showed no signs of waning. It became especially popular as a gift during traditional holidays and the winter festive season, and Samyang Sugar products quickly emerged as the most sought-after choice. At the time, sugar vouchers were considered a rare luxury, comparable to shoe gift certificates.

“Sugar was incredibly popular back then. A voucher for 3 kg of sugar was deemed ideal as a holiday gift for most business partners. Its popularity grew even more when canned sugar was introduced.”

Samyang Sugar, as Korea’s leading sugar brand, continued to sell steadily and enjoyed widespread popularity for half a century, until it was rebranded as the integrated food brand ‘Q.One’ in 2002.

Establishment of Another Scholarship Foundation: Sudang Scholarship Association

1968

Chairman Sudang Kim Yeon-su established and operated several educational institutions during the Japanese colonial period, one of the most difficult times in Korean history. These included the Yangyoung Association, Korea’s first private scholarship foundation; Donggwang School, the only secondary educational institution for Koreans in the Fengtian region of Manchuria; and the Namman Textile Factory-affiliated School, Korea’s first industrial school. Driven by patriotism and a deep bond with his people, he returned business profits to society, dedicated himself to nurturing talent, and fulfilled his social responsibility as a modern entrepreneur. This philosophy became the bedrock of Samyang’s corporate culture. On October 7, 1968, another milestone was reached with the establishment of the Sudang Scholarship Association. With this, Samyang became the first company in Korea where a single business leader established and actively managed two scholarship foundations.

Why the Sudang Scholarship Association Was Created Separately from the Yangyoung Association

The Sudang Scholarship Association, named after Chairman Kim Yeon-su’s literary name, was established with an 80 million won fund. This fund was raised jointly by Chairman Kim and his three sons—Sang-hong, Sang-ha, and Sang-deung—who each contributed 20,000 shares of company stock, totaling 80,000 shares valued at 1,000 won per share. Chairman Kim served as the foundation’s CEO, while five directors—Kim Sang-hong, Kim Sang-ha, Kim Sang-don, and Choi Sang-gyu—were appointed. Ki Woo-jong, a former Samyang Corp. executive, and Kim Gyeong-bae, a former managing director, were appointed as auditors.

According to the foundation’s initial statement, its mission was ‘to sustain, expand, and develop the educational program in perpetuity.’ The bylaws further specified this purpose: ‘The purpose is to provide scholarships and research grants

to the children of Samyang employees and its affiliated company employees in order to foster talent, and to achieve this, scholarships, research grants, and other auxiliary projects necessary to achieve this purpose.' It made it clear that the foundation was created to care for the 'Samyang family.' Still, many wondered why the Sudang Scholarship Association was necessary. Despite this, many still questioned the need for establishing the Sudang Scholarship Association. The reason was that the Yangyoung Association, founded with the goal of fostering outstanding talent nationwide, had only suspended its activities during the Korean War, but had resumed in the 1960s and was once again actively running scholarship programs.

"A company's profits belong not to an individual, but to the public. Now is the time we should take care of our families and homes."

The reason Chairman Kim Yeon-su initially placed talent development at the national level above the welfare of Samyang employees was rooted in the historical reality of Japanese colonial rule. He believed that nurturing the nation's future leaders was the fastest path to liberation and prosperity. With this conviction, he established the Yangyoung Association, pioneering the principle of placing public interest before private gain, for the greater cause. While children of Samyang employees were also among the beneficiaries of the Yangyoung Association, they accounted for only about 10% of total recipients, and Chairman Kim long felt the need to extend benefits more broadly to his employees.

By 1968, with the sugar business stabilized and Samyang's entry into the synthetic fiber industry and construction of a polyester plant underway, he felt it was the right time to 'take care of our own families.' To provide greater benefits to his employees, he established a separate scholarship foundation devoted to supporting the education of the children of Samyang and its affiliated companies' employees. There was another reason as well. Sudang had learned the importance of education from his father, and this lesson inspired him to hope that his descendants would continue the legacy and share their positive influence with society. The Sudang Scholarship Association officially began operations in 1969, one year after its founding, by awarding scholarships totaling 3,382,000 won to 137 children of Samyang employees in middle school, high school, and college.

Expanding Scholarship Eligibility and Amount

Starting in 1970, the Sudang Scholarship Association broadened its scope to provide more students with educational opportunities. That year, the foundation awarded scholarships to 25 middle and high school students in Chairman Kim's hometown of Gochang, North Jeolla Province. Scholarship amounts were set at 30,000 won for children of Samyang employees and 25,000 won for other

2003.02.25. Scholarship award ceremony jointly held by the Yangyoung Association and the Sudang Scholarship Association.

recipients.

In 1972, the number of scholarship recipients increased to 90, and the following year it was expanded to 100, with eligibility broadened to include students from Ulsan and other regions of Gyeongsang Province. By 1974, the number rose again to 120.

The scope of support did not stop there. In 1975, the Sudang Scholarship Association began providing research funding in addition to scholarships. In 1976, scholarships were extended to the children of financially struggling police officers. This program continued until 1981, when eligibility was revised to focus on college students. Even from then on, the Association steadily expanded its beneficiaries and extended its reach nationwide. Its financial resources also grew substantially from an initial endowment of 80 million won at its founding to 1.507 billion won by 1984. By that year, a total of 5,993 students had received support, and combined scholarships and research grants exceeded 600 million won.

Scholarship programs for middle and high school students continued until 1992, when they were discontinued following the implementation of compulsory education in rural areas. As in-house employee welfare funds became more active, providing tuition assistance for employees' children, Samyang's employee scholarships were also phased out. Instead, the foundation shifted its focus to research grants in the natural sciences. This transition reflected Sudang's conviction that advances in industrial technology and natural sciences were essential to driving national development. In this way, the Sudang Scholarship Association and the Yangyoung Association worked in partnership, faithfully fulfilling Samyang's commitment to social responsibility.

Reborn as a National Enterprise 1968

In 1968, Samyang decided to diversify its business into chemical fiber production, following its ventures in sugar and fisheries, and pursued the construction of a polyester plant. At the same time, it prepared for an initial public offering (IPO), as building the polyester plant required a large-scale investment and securing a more effective and sustainable capital structure. On December 27, 1968, the company went public and listed its shares on the stock market, thereby solidifying its status as a national enterprise.

IPO: A Turning Point in the Company's Growth

The development of the national economy depended on the growth of businesses, and their growth, in turn, depended on forming and securing sufficient capital. Until the 1960s, the Korean economy had a low level of private capital accumulation, and corporate financing relied heavily on bank loans and even usurious borrowing. This constrained rational management and corporate development, underscoring the need to move beyond fixed-fund approaches. For this reason, in 1967 business leaders began discussing the expansion of public corporations. The government likewise supported this initiative, recognizing that fostering a healthy capital market was essential for economic growth, and in November 1968 it enacted the Capital Market Promotion Act (Act No. 2046) to provide the necessary legal and institutional support. It further encouraged companies to go public by offering tax breaks and other incentives.

Samyang embraced this opportunity and pursued its IPO. The significance of this move lay not only in strengthening its financial base but also in fulfilling its social responsibility as an enterprise consistent with its founding spirit. In other words, the company aimed to promote public participation in corporate management while contributing to the sound development of the national economy. In addition, going public was expected to facilitate fundraising and improve the company's financial structure. More importantly, Samyang was moving forward with the construction of a polyester plant in Jeonju at the time, which required large-scale capital. The company had a firm determination to make both the IPO and the polyester plant project a springboard for its next major leap forward.

The company already possessed all the requirements for an IPO. At the time, its capital stock totaled 510 million won,› which included 12 million won from Samyang Trading Co., Ltd., established for conversion into a joint-stock company, as well as three capital increases over 15 years, two asset revaluations, and capital gains from the merger of Seonam Fisheries and Samyang Fisheries. This amount represented 51,000 shares with a par value of 10,000 won per share. Ahead of the IPO and listing, Samyang resolved at its 17th extraordinary general meeting of shareholders on October 15, 1968, to increase the total number of issued shares from 51,000 to 100,000, with 6,000 new shares to be issued. The new shares were to be offered publicly in accordance with the Securities and Exchange Act and regulations of the time, and a public offering notice was published in various daily newspapers.

"Samyang Corporation, a leading sugar producer in Korea, has decided to issue 6,000 new shares through a public offering. This public offering seeks to revitalize corporate culture and enhance the company's social value by separating capital from management. Believing that the offering of Samyang's new shares will serve as a model for the modernization of Korean private enterprises by increasing the company's equity capital ratio, soundly restructuring its capital base, expanding its scale, and strengthening its constitution, we welcome this initiative. Each member company of the Korea Securities Dealers Association has therefore resolved to handle the entire public offering of these new shares. (…)"

Evaluated as a promising growth company with solid capital, Samyang debuted as a public corporation on the stock market. With a subscription deposit of 1,000 won per share, subscriptions were accepted for eight days from November 6 to 13, with payment due on November 20. As a result, the initial target of 60 million won in public offerings was successfully achieved. After completing the capital increase registration on November 21, Samyang held an extraordinary general meeting of shareholders on December 7, where it confirmed the requirements for becoming a public corporation and amended its articles of incorporation. Key changes included increasing authorized shares from 100,000 to 1 million and adjusting the par value of shares from 10,000 won to 1,000 won. On December 8, the company submitted its application for a new listing on the KOSPI. On December 26, the Ministry of Finance and the Korea Stock Exchange approved the application and confirmed the commencement of listing. The dividend calculation date was set for November 21, and the merger date for the new and old stocks was scheduled for January 1. As a result, a total of 570,000 shares—including 510,000 old shares and 60,000

› Conversion into Samyang Corporation

Samyang was converted into a limited partnership in 1934, and later decided to change its structure to a joint-stock company as it prepared to enter the food manufacturing industry and pursue business diversification. This transition reflected the recognition that it was necessary to evolve into a truly modern enterprise. However, under the law at the time, a direct conversion from a limited partnership to a joint-stock company was not permitted. To resolve this problem, on March 17, 1953, Samyang established Samyang Trading Co., Ltd. The new company took charge of new business ventures, while the Samyang Limited Partnership continued to operate and expand the existing businesses. This dual structure remained in place for three years until June 23, 1956, when Samyang Trading Co., Ltd. merged with Samyang and the company was renamed Samyang Corporation. At this point, President Kim Yeon-su was appointed Chairman, and Managing Director Kim Sang-hong became President.

new shares—were listed on the stock exchange with same-day settlement. At last, Samyang had completed its transformation into a public corporation, establishing itself as a people's enterprise.

Samyang's IPO was significant in many ways. By going public, it was expected that financing for new business ventures and other management activities would become smoother and more efficient. Above all, the move was meaningful in that the company proactively responded to the pressing call of the time to transform itself from a family-owned business into a public enterprise. The company's ability to maintain a stable stock price after listing, serving as a model for other companies, became another source of pride for Samyang.

Following its IPO, the company expanded steadily. Capital stock, which stood at 570 million won at the time of its 1968 listing, increased almost fivefold to 3 billion won by 1973. Sales surged from 3.3 billion won in 1968 to 20.6 billion won in 1973, while assets more than doubled from 6.2 billion won to 15.3 billion won during the same period.

1968.10.15. New Share Issuance Decision at the 17th Annual General Meeting of Shareholders

Entering the Synthetic Fiber Business and Completion of the Jeonju Polyester Plant 1969

On December 10, 1969, Samyang unveiled the Jeonju Polyester Plant. Construction of the plant was completed just one year and five months after it began with embankment work to raise the ground level on a vast 360,000 square meter site. Three months later, the polymerization facility was installed, completing the entire polyester production complex. Finally, Triron, the company's first polyester fiber brand developed by Korean engineers, made its debut on the world stage. With the launch of this product, Samyang secured another growth engine—synthetic fibers—to stand alongside its foundation in sugar manufacturing.

Entering the Chemical Fiber Business as a New Growth Engine

In February 1963, Samyang acquired Jeonju Spinning,› laying the foundation for its entry into the textile business. With its management stabilized through the success of its food ventures, including sugar and fisheries, Samyang began exploring new opportunities, and textiles emerged as a promising option.

Chairman Kim Yeon-su had a particular affection for the textile industry: it was the first industry he had entered after returning from his studies in Japan, and he had accumulated extensive experience through operating Gyeongseong Textile and Namman Spinning.»

Samyang renamed Jeonju Spinning as Samyang Textile Co,. Ltd. and in its first year produced combed yarn and other OEM products. From the following year, production shifted to silk yarn. However, the company continued to post deficits, and concerns mounted that the textile business would fail unless drastic measures were taken. After comprehensive research and analysis of domestic and international textile trends and consumer preferences, Samyang concluded that chemical fibers were the solution.

A swift transition to synthetic fiber production was deemed essential for the survival of the textile business. Developing affordable, high-quality synthetic fibers was also aligned with Chairman Kim's philosophy of providing Koreans with what

› The History of Jeonju Spinning Mill

The Jeonju Spinning Mill traced its origins to the Jeonju factory of Joseon Mabang Co., Ltd., established in December 1942. After liberation, the factory was placed under the control of the U.S. military government and, following the Korean War, was returned to the South Korean government. In 1954, it was acquired by Joongang Academy, which restored the war-damaged factory, installed machinery and equipment with support from UNKRA (United Nations Korean Reconstruction Agency), and set up facilities to produce silk products and worsted yarns. But sales remained sluggish and losses persisted. The company was eventually put up for sale, but no buyer emerged for several years. Sudang, unable to continue watching Joongang Academy's mounting deficits, acquired the company in 1963 for 60 million won. It happened more than a decade after Joongang Academy had taken it over.

» The Reason Behind Entering the Textile Industry

Sudang's deep attachment to the textile industry was shaped by his experiences during the Japanese colonial period, when Koreans suffered immensely from the scarcity of clothing fabric. Witnessing this hardship firsthand left a profound impression on him. This sentiment was reflected in his later achievements, including laying the foundation of the Korean textile industry by producing Taegeuk-mark cotton yarn products through Gyeongseong Textile.

The Beginning of the Domestic Synthetic Fiber Industry

Synthetic fiber is a general term for textile fibers created through chemical and artificial processes. In Korea, the industry began in 1959 with the establishment of a PVA fiber plant in Busan by Mijin Chemical. This was followed by Korea Nylon in 1963 and Hanil Nylon in 1964, with Samyang Textile Co,. Ltd. joining in 1965 as the fourth entrant into the Korean synthetic fiber industry.

they most needed.

Samyang focused particularly on polyester. While nylon, acrylic, and viscose were already being produced at the time, polyester—with its exceptional strength, abrasion resistance, and elasticity—was not manufactured domestically and had to be imported. Localizing polyester production was seen as a way to reduce reliance on imports, contribute to national economic development, and improve citizens' quality of life. With only three synthetic fiber manufacturers in Korea, the market remained largely undeveloped and offered significant potential for growth as well. Global demand for polyester was also on the rise, promising its strong market potential.

In 1966, Samyang reassigned responsibility for the project from Samyang Mobang to Samyang Corporation. The company also succeeded in attracting multinational investment by forming a technical partnership with Japan's Rayon, and by securing loans from Mitsubishi Corporation and the Bank of California. This ample infusion of foreign capital provided a solid foundation for advancing the next-generation textile industry and accelerating the growth of Samyang's synthetic fiber business.

Reason for Changing the Factory Construction Site from Ulsan to Jeonju

The company decided to build the polyester plant in Jeonju. This decision was driven by Chairman Kim Yeon-su's determination. The initial plan had been to utilize approximately 260,000 square meters of unused land at the Ulsan plant. Ulsan had already proven itself as a viable industrial complex with the construction of a sugar refinery, and there was no need to incur additional costs to secure a new factory site. However, the plan took an unexpected turn. At that time, Jeonju City had been designated by the government as a new industrial complex and was developing an industrial zone in the Palbok-dong area. The city officially declared its intention to attract the Samyang polyester plant there.

This was reported in local newspapers day after day, and public enthusiasm grew as follow-up articles highlighted President Park Chung-hee's strong support for the plan.

Since Jeonju was an underdeveloped industrial region, local determination to attract the factory intensified, driven by hopes for regional development and job creation. Local government leaders and prominent figures visited Chairman Kim Yeon-su to seek his cooperation. They appealed to him by emphasizing their shared Jeolla Province roots and his deep affection for his hometown. They also promised full support: providing land for the factory at a low price in the desired location, as well as ensuring water, power, and roads for construction.

Responding to repeated requests, Chairman Kim Yeon-su traveled to Jeonju to personally inspect the complex. The region offered advantages such as clean air free from exhaust fumes, ample labor, and abundant industrial water. Yet its inland

1968. Chairman Kim Yeon-su Visits the Jeonju Factory Site

location also posed challenges, including higher logistics and construction costs.

"I am aware that Jeonju's location is disadvantageous in many ways compared to Ulsan. However, I ask you to remember that since the beginning of my business career, I have always placed contributing to the nation and society above profit. Moreover, when I visit my hometown—the most underdeveloped in our country—and hear the earnest wishes of its people again and again, I cannot bring myself to turn them down. I hope you will take this into consideration when making your final decision."

Chairman Kim Yeon-su persuaded executives who had opposed building the Jeonju polyester plant during a board meeting, and, touched by his appeal, they ultimately agreed to follow his decision. In May 1968, he officially announced his decision to construct the plant in Jeonju. Although this meant incurring approximately 200 million won in additional costs compared to building the factory in Ulsan, he could not ignore the earnest wishes of his hometown residents.

Completion of the Jeonju Plant and Launch of the 'Triron' Brand

Ground was broken in July 1968 for the Jeonju polyester plant on a 362,786-square-meter site in the industrial complex at 339 Palbok-dong 2-ga, Jeonju, purchased

from the city. In January 1969, while construction was progressing smoothly, a training team of 25—including key technical staff—was dispatched to Estelle, a subsidiary of Japan's Rayon, for an intensive three-month program on plant construction. Kim Sang-ha, serving as vice president at the time, joined them for one month to complete basic training. Upon their return, the trainees played a pivotal role in bringing the Jeonju Polyester Plant to completion.

The first phase of construction was finished in December 1969, and the polymerization facility was added in March 1970, marking the plant's full completion. The facilities included polymerization, spinning, drawing, and sawing, spread across a 16,033-square-meter main plant and a 10,214-square-meter annex. This was Korea's first polymerization facility. Even before construction was completed, the company had established its organizational structure and finalized the product name.

In October 1969, the Textile Headquarters was established with four departments: Management, Sales, Technology, and Silk Yarn. The new staple fiber (SF) brand was named 'Triron', chosen through an in-house contest. 'Tri' comes from the Greek word for 'three,' symbolizing the three key features of polyester fiber: high tenacity, high elasticity, and wrinkle resistance. The number three also resonated with the word sam (三) in Samyang's name, the Korean word for 'three.'

The Jeonju polyester plant began with a daily production capacity of 13 tons, producing a total of 2,172 tons in its first year—1,937 tons of SF and 235 tons of filament (FIL). As demand for polyester grew, Samyang initiated plant expansions. The first expansion, carried out over seven months from October 1973 to April 1974, added 4,856 square meters to the plant and 7,509 square meters of annex buildings. This increased the plant's daily capacity by about 230%, from 13 tons to 43 tons.

The most significant difference was the introduction of the newly developed TPA (terephthalic acid) process in the polymerization facility. This was a first in Korea. Converting dimethyl terephthalate (DMT), the main raw material for polyester chips, to high-purity TPA dramatically improved both product quality and production efficiency. More importantly, the TPA process laid the foundation for Samyang's later entry into the chemical industry.

Smooth Sailing Amid Continuous Expansion

Samyang's expansion of the Jeonju plant took place against the backdrop of the global economic turmoil caused by the first oil crisis. Nevertheless, Korea's textile industry pressed forward, expanding capacity as polyester exports continued to rise. Samyang recorded exports of $7.37 million in its first year after expansion, a 36% increase from the previous year. By 1975, as the global economy began to recover, demand for synthetic fibers surged, and the Jeonju plant operated at full capacity around the clock. Yet, it still fell short of meeting demand. The company pressed ahead with a second expansion in 1975, followed by the 1977 merger with Samyang Textile Co., Ltd. to establish the Jeonju Second Plant. Two additional expansions were completed by 1984. After four rounds of expansion in total, the Jeonju complex had grown into a major production base with a daily capacity of 164.5 tons, including 112 tons of SF and 52.5 tons of FIL.

1969. Ribbon-Cutting Ceremony of the Jeonju Synthetic Fiber Plant

1969. Samyang launched its first polyester product name (Triron)

Launching the Fisheries Business and Becoming the Top Exporter 1974

While pursuing new ventures in food and textiles, Samyang identified fisheries as another promising business field. Given Korea's geography, with seas on three sides, the fishing industry held clear advantages. Moreover, it was still relatively underdeveloped compared to other industries, leaving room for significant growth. In March 1953, Samyang established its subsidiary, Southwest Fisheries Co., Ltd., with the goal of revitalizing the fishing industry and earning foreign currency through exports. It was an effort to rekindle the hopes left unfulfilled on the vast Manchurian continent by drawing new promise from the sea. After a brief pause due to the construction of the Ulsan sugar refinery, Samyang launched its long-awaited fisheries business in 1955, ending the long wait.

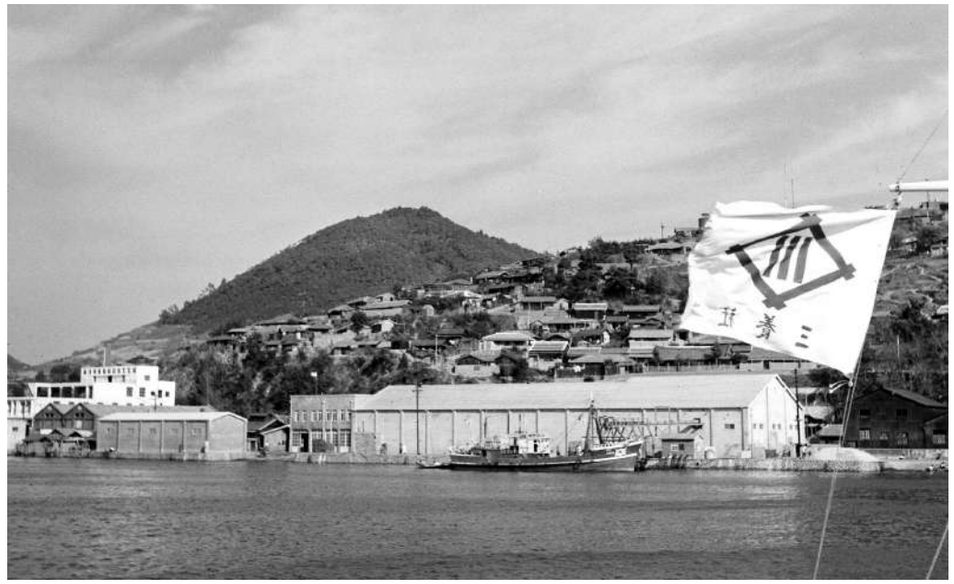
Uses and Types of Agar

Also known by various names such as kanten, Japanese gelatin, vegetable gelatin, China grass, Ceylon moss, and Jaffna moss, agar is a type of seaweed that Koreans have enjoyed in jelly form since ancient times. In addition to its use as an additive in premium nutritional supplements, it has been widely applied in cosmetics, alcoholic beverages, precision medicine, and bacterial culture, as well as in the broader fields of food, industry, medicine, and microbiology research. Depending on the manufacturing method, agar is divided into natural agar which is freeze-dried at low temperatures and scientific agar, which is artificially dehydrated and dried. Natural agar requires very specific environmental conditions and can only be produced during the cold winter months, when temperatures drop below freezing.

Entering the Fisheries Industry, Producing Scientific Agar and Artificial Ice

Seonam Fisheries' first product was agar, specifically scientific agar. Unlike natural agar, scientific agar could be frozen, coagulated, and dried, making it less dependent on climate or location and suitable for all-weather production. The company's secondary goal was to earn foreign currency by producing agar, which had previously been a hand-crafted commodity, with modern facilities. At the time, Korean industries were not advanced enough to earn foreign currency outside of mining and marine products, and Japan held a near-monopoly, supplying about 90 percent of global agar demand. In this sense, the production of scientific agar became another testament to Samyang's pioneering spirit.

In October 1955, Seonam Fisheries decided to build an agar manufacturing plant on its Ulsan factory site and began construction. But on May 23, 1956, only ten days before the scheduled ribbon-cutting ceremony, a fire broke out at the factory and reduced all facilities and raw materials to ashes. It was devastating to see all the sweat and hard work go up in flames, but the employees rallied together to overcome the setback. In May 1957, they finally completed construction of Korea's first scientific agar factory. In July, an artificial ice plant essential to the fishing industry was also completed. With the foundation for producing scientific agar using domestic technology firmly established, Seonam Fisheries set its sights on business expansion and, in January 1958, acquired Daehan Cotton Industry Corporation, which operated a plant in Mokpo.



1965.07. Yeosu Factory

In January 1961, Seonam Fisheries was merged into Samyang Corporation and made a new start as Samyang Corporation's Mokpo Plant. In 1962, the company shifted its business direction to seafood processing, freezing, refrigeration, and artificial ice. This change was prompted by soaring raw material prices for agar, while international market prices continued to fall, severely undermining profitability and limiting growth potential. Consequently, Samyang turned to fresh and processed fish as alternatives to agar. After thorough preparation, it proactively explored overseas markets. These efforts quickly paid off: in 1963 alone, the company exported 36 tons of fresh fish, beginning with Mitsui & Co. of Japan, and the following year expanded exports to other countries including the United States and Hong Kong.

During the 1960s, processed fish exports became one of Korea's most important export items. With the fishing industry booming, Samyang established its subsidiary, Samyang Fisheries Co., Ltd., in May 1962 and completed construction of its Yeosu Plant in April 1964. The new facility was equipped with a rapid-freezing unit capable of processing 16 tons per day, an 800-ton refrigeration unit, a 300-ton ice-making unit, and a 400-ton ice storage unit. Altogether, the Yeosu

Withdrawal from the Agar Business

As the scientific agar business reached its limit, the Mokpo Plant ceased production of scientific agar in December 1962. Out of dedication and passion for agar manufacturing, Samyang continued for a time to produce natural agar at its Ulsan Plant, but the construction of a nearby fertilizer plant interfered with proper drying. Above all, producing only natural agar without scientific agar greatly diminished the purpose and significance of entering the agar business in the first place. Ultimately, Samyang completely withdrew from agar production in 1969.

Plant.

In June 1965, Samyang Fisheries was merged, and this became the driving force behind establishing the policy of ‘catching fish with our own fishing vessels and exporting them with our own transport vessels.’ The goal was to gain a competitive edge by vertically streamlining the fisheries business, from fishing operations to sales. To this end, the company imported five 100-ton bottom trawlers from Japan, recognizing that mobility was a decisive factor in export success. These vessels were used for both long- and short-range fishing operations.

“Fishing in the vast ocean, searching for schools of fish, casting nets, and hauling them in was a daunting task even for seasoned fishermen with decades of experience. For our less experienced operators, the difficulties were beyond description, and there was much trial and error. To improve this situation, we invited specialists to train our employees and had them practice in coastal waters. That is how we developed our fishing skills.”

Samyang’s fishing capabilities steadily improved. Part of the fresh catch was exported to Japan, while the rest was sold at auction houses in Masan, Yeosu, and other locations. Between 1964 and 1967, the Yeosu factory handled approximately 4,356 tons of fresh and processed fish. From 1966 to 1973, Samyang caught 1,784 tons of fish directly and exported most of it.

Winning the No. 1 Title in Korea’s Fisheries Exports

In January 1970, the Mokpo factory developed a cuttlefish processing method and immediately began purchasing in bulk. By March of the same year, it was exporting to Masuoka Shoten in Japan. This gave a significant boost to both the Mokpo and Yeosu factories. Export orders surged, and the factories operated around the clock, with lights burning through the night.

In 1973, Samyang set a target of $8 million in fisheries exports and committed itself to developing new products. After field surveys and internal discussions, squid and filefish were chosen as the next focus. At the time, filefish was not considered edible and most of the catch was discarded, but Samyang sought ways to commercialize it. First, the company developed a processing method suitable for filefish, and the following year, it began producing Korea’s first seasoned filefish products at the Yeosu and Mokpo factories.

Samyang’s seasoned filefish became an instant hit for its excellent flavor and hygienic production. Its popularity soon spread to Japan, and in June 1974, seven tons of seasoned filefish products were exported to Inoue Foods. With steady exports continuing, seasoned filefish quickly emerged as one of Samyang’s flagship products.

The nationwide popularity and soaring sales of seasoned filefish spurred the rise of numerous small-scale processing companies. However, many of them lacked proper facilities and operated under unsanitary conditions, raising concerns about quality and hygiene. Samyang, by contrast, stood apart. Driven by a strong sense of responsibility to ensure that food for its people was never treated carelessly, and by pride in representing Korea’s image abroad—particularly in Japan, a country renowned for its rigorous quality standards—Samyang adhered to strict quality and hygiene controls. This commitment earned the company the trust and reputation associated with the name ‘Samyang.’

With the success of seasoned filefish exports in 1974, following its earlier achievements with cuttlefish, Samyang elevated its corporate standing even further. That year, the Mokpo and Yeosu factories recorded combined exports of 2,389 tons, generating $3.13 million in foreign currency. This was the highest record in the industry, crowning Samyang as Korea’s number one exporter of fisheries products.

1974. Fishery Export Products

Creation of the Corporate Flag and Anthem, and Publication of the Company Newsletter and History 1974

Samyang celebrated its 50th anniversary in 1974. Founded in 1924, the company had laid the foundation for modern agriculture during the national ordeal of the Japanese colonial period. After enduring liberation and the Korean War, Samyang successfully shifted its focus to manufacturing, expanding into sugar refining, fisheries, and textiles. This growth was faster than most, especially considering that the 1970s marked Korea's transition from a primarily agricultural economy to one centered on manufacturing. By concentrating its business structure around sugar refining and textiles, Samyang solidified its position as a leader in the Korean business community. Having completed half a century of pioneering growth, it was time to embark on a new path toward becoming a centennial company.

Creation of the Samyang Flag and Anthem

During the 1970s, Korea experienced rapid economic growth that astonished the world. It was also a period when Korean companies expanded aggressively through integration and diversification. Samyang also actively explored new business ventures while strengthening its existing operations and building greater adaptability to the changing corporate environment. Against this dynamic backdrop, and in celebration of its 50th anniversary in 1974, Samyang initiated the creation of a corporate flag and anthem as part of a unified image for a company that was emerging as a leader with a new approach to business management.

The decision to create a company anthem was based on the belief that music could serve as a powerful medium to express the company's management philosophy. An anthem would allow employees to sing it anytime and anywhere, naturally embracing the corporate spirit. This was an innovative initiative, as no other company in Korea at the time had an anthem of its own. To advance the project, Samyang formed a 'Company Anthem Design Team' and set guiding principles: the lyrics should reflect the company's free and enterprising spirit, while

1974. Recording session for the company anthem album

the melody should be powerful and passionate, reminiscent of the French national anthem. Initially, the company held an in-house contest under the slogan 'Let's create our own anthem,' inviting employees to submit lyrics. However, no suitable entries were selected. Ultimately, Samyang commissioned poet Jo Byeong-hwa and composer Kim Dong-jin, both celebrated figures of the era, to create the official anthem.

The lyrics for the anthem were completed in May of that year, and the melody was composed in June, giving birth to the 'Samyang Anthem.' The song fully embodied the company's philosophy, including the Samyang Motto and the spirit of the Golden Mean. Once completed, it was recorded in two versions: a solo by tenor Paeng Jae-yu, formerly of the Canadian National Opera, and a choral rendition by the Kyunghee Choir. A donut-sized vinyl record was produced and distributed to all employees. Since then, the anthem has been sung at major events such as the start-of-the-year assembly, general assemblies, and sports events, fostering a strong sense of unity and solidarity.

The anthem was created in conjunction with the Samyang logo and symbol. Samyang first adopted its corporate mark in 1926. It combined the Chinese character for 'king' (王) with a semicircular floral pattern. While the precise meaning remains uncertain due to a lack of records, it is believed to symbolize the company's commitment to excellence. The mark was partially revised in 1941, and in the early 1950s, when Samyang entered the sugar refining business, it was replaced with a new design. This version featured three vertical lines within a diamond, representing the number three (三, sam) in the company's name, Samyang. The change is thought to have reflected the company's transformation from agriculture to food manufacturing. The mark was officially registered as a

Lyrics of Samyang's Anthem

(Verse 1) Our founding, growing alongside our people / A bright spirit, growing alongside our nation / A green body, green dreams, boundless light, a rewarding life / Ah, Samyang, standing tall on its long history, the pioneer of our time
(Verse 2) Our creativity, safeguarding our people's happiness / A mindful mission, fostering our nation's prosperity / Samyang, standing tall for eternity, moving forward ceaselessly / Leading the world, a green Samyang, a glorious history
(Chorus) Love and prosper, our Samyang family / Grow and expand with the founding spirit of blessing, vitality, and wealth

trademark (No. 7515, No. 7516) in 1963, and from then on became Samyang's formal symbol. The Samyang flag was created using this symbol, serving as the company's emblem for a decade until it was replaced when Samyang commemorated its 60th anniversary.

Reissue of the Company Newsletter and Compilation of the Company History

On October 1, Samyang's 50th anniversary, the company published the first issue of its newsletter under the name Samyang, along with the creation of its corporate anthem and flag. It was a special commemorative edition for the 50th anniversary and, strictly speaking, a revival of the company newsletter, which had faced several ups and downs before becoming a regular publication.

Samyang's first in-house newsletter, Cheongun (lit. Blue Clouds), was launched in March 1969 by employees at the Ulsan plant. Published bimonthly, it was an employee-driven fanzine, modest in both appearance and content. Although its publishers and readership were limited to Ulsan plant employees, it provided a valuable communication channel for sharing internal news and employee voices. However, without official company support, it faced limitations and was discontinued after its ninth issue in July of the following year.

In 1971, the need for a company-wide newsletter resurfaced. As Samyang expanded and its business divisions and operations spread across multiple locations, a unifying publication and communication channel became increasingly necessary. A newsletter editorial committee was formed with manager-level employees from various divisions. After extensive discussions, the committee agreed to publish a bimonthly newsletter that would serve both as a comprehensive in-house journal and as promotional material.

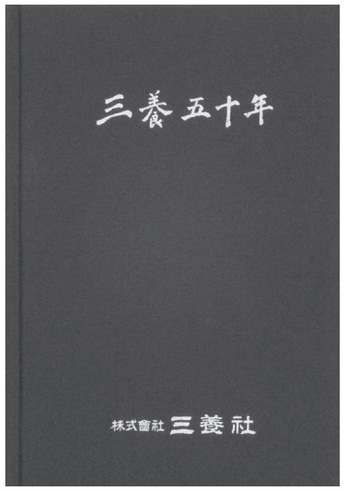
Following this, the company registered the publication with the Ministry of Culture and Public Information on March 16 of that year and published the first issue of the quarterly newsletter Samyang on March 27. A total of 2,000 copies, each 20 pages in a 4×6 format, were distributed to employees. The inaugural issue featured President Kim Sang-hong's opening editorial, business trends in sugar and synthetic fibers, and internal news. Over time, the content diversified, circulation grew, and the newsletter faithfully fulfilled its purpose as both a company promotional medium and a general newsletter. However, it faced another setback and had to be discontinued, this time due to difficulties in maintaining regular publication without dedicated staff. Ultimately, it was decided that the newsletter would be revived once full-time staff were secured, and publication ceased after the seventh issue in April 1973.

The company newsletter Samyang was revived in November 1974 with a commemorative issue marking the 50th anniversary of the company's founding. The format remained the same, but the publication cycle was changed from quarterly to monthly. Each issue printed 2,000 copies and distributed them to employees, shareholders, business partners, and related organizations. Compared to the earlier editions, the revived newsletter boasted greatly improved content and design, as well as higher printing quality. Another notable change was the assignment of dedicated reporters to cover each business sector. Since then, Samyang has faithfully served as both a communication channel for employees and a public relations tool representing the company externally. Alongside the newsletter, the company also published its history under the title Samyang 50 Years, documenting five decades of growth.

"By publishing the history of our company—which may be regarded as a vivid chronicle of the development of Korea's industrial economy and a living witness to it—we hope to provide an opportunity for self-reflection, and at the same time to offer, however partial, a useful resource for those engaged in historical research."

This statement by then–Vice President Kim Sang-ha encapsulated the reason for compiling the company's history. The process of completing the book was fraught with difficulties. The editorial staff scoured libraries and secondhand bookstores across the country to locate records related to the company, while also thoroughly searching the archives at headquarters, warehouses in Yeongdeungpo, and virtually every possible source of reference. Even after the manuscript was completed, it underwent multiple revisions to ensure authenticity and accuracy. The title of the book was rendered in Chairman Kim Yeon-su's own handwriting. Samyang 50 Years was finally published only after this painstaking process and effort.

1974.11. Publication of the Samyang newsletter resumed in commemoration of the company's 50th anniversary



1974.10.01. Samyang 50 Years was published to mark the company's 50th anniversary

PART. 3

TAKE UP A NEW BEGINNING HALF A CENTURY AFTER FOUNDING

1975 - 1987

Launch of the Second-Generation Management and the Beginning of the Jongno Era 1975

In February 1975, Samyang ushered in its second-generation management period by elevating Chairman Kim Yeon-su to Honorary Chairman and appointing Kim Sang-hong as Chairman and Kim Sang-ha as President.› This change of leadership marked the close of a half-century of pioneering under the first generation and the start of an era of sustained prosperity under the next. It was a generational succession that entrusted the company's future to its successors. It was followed by a broad reshuffling of executives across business divisions and affiliates. The transition symbolized both the end of one generation and the hopeful beginning of another. That year also saw the establishment of a new foundation to lay the groundwork for Samyang's centennial vision. The construction of the Yeonji-dong building, conceived as both the company's new headquarters and a hub for revitalizing corporate culture, marked the opening of Samyang's 'Jongno Era.'

› Transition to a Second-Generation Management System

On February 21, 1975, Samyang held a general shareholders' meeting at its headquarters in the Chohung Bank Building, where a vote required the first-generation management team, including Chairman Kim Yeon-su, to step down, and the second-generation management team, led by Chairman Kim Sang-hong, was appointed. With this decision, Chairman Kim Yeon-su was honorably relieved of management duties and elevated to Honorary Chairman after having led the company for 50 years since its founding in 1924. This transfer of leadership marked Samyang's 'second launch' under the leadership of Chairman Kim Sang-hong and President Kim Sang-ha, collectively referred to as the second-generation management team.

Decision to Build a New Headquarters After Eight Relocations»

With the launch of the second-generation management team, the long-awaited headquarters construction project gained momentum—truly a case of 'new wine in new wineskins.' In 1974, the year of its 50th anniversary, Samyang resolved to build a dedicated headquarters building.

At that time, the company had been operating for eight years out of the leased annex of the Chohung Bank headquarters at Namdaemun-ro 1-ga, Jung-gu, Seoul. However, as Samyang grew, the office space had reached its limits. Earlier attempts to build a headquarters had been repeatedly postponed, as resources were instead directed toward expanding production facilities and investing in new businesses.

Although the construction of a new headquarters had long been a shared aspiration among employees, some expressed concern about the timing. The first oil crisis had plunged domestic and global economies into recession. While Samyang was less affected than many other companies, it was not immune to the downturn. Nonetheless, management pressed ahead, convinced that additional workspace was critical to support future expansion and that a modern, more pleasant work environment would boost employee morale and invigorate the company's atmosphere.

Initially, the company considered purchasing and expanding or renovating its existing building, but ultimately decided to construct a new headquarters to better embody Samyang's identity. While searching for a site, promising news arrived: a former Christian holy site and the former residence of a high-ranking official during the Korean Empire had been put up for sale. Long regarded by feng shui experts as a prime location, it was situated at 263 Yeonji-dong, Jongno-gu, Seoul.

Chairman Kim Yeon-su and his executives personally inspected the site. What caught their attention first was a ginkgo tree of extraordinary size—4 meters in circumference and 14 meters tall. They were captivated by its lush greenery. Touring the grounds, they were further impressed: the location was close to the city center, offered convenient transportation, and retained a relatively well-preserved natural environment. With Subway Line 1 (Jongno 5-ga Station) under construction nearby, it was clear that the site would become a key transportation hub once completed.

» The Trail Leading to Yeonji-dong Headquarters

Samyang relocated its headquarters eight times before finally settling in its present site in 1975: 1) Established in October 1924 at Jangseong Farm, Jangseong County, South Jeolla Province. 2) In 1926, established headquarters at Gyeongseong Textile, 143 Hwangjeong 1-jeongmok, Gyeongseongbu. 3) Later moved to 115 Namdaemun-ro 1-jeongmok. 4) In July 1945, under evacuation orders from the Japanese, temporarily moved to Samsan Elementary School in Seongbuk-dong, returning to Namdaemun after Liberation. 5) In December 1945, relocated to a three-story building at 108 Namdaemun-ro 1-ga, Jung-gu, Seoul. 6) During the Korean War in 1950, operated from the Busan office as headquarters until returning to Namdaemun in July 1953. 7) In 1963, moved to the Hyundai Building at 92, Mugyo-dong, Jung-gu, Seoul. 8) In January 1967, relocated to the annex of Chohung Bank, a six-story building at 14 Namdaemun-ro 1-ga, Jung-gu.

1974.10.11. Groundbreaking Ceremony for the New Headquarters Building in Yeonji-dong

› The Ginkgo Tree: A 'Special Executive'

Samyang has long had a 'special executive': the ginkgo tree standing in front of its headquarters building. Designated a protected tree by the Jongno District Office in 1981, it was estimated to be 465 years old at that time. By 2024, the year of Samyang's 100th anniversary, the tree was 508 years old. Sudang's affection for this giant tree was so profound that, from the very beginning of construction, he regarded it as a 'special executive' of the company. He tended to it with devotion whenever he visited the building, carefully maintaining it season after season with nutrients and sap to keep it healthy. Chairman Kim Sang-hong later reflected: 'Whenever I see this giant tree, I sometimes see an image of my late father in it.' The ginkgo tree, which has silently watched over Samyang's growth for decades, has become an enduring symbol cherished in the hearts of all Samyang people.

» The Headquarters Building Construction Project Carried Out in Two Phases

The headquarters construction was originally planned in two separate phases because the Yeonji-dong area, where the building would be located, was subject to restrictions prohibiting structures taller than four stories. The plan was to complete a four-story building first, then proceed with a second phase once the restrictions were lifted. Fortunately, the government relaxed the regulations around the time the first phase was completed, allowing the second phase to begin immediately. This shortened the construction schedule and reduced costs significantly.

Construction of a New Headquarters to Anchor a Centennial Vision under Second-Generation Management

In April 1974, Samyang purchased 5,054 square meters of land from the Christian Broadcasting Station for 1.486 billion won and began drafting the basic plan for its new headquarters. The plan was guided by several key principles: to construct a building that would enhance the cityscape, secure ample outdoor space to emphasize landscaping, and incorporate energy conservation and pollution prevention into the design. With these principles in mind, Samyang commissioned Jeonglim Architecture to handle the design and Dongsan Construction to carry out the construction.

"Please take the surrounding nature into consideration as much as you can. It would be especially good if it harmonizes with the ginkgo tree."

This amounted to a strong message: he was determined to preserve the ginkgo tree, more than 400 years old, that stood tall on the construction site. Indeed, each time he visited, Chairman Kim Yeon-su would carefully check on the tree.›

Construction began in October 1974.» The latest technologies and techniques were adopted for the project. Built with pioneering PC panels of the time, the exterior walls combined style and durability, while the entrance featured a revolving door—the first in Korea. Special attention was also paid to energy efficiency and conservation to ensure both economic performance and rationality. Priority was given to domestically produced construction materials, which also had to be of the highest quality and up to date.

Samyang began relocating gradually in October 1975, the company's 51st anniversary, after the first phase of construction was completed. On April 1 of the following year, the second phase was also completed, and the new headquarters building finally debuted in its majestic appearance—one year and six months after groundbreaking. The Yeonji-dong headquarters had a total floor area of 13,990 square meters and stood 45 meters tall, with 11 floors above ground and one basement level. Construction costs alone reached 1.473 billion won. With this, Samyang established a new home in Yeonji-dong, Jongno, 31 years after completing its first three-story headquarters in December 1945, laying the foundation for its centennial plan.

Completion of the Yeonji-dong Headquarters and the Beginning of an Era in Jongno

TThe construction of Samyang's headquarters in Yeonji-dong was the talk of the town at the time, drawing attention throughout both the building process and upon completion. The Kyunghyang Shinmun ran an article on November 13, 1975, stating: 'Some of the large corporations such as Lucky, Shinjin, Sunkyung, Yukong, and Kyungin Energy don't own their own buildings to house their headquarters and operate in leased offices. Compared to them, Samyang must feel very proud.' Built amidst such widespread attention, the Yeonji-dong headquarters ushered in Samyang's era in Jongno. More than just office space, the building stood as the culmination of half a century of dedication and hard work by employees, carrying significance far beyond its physical structure.

First, as the headquarters of the Samyang Group, it held historical significance as the cradle that drove growth and development under second-generation management. It was in this building that Samyang entered a new era, strengthening its existing businesses while launching new ventures in fields such as chemicals and pharmaceutical biotechnology, contributing not only to related industries but also to the national economy. Second, it served as a cradle and breeding ground for change and innovation. While honoring a half-century of tradition, Samyang fostered a new corporate culture that embraced progress and transformation. Third, the building promoted faster information exchange and greater work efficiency, while fostering a sense of unity through a pleasant work environment. Last but not least, it revitalized the company's status, public image, and outward presence.

Employees who began work at the Yeonji-dong headquarters also reaffirmed their determination. They pledged to fulfill their responsibilities and contribute to the advancement of the company, society, and the nation, working in this building that stood as a field of creativity where, after half a century, a new chapter in history would be written and a new corporate culture would blossom.

1976. Samyang headquarters building and ginkgo tree in Yeonji-dong, Jongno-gu

Expanding Business Areas Into the Mixed Feed Business 1976

In the mid-1970s, as the domestic economy slowly began to emerge from recession, Samyang decided it was time to embark on a new venture: entering the feed business. The plan was to utilize the large volume of bones and viscera left over from processing filefish at the Mokpo and Yeosu plants as feed. Up until then, these byproducts had been supplied to fishmeal manufacturers at low prices. With growing consumption of animal protein and an increasing number of livestock households, the feed market had strong growth potential. Producing mixed feed with fish bones and viscera that were otherwise difficult to dispose of offered resource utilization and cost savings. The business prospects were promising, and the plan also aligned with government policies promoting livestock farming to improve the national diet. In short, there was every reason to pursue this venture.

Samyang acquires Samhwa Feed and enters the compound feed business

In December 1975, Samyang acquired Samhwa Feed Co., Ltd. and officially entered the compound feed business. Its location within the Mokpo Industrial Complex, along with convenient access to the Gwangju-Mokpo Expressway, provided excellent transportation advantages. In addition, the site was surrounded by a vast rural area that served as a primary consumer base for compound feed, ensuring a favorable sales location. These conditions were highly valued. The proximity of the site to Samyang's Mokpo plant also offered significant operational flexibility.

In January 1976, Samyang re-established the Samhwa Feed Mokpo Plant as a branch of the Samyang Mokpo Plant. At the time, the feed business was experiencing rapid growth, driven by government policies to encourage and promote livestock farming, as shown by domestic compound feed production, which increased from only 510,000 tons in 1970 to 1.38 million tons within six years. Samyang anticipated that rising national income and improving dietary habits would further increase meat consumption. Accordingly, in a span of two years beginning in 1977, the company expanded the plant twice, increasing production capacity from 20 tons per day to 120 tons.

The forecast proved accurate. In 1978, Korea's national income surpassed the 1,000-dollar mark, and meat consumption began to surge. This fueled an expansion in both supply and demand for feed. Demand for compound feed, in particular, grew significantly due to its convenience and reasonable price. Thanks to these conditions, the Mokpo branch factory overcame the initial difficulties of the acquisition and regained stability. Coinciding with Cheil Jedang and Daehan Jedang launching full-scale feed businesses, the Mokpo branch factory was upgraded to the Mokpo Feed Factory in July 1978 to prepare for intensifying competition.

In September 1981, Samyang launched a one-year project to modernize its feed facilities. As a result, the Mokpo Feed Factory was reborn as a modernized plant equipped with four 1,000-ton raw material storage silos, a crusher, and a mixer. Production capacity was also increased from 120 tons to 200 tons per day. In particular, the adoption of computer control enabled automation, improved efficiency, and greater scientific management. These upgrades significantly improved the quality of compound feed and gave Samyang a competitive edge in the market.

Process rationalization and facility expansion continued, and in 1984 four additional silos were constructed, securing a production permit for 430 tons per

1985. Mokpo Feed Factory immediately after facility expansion

day. Since production capacity was allocated based on silo size, additional silos were essential for expansion.

The plant finally reached its 430-ton capacity in August 1985 with the completion of pre- and post-process improvements for the mixer, the largest of the facility upgrades. As the livestock industry continued to expand in scale and automation, the Mokpo Feed Plant responded by building shipping facilities for containerized bag products in 1987 and adding pellet feed facilities the following year. With these facilities in operation, the plant produced 4,000 tons of processed feed per month across 12 product types for supply to livestock farms.

Construction of the Ulsan and Cheonan Feed Factories, the Largest in the East

In 1983, the Mokpo Feed Factory produced 270 tons of compound feed daily. While this was by no means a small amount, it was insufficient to meet growing demand, forcing Samyang to limit supply to livestock farms in the Jeolla Province region, Jeju Island, and parts of Chungcheong Province. Ultimately, Samyang resolved to build an additional feed plant in Ulsan. The objective was to complete the plant as quickly as possible and expand supply nationwide.

The Ulsan Feed Plant was completed in December 1984 and began production in February of the following year. With a daily production capacity of 770 tons, it was the largest single plant in the East. Construction costs alone reached 10 billion won, of which 3 billion won was intensively invested in quality-enhancing equipment. Notably, the entire process, from raw material receipt to finished product production, was fully automated. With the completion of the Ulsan Feed Plant, Samyang's annual compound feed production, including output from the Mokpo Feed Plant, expanded significantly to 554,500 tons. This placed Samyang second in the domestic feed industry rankings, a remarkable achievement in just ten years for a company that had entered the field as a latecomer.

Samyang continued to strengthen and expand its facilities. After three expansions between 1985 and 1987, the Ulsan Feed Factory's production capacity rose to 920 tons per day, enabling the production of a wide range of products to meet the diverse needs of customers. New product development also progressed steadily, and by the 1990s the factory had grown into a comprehensive feed facility capable of producing more than 50 different types of feed, including 13 for poultry, 18 for swine, 14 for cattle, and 4 for other livestock.

The Ulsan Feed Factory, the largest in the East, was built to commercialize Samyang's feed business nationwide. However, the company soon encountered a challenge. Logistics costs were significant when supplying livestock farms in Seoul, Gyeonggi, and Chungcheong Provinces from Ulsan. At the same time, with sheep farms relocating to cities such as Namyangju and Paju, the central region, which accounted for more than 50 percent of the total livestock market, faced disruptions in stable feed supply. The solution was to build a third factory. Accordingly, Samyang resolved to construct a feed plant in Cheonan to serve as a base for supplying feed to the central region.

Ground was broken for the construction of the Cheonan Feed Plant in February 1988, and the plant was completed in June 1989. Built on accumulated technology and experience, it was the most advanced feed plant of its time, with a daily production capacity of 300 tons. With its completion, Samyang's total compound feed production capacity, combining output from the Mokpo and Ulsan plants, surged to 1,650 tons per day, sufficient to meet the growing demand. This ensured a stable supply of feed to the central region, which consumed more than half of the nation's compound feed production.

Samyang soon divided the nation into three regions and implemented a three-pronged system, with each plant responsible for one region. The Mokpo Plant covered parts of South and North Jeolla Provinces, Jeju Island, and Chungcheong Province. The Ulsan Plant supplied South and North Gyeongsang Provinces. The Cheonan Plant established a nationwide sales and distribution network that covered the Seoul metropolitan area, Gangwon Province, and Chungcheong Province. This network was also utilized as a logistics hub for both feed and sugar. Supported by the operation of this three-pronged system, Samyang sold more than 600,000 tons of feed in 1989, surpassing 100 billion won in sales for the first time since entering the business.

Even amidst the rapid growth of the feed business, Samyang never lost sight of its original resolve. The principle set at the time of entry was to produce high-quality feed from high-quality raw materials using state-of-the-art equipment and technology, while supplying it at a reasonable price. The goal was not only to increase the income of livestock farmers but also to improve the dietary habits of the people. To achieve this, Samyang consistently adopted advanced technologies, developed both domestic and international feed raw materials, strengthened its research and development efforts, and provided overseas training to its specialists.

Withdrawal from the Feed Business

The domestic feed industry was hit hard by the Asian Financial Crisis, commonly known as the 'IMF bailout crisis.' The sharp rise in foreign exchange rates caused feed prices to soar, and the bankruptcy of partner companies further aggravated the difficulties. Restructuring became inevitable. In response, Samyang spun off its Ulsan feed plant and pursued production efficiency through facility improvements and management innovation, while also implementing cost reductions. Thanks to these efforts, the company was able to turn from deficit to profitability in 2002. However, fierce price competition within the industry led to a significant decline in profits. In 2012, Samyang restructured its business portfolio to focus on chemicals and food, and decided to withdraw from the feed business altogether. In March 2012, the company transferred its feed operations to a livestock specialist enterprise, bringing to a close a business that had lasted for 36 years.

Local Production of Ion Exchange Resins, A First in Korea 1976

In 1976, Samyang became the first company in Korea to successfully localize production of cation exchange resins, marking its entry into the fine chemicals business at a time when the domestic market was dominated by large multinational chemical companies. In 1985, Samyang also localized production of anion exchange resins—another first in Korea. At that time, Samyang was the only company in the country with the facilities and technology to produce both cation and anion exchange resins. Even globally, only four or five companies, including Dow Chemical, Mitsubishi Chemical, and Lanxess, possessed such capabilities, creating a promising opportunity for Samyang in the global market. To this day, Samyang remains the only company in Korea with a fully integrated ion exchange resin production system, covering everything from raw materials to finished products. Backed by this advanced technology, the company continues to strengthen its global competitiveness, lead the industry, and expand the range of applications.

What is an Ion Exchange Resin?

Ion exchange resins are granules measuring 0.3 to 1 millimeter—smaller than a grain of rice—and are a type of filter that removes ionic impurities through an ion exchange reaction. Various impurities dissolved in water or other liquid substances exist as positive or negative ions, and ion exchange resins capture and filter them out. They function much like the kidneys in the human body. Initially used for water treatment, ion exchange resins are now applied across a wide range of industries. They are used not only in daily necessities such as food and medicine but also in semiconductors, nuclear power, and other cutting-edge industries.

Successful Localization of Ion Exchange Resins, A First in Korea

Samyang's efforts to localize ion exchange resins began in the late 1960s. Until then, the product had to be entirely imported, as it required highly advanced technology and thus entailed a heavy R&D investment burden. Moreover, entering the market meant inevitable competition with global leaders. In December 1966, Samyang signed a distribution agreement with Nippon Rensui (Nihon Rensui), a subsidiary of Japan's Mitsubishi Chemical Corporation that designed and sold ion exchange resins and water treatment equipment. In 1968, under the brand name Diion, Samyang began selling these products in Korea. The strategy was to first enter the market through distribution and then, in time, establish its own manufacturing facilities.

In October 1972, representatives from Samyang met with the leaders of Nippon Rensui and Mitsubishi Chemical to discuss establishing a plant in Korea, laying the groundwork for local production. However, the discussions stalled. While the parties agreed on Samyang's fundamental objectives, they differed on the details. After protracted negotiations, a breakthrough was finally reached in 1975: Samyang would provide all the capital investment, Mitsubishi Chemical would supply the technology, and Nippon Rensui would provide the polymer—the intermediate ion exchange resin. Nippon Rensui would provide the polymer—the intermediate ion exchange resin.

1985.07. Ulsan Ion Exchange Resin Plant

SSamyang decided to build the plant in Ulsan to produce SK-1B and PK-212L, strong acid cation exchange resins, with an annual capacity of 800,000 liters. The first phase, KI-PlantI, a cation exchange resin post-treatment facility, was completed in December 1976. Because ion exchange resins were a fine chemical product that Samyang had never handled before, the construction process presented numerous challenges. Nevertheless, drawing on its accumulated plant construction experience, Samyang completed the project in just five months. Above all, the company proved its capabilities by meeting product specifications from the very first test run.

KI-PlantI underwent test operations before officially beginning regular production in April 1977, opening a new chapter in domestic cation exchange resin manufacturing. In November of that year, improvements in operating methods led to a 10% increase in output. A month later, the government banned imports

of foreign-made SK-1B and PK-212L to protect the domestic industry, enabling Samyang's ion exchange resins to quickly establish a foothold in the market.

The demand for ion exchange resins continued to grow steadily, and in August 1978 Samyang responded by building KI-PlantII. This expansion doubled the capacity of the Ulsan cation exchange resin post-treatment plant to 1.6 million liters. Around the same time, a domestic company began producing styrene, a key raw material for polymers. This allowed Samyang to save foreign currency and enhance product competitiveness, as polymers no longer had to be imported from Japan.

In May 1980, the company constructed the polymerization process (KP-Plant) to diversify its product lineup and more efficiently manage raw materials and inventory. While the basic design was provided by Mitsubishi Chemical, the detailed engineering was carried out by the Ulsan plant's own engineers, and Samyang Heavy Industries oversaw the manufacturing, installation, and piping of the machinery. The KP-Plant added a polymer production capacity of 1.6 million liters per year. With this achievement, Samyang became the first company in Korea to possess integrated facilities and technology for cation exchange resin production—from raw materials to finished products. This allowed the company to replace numerous imported products and expand its share of the domestic market.

In April 1984, Samyang successfully developed a new product, SK-IB SS, directly without going through the pilot plant stage. The company continued to steadily expand its production capacity, and by December 1988, the Ulsan plant's cation exchange resin and polymerization facilities had reached 2.4 million liters. This made it possible to not only meet domestic demand but also to supply sufficient quantities for export.

1987.09.19. Groundbreaking Ceremony for the Anion Exchange Resin Polymerization Facility

Establishing an Integrated Production System from Raw Materials to Finished Products

In the 1980s, demand grew not only for cation exchange resins but also for anion exchange resins. To meet this demand, Samyang decided to build an anion exchange resin production plant. Since no such manufacturer existed in Korea, the company once again turned to Mitsubishi Chemical for assistance.

In June 1985, Samyang completed construction of an anion exchange resin post-treatment plant (KA-PlantI) with an annual capacity of 800,000 liters, located adjacent to the cation exchange resin plant. Production began immediately, with about ten types of anion exchange resins developed, including resins for deionized water treatment. In September 1987, construction began on a polymerization plant to produce CMP, the key raw material for anion exchange resins.

The polymerization plant, with an annual capacity of 1.6 million liters, was built in parallel with KE-PlantII, a major secondary process for CM production. Construction of the polymerization process was completed in April 1988. At this point, Samyang was the only company in Korea with integrated production facilities and technology for both cation and anion exchange resins, covering the entire process from raw materials to finished products.

At the time, anion exchange resins were a highly advanced specialty chemical, produced by only four or five companies worldwide. Localization not only replaced imports worth an estimated USD 1.5 million annually but also created strong export prospects. Samyang further expanded its post-treatment capacity from 800,000 liters to 1.6 million liters, aligning it with polymerization capacity. The company also introduced a Distributed Control System (DCS), automating the entire production process for cation and anion exchange resins.

In doing so, Samyang pioneered a new path and established a new engine for growth. By building integrated production facilities and mastering technology for both positive and negative ion exchange resins, the company secured international competitiveness in fine chemicals, following its earlier achievements in the food business, and laid the foundation for entering the environmental sector in the years ahead.

Request for Technical Cooperation from Mitsubishi Chemical

When Samyang requested technical cooperation from Mitsubishi Chemical, the initial response was cautious. Mitsubishi stated that cooperation was possible but limited only to the construction of a post-processing plant, on the grounds that the scale of the anion exchange resin polymerization process was too small. In addition, the proposed sales price for the polymer was excessively high. This passive stance stemmed from Mitsubishi's concern that supporting Samyang might undermine its own raw material (CMP) sales. Samyang, however, had to take this position into account. It therefore decided to first construct a post-processing plant and import raw materials from Mitsubishi Chemical to produce anion exchange resins, with the plan to build a polymerization facility at a more suitable time in the future.

Entering the Machinery Industry and Launching Samyang Heavy Industries 1977

In the 1970s, Samyang took a more proactive approach in pursuing new businesses. The guiding principle was clear: industrial development should align with the entrepreneurial spirit of contributing to the nation through sound business growth, while also serving the public interest and ensuring profitability. It was under this principle that the company considered entering the machinery industry. Although immediate profit was unlikely in this field, the move supported the government's heavy and chemical industry policies and promised to contribute to the national economy. Accordingly, Samyang restructured its business portfolio, shifting from a consumer goods-oriented structure to one centered on machinery and the heavy and chemical industries.

Acquisition of Management Rights of Icheon Heavy Machinery

Samyang entered the machinery industry in 1975 by investing 50 million won in Icheon Heavy Machinery, a general machinery company. Formerly known as Icheon Mulsan, the company operated a foundry in Bucheon, Gyeonggi Province. After becoming independent from Icheon Mulsan in 1973, Icheon Heavy Machinery entered into a technical partnership with Japan's Icheon Industrial Co., Ltd., producing high-quality cast iron products and expanding into the machinery sector. Samyang decided to invest in the company in recognition of its technological strengths as a comprehensive machinery manufacturer.

In April 1976, Samyang acquired 43.5% of Icheon Heavy Machinery's issued shares and began participating in management. The following year, the company went public and was listed on the stock exchange. However, by then its financial condition had worsened, requiring the support of Samyang, its largest shareholder. In August 1977, Samyang acquired additional shares and assumed management control. The company did not expect immediate profits from this move. Rather, the intention was to restructure Samyang's business portfolio away from its consumer goods focus and toward machinery and heavy chemicals.

1980. Icheon Heavy Machinery at the Time of Acquisition

After joining the Samyang Group, Icheon Heavy Machinery set out to normalize operations. Designated by the government as a manufacturer of molds, machine tools, and power presses, the company revitalized its business and sought to expand exports. These efforts bore fruit when it achieved its first export of a power press to Lebanon, establishing a reputation in the Middle East. The company's product performance was also recognized by Lloyd's Register of the UK, known for its stringent standards. Building on this momentum, Icheon Heavy Machinery undertook mechanization of its foundry sand processing system and modernization of its molding and post-processing facilities in 1978. These initiatives paid off, driving significant growth in machine tool and machinery sales—from 3.1 billion won to 4.9 billion won. Export markets also diversified, expanding from Asia (Japan, Australia, Singapore) to the Middle East, and even reaching the Americas, including Colombia.

A Fresh New Start as Samyang Heavy Industry

The second oil crisis in 1979 dealt a severe blow to Korea's heavy chemical industry, which was in its infancy. Icheon Heavy Machinery was no exception. To overcome this crisis, Samyang renamed the company Samyang Heavy Industry in February 1979 and incorporated it as a subsidiary. This move provided an opportunity for Samyang to pursue management innovation and work toward stability. Nevertheless, the situation didn't get better. Ultimately, Chairman Kim Sang-hong and President Kim Sang-ha, together with the parent company Samyang, took the drastic measure of reducing their personal shareholdings by 30% to cover deficits—an extraordinary demonstration of leadership and commitment.

Fortunately, Samyang Heavy Industry steadily overcame these challenges

and grew into a robust machinery manufacturer. In 1983, just four years after its launch, it had already emerged from chronic deficits and achieved profitability. Operating on a 42,975-square-meter site, the company managed three factories—machinery, foundry, and pipe manufacturing—as well as a laboratory. Its annual output reached 15,000 tons of cast iron products, 7,000 tons of machinery, and 2,500 tons of steel structures. This growth enabled the company to become a mid-sized enterprise supplying major corporations such as Daewoo Heavy Industries. Such achievements were made possible by emphasizing profitability over outward expansion, under Samyang's consistent support.

Expanding Domestic Sales and Exports through Superior Product Capabilities

With renewed confidence from its business recovery, Samyang Heavy Industry committed itself to improving productivity by renovating and expanding aging facilities and enhancing working conditions, in response to growing demand for domestic industrial equipment and overseas markets. At the same time, the company also dedicated itself to technological and product development. Through facility modernization and active innovation, it earned a strong reputation for quality and performance in the international market.

These efforts produced tangible results. The company supplied large amounts of equipment by replacing and expanding facilities at the Ulsan Sugar Refinery and Jeonju Textile Plant, and it showcased machines that were developed during the construction of feed mills in Ulsan and Cheonan. Externally, the company localized cylinder frames, a key component of large ship engines, and supplied them to Korea Heavy Industries and Construction. In addition, it provided rolls and machine tool castings to major corporations such as Pohang Iron and Steel Company and Daewoo Heavy Industries. Notably, the company achieved the feat of successfully localizing papermaking machinery through the development of new products. By the late 1980s, the company became the first in Korea to produce an offset press for newspaper printing domestically, supplying it to media outlets and helping reduce foreign currency outflows. In 1990, it also developed Korea's first power press robot.

Furthermore, Samyang Heavy Industry successfully localized all equipment used in the key processes of synthetic fiber production—polymerization, spinning, and drawing—and supplied this equipment to both domestic and international fiber plants, demonstrating its technological capabilities at home and abroad. Its reputation spread overseas, leading to significant exports of machinery and parts to countries including Japan, the United States, and Canada from the late 1980s. In recognition of these achievements, the company received the '$1 Million Export Tower' award on the 24th Trade Day in 1987 and the '$5 Million Export Tower' award in 1991.

Samyang Heavy Industry's Next Moves

Samyang Heavy Industry was hit hard by the 1997 Asian Financial Crisis, with sales plummeting by nearly half. To overcome this, the company reorganized into a team-based structure and introduced a responsible management system. To streamline operations, it spun off business divisions and reshaped its management structure by creating a group-owned plant company. In 2007, it further diversified its business by acquiring Samyang's environmental business division. Through rigorous restructuring and internal innovation, Samyang Heavy Industry successfully recovered and, in 2009, changed its name to Samyang Entec. This marked a shift toward creating greater added value in the machinery and environmental sectors through engineering. In 2014, the company was merged into Samyang Holdings.

Improving Management System Efficiency and Establishing Education and Training 1978

Samyang expanded its business by continuously diversifying its operations, beginning with sugar manufacturing and extending into fisheries, textiles, feed, machinery, and fine chemicals. Although these businesses shared a manufacturing foundation, management practices and workforce allocations varied by industry and scale. As Samyang grew into a conglomerate, the need to streamline and stabilize its management system became increasingly clear. To this end, it was essential to introduce a new personnel system and conduct a company-wide job analysis and reorganization.

Unifying the Rank System under a Company-wide Employee System

In 1973, Samyang introduced a two-division structure—the Fiber Division and the Food Division—transitioning from the previous department-centered, functional organization to a business-centered, divisional system in which each business unit assumed responsibility for all activities from production to sales. Alongside this organizational innovation, significant efforts were made to strengthen and streamline management functions. Major progress was achieved through Total Quality Control (TQC) initiatives, including the implementation of a personnel evaluation system, establishment of a pay system, promotion of training, quality control circle activities, introduction of a suggestion system, and internal standardization. Additional efforts to enhance competitiveness were pursued by reducing costs through energy management and streamlining production processes, including quality control, all of which yielded meaningful results.

A notable milestone came on July 1, 1976, when Samyang unified the previously two-tier rank system of 'employee' and 'special-level employee' into a single, company-wide employee system. While this was important in simplifying personnel management, its deeper purpose was to improve the treatment of lower-level employees and foster unity by democratizing the company. This eliminated discord and encouraged a more harmonious corporate culture. At the same time, salaries for employees and special-level employees across all business sites, including

headquarters, were raised significantly—by as much as 40%—and regulations concerning service, personnel, and pay were reorganized. These measures boosted morale and made the company atmosphere noticeably more vibrant.

The personnel management system was also overhauled. In 1976, new guidelines for promotion selection were established, and the following year, the performance evaluation system was significantly revised and supplemented. These reforms were introduced in response to several issues that had surfaced since the adoption of the performance evaluation system in 1971. Key changes included expanding the purpose and scope of performance evaluations and introducing more detailed criteria. Whereas performance evaluations had previously been used only to determine pay increases, they were now also applied in promotion decisions, training, and transfers. Furthermore, the company pursued a more rationalized approach by introducing a factor-scaling system, in which points were assigned by factor rather than through a single comprehensive score, and by adopting an adjustment coefficient system in place of the distribution-restriction method.

Job Analysis Implementation and Establishment of a Personnel System

With significant expansion driven by new business ventures, Samyang conducted a job analysis in April 1978 to streamline its management system. The aim was to more effectively integrate human resource management—including personnel selection and deployment, training, organizational design, and wage management—

1976.06.18. Meeting on the unification of general affairs staff across the company

with business operations. Similar efforts had been attempted several times before, but they had been only partially implemented, leaving room for further reshuffling. This time, it began with a month of promotional activities, followed by a training camp for practitioners and benchmarking against exemplary companies. Job analyses were then conducted in stages, starting at the Ulsan plant and continuing across sites in Busan, Daegu, Mokpo, Yeosu, Jeonju, headquarters, and Daejeon. The project lasted 15 months, requiring a significant budget and the participation of approximately 1,930 employees.

The effects of the job analysis exceeded expectations. First, the coding of jobs through job organization enabled more efficient management in areas such as recruitment and assignment. In addition, the segmentation of organizational functions led to the creation of a functional organization chart, which schematically illustrated the flow of work and clarified the management responsibility system. Notably, the job analysis also made it possible to calculate appropriate staffing levels for each job assignment, thereby facilitating systematic human resource management. In January 1982, a second round of job analysis was carried out to address issues identified during implementation and to overcome organizational stagnation caused by the economic downturn. The objective was to use the analysis to move away from the traditional seniority-based personnel system and to fully implement a functional qualification system. Although this plan fell through due to opposition from stakeholders, the company continued to recognize the importance of a modern personnel system and pursued the principles and spirit of the functional qualification approach. Over time, the framework was gradually solidified through regular annual reviews. These efforts culminated in the 1990s with the establishment of a new, function-centered personnel system, including job restructuring, a promotion system, and a performance evaluation system.

1988.07. Samyang Corporation produced the 38th Company-wide Training Plan Booklet

Systematizing Education and Training for Future Talent Development

Samyang began providing education and training for talent development in the late 1960s. Early training programs focused on three main areas: intellectual education related to assigned duties and roles, value-based education on attitudes and conduct, and organizational development training to enhance group-wide capabilities and teamwork. The Ulsan plant, in particular, began recruiting new college graduates through open recruitment in 1968. Successful applicants were systematically provided with three months of structured training, establishing a foundation for professional development and organizational integration.›

Training that had previously been conducted sporadically gradually became more systematic in the 1970s and was institutionalized in 1976. Under the supervision of the Training Manager of the HR Division within the General Affairs Department, training programs were introduced that included on-site instruction and collective special courses organized by function, rank, and position, with a strong emphasis

› New Employee Training

New employee training was rigorous and intensive. Each morning, recruits received one hour of abacus calculation practice, followed by three hours of business-related theoretical instruction. In the afternoons, they participated in hands-on field training, which included physical labor. The effectiveness of the program was reinforced by requiring trainees to submit weekly reports every Monday. Upon completion of the three-month training course, a written examination was administered.

on developing management skills. However, until this time, training remained irregular and was largely focused on functional areas—such as new employee training, sales training, and quality control—depending on immediate needs. On-site training, which had been conducted independently at some factories, was reorganized in 1982 into a formal program for frontline supervisors, with the goal of enhancing supervisory capabilities.

In March 1985, a dedicated Training Division was established within the HR Department, and formal training regulations were enacted, creating a more systematic approach to employee development. By 1987, training programs emphasized improving employees' job performance and self-development through position-specific training, while also strengthening the mental discipline and behavioral skills of sales personnel.

Later, the focus shifted to cultivating corporate talent to meet the demands of a new business environment. Existing training methods proved inadequate in addressing the increasingly competitive and complex business environment brought about by globalization, informatization, a deteriorating trade environment, and the acceleration of advanced technologies. At the cusp of the 1990s, Samyang embarked on developing a long-term talent development strategy.

1978.09.06. Jeonju Plant 2 Job Analysis Interim Report Meeting

Establishment of the Samyang R&D Center, the Cradle of Research and Development 1979

Samyang began earnestly considering the establishment of a comprehensive research institute in 1977. At the time, the business environment was changing rapidly, marked notably by resource constraints, shifting consumption patterns, and the momentum of globalization. Sustained corporate growth was becoming increasingly difficult to expect without developing products that met consumer needs as well as seeking out new markets. Consequently, the importance of research and development became ever more apparent. In response to these pressing needs, Samyang established the Samyang R&D Center on April 1, 1979, building upon the foundation of the Jeonju Plant laboratory with expanded personnel, equipment, and organizational structure.

Opening of the Samyang R&D Center and Focusing on Developing New Materials and Technologies

The first-phase goals of the Samyang R&D Center were to improve product quality, enhance analysis and testing capabilities, integrate and systematize technology, cultivate high-quality personnel, and develop new products. To achieve these objectives, its inaugural year was designated the 'Year of Introducing the Basic R&D Center System.' During this period, efforts focused on creating a research environment by installing advanced equipment and facilities, expanding the workforce, and strengthening qualifications. The following year, under the goal of 'Establishing a Management System,' the R&D Center benchmarked leading research institutes and academic organizations to define the direction and scope of its research projects.

After two years of concentrated effort, the R&D Center's organization and functions were stabilized. In 1981, the Samyang R&D Center was officially certified as a corporate research institute by the Ministry of Science and Technology, marking a new turning point for Samyang's R&D. Building on this momentum, Samyang constructed the First Laboratory Building, a 1,322㎡ facility, opening

a new chapter in research and development. In 1983, a downstream building was added, and a pilot plant was relocated and installed. By 1984, just five years after its establishment, the Samyang R&D Center had grown into a research organization of about 80 employees, including 29 researchers, with three laboratories: Chemistry, Fiber, and Materials. A second laboratory building was also completed, and a branch in Ulsan was established to conduct specialized research in food and fine chemicals more efficiently. The research at the time was largely divided into fiber and non-fiber sectors. The fiber sector focused on improving the polymer quality of polyester fibers and developing new materials and specialty yarns, while the non-fiber sector concentrated on plastic product research. Research was also conducted on various ionic resins used in water treatment, decolorization, and pharmaceutical liquid purification. Over five years, Samyang invested 4.73 billion won in research and development.

The accomplishments of the Samyang R&D Center totaled 78 projects: 26 strategic research projects, such as product applications and new material development; 18 basic research projects, including product stability and quality assurance; and 8 projects in polyester technology. The results of these projects were remarkable. In field-related research, manufacturing technologies for polyester fibers and cost- and energy-saving processes were developed and applied. In strategic research, notable progress was made in developing new materials. In basic research, significant advances were achieved, including identifying and theorizing the causes of problems that had previously remained unresolved. Particularly noteworthy were the R&D Center's achievements in the fiber sector. For the first time in Korea, Samyang successfully developed PBT fiber, which combines the strengths of polyester and nylon fibers, opening a new era in high-elasticity woven and knitted fabrics. In addition, 'Silklike' and 'Spunlike' yarns were developed, improving the dyeability of polyester fibers—a long-standing drawback—and thereby achieving both product differentiation and the creation of new markets.

Strengthening Research Capabilities through Expanded Research Facilities and Reinforced Research Personnel

In 1985, judging that it had achieved its primary goals to a certain extent, the Samyang R&D Center shifted its focus toward developing new technologies and stabilizing products through both basic and applied research. This transition was intended to proactively respond to changes in the business environment and technological conditions while enhancing productivity and global competitiveness. Greater emphasis was also placed on developing new products to improve quality and achieve differentiation. Around this time, the first research conference was held, where research results were presented and accomplishments were systematized. Researchers were also dispatched to universities and research institutes and actively encouraged to pursue master's and doctoral degrees.

1980s Samyang R&D Center

These efforts were recognized in 1986, when the Samyang R&D Center was designated a military service exemption research institute by the government, enabling it to secure highly qualified research staff. That same year, a third laboratory building was completed, and a two-patent-per-person target management system was introduced alongside an incentive program for employee inventions. The objective was to boost researcher motivation, maximize research outcomes, and actively encourage patent applications. These initiatives produced remarkable results. By 1990, 94 patents had been filed, of which 23 were registered. Notably, a U.S. patent was filed for a polyester resin composition. This was Samyang's first overseas patent registration.

To maximize R&D resources and enhance the substance of its research activities, Samyang R&D Center actively participated in joint research projects across industry, academia, and research institutes. This began in 1983 with the Aspartame Synthesis Research project in collaboration with the Korea Institute of Science and Technology (KAIST), followed by many others. Over the course of ten years beginning in 1985, Samyang participated in and successfully completed 24 joint research projects with external institutions such as Korea University, the Korea Research Institute of Chemical Technology, Sungkyunkwan University, Chonbuk National University, and BaronTech Research Institute in the United States. These collaborations enabled the R&D Center to rapidly develop and accumulate cutting-edge research technologies, while also making a significant contribution to strengthening the capabilities of individual researchers. In 1987, the first and second laboratory buildings, originally completed in 1982 and 1984, were significantly expanded, and a third laboratory building was added, further enhancing the Center's R&D capacity. At the same time, facilities were continuously upgraded through the introduction of the latest research equipment and the reinforcement of research staff. Through these efforts, Samyang R&D Center faithfully served as the cradle of the company's R&D activities for 24 years, until 1993, when the Samyang Group's R&D Center was established in the Daedeok Research Complex.

Declaration of a ‘Second Founding’ on its 60th Anniversary 1984

On the morning of October 1, 1984, people began gathering with delight at the Jeonju Public Stadium. It was the day marking the 60th anniversary of Samyang’s founding, and a commemorative ceremony was scheduled to take place. The crowd of approximately 3,000 included employees from Samyang business sites across the nation, as well as employees and their families residing in Jeonju.Although Samyang had held founding ceremonies every year, the atmosphere on its 60th anniversary was markedly different. There was a strong sense of determination in the air—a determination to make the 60th anniversary a new starting point, a ‘second founding,’ and a leap forward toward renewed prosperity. To mark the occasion, various events were planned, including the unveiling of a statue of founder Kim Yeon-su, the publication of his biography, the compilation of a 60-year company history, the revision of the company’s emblem and logo, joint commemorative ceremonies at all business sites, and company-wide sports events.

Joint Commemorative Ceremony and Company-Wide Sports Events

The ceremony began with the lighting of the torch, brought from the birthplace of founder Kim Yeon-su, followed by a commemorative address by Chairman Kim Sang-hong:

“Today, on this joyful, fulfilling, and meaningful day, I am proud that the entire Samyang family has gathered together to commemorate our company’s past achievements. (…) A company belongs to society and its people, as well as to all those who work for it. Let us all strive forward with a stronger sense of ownership. Let us cherish the 60 years of Samyang’s history and welcome a brighter tomorrow.”

Chairman Kim Sang-hong reflected on the company’s 60-year history and the valuable achievements it had made through its entrepreneurial drive, unwavering pioneering spirit, and commitment to ethical management, all while overcoming numerous hardships and challenges. He also expressed gratitude and praise for the dedication of employees and urged them to continue striving toward an even brighter future. The ceremony concluded with awards presented to long-serving and outstanding employees, along with plaques of appreciation and commemorative gifts for partner companies and shareholders.

Following the ceremony, the company-wide sports events commenced. Employees from all business sites were divided into six teams and competed in 22 events, including soccer, handball, marathon, and tug-of-war. Clad in colorful uniforms, the players faced off amidst enthusiastic cheers. Trophies and cash prizes were awarded to winners in each category and overall, while additional prizes—including cheerleading awards and lucky draws—added to the festive atmosphere. It was a day of unity, where all employees came together as one, competing and celebrating amidst applause and camaraderie.

On September 30, the day before the anniversary, a pre-event was held in which employees showcased their talents in various performances. Popular singers were invited to perform, and fireworks lit up the night sky in celebration. Coinciding with the anniversary, the Samyang R&D Center held a Triron New Material Exhibition, reaffirming Samyang’s founding spirit of innovation. To further commemorate the milestone, Samyang also unveiled a statue of its founder and

1984.06.09. Unveiling of the statue of Chairman Sudang Kim Yeon-su

› Founder Kim Yeon-su’s Statue Unveiled

A statue was unveiled to honor the remarkable achievements of founder Kim Yeon-su and to revive his entrepreneurial spirit. The 165 cm-tall seated statue was created by renowned Korean sculptor Kim Yeong-joong. An inscription and a poem by poet Seo Jeong-ju, rendered in calligraphy by Park Jong-hoe, were engraved on both sides of the statue’s front. The completed statues were erected at the Jeonju and Ulsan factories in June of that year.

Samyang Literature and Art Exhibition

To commemorate the company's 60th anniversary, the Samyang Literature and Art Exhibition was held. This event reflected the company's distinctive culture of appreciating tradition and artistic creativity, and of supporting them through various initiatives. A total of 777 works were submitted through an internal contest. After rigorous screening by a panel of judges, 85 works—including the grand prize and other outstanding entries—were selected. The winning works were exhibited for one month, from September to October, at the headquarters and at the Jeonju and Ulsan factories. A collection of the winning entries was also published as a supplement to the company newsletter.

organized the Samyang Literature and Art Exhibition.

Revision of the Company Logo

Another notable project commemorating the company's 60th anniversary was the revision of its logo. Under the banner of the 'Second Founding,' Samyang introduced the Corporate Identity Program (CIP), focusing on modernizing the logo as a symbol of prosperity and the company's leap forward as a world-class enterprise. The goal was to systematically unify the company's image and strengthen its public presence. To this end, the Company Logo Revision Promotion Committee was formed in February 1984. The committee established the basic framework for the CIP system and organized an internal contest for the new logo. The contest drew 800 submissions and was met with enthusiastic participation from employees. Building on these submissions, Samyang commissioned Professor Yang Seung-chun of the Seoul National University College of Fine Arts and his team to create a new image representative of Samyang. At the 60th anniversary ceremony, the company officially announced the new symbol, which was subsequently trademarked in accordance with the Korean Intellectual Property Office's product classification standards.

"We revised the company's symbol mark with a modern touch, embedding within it our strong will and determination for the future."

As pointed out by Chairman Kim Sang-hong, the new logo symbolizes a deep-rooted giant tree and a rising sun, representing the promise of a brighter tomorrow. It embodies Samyang's long history, its sound corporate spirit, and its vision of eternal growth. The three triangles in the design represent Samyang's motto: Yangbok (養福), which seeks spiritual values; Yanggi (養氣), which promotes physical health; and Yangjae (養財), which fosters wealth through frugality and creativity.

Standing Tall at the 60th Anniversary

In 1984, as Samyang celebrated its 60th anniversary, it firmly established its reputation as a sound mid-sized company built on management grounded in integrity and trust. This period was particularly significant as it marked the maturation of the second-generation management team, which continued the founder's legacy while advancing through management diversification. What began with food and fisheries had now expanded to include compound feed, chemical fibers, ion exchange resins, foundries and industrial machinery, starch, and starch sugar. Its affiliates at the time included Samyang Heavy Industries and Sunil Glucose Engineering. The reason the company had only two affiliates at this time was because, following its philosophy of patriotic industrial growth through

1984.10.01. Samyang's new logo was unveiled at the 60th anniversary ceremony

sound corporate development, Samyang had deliberately avoided the widespread 'octopus-like' diversification popular among traditional businesses. Instead, Samyang focused on industries where it could make meaningful contributions to the national economy.

Samyang also enjoyed a robust financial structure. In 1984, its 33rd fiscal year, the company achieved sales of 239.3 billion won, ranking 34th among the nation's top 50 conglomerates. Its equity capital and profits also grew steadily. Equity capital increased by 52.5 billion won, from 26.8 billion won in 1980 to 79.3 billion won in 1984. During the same period, operating profit rose from 15.8 billion won to 24.1 billion won, and net profit from 1.1 billion won to 6.7 billion won, demonstrating substantial growth. External evaluations also confirmed the company's soundness.

In 1984, the Hankook Ilbo's Korea's Top 50 Conglomerates series, which analyzed the management practices of 563 leading companies, ranked Samyang as the most stable among the top 50 conglomerates. As of 1983, the average debt-to-equity ratio of the top 50 conglomerates was 454.8%, while Samyang's stood at only 189%, less than half that figure. Its capital adequacy ratio ranked first at 34.54%, significantly higher than the average for the top 50, while its current ratio ranked second at 131.44%. In 1984, as Samyang celebrated its 60th anniversary, it also established a long-term development plan to become a world-class company in the 21st century. This plan encompassed all aspects of management, including business advancement and new business expansion. At this point, the company stood on the cusp of its transformation into the Samyang Group.

STORY. 025

Securing Management Rights of Sunil Glucose and Expanding the Food Business

1985

In the 1980s, Samyang intensively focused on diversifying its traditional food business portfolio. As part of this effort, in December 1984, Samyang acquired all shares of Sunil Glucose Engineering, which until then had been jointly managed. Under Samyang's single management system, the company entered a new era for its food business. By purchasing the shares held by CJ and Daehan Sugar, Samyang secured effective management control. This decision was made in recognition of Sunil Glucose Engineering's growth potential. The following year, in January 1985, it was officially incorporated as a Samyang affiliate. This came 12 years after the three companies—Samyang, CJ, and Daehan Sugar—began joint management of the company.

Predecessor of Sunil Glucose

Sunil Glucose was originally founded in April 1964 as Daehan Synthetic Precision Co., Ltd., a food company that produced glucose and starch syrup from sweet potatoes. In October 1969, the company changed its name to Sunil Glucose Industry Co., Ltd. For a time, it thrived, building a plant in Seogwipo, Jeju Island, in partnership with the Rural Development Administration, with an annual production capacity of 1,500 tons. However, the company soon faced serious challenges, particularly in securing raw materials, which led to accumulated losses. In April 1972, in accordance with the Ministry of Commerce, Industry and Energy's policy of restructuring government-invested institutions, a feasibility study team composed of representatives from CJ, Samyang, and Daehan Sugar—under the supervision of the Sugar Manufacturers Association—was dispatched to the Seogwipo plant to conduct a comprehensive review of operations. In August of that year, Samyang (32.8%), CJ (49.2%), and Daehan Sugar (18%) jointly acquired Sunil Glucose and began operating it.

A New Beginning as Part of the Samyang Family

After being taken over by the three sugar producers, Sunil Glucose Engineering sought operational normalization by improving its management conditions, completing construction of a starch sugar plant in Gajwa-dong, Buk-gu, Incheon, in 1976, with an annual production capacity of 21,000 tons. As a result, the company emerged from a long period of deficit and achieved profitability in 1977.

In 1979, the company expanded its factory to a daily capacity of 300 tons, and the following year it entered into a technical partnership with A.E. Staley, a global starch manufacturer, introducing advanced starch manufacturing technology. In 1981, it established a high-fructose manufacturing facility using Mitsubishi Chemical's technology and began producing high-fructose products. Following this, it completed a modified starch pilot plant and introduced modified starch for papermaking. In 1982, it established Korea's first starch technology research center, marking a turning point in new product development and process improvement.

Recognizing the growth potential of the business under joint management, Samyang acquired all shares held by CJ and Daehan Sugar in December 1984, thereby ending the joint management system and transitioning to a single management structure. At that time, Sunil Glucose Engineering had an annual production capacity of 21,000 tons of glucose, 21,000 tons of regular fructose, 72,000 tons of high fructose, 21,000 tons of corn syrup, 18,000 tons of corn starch, 12,000 tons of modified starch, and 800 tons of sweet potato starch, along with by-products such as corn skin and germ. With this production scale, it was leading the industry with a 27% share of the domestic market.

After joining the Samyang family, Sunil Glucose Engineering relocated its headquarters from Donggyo-dong, Mapo-gu, Seoul, to the Samyang Building in Yeonji-dong, Jongno-gu, Seoul, and changed its name to Sunil Glucose Co., Ltd. This marked the start of a development plan that included the construction and expansion of production facilities. The first step in this plan was the construction of a new corn flour manufacturing process at the Incheon plant, completed in July 1985. Sunil Glucose imported equipment and technology from Wöhler, a world-renowned Swiss milling machinery company, and invested 1.1 billion won to establish a manufacturing process with a daily production capacity of 100 tons. At the same time, to enhance the corn crushing capacity that supported starch sugar production, the company expanded its crushing facility from 200 tons to 800 tons per day.

It was also around this time that the company began exporting its plants. Starting with the export of a 65-ton-per-day plant to Indonesia in 1985, it followed with the export of a 35-ton-per-day high-fructose plant to Pakistan in the same year. This marked the beginning of a more active pursuit of export diversification.

Sunil Glucose also continued its efforts to improve quality and develop new products. The company had already acquired advanced technology from leading companies in the United States and Japan and had accumulated significant expertise in the starch sugar sector through its Starch Technology Research Institute.

After becoming a Samyang affiliate, Sunil Glucose further strengthened its capabilities. In 1986, it signed a technical partnership with A.E. Staley to introduce new modified starch technology, thereby improving product quality. Furthermore, to develop functional food ingredients using biotechnology, it entered into a technical collaboration with Meiji Seika of Japan, which led to the development of the functional sugar 'Sunoligo' in 1987. Sunoligo is a health food ingredient proven to be highly effective in promoting the growth of Bifidobacteria, a beneficial lacticacid bacteria in the human intestine. Sunil Glucose produced 300 tons of Sunoligo each month, all of which was exported to Japan. With the company's momentum and growth accelerating, Sunil Glucose went public in 1987 and listed its shares on the stock exchange.

Construction of a Second Plant at Ulsan

Since the mid-1980s, demand for starch products had increased significantly. Sunil Glucose's Incheon plant pursued several expansions to meet this growing demand.

1985. Sunil Glucose Incheon Factory

Although its corn-crushing capacity reached 1,000 tons per day, this was still insufficient to cover the rising demand for glucose-related products, making further expansion inevitable. However, with the Incheon site already at full capacity, additional expansion there was not feasible. Consequently, the company decided to construct a second plant in Ulsan. Since Samyang already operated sugar and feed plants there, the company could expect synergy effects such as reduced logistics costs for the central and southern regions and efficient use of existing plant utilities and facilities.

Construction of the Ulsan plant began in September 1987 and was completed in November 1988. Built on a 35,371㎡ site, the facility consisted of seven main buildings, including a silo with a storage capacity of 9,000 tons and a corn-crushing line capable of processing 3,000 tons per day. All production processes were automated and computerized.

With the completion of the Ulsan plant, Sunil Glucose significantly expanded its production capacity and was able to boost exports and strengthen competitiveness through product diversification. This also enabled faster delivery to the Gyeongsang and Jeolla regions. Notably, the plant brought about import substitution benefits, as it enabled the company to independently produce anhydrous dextrose in-house, a high-value pharmaceutical ingredient that had previously been fully imported. The ability to produce high value-added pharmaceutical products significantly enhanced competitiveness. Key products included anhydrous dextrose and sorbitol. Anhydrous dextrose, the raw material for glucose injections, could now be manufactured in-house, providing clear import substitution benefits. In 1990, Samyang became the first Korean company to export these products to Peru, Mexico, and other countries in Central and South America, as well as to Southeast Asia, gaining international recognition. Production of sorbitol, which began in 1989, further expanded business opportunities. In addition to its use as a food additive in confectionery and bakery products, sorbitol was also applied in cosmetics and as a tenderizer in fish processing, broadening Samyang's global footprint.›

Sunil Glucose's growth was evident in both sales and capital. Since becoming a Samyang affiliate in 1985, its sales grew by 10 to 15% annually until 1990. Capital also increased steadily, rising from 3.57 billion won in 1984 to 8.408 billion won in 1990. Building on this growth, Sunil Glucose prepared for the 1990s by developing a variety of high value-added products and actively expanding exports.»

› Concurrent Incheon Plant Facility Rationalization Projects

Alongside the construction of the Ulsan plant, Sunil Glucose pursued facility rationalization projects at the Incheon plant. A combined heat and power facility was built, equipped with a 9,200 kW, 3,300 V turbine and a 60-ton boiler. This enabled the plant to generate its own electricity, ensuring a stable energy supply and enhancing cost competitiveness through reduced energy costs.

» From New Food Ingredients to Eco-friendly Basic Materials

Using corn as a raw material, Sunil Glucose produced key food ingredients such as glucose, fructose, regular starch, modified starch, maltose, corn syrup, and functional oligosaccharides and supplied them to the food, pharmaceutical, paper, textile, and cosmetics industries. In 1992, the company developed Sunoligo M500, an affordable and versatile isomaltooligosaccharide that maintained the functionality of oligosaccharides, and Sunil Maltitol, a health-conscious sweetener effective in managing diabetes. In 1993, the company introduced Sunoligo Liquid, Korea's first high-purity fructooligosaccharide, along with its powdered form. In the same year, Sunil Glucose expanded into the environmental sector by developing Bio Green, a biodegradable material, and Biofil, a biodegradable packaging buffer, both firsts in Korea.

STORY. 026

Samyang Women's Cycling Team Founded 1986

With the start of the 1980s, Korea was experiencing rapid economic growth and establishing itself on the international stage. As the nation's profile grew, Korea hosted two major sporting events: the 1986 Asian Games and the 1988 Seoul Olympics. These international events offered a unique opportunity to further promote Korea to the world. In preparation for these national events, Samyang sought meaningful ways to contribute. Out of this backdrop came the birth of the Jeonju-based women's cycling team.

1986.01.24. Founding Ceremony for the Women's Cycling Team

The Founding of the Women's Cycling Team and Its Rise to Prestige

In 1986, Samyang founded a women's cycling team based in Jeonju. The goal was to support the development of less popular sports, broaden their reach, and contribute to the local community. At the time, there were 11 men's and only five women's professional cycling teams in Korea. However, as cycling was not a popular sport, women's cycling had a weak foundation and was overshadowed by more mainstream sports. Naturally, support was limited, and players faced many difficulties. From the outset, Samyang had an unpopular sport in mind, recognizing the greater need for corporate support in such areas.

On January 24, 1986, the women's cycling team officially launched with a founding ceremony at the Jeonju Plant Welfare Center. About 500 people attended, including company executives, then–North Jeolla Province Governor Shim Jae-hong, local dignitaries, players, and their families. The team was initially led by Jeonju Plant Manager Lee Jin-woo and consisted of coach Nam Cheol-woo, former national team coach Kang Hae-shin, and former national team players Choi Eun-sook, Kwon Mi-sook, Oh Young-mi, and Lee Hyun-joo.

In its very first year of founding, the Samyang Women's Cycling Team competed in the March 1st Independence Movement Day Cycling Competition, winning third place in the women's team category, with Choi Eun-sook finishing sixth in the individual event. That same year, the team began to draw attention by winning the team championship and setting a new Korean record at the MBC Cup National Cycling Competition.

Since then, the team has competed in various national competitions, including the National Inter-Provincial Cycling Competition, the Chairman's Cup National Cycling Competition, and the August 15th National Cycling Competition, all the while breaking records and dominating victories and solidifying their status as a prestigious women's cycling team in Korea. The team also represented Korea in international competitions, earning numerous awards and contributing to national prestige.

As of 2025, the Samyang Women's Cycling Team remains Korea's only team owned by a private company as it carries on its tradition of 39 years.

Growing into a Global Polyester Company 1987

In 1986, Samyang ranked 9th in the Korea Chemical Fibers Association's survey of the world's top 10 synthetic fiber companies. This achievement testified to Samyang's position as a world-class manufacturer on par with the world's leading polyester companies. Synthetic fibers were the company's core industry, and they were the main driving force behind Samyang earning the $100 Million Export Tower Award in 1980, strengthening its brand power while meeting the growing demand in both imports and exports. The technological advancements and accumulated expertise from this period further fueled Samyang's expansion into industrial materials and non-fiber sectors.

Growing into Korea's Largest Synthetic Fiber Production Plant

The Jeonju plant, a key base for the domestic synthetic fiber industry, achieved both quantitative and qualitative growth in response to the explosive expansion of the industry during the 1970s. To resolve persistent supply shortages and ensure a stable market supply, the company repeatedly expanded its facilities. By the completion of its fourth expansion in 1984, the Jeonju plant had grown into a large-scale polyester facility with a daily production capacity of 164.5 tons (112 tons of SF and 52.5 tons of FIL).

Expansion projects continued to strengthen product supply to the market. In 1985, the Jeonju plant completed its fifth expansion, adding a daily production capacity of 7.5 tons of FIL through an investment of 13.6 billion won from both domestic and international sources. Around the same time, the company also developed technology to produce SF conjugate composite yarn, which spins two different polymers into a single thread through a single nozzle. Conjugate composite yarn is essential for toy manufacturing, where supply struggled to keep pace with soaring demand as the global toy industry rapidly expanded.

In response, the Jeonju Plant began construction on a large-scale 40-ton production line expansion, which was completed in April 1986. This increased the

1985.03. Jeonju Plant 2 Signboard Hanging Ceremony

plant's daily production capacity to 402 tons in total, including 290 tons of SF and 112 tons of FIL. The expansion helped Samyang emerge as a leader in domestic conjugate yarn production while also alleviating the difficulties faced by the domestic toy manufacturing industry due to raw material shortages.

In 1986, the Jeonju Plant completed its fifth SF expansion project, adding a daily production capacity of 80 tons. As part of this project, a polymerization facility was also constructed to maximize the benefits of the large-scale production line. With this expansion, Samyang's SF capacity reached 370 tons per day, solidifying its position as the largest SF plant in Korea.

Samyang advanced such large-scale expansions largely due to the economic circumstances of the time, when industries across the country were enjoying a boom under the so-called 'three lows' phenomenon: falling crude oil prices, a declining dollar exchange rate, and low interest rates. The cotton spinning industry was also eager to expand facilities on a large scale in response to rising demand for SF. International demand for SF surged significantly because Pakistan—the largest importer of polyester fibers from the Jeonju Plant—and various other Southeast Asian countries significantly expanded their cotton spinning facilities. In 1987, the company completed construction of an 18-ton daily FDY production line to meet the increasingly diverse tastes of consumers and established a system for small-batch, multi-variety production.

Even with year-after-year expansions, Korea continued to face a filament

shortage due to the sustained growth of the fiber industry. To meet rising demand for yarn and deliver higher-quality products, the Jeonju Plant carried out its sixth and seventh FIL expansion projects. Notably, three SDY lines—each with a 12-ton capacity and capable of simultaneous high-speed spinning and drawing—were added. With their completion in 1988, the Jeonju Plant reached a daily FIL production capacity of 170 tons, enabling greater productivity, cost savings, and product differentiation through a broader range of product lines.

That same year, alongside the FIL expansion, the plant also completed its sixth SF expansion project, adding a daily capacity of 60 tons. At the same time, the conjugate expansion project was launched in response to rising domestic and international demand, along with a polymerization expansion project providing 200 tons of daily capacity. These steps were necessary because once the large-scale SF expansion and conjugate expansion were completed, SF production capacity would rise to 770 tons per day, which in turn required a polymerization facility of at least 200 tons per day.

However, as expansions continued, the Jeonju Plant reached saturation in the late 1980s, making further growth at the existing site impossible. To overcome this constraint, Samyang purchased 149,000 square meters of land in the Jeonju Industrial Complex 2 in 1987. The following year, construction began on the eighth FIL expansion project, which was completed in 1989. As a result, the Jeonju Plant's FIL production capacity increased to 200 tons per day.

Ranked among the World's Top 10 Synthetic Fiber Companies

In the 1980s, the synthetic fiber market experienced rapid growth, driven by the global economic boom and steadily rising demand both at home and abroad. Samyang also played a leading role in the advancement of the domestic and international textile industries by investing heavily in facility expansion and automation to boost productivity and quality. As a result, the Jeonju Plant was ranked 9th in the 1986 Korea Chemical Fibers Association survey of the world's top 10 chemical fiber companies, solidifying Samyang's position as a leading polyester producer.

As a world-class synthetic fiber manufacturer in both scale and quality, Samyang consistently led the domestic market through technological development. At the center of this effort was the Samyang R&D Center, which played a key role in developing new products such as the polyester brand Triron. The center contributed to the growth of Samyang's synthetic fiber business by adopting advanced technologies and tirelessly researching and developing proprietary processes, which were then applied to facility expansions and production improvements. In particular, Samyang focused on creating new materials, successfully producing Korea's first hollow composite fiber in 1984. In 1987, it also developed Triron fiber, a low-impact fiber used as a raw material for nonwoven fabrics. The development of the hollow composite fiber earned the Jeonju Plant the distinction of being named the '1984 Outstanding New Material Developer,' and at the 2nd Technology Promotion Expansion Conference, its innovation was further recognized with the Silver Tower Order of Industrial Service Merit.

The accomplishments of the center were also recognized in overseas markets, achieving remarkable success. In 1980, it played a key role in Samyang receiving the $100 Million Export Tower Award for the first time, enhancing the company's brand power while supporting the national policy of promoting exports and imports. Its achievements went beyond product exports. In 1986 and 1987, Samyang exported SF manufacturing facilities and plant technology to Mexico and Pakistan, earning international recognition for its advanced expertise in this field. Notably, in March 1987, Triron was officially registered as a trademark with the Pakistani government and secured exclusive rights. Furthermore, through technical collaboration with National Fiber, the Pakistani government once again acknowledged the excellence of Samyang's products and technology, further strengthening trust. In 1990, Samyang established Diwan Salman Fiber Co., Ltd., a joint venture with Japan's Mitsubishi Corporation and Pakistan's Diwan Group, and built a polyester plant, and further elevated its global standing.

1994.11.30. Diwan Salman Fiber Factory, built in collaboration with Pakistan's Diwan Group

PART. 4

SECURING FUTURE GROWTH ENGINES THROUGH ENHANCED BUSINESS STRUCTURE

1988 - 2003

Samyang Group Unmoors 1988

On March 1, 1988, Samyang Group was officially launched. To rationalize management in response to its diversifying food business and entry into new sectors, the company transitioned to a group management system and reaffirmed its commitment to concentrating its capabilities on becoming a centennial company. With this reorganization, Samyang Group was structured into five affiliates: parent company Samyang Corporation (food, textiles, chemicals, and feed), Samyang Heavy Industries (machinery), Sunil Glucose (food), Shinhan Flour Mills (food), Samnam Petrochemical (chemicals), and Samyang Kasei (chemicals), along with the Yangyoung Foundation (Sudang Scholarship Association). This marked the first such restructuring in the 64 years since its founding.

Establishing a Group Structure and Entering New Businesses

Samyang began considering a group management system in the mid-1980s. At the time, under Chairman Kim Sang-hong and President Kim Sang-ha, the company had focused on strengthening the management of its existing businesses for nearly a decade. This effort enabled Samyang to establish itself as a solid enterprise producing sugar, fisheries, compound feed, chemical fibers, ion exchange resins, foundries, industrial machinery, starch, and starch sugar, standing tall as one of Korea's enduring companies.

However, the times demanded change. While Samyang had expanded in both scope and scale, centered on food and fibers, it now needed to diversify beyond its traditional businesses and move into cutting-edge industries to position itself as a top-tier enterprise in the 21st century.

Samyang's choice was cutting-edge new materials. Samyang soon built an engineering plastics (EP) compound plant and a PBT polymerization plant in the Jeonju 2nd Industrial Complex, and founded Samnam Petrochemical to produce high-purity terephthalic acid (TPA), a raw material for polyester. It also pursued the establishment of Samyang Kasei as a joint venture to produce polycarbonate

1988.08.30. Samyang Corporation's 37th Annual General Meeting of Shareholders

resin (PCR), one of the five major general-purpose engineering plastics. In the food sector, Shinhan Flour Mills was acquired to diversify the group's product line. Establishing affiliates in the materials and raw materials industries was a step toward enhancing and diversifying its business structure.

Samyang's rapid expansion brought its organization to five affiliates, 18 business sites, and over 6,000 employees. To support this growth, the company accelerated its transformation into a conglomerate, or group structure, to unite its affiliates under a single entity. The objective was not simply external expansion, but the establishment of a management system in preparation for the 21st century.

Through this series of moves, Samyang Group was officially launched in March 1988. Samyang had previously refrained from expanding its affiliates, but it was now undertaking its most aggressive business diversification since its founding and had established a group structure. But this was not the same as other large corporations at the time that pursued competitive affiliate expansion. Samyang was different from them because it limited its ventures to areas tied to public interest and profitability, in line with its founding spirit of industrial patriotism. Its careful selection of petrochemicals and high-tech industries was also aimed at avoiding excessive corporate expansion through redundant investments and at ensuring sound corporate development.

The management structure also underwent changes. The Vice Chairman–CEO system and the multiple CEO system were adopted in 1986, followed by the

introduction of the Group Chairman system in 1988. This was a strategic move to operate the organization in a way that would drive future growth by developing and fostering profitable businesses at the group level. Accordingly, in March 1988, a system was established in which Kim Sang-hong was appointed Chairman of Samyang Group and Kim Sang-ha was appointed Chairman of Samyang Corporation. Representative directors and presidents were also appointed for each company, including Samyang Heavy Industries, Sunil Glucose, and Samnam Petrochemical. This created a new top management structure at the group level in preparation for the launch of new affiliates such as Shinhan Flour Mills, Samyang Chemical, and Samnam Petrochemical.

1996. From left, Chairman Kim Sang-eung, Honorary Chairman Kim Sang-hong, and Group Chairman Kim Sang-ha

Organizational Rationalization and Establishment of a Responsible Management System

Upon its launch, Samyang Group announced a growth strategy of pursuing business diversification into petrochemicals, pharmaceuticals, biotechnology, and fine chemicals. To achieve this, the group decided to invest approximately 400 billion won by 1990. This investment included the acquisition of Shinhan Flour Mills and funding for new affiliates such as Samyang Kasei and Samnam Petrochemical.

In March 1989, the company established a three-headquarters system by adding a newly created Chemical Headquarters to the two existing headquarters (Food HQ and Fiber HQ). The Chemical HQ was created to strengthen the company's capabilities in the chemical sector, including ion exchange resins and engineering plastics. In July of that year, the group also adopted the establishment of a responsible management system as its official management policy. Chairman Kim Sang-hong emphasized the importance of embedding a responsible management system that balanced responsibility with authority, and he urged each affiliate and department to autonomously develop and implement specialized management strategies.

As of April 1989, Samyang Group was included in the list of new conglomerates with total assets exceeding 400 billion won. At the time, its total assets reached 531.6 billion won, and the group was composed of six companies: Samyang Corporation, Samyang Heavy Industries, Sunil Glucose, Samnam Petrochemical, Shinhan Flour Mills, and Samyang Kasei. As the company transitioned into a group structure, it also focused on fostering unity across its affiliates. Building on its tradition of respecting employees, the group implemented a lifetime employment system for long-serving employees and paid an average dividend of 15% to shareholders that year. These actions demonstrated the company's commitment to valuing both its employees and stakeholders.

STORY. 029

Acquisition of Shinhan Flour Mills and Entry into the Flour Milling Business 1988

Samyang Group had been seeking to transform itself from a traditional food company into a comprehensive food ingredients company, and diversification of its product portfolio was part of this effort. Flour milling was one such initiative. The goal was to strengthen the competitiveness of the food business by producing flour, a staple food ingredient alongside rice. Accordingly, in 1988, Samyang acquired Shinhan Flour Mills and built a flour milling plant in Asan, South Chungcheong Province, further diversifying its food product portfolio.

1992.06.01. Groundbreaking Ceremony for the Shinhan Flour Mills Asan Plant

Shinhan Flour Mills

Shinhan Flour Mills was founded in Busan in 1956. At that time, Korea was suffering from a severe food shortage, and the government responded by importing large quantities of low-cost flour as a substitute food source. This revitalized the flour milling industry. Shinhan Flour Mills also grew rapidly, increasing its daily production capacity from 60 tons to 230 tons within just one year of its founding. As the flour milling boom continued, the company built an additional plant in Bupyeong and expanded its product line to include seasonings, wheat, starch, and starch sugar. However, its MSG business fell behind Miwon and Mipung, and starch and starch sugar also lost ground in the market. The government's promotion of a mixed-grain diet further led to a sharp decline in wheat and rice consumption. Ultimately, mounting debt and operating losses forced Shinhan Flour Mills into court receivership in 1985.

Entry into the Flour Milling Industry and Completion of the Asan Flour Milling Plant

Samyang first received an acquisition proposal from the Commercial Bank of Korea, Shinhan Flour Mills'[›] main creditor. At the time, Shinhan Flour Mills was under court receivership, and its management improvement efforts had failed, leading to the decision to put it up for sale. Samyang was the first company considered as a prospective buyer. Samyang reviewed the proposal positively, believing that adding flour milling to its existing sugar and starch sugar businesses would significantly diversify its food operations and generate synergy. Consequently, the company acquired Shinhan Flour Mills in April 1988.

To quickly stabilize operations, Samyang reorganized Shinhan Flour Mills' management and structure and implemented both short- and long-term plans. Over the following year, the company improved wastewater treatment facilities, gluten feed drying facilities, bottlenecks in other facilities, and starch manufacturing processes, ultimately increasing starch sugar production capacity from 15 tons per day to a whopping 200 tons per day.

However, while rationalizing its factories, Samyang Group realized that the existing production structure limited Shinhan Flour Mills' ability to grow into a competitive flour milling company. Both the Busan and Bupyeong plants were equipped with outdated facilities, restricting productivity improvements and quality upgrades.

Market conditions were also rapidly changing. Around this time, the starch sugar industry was undergoing large-scale expansion to achieve economies of scale, with total production capacity rising to 5,092 tons per day—more than double the previous year. The problem was that demand could not keep pace with this increased supply. This inevitably led to cutthroat competition, where sales prices dropped below costs. Another challenge was overlapping production lines within the group, as Shinhan Flour Mills and Sunil Glucose were both producing starch sugar, creating a competitive relationship. Ultimately, the decision was made to eliminate duplication and strengthen market competitiveness by consolidating the starch sugar business under Sunil Glucose, which had already secured a stronger market position. Accordingly, Samyang sold the Bupyeong plant site in July 1991 and closed Shinhan Flour Mills' starch sugar operations.

Shinhan Flour Mills then decided to build a new plant and modernize its facilities to diversify its product offerings and prepare for small-batch, multi-variety production. In March 1989, the company began searching for a suitable site. Ideally, the new flour milling plant would be located near a major city with easy access to a port for importing raw materials, as well as close to densely populated consumer areas for logistics and sales. Around the same time, the government announced plans to develop Asan Port in anticipation of the West Coast era. This led to the decision to construct a new plant in Asan, since the port, once completed,

From Shinhan Flour Mills to Samyang Milmax

In 2004, Shinhan Flour Mills changed its name to 'Milmax,' a brand that had already become synonymous with wheat flour. This marked a new beginning for Shinhan Flour Mills as 'Samyang Milmax.'

was expected to greatly facilitate the transport of raw materials and finished products to the metropolitan area.

Shinhan Flour Mills purchased 57,190 square meters of land in Changyong-ri, Yeong-in-myeon, Asan-gun, South Chungcheong Province, and completed construction of its factory in April 1994. Full-scale production began in July. With a daily production capacity of 650 tons, the plant was state-of-the-art, equipped with an automated system covering the entire process from raw material input to shipping. Featuring the largest finished product bin facility and blending system in Korea, it enabled the production of a wide range of products, including strong, medium, and soft flours, as well as mixed and fortified flours. At the same time, the company closed the Busan plant and consolidated milling operations at the Asan plant. A new flour-dedicated brand, 'Milmax,' was also launched. Coined by combining 'mill' with 'maximization,' Milmax meant top-quality flour. Since then, the Asan Flour Mill has steadily pursued process rationalization and expansion, increasing its daily processing capacity to 850 tons.

Leaping into the Ranks of Korea's Top Four Flour Milling Companies and Establishing a Homemade Product Base

Shinhan Flour Mills finally emerged from court receivership in February 1996. After joining the Samyang Group, the company achieved remarkable growth in both production and quality. However, because of the significant debt incurred at the time of acquisition and the massive investment required to build the Asan plant, it took considerable time to recover fully. Although on a path of steady growth, Shinhan Flour Mills faced another predicament during the Asian Financial Crisis. Determined to weather the storm by boosting sales, the company launched an aggressive marketing campaign. It became the first in Korea to showcase products at food exhibitions and run advertisements. Sales staff wore ribbons emblazoned with the Milmax name as they visited snack bars and Chinese restaurants to promote the brand, while production staff worked tirelessly to improve quality and reduce costs. In July 1998, the company introduced a real-name production system, requiring the producer's name and the production date to be printed on products. Thanks to these efforts, Milmax achieved a 50% market share in 1998. This success was driven by differentiated, high-quality products, increased consumer trust through the real-name production system, and strong promotional activities. As a result, Shinhan Flour Mills rose to the ranks of Korea's top four flour milling companies.

Shinhan Flour Mills subsequently pursued a differentiation strategy, aiming to build a 'first-class brand.' A key milestone was the launch of fortified flour, the first of its kind in Korea. This functional flour, enriched with vitamins, minerals, and other nutrients during the milling process, gained immediate popularity upon release. As a result, Milmax became synonymous with wheat flour.

This differentiation strategy also paved the way for the development of premixes. In August 1996, Shinhan Flour Mills built a premix production plant in Asan and launched products such as frying mixes, pancake mixes, donut mixes, walnut cookie mixes, and hot dog mixes. It was also the first in Korea to develop mixes for homemade bread, cakes, cookies, and hotteok (Korean pancakes) that could be easily prepared at home. By the 2000s, Shinhan Flour Mills had established a solid foundation for both its flour milling business and homemade product lines, laying the groundwork for future growth.

What is a Premix?

Premixes are powdered products made by pre-blending flour with ingredients such as sugar and butter, making cooking and baking easier. Shinhan Flour Mills developed premixes as part of its efforts to enhance the nutritional value of wheat flour.

1993. Milmax Fortified Flour Production Line

Milmax Homemade Mix Products from the 1990s

Full-scale Launch of the Engineering Plastics Business

1988

"Going forward, we will focus our efforts on developing new materials, including engineering plastics, based on our accumulated chemical technology. We will also focus our technological capabilities on cutting-edge fields, such as fine chemicals based on our ion exchange resin technology." This was the announcement made by Chairman Kim Sang-hong at the Golden Tower Order of Industrial Service Merit award ceremony in December 1986, effectively declaring the company's entry into the new materials and petrochemical sectors. This marked the company's transformation into a chemical materials specialist. His announcement carried extraordinary significance, as it was a new venture initiated by top management at a time when even the term 'engineering plastics' was unfamiliar to many companies.

› What are Engineering Plastics (EP)?

EPs are high-performance plastics with high strength and elasticity, capable of replacing metal in many applications. They are highly heat resistant, able to withstand temperatures above 100°C. They also have a wide range of applications and are widely used in automotive parts, electrical and electronic products, and mechanical components. Among EPs, the most industrially important are polyamide, polyacetal, polycarbonate, polyethylene terephthalate, and modified polyphenylene oxide. Of these, polycarbonate resin (PCR), often called the 'dream material,' is a transparent EP with a light transmittance of over 90%. Its exceptional strength, heat resistance, and transparency make it widely used in precision mechanical components.

Construction of an EP Plant in Jeonju 2nd Industrial Complex

In 1985, Samyang began exploring the commercialization of engineering plastics (EP)›, a material increasingly sought after as a component for cutting-edge products. This was possible because Samyang had accumulated polymer-related technologies through polyester fiber production, polymer synthesis, and molding. Having confirmed the potential for commercialization after about two years of extensive research, Samyang approached global chemical companies for technical collaboration based on the basic research results from its research center. The opportunity came from an unexpected source.

In 1987, while negotiating technology transfer with Mitsubishi Chemical for the construction of a TPA production plant, the possibility of introducing polycarbonate and EP technologies was raised. Ultimately, the two companies agreed to establish a joint venture with equal ownership for TPA and polycarbonate resins, while Samyang would pursue the EP business through a technical partnership.

In September of that year, a technology transfer agreement was signed. Samyang agreed to pay a royalty of 100 million yen, while Mitsubishi Chemical would provide polybutylene terephthalate (PBT) manufacturing technology and EP compounding technology. With this agreement, the commercialization of EP came within reach.

In March 1988, Samyang established a production and sales organization for engineering plastics (EP) and decided to build a plant in the Jeonju 2nd Industrial Complex. The plan was to add a polycarbonate and EP plant to the already operating synthetic fiber plant, making Jeonju a production base for the chemical business. Accordingly, in September 1988, the first phase of the Jeonju EP Plant was completed, with an annual compounding capacity of 3,000 tons, followed a month later by completion of the PBT polymerization plant. The following year, the company organized a Chemical Headquarters, under which the Engineering Plastics Division was placed. With both the organization and facilities in place, Samyang accelerated product development, including polymer alloys (blends of two or more types of plastic), which were a global trend at the time.

The results began to show in the 1990s. Product quality advanced significantly, while compounding, polymer blending, and polymer synthesis technologies were also strengthened. In 1991, Samyang achieved domestic production of 1.4BG and DMT, the key raw materials for PBT products that had previously been imported from Mitsubishi Chemical.

Production steadily increased year by year, from 4,838 tons in 1994 to 6,200 tons in 1995 after the second expansion. By 1999, output surpassed 10,000 tons.

2014. Jeonju EP Plant

1989.02. Inside View of the Production Facilities at the Jeonju EP Plant

In 2000, production reached 20,000 tons, and in 2002, after the fourth expansion, nearly 24,000 tons.

Growth was not limited to quantity alone. A production innovation campaign involving all production staff was launched, leading to rapid organizational improvements and unlocking creativity and potential in the workplace. Samyang also achieved strong results in environmental, safety, quality, and technology management. These efforts were recognized in 1994, when the company earned ISO 9002 certification in the quality category.

Despite these achievements, Samyang remained in deficit due to the heavy investment in production facilities and the immaturity of the market. This was expected, as it demonstrated how pioneering the EP business was. Despite many challenges, Samyang stayed confident in the potential of the EP market as a promising growth engine and continued management efforts with a focus on quality improvement and new product development.

Samyang went one step further and planned additional expansions, predicting that with the advancement of domestic industries and the growing competitiveness of automobiles and electronics from the 1990s, exports would increase sharply, leading to a surge in EP demand. By 2002, the plant had undergone four expansions in total, securing an annual production capacity of 15,000 tons› and bringing the Jeonju EP Plant's overall capacity to 23,000 tons.

Each product was branded for different applications: TRIBIT and TRIREN for automotive connectors and electrical and electronic parts, TRIPET for automotive parts and coil bobbins, TRIREX for automotive lamps and electronic parts, and TRILOY for automotive bumpers and helmets. Five brands in total were used to differentiate the product lines.

› Four Phases of Expansion

In the first phase, a polycarbonate resin pigment production line was added to the existing two lines for reinforced products and flame-retardant products. This expansion increased total compounding capacity to 4,000 tons per year across three lines. Expansions to build stronger competitiveness continued thereafter. In 1996, a 3,000-ton solid-state polymerization facility was added, raising PBT production capacity to 8,000 tons. Beginning with this expansion, four phases of expansion were carried out through 2002. With these four phases, Samyang achieved an annual production capacity of 15,000 tons.

1989. Engineering Plastics Print Advertisement

Turning from Red to Black

Despite numerous attempts and efforts, the EP business continued to operate at a loss for a long time. From the very beginning, Samyang Group had anticipated losses when entering the new business for several reasons: it faced the difficulties of being a pioneer in the field; profitability was hard to expect with major manufacturers such as GE, LG Chem, Dow Chemical, and Cheil Industries entering the market; competitors pursued aggressive low-price strategies; and Samyang had been continuously expanding its facilities to secure price competitiveness.

The tables began to turn in 1996 with the launch of the Plastics SBU, which analyzed marginal profit rates and applied the results to each business. Marginal profit rates for approximately 200 products were analyzed based on their intended use, and the findings were applied accordingly. The concept of profit was clarified so employees could clearly see whether their work was in the red or in the black, responsibilities were clearly defined for both individuals and organizations, and strategies were developed for each product and market.

Through process innovation, continuous improvement, expansion of the sales network, and expert training, the company steadily increased brand awareness and ultimately enhanced customer value. As a result, the EP division achieved its first profit in 1998. Building on this milestone, the company recorded annual growth of more than 10%, and in 2000 achieved remarkable results: sales rose 31% and profits increased 573% compared to 1998.

Not content with this, Samyang shifted its focus from the domestic market to the global market, implementing strategies to actively expand its EP business overseas. These efforts began to bear tangible results in the 2000s.

STORY. 031

A New Horizon in the Petrochemical Industry: The Establishment of Samnam Petrochemical and Construction of the World's Largest TPA Plant

1988

In-house production of TPA, the core raw material for polyester fibers, had been a long-held ambition of Samyang since its entry into the synthetic fiber business. This ambition was realized in January 1988 with the establishment of Samnam Petrochemical Co., Ltd., a joint venture. Through Samnam Petrochemical, Samyang strengthened the competitiveness of its polyester business by securing stable quality and timely supply of polyester raw materials. Above all, it marked Samyang's expansion into the petrochemical materials sector, opening a new horizon as a petrochemical specialist.

› What is TPA?

Terephthalic acid (TPA) is a pure white powder manufactured from a crude-oil derivative called para-xylene through oxidation, refining, separation, and drying. It has excellent heat resistance, abrasion resistance, and insulation properties, making it an essential raw material for polyester fibers, resins, films, paints, and engineering plastics. Its applications are diverse, ranging from bottles, electrical and electronic products, and industrial materials to construction materials and machine parts.

›› Meaning of the Name 'Samnam'

The name of the joint venture Samnam Petrochemical was formed by combining the character 'Sam' (三), which appears in both Samyang Corporation and Mitsubishi Chemical, with the character 'Nam' (南) from Honam Oil Refinery. Honam Oil Refinery later changed its name to LG Caltex Oil Refinery and subsequently to GS Caltex.

Establishment of Samnam Petrochemical and Entry into the Petrochemical Business

Samyang decided to enter the TPA› business in the mid-1980s, a period of rapid economic growth in Korea. At the time, Korea relied heavily on TPA imports because it lacked the technology and facilities to produce it domestically. Another factor that influenced the decision was the sharply rising demand for TPA, which had become a fundamental material across multiple industries.

In August 1987, Samyang Group took its first step into the TPA business by signing a technology transfer agreement with Mitsubishi Chemical. This decision followed a thorough review of technology transfer and joint venture terms with leading global companies. Mitsubishi Chemical possessed world-class TPA production technology and was particularly attractive for its economically viable process, which reduced investment requirements and saved energy costs. A month later, Honam Oil Refinery joined the project, leading to a joint venture agreement among the three companies.

Through this process, Samnam Petrochemical Co., Ltd.›› was established in January 1988 with the goal of strengthening the competitiveness of the synthetic fiber industry by ensuring a stable supply of raw materials and contributing to the advancement of domestic petrochemical technology. The paid-in capital was 3

1988.08.11. Samnam Petrochemical Yeosu Plant Groundbreaking Ceremony

billion won, with Samyang and Mitsubishi Chemical each holding a 40% stake and Honam Oil Refinery holding a 20% stake. Samyang took charge of sales, while Mitsubishi Chemical and Honam Oil Refinery were responsible for technology and raw material supply. The initial management team consisted of a CEO from Samyang and a Vice President from Mitsubishi Chemical.

Construction of the World's Largest Single Plant and Commencement of Commercial TPA Production

Samnam Petrochemical decided to build a TPA plant within the Yeosu Chemical Complex, as its location offered well-established infrastructure—including ports, railways, and roads—making it advantageous for raw material supply as well as product distribution. Furthermore, the site allowed the company to receive raw materials directly through Honam Oil's pipeline.

The company purchased a 114,235㎡ site within the Yeosu Chemical Complex at 1155 Jeoknyang-dong, Yeosu City. Construction began in August 1988 and was completed in February 1990. Production capacity was 230,000 tons per year, and commercial operations began in April of that year. The total production volume of Samnam Petrochemical's Yeosu Plant (hereinafter referred to as K1 Plant) was 130,000 tons, supplied to customers including Samyang affiliates such as the Jeonju Synthetic Fiber Plant and the Daejeon Plant, as well as external clients. This enabled the company to domestically produce TPA, and it was expected to create

an import substitution effect of $140 million annually.

The K1 Plant adopted Qualified Terephthalic Acid (QTA) as its manufacturing method, distinguishing it from other companies that adopted Purified Terephthalic Acid (PTA). Developed by Mitsubishi Chemical, QTA was an innovative process that produced high-purity TPA by skipping the refining stage and instead applying a precision oxidation reaction during the oxidation process. Though unfamiliar in Korea, the method offered significant economic advantages because it maintained the same purity at a lower production cost.

As domestic and international demand for TPA continued to rise, worsening the supply shortage, Samnam Petrochemical carried out its first phase of rationalization construction. This increased annual production capacity by 70,000 tons, bringing it to 300,000 tons in December 1992. With facilities running at full capacity and the entire output sold, the company secured second place in market share. More importantly, Samnam Petrochemical stabilized TPA quality from the very beginning of production through continuous efforts, including the accumulation, development, and application of proprietary technologies. Through these achievements, Samyang Group successfully entered the petrochemical business via Samnam Petrochemical.

In March 1994, the company began expanding its plant. Anticipating steadily increasing demand for TPA-based products, the company had already secured 39,008㎡ of reclaimed coastal land during the construction of K1, which proved invaluable for the expansion. In August 1995, the second phase of the Yeosu Plant (K2 Plant), with an annual capacity of 300,000 tons, was completed. Equipped with state-of-the-art, pollution-free facilities, the K2 Plant adopted the PTA process. With the K2 Plant starting operations a year ahead of schedule, Samnam Petrochemical's total production capacity reached 600,000 tons of TPA per year, easing raw material shortages for domestic synthetic fiber manufacturers. Moreover, the company achieved a balanced output of 300,000 tons of QTA (K1 Plant) and 300,000 tons of PTA (K2 Plant), enabling it to meet diverse market demands.

The K3 Plant was completed in June 1997 with an annual production capacity of 400,000 tons, and it was built with the QTA process.› Mitsubishi Chemical provided the master plan, while LG Engineering and LG Construction were responsible for design and construction, respectively. Samnam Petrochemical carried out the utility work itself. With the completion of the K3 Plant, Samnam Petrochemical secured an annual production capacity of 1.1 million tons, making it the largest single-plant TPA producer in Korea and one of the top three in the world. This achievement, realized in just seven years and six months since operations began in 1990, was considered unprecedented growth on a global scale.»

In 2001, the company launched another expansion and completed the K4 Plant with a QTA capacity of 400,000 tons. The expansion aimed at automating facilities to reduce costs, producing higher value-added products, and exploring new markets in China. The K4 Plant also adopted the QTA process, a clear manifestation of the company's strong commitment to leading the QTA market. With the completion of the K4 Plant, Samnam Petrochemical established a TPA production system with an annual capacity of 1.5 million tons and solidified its position as Korea's leading TPA producer. In May 2004, the K4 Plant underwent a rationalization project that increased production by an additional 100,000 tons. This raised production capacity to 1.3 million tons of QTA and 300,000 tons of PTA, for a total annual capacity of 1.6 million tons, firmly establishing the company as the world's largest TPA production base.

1994.10.10. Samnam Petrochemical Marks 1 Million Tons of TPA Production and Shipment

› The Reason for the Switch from PTA to QTA

The K3 Plant initially faced difficulties in sales because, despite its outstanding cost-saving potential, synthetic fiber manufacturers were unfamiliar with QTA and avoided it. This situation reversed in the wake of the Asian Financial Crisis. Faced with severe management difficulties and an urgent need for cost reductions, TPA consumers began to change their perception of QTA. As a result, the company secured price competitiveness through its differentiated method and took the lead in the market.

» Qualitative Growth Beyond Quantitative Growth

Growth was not limited to quantity alone. Building on accumulated expertise, the company achieved technological breakthroughs that significantly shortened construction schedules. While TPA plant construction typically required 24–30 months, the K1 Plant was completed in 19 months, the K2 Plant in 17 months, and the K3 Plant in just 16 months. Furthermore, the company achieved a world-leading per-capita production rate by operating and maintaining a 1-million-ton production facility with only 200 employees. Above all, Samnam Petrochemical optimized its TPA manufacturing process by integrating a state-of-the-art Distributed Control System (DCS), an automated field management system, a robotic analysis system, and a seamless preventive maintenance system.

STORY. 032

Establishment of Samyang Kasei and Completion of Korea's First Polycarbonate Resin Plant 1989

Since the 1980s, Samyang had been seeking to advance into the new materials business, eventually entering the TPA and EP sectors. In line with this direction, Samyang Kasei Co., Ltd. was established in 1989 to produce polycarbonate resin (PCR), one of the five general-purpose EPs, creating new business opportunities in the EP field. This laid a solid foundation for fostering the EP business as a core business, enabling the company to domestically produce PCR, a material previously dependent on imports, and replace foreign products in the domestic PCR market, which had been dominated by global manufacturers.

Joint Venture Process Leading to the Establishment of Samyang Kasei Co., Ltd.

In August 1987, Samyang formalized its entry into the PCR business during the process of signing a contract with Mitsubishi Chemical for the technology transfer of its TPA production plant. In March 1988, Samyang again approached Mitsubishi Chemical for its opinion on technology transfer, but was told that PC production technology was highly advanced and therefore difficult to transfer. Moreover, due to confidentiality issues involving patents, direct technical cooperation was not possible, they were told. Instead, Mitsubishi Chemical proposed establishing a joint venture and co-managing the project. Samyang Group accepted the proposal, and in December 1988, the two companies signed a joint venture agreement, each contributing 50 percent of the capital.

Building Korea's First PCR Plant and Entering Another Chemical Materials Business

In the 1980s, Samyang leveraged its expertise in polymer chemistry, including polymer synthesis and molding, which it had accumulated through its textile business, when it embarked on another challenge: entering the EP sector. The decision was based on the prediction that, with the growth of the automotive, electrical and electronic, and mechanical engineering industries, demand for EP, used as their material, would surge in the future.

Samyang particularly focused on PCR, known as the 'dream material,' among EPs. PCR is the only transparent plastic, boasting impact resistance 200 times greater than glass and 30 times greater than acrylic resin, along with exceptional heat resistance and transparency, making it widely used in precision machine parts. The problem, however, was that every bit of the material had to be imported.

Accordingly, in December 1988, Samyang Group signed a joint venture agreement with Mitsubishi Chemical, with each company contributing 50 percent of the capital, and then in March 1989, Samyang Kasei Co., Ltd. was officially established with a capital of 3 billion won. Through this, Samyang entered another materials business, following TPA.

Samyang Kasei immediately began construction of its PCR plant. Two locations were considered: Jeonju, where the company's synthetic fiber plant was located, and Yeosu, where the TPA plant was to be built. Although the Yeosu Chemical Complex was the initial preference, persistent delays in its development led to Jeonju ultimately being selected. After purchasing a 56,793㎡ site within the Jeonju 2nd Industrial Complex, construction began in June 1989 and was completed in May 1991, when full-scale commercial production began. As Korea's first PCR plant, it had an annual production capacity of 15,000 tons. Notably, the entire process—from raw material input to product shipment—was handled by a state-of-the-art automated pipeline system.

1989.03.11. Samyang Kasei Co., Ltd. Founding Ceremony

In the early days of operation, the company focused on stabilizing production and strengthening safety management, achieving outcomes such as improved quality and a zero-accident record. It also concentrated on systematizing proprietary technologies, diversifying its product line, and fostering close technical collaboration with group affiliates. Although the plant initially relied on Japanese technology and equipment, Samyang aimed to build its own technology base and prepare for future expansion. Sales were conducted under a dual model: Samyang was responsible for the Korean market, while Mitsubishi Chemical managed the Japanese market. Exports, however, were freely carried out, with Samyang marketing under the brand name TRIREX and Mitsubishi Chemical under the brand name NOVAREX.

The completion and operation of Samyang Kasei's Jeonju PCR plant was

Extending the Group's Zero-Accident Record

In September 1995, Samyang Kasei recorded 1,520 accident-free days, the first such milestone in the group. In 1997, it extended this record to six consecutive cycles, totaling 1,880 accident-free days.

significant in several respects. First, as Korea's first PCR production facility, it pioneered the development of related industries. Second, by accumulating advanced technologies, it opened the door to domestic production of a wide range of cutting-edge new materials. Another notable achievement was that, by producing 15,000 tons annually—exceeding domestic demand that had previously been met entirely through imports—the company achieved a 100% import substitution effect. Above all, the establishment of Samyang Kasei contributed externally to domestic industrial development and internally laid the foundation for advancing the group's business structure through entry into high-tech industries.

Continuous Capacity Expansion and Optimization of the Production System

As Korea's only PCR producer, Samyang Kasei pursued capacity expansion soon after its plant began operations because domestic demand was rising rapidly, but supply could not keep pace. Moreover, under the joint venture agreement, 50 percent of production had to be supplied to Mitsubishi Chemical, creating a severe domestic shortage. The booming automotive and electronics industries further exacerbated the situation, eventually forcing the company to rely on imports from the United States, Taiwan, and Japan, while demand from overseas markets also continued to grow.

Samyang Kasei increased production by 1,000 tons through factory rationalization, bringing annual output to 16,000 tons. In January 1997, it completed construction of the 2KPC plant with an annual capacity of 19,000 tons. This brought total PCR production capacity to 35,000 tons, and it was enough to alleviate domestic shortages while also allowing the company to prepare for exports. Unlike earlier projects, the 2KPC plant construction drew on accumulated expertise, completing all construction except for core processes with in-house technology. This in-house technology allowed the plant to return to normal operations immediately after the expansion construction.

In September of the following year, the company launched a large-scale rationalization project and successfully increased production by 15,000 tons in October 2000. As a result, the Jeonju PCR plant's annual capacity reached 50,000 tons, and the company recorded its first profit that year. Even after that, expansion work (S-3) continued. To compete with major global manufacturers, economies of scale through mass production were essential, and expansion was also needed to keep pace with domestic demand, which was growing at more than 10 percent annually. Consequently, in April 2002, the company expanded production capacity by 35,000 tons, bringing annual PCR output to 85,000 tons.

It was not without challenges. Given the nature of joint ventures, even minor disagreements between partners could have led to conflict. Fortunately, the long-standing relationship and strong trust built with Mitsubishi Chemical enabled the two companies to work together toward a common goal. Limited space was

2015. Night view of Samyang Kasei's Jeonju plant

another obstacle. The Jeonju plant was already operating at full capacity due to repeated expansions, making further growth difficult. Samyang Kasei overcame this constraint with sophisticated design and construction, increasing production capacity to 85,000 tons and transforming the plant into a competitive facility through maximum efficiency.

Under the slogan 'Let's create the world's best PCR,' Samyang Kasei accumulated expertise through repeated production and expansion over the decade since its founding. These efforts resulted in world-class quality, productivity, and efficiency. Furthermore, under the principle of 'no growth means elimination,' the company consistently pursued economies of scale, establishing a production system capable of producing 85,000 tons of PCR. In particular, it laid a strong foundation for growth by maximizing capacity and efficiency within limited space.

Corporate Innovation Activities for Internalizing Innovation 1991

In the 1990s, as companies faced management crises and introduced various strategies to maximize productivity, Samyang declared management innovation as its plan to strengthen the corporate structure. The aim was to eliminate inefficiencies across all business activities and build the capacity to absorb rising cost burdens. This marked the start of a full-scale, group-wide innovation movement encompassing all areas of management, from factory rationalization to operations and logistics.

1990.10.24. Management Innovation Movement 'My BEST 2000' Promotion Conference

A Wind of Innovation Aiming for to Become a 21st Century Top-tier Company

Following the launch of Samyang Group, the need for innovation was felt more urgently than ever. Despite determined efforts to adapt to a changing business environment, profitability continued to decline. The problem was evident in external indicators as well.› Samyang Group used this as an opportunity for serious reflection. A consensus emerged that the company needed to confront reality with a clear head and address irrational and inefficient practices.

Moreover, the business environment was rapidly changing, with global trade barriers dismantling and technology becoming weaponized. There was a growing sense of crisis that, without building the ability to respond to change and strengthen survival capabilities, the company's future could not be guaranteed. In the era of infinite competition of the 2000s, Samyang recognized the need to pursue sustainable growth, reinforce its corporate structure, and lay the foundation for its ultimate goal of becoming a top-tier company in the 21st century.

This necessitated innovation. Change was implemented more swiftly than ever. The company launched a group-wide management innovation movement to strengthen its corporate structure by eliminating inefficiencies across all business activities and internally addressing the mounting cost burden. The goal was to lay the foundation for a 'top-tier company of the 2000s.'

In early 1989, Samyang Group established a Management Innovation Team within its Planning Office and finalized its basic implementation program. The plan was to start with synthetic fibers in Phase 1 and then to expand to the entire group in Phase 2. Its three directions were: reforming consciousness through innovative thinking, rationalizing factories, operations, and logistics to improve productivity by eliminating waste, and advancing systems to remove systemic irrationalities.

›Comprehensive Management Capability Evaluation Results

The Korea Management Association (KMA) analyzes the management capabilities of listed companies and publishes the results in the KMA Collection of Blue Chip Survey Data. According to this data, Samyang ranked 51st overall in 1988, a drop of four places from 47th in 1987. The decline was not simply due to profitability; it was largely the result of a disappointing score in the future growth potential category.

'WIN 2000' Launched Following 'My BEST 2000'

In the first year, the focus was on awareness reform and clean activities, and in the second year this foundation led to the launch of 'My BEST 2000,' a management innovation campaign that emphasized factory rationalization, work rationalization, logistics rationalization, and the establishment of an Executive Information System (EIS). Alongside this, educational programs were implemented to foster awareness reform, including management innovation training, field trips to other companies, and overseas visits to build consensus.

In the production sector, under the goal of establishing a new production system capable of achieving minimum costs through high productivity, high quality, and minimal inventory, three major initiatives were launched under Total Productive Management (TPM): 'Clean Activities,' 'Visual Management,' and the 'My Machine' campaign.›

TPM initiatives proved successful at each business site, leading to the decision to expand them to all group companies in 1994. As a result, the company achieved

›Achievements of the Three Major Initiatives

The 'Clean Activities' initiative, beginning with a shift in mindset, was designed to break down stereotypes and reform the thinking of field employees. It contributed to improved quality, cost reductions, on-time delivery, safety, and operational efficiency, laying the foundation for management innovation. The 'Visual Management' initiative established a system for at-a-glance visibility of inspection elements and management indicators throughout the production process, including reducing inspection times, a core activity in production. Finally, the 'My Machine' initiative, which focused on employees' active responsibility for their machines, prevented equipment failures in advance, reduced management costs by 20% at each plant, and introduced a more rational production system.

optimization and greater competitiveness. With TPM initiatives firmly taking root at each business site as essential practices, both quality and efficiency improved significantly.

Work rationalization began in September 1990 with three key themes: breaking old work practices, advancing processes through streamlining, and reallocating personnel by creating a 30% 'power shift.' The first target of this initiative was the company's meeting culture. Ten improvement guidelines, including simplifying meeting materials, were established, and a campaign was launched to cut meeting times in half. To further streamline processes, work visualization measures were introduced, and employees were required to create detailed records of their own task processing.

This enabled employees to clearly understand their work and how long each task required, thereby identifying inefficiencies and eliminating unnecessary, redundant, and excessive tasks. The Power Shift 30% initiative aimed to free up 30% of their time by eliminating inefficiencies, using 10% of the time for self-development and creative activities, while allocating the remaining 20% to new business initiatives and training programs. The original goal of 30% free time was achieved through various efforts and laid the foundation for more advanced and efficient work processes.

Logistics rationalization began in 1990 after factory rationalization had reached a satisfactory level. A logistics promotion team was formed under the leadership of headquarters, and a five-stage logistics rationalization plan was developed. Rationalization was particularly urgent in the food sector, where logistics costs accounted for a significant share of sales. To address this, the company set a goal of reducing logistics costs by 20 percent by minimizing inventories of main and auxiliary ingredients and optimizing transportation, while also pursuing packaging rationalization, streamlining transportation and distribution systems, modernizing logistics hubs, and introducing a logistics management system.

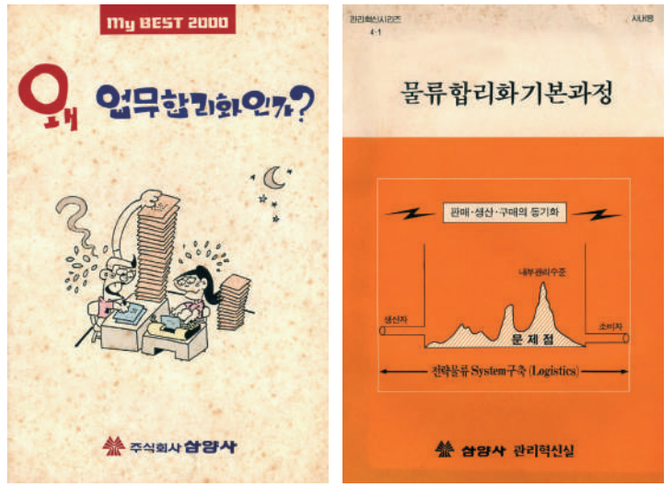
In 1991, the Management Innovation Office implemented various logistics rationalization training and education programs to spread awareness of logistics improvements and expand them across the group. This new mindset took root in each business unit, marking the end of the old practice of 'stockpiling and selling products.' Efforts to reduce inventory soon began to deliver results, laying the groundwork for logistics rationalization.

From 1995, Samyang Group rebranded its management innovation slogan from 'My BEST 2000' to 'WIN 2000' and launched a fundamental innovation campaign aimed at strengthening competitiveness. As the culmination of earlier efforts, WIN 2000 sought to evolve the previously company-centered initiative into a comprehensive, group-wide movement.

The ultimate goal of WIN 2000 was to 'create an enterprise fit for the 21st century,' with its central innovation objective defined as 'securing a competitive edge.' To this end, the group concentrated its innovation efforts on improving productivity and advancing its systems. Key initiatives included Samyang Productive Maintenance (SPM), Business Process Reengineering (BPR), ISO 9000, logistics rationalization, comprehensive productivity management, and the establishment of a group-integrated IT system. To strengthen the increasingly important environmental sector, the group also pursued eco-friendly strategies and introduced green management. Together, these innovative activities became tangible building blocks for reestablishing Samyang's corporate culture.

Identifying, Promoting, and Achieving Future Logistics Rationalization Tasks

In 1992, as part of its efforts to address logistics challenges, Samyang set monthly volumes for actual customers and adhered to the principle of same-day orders and next-day delivery to increase pre-order rates. It also expanded direct shipments and enhanced driver training to raise the direct shipment rate, while reinforcing FIFO management by installing product-specific loading lines, promoting standardized shipment volumes, and reducing inventory days for key products. At the same time, the company pursued 24-hour real-time operations through physical inventory management, rational production planning, the introduction of high-capacity hardware, the establishment of a logistics information system, and networking of all logistics-related areas. These efforts earned Samyang Group the 'Information Logistics Grand Prize' at the 1993 National Logistics Competition, followed in 1997 by the 'Presidential Prize for Logistics,' the highest honor in the logistics sector.



1991. Basic Course Books on Work Streamlining and Logistics Rationalization for Management Innovation

Establishing a New Corporate Culture, Aiming for a 21st Century Top-tier Company 1991

‘Samyang is Running, Aiming for a Top-tier Company’ was the headline of an advertisement published by Samyang Group in major daily newspapers in 1991. Beneath the headline was an image of the company racing powerfully toward its goal, symbolizing Samyang’s firm determination to become a top-tier company in the 21st century through company-wide management innovation and self-innovation. At the bottom of the advertisement, in smaller print, the company’s corporate vision was stated: ‘A company that creates the values society desires,’ ‘A company that is loved and recognized by customers,’ ‘A company that values talent and thrives through harmony,’ ‘A company that blossoms with challenge and creativity,’ ‘A company that demonstrates excellence on the international stage,’ and ‘A company that achieves a balance between quantity and quality, present and future.’ These were values the company had upheld consistently since its founding.

Creation of the Samyang Culture Manual, a Compendium of Corporate Culture

Samyang Group is one of the few domestic groups to have fully inherited and further developed its founding philosophy. From its inception, this philosophy served as both a spiritual guide and a behavioral standard for employees, taking deep root in the company’s culture. Grounded in the founding spirit of ‘serving the nation through sound corporate development of industry,’ Samyang’s management philosophy has consistently been upheld as a desirable value for both society and corporate management. However, times were changing rapidly. In anticipation of shifting environments, evolving social values, and new perceptions in the 2000s, Samyang recognized the need to reexamine its philosophy from a more progressive perspective.

Preparation for this began as early as 1987, even before the official launch of Samyang as a Group. Over four years, Samyang worked with external experts to reestablish a future-oriented corporate culture. The results of this effort were compiled into the Samyang Culture Manual in 1991, laying the foundation for broad consensus among all employees.

“The 21st century will evolve into a knowledge-based or information-based society that is different from today. The massive wave of transformation toward this new society, along with changes across politics, the economy, and society, will significantly affect corporate management methods as well as the values and behaviors of corporate members. Conversely, the direction and strength of members’ values and behavior will undoubtedly have a decisive impact on a company’s development. Therefore, for a company to continue to grow and thrive, it is essential to transform the values, mindset, and behaviors of its members to bring greater passion for the organization and its work. Above all, it is important to establish and share a new corporate culture that values creativity, competence, performance, and principles.”

This was the reason the Samyang Culture Manual was created. The manual consists of six chapters that cover the significance and importance of establishing the Samyang culture, the framework for the new culture the company seeks to build, and the efforts required of employees to cultivate it.

Reestablishing a Value System Based on the Sudang Spirit

Samyang culture was born of its corporate philosophy and structured into three parts: corporate image, management philosophy, and employee spirit. The corporate philosophy, as the company’s raison d’être, defines the values it should pursue in society, the means by which those values can be realized, and the ideological framework it should follow. In other words, it reinterpreted the founding concept of ‘serving the nation through industry through the cultivation of sound businesses’from a modern perspective as ‘pursuing social legitimacy through a sense of community.’

Samyang Group defined its corporate image as ‘a top-tier global company creating a new future.’ Its management philosophy, which clarifies the style of management to be adopted in order to realize that image, was expressed as ‘creative innovation management, building an affluent society, and pursuing a happy life.’ Finally, the employee spirit was defined as ‘creativity in challenge, responsibility in autonomy, and harmony in order.’

The foundation of this new value system was the Sudang Spirit and the Samyang Motto. The Sudang Spirit is rooted in industrial patriotism, the belief that corporate development is a way to build the nation and its economy; a practical pioneering spirit that takes on challenges and fosters growth in industries essential to the

country and its people; a spirit of social service, fulfilling the public interest and corporate social responsibility under the principle that ‘companies are public institutions’; and finally, a spirit of respect for humanity that values motivation over short-term losses while emphasizing the importance of meaningful results. Closely tied to this, the Samyang Motto serves as the philosophy in action that puts the Sudang Spirit into practice.

To implement its newly established corporate image and management philosophy, Samyang introduced the Samyang Group’s 21st Century Management Structure, which emphasized developing management strategies, promoting management innovation, and continuously fostering its corporate culture. This framework aimed to leverage the company’s resources and capabilities to identify optimal responses to future environmental changes, create economic value that met societal expectations—the very essence of a company—and enhance the efficiency of resource allocation and utilization.

During this period, the group also began developing comprehensive mid- to long-term strategies. A Management Strategy Team was established, and under its leadership, goals and strategies were formulated for the group, each division, and each affiliate. Importantly, Samyang required the participation of the group president, executives, and general managers in the process, ensuring diverse input and the establishment of practical, achievable strategies.› At the same time, Samyang shared its newly defined corporate image, management philosophy, and employee spirit with all employees, spreading them widely and cultivating a more advanced and mature corporate culture.

› Launch of the Management Strategy Team and Systematic Development of Group Management Strategy

In 1991, as Samyang Group embarked on comprehensive management innovation, another key focus was the development of a long-term management strategy. While the group had previously emphasized substance over appearances, achieving its vision of becoming a world-class company in the early 2000s required a systematic growth strategy aligned with the changing business environment. Although management strategies had been developed in the past, there was room for improvement in many respects, as they were drawn up separately by each affiliate and reported directly to their respective chairmen. This approach had several shortcomings: reporting methods differed across affiliates, there was no system for sharing information, and, most importantly, there was no unified set of group-level goals and strategies. To address these issues, the Group Management Strategy Team was launched in 1991 to systematically establish management goals and mid- to long-term strategies for the group, each headquarters, and each affiliate.

1996.06.01. Samyang’s Corporate Culture Manual published to promote corporate culture

Successful Development of Korea’s First Biodegradable Surgical Suture Material (Trisorb)

1993

Biodegradable surgical suture material, often called ‘dissolvable threads,’ is absorbed by the body over time after surgery, eliminating the need for removal. Because of this advantage, it is useful to repair body tissues where stitches are difficult to remove. In 1993, Samyang leveraged its bioabsorbable polymer manufacturing expertise to successfully develop biodegradable sutures made of polyglycolic acid (PGA). The product was launched in 1997 under the name Trisorb. It was domestically produced entirely with Samyang’s own technology. This accomplishment marked not only Korea’s first, but also the world’s third. With this achievement, Samyang recorded yet another milestone of being ‘Korea’s first.’

Localization of Biodegradable Sutures (Trisorb)

Since 1987, Samyang had been researching and developing surgical sutures used to hold body tissues together after an injury or surgery, drawing on its technological capabilities in industrial yarn production. This was possible because the company had built expertise in polymer synthesis, polymerization, and spinning through its polyester production. Even so, few had anticipated how long commercialization would take. The process stretched to nearly ten years because, although the production method resembled that of industrial yarn, the medical nature of the product demanded far stricter regulations and quality management. In addition, the biodegradable properties of the material caused significant changes in its physical characteristics, making reproducibility extremely difficult.

Despite these challenges, Samyang’s unwavering passion and persistent effort led to the successful development of Korea’s first biodegradable surgical suture in 1993. The product developed at the time was a multifilament, bioabsorbable suture made from PGA.

Production of Trisorb in yarn form began at the Daedeok pharmaceutical plant in July 1997. It was the third product in the world to be successfully commercialized, after the United States and Japan. The name ‘Trisorb’ combined ‘Tri,’ meaning

2004. Trisorb (top) and Surgisorb (bottom)

1997.04.24. Surgical Sutures Win the IR52 Jang Young-Sil Award

three in Samyang, with 'Sorb,' meaning absorption. Trisorb was recognized for its technological excellence and was selected as a Korea New Technology (KT) by the Ministry of Science and Technology in October 1993, later receiving the Patent Technology Award in 1994 and the IR52 Jang Young-Sil Award in 1997.

Samyang placed particular emphasis on packaging because the suture was prone to decomposition when exposed to moisture in the air during production and distribution. From the outset, the company invested a significant share of its revenue into developing packaging process technology for finished products and into providing technical services to medical device companies, thereby earning trust in the reliability of its suture products.

With its superior product quality, Trisorb steadily expanded its presence in the global market. At the time, the surgical suture market was dominated by the Big Three (Achcon, B. Braun, and Tyco), and Samyang entered the competition with confidence. Trisorb's global growth was further supported by a partnership with Pharmaceutica, which held a 40 percent share of the Mexican suture market and exported suture products to 65 countries.

The mad cow disease scare also led to the suspension of natural sutures, further boosting the growth of Samyang's biodegradable suture products including Trisorb.

Rising to the Top in the Suture Yarn Market

In November 1998, Samyang developed Surgisorb, a sterilized packaged version of Trisorb with an attached needle. Surgisorb is a coated, sterilized suture that minimized tissue reactions, such as infection, upon absorption. Its development was significant because it was a finished suture product made from Trisorb yarn that Samyang had developed independently. The new surgical suture was welcomed as an alternative in a domestic market that had relied entirely on imports. It also received US FDA 510K certification in 1999 and the European CE Mark in 2002, helping to globalize Samyang's suture business.

Encouraged by this success, Samyang accelerated its commitment to product development, recognizing that building a broad portfolio that considered wound severity, organ type, and degradation time was essential to competitiveness.

Samyang introduced a diverse lineup, including Trisorb Rapid, which degrades faster; Monosorb,› a monofilament made from PDO; and Monofast and Monoplex, which use caprolactone-containing PGCL to improve flexibility and stability, overcoming the shortcomings of conventional sutures. These development capabilities became a driving force behind Samyang's competitiveness, allowing it to win customer trust over competitors and gain confidence in leading the global suture market.

Samyang also pursued international quality management certifications. In 1999, it obtained ISO 9001 and EN 46001, and in 2002, it earned CE Mark certification for medical devices. With proprietary technology, a diversified portfolio, and strengthened reliability through global certifications, Samyang secured a competitive edge comparable to the world's leading companies in the biodegradable surgical suture market and rose to the top of the global suture yarn market.

Samyang performed well in the non-suture sector as well. In 1998, it became the first in Korea to develop a finished product Biomesh, a periodontal tissue regeneration membrane used in dental treatment. Samyang also commercialized Proflex Mesh, a partially degradable hernia treatment, made from patented composite spinning technology developed from PGCL-based Monofast yarn and non-absorbable polypropylene Monolene yarn. Samyang expanded its scope to other areas as well, including surgical biomaterials, tissue engineering products, and absorbable stents.

› Samyang's Monosorb Breaks the Global Monopoly Structure

Samyang began producing Monosorb, made from polydioxanone (PDO), in 2000. Due to the high technical complexity of this product, from raw material synthesis to production, it had previously been monopolized by Ethicon, the US-based global leader in suture technology. Monosorb broke this monopoly structure, making Samyang one of the few companies in the world, alongside Ethicon, to own production technology for this product.

Samyang Opens Think Tank, Samyang Group R&D Center 1993

On August 3, 1993, Samyang held a ceremony to mark the opening of the Samyang Group R&D Center, with Chairman Kim Sang-hong and about 200 executives and employees in attendance. The opening of this center marked the end of the 24-year history of the Jeonju Samyang R&D Center and the beginning of a new era with the Daedeok Samyang Group R&D Center. The motto established at the opening was 'A Cradle of Creativity where Dreams are Realized.' This marked an ambitious beginning for the center, which was determined to become the think tank that would provide the growth engines necessary for the group's four major business divisions.

1993.08.03. Samyang Group R&D Center Opening Ceremony

From Samyang R&D Center to Samyang Group R&D Center: Beginning the Daedeok Research Era

Samyang R&D Center, born out of the lab in the Jeonju plant, continued to strengthen its research capacity by introducing state-of-the-art equipment and expanding its research staff. However, as technological protection barriers in advanced countries increased and the role and function of R&D grew in importance, Samyang recognized the limitations of its existing research center. With the company's transition to a group structure in 1988, it also became necessary to reorganize the Samyang R&D Center into a more specialized and systematic group research institute. Samyang decided to expand and develop the R&D Center into a world-class research institute.

In 1989, a working committee was formed to establish the group research center, and full-scale construction began. Samyang decided to locate the group's research center in Daedeok Science Town. At the time, Daedeok Science Town housed 23 research-related organizations, including 13 government-funded research institutes, private companies, and other institutions, with a total of 24 research institutes scheduled to move in by 1993. Samyang purchased land in Daedeok Science Town in July 1990, broke ground in May 1991, and completed construction in August 1993. With a site area of 62,809 square meters and a building area of 23,801 square meters, the Samyang Group R&D Center consisted of two research buildings and nine annexes. It housed the group's three major research centers: the Central Research Center, the Pharmaceutical Research Center, and the Sunil Technology Research Center (Samyang Genex Research Center).

With this, the Samyang Group R&D Center, a hub for research and development that would lead the group's future, was officially launched.› Each research center had a distinct role. The Central Research Center carried out experiments and analyses of various data and focused on research in fibers for clothing, industrial materials, and plastics. The Pharmaceutical Research Center concentrated on polymer chemistry and fine chemistry. The Sunil Technology Research Center was responsible for various R&D projects related to Sunil Glucose. Through these three centers, Samyang promoted comprehensive research and development, creating synergy through close collaboration.

Realizing 'Technology Samyang' Through Systematic Research and Development

In September 1993, the Samyang Group R&D Center reorganized its R&D division. The Research and Development Headquarters, responsible for the integrated management of the Central Laboratory and the Pharmaceutical Laboratory, was established as an organization directly under the Vice President. The Development

› Winner of the Korean Architecture Culture Award

The design concept for the Samyang Group R&D Center (Central Laboratory, Pharmaceutical Laboratory, and Sunil Technology Laboratory) was 'creating a comfortable and relaxing research environment.' The central administrative building was designed in a circular shape to symbolize its role as the entrance and core, while the corridors connecting the left and right laboratories were expressed with a steel lattice frame. To harmonize with the surrounding environment, white was chosen for both the interior and exterior of the buildings, creating a clean and refreshing image. This architectural design was recognized with the 2nd Korean Architecture Culture Award in October 1993.

Department, which had been in charge of planned patent development, was also reorganized into the R&D Headquarters, further strengthening its function. Research personnel continued to expand as well. The number of dedicated researchers, which stood at 100 shortly after the center's opening, increased to 130 in 1995 and 170 in 1996. The center also focused on fostering research talent and actively supported researchers in obtaining master's and doctoral degrees.

Furthermore, the company focused on nurturing research personnel by conducting specialized joint research with prestigious foreign universities and research institutes, while also dispatching researchers abroad to acquire cutting-edge technologies. Supported by this exceptional workforce, the Central Laboratory enabled Samyang to secure Korea's leading synthetic fiber technology and also achieved excellence in fine chemicals and pharmaceuticals. As a result, it was designated as a nationally accredited testing and inspection agency, solidifying its position as a leading private research institute.

In 2000, Samyang Group integrated its Central Laboratory and Pharmaceutical Laboratory into the Samyang Central R&D Center. The center delivered remarkable achievements. In 1993, it completed 109 projects and applied for 125 patents, with 22 patents registered in Korea and overseas. In 1994, building on advanced expertise in organic synthesis, polymer chemistry, fiber engineering, and fine chemistry, the center developed advanced medical fiber materials and new industrial materials, while also continuing the development of engineering plastics processing technologies and environmental plants. That year alone, more than 100 patents were registered. In 1995, operations at the Daedeok KGMP pharmaceutical factory were quickly stabilized, reinforcing the company's foundation as a global DDS specialist.

Progress continued in the following years. In 1996, the center completed 17 R&D projects, and in 1998, it applied for 64 patents. Even after 1999, the center sustained strong achievements, filing more than 20 domestic and international patents annually, developing over 10 prototypes, and applying new cost-saving technologies in the field. In 2001, the center also supported clinical trials in Korea and the United States for Genexol PM, a novel anticancer drug developed from its core competency in DDS technology. With the advent of the Daedeok era, the company continued to actively pursue R&D across a wide range of fields, embedding R&D as a core element of management.

Establishment and Growth of the Training Center: A Cradle for Cultivating Future Talent 1993

In 1993, Samyang Group established the Training Center to oversee group-wide education and training, based on the belief that talent is the company's greatest asset and source of competitiveness. The center's mission was to cultivate 'creative Samyang people, organized Samyang people, and self-respecting Samyang people' who would lead the group into the future. Programs ranged from job development and organizational development to career development. Training covered all levels of employees, from new recruits to executives, and at times extended to their families through creative initiatives. More than just a facility for talent development, the Training Center also fostered unity, strengthened corporate culture, and served as a place to prepare for life after retirement.

Establishment of the Training Center and Systematization of Training

As the 1990s approached, Samyang Group sought a long-term talent development strategy within the framework of its '21st Century Management Structure.' This was driven by the urgent need for rational thinking among employees so they could adapt autonomously and proactively to a rapidly changing business environment. To this end, the group shifted its focus to nurturing talent capable of meeting the demands of the new management environment. Existing training, which had emphasized job skills and position-based learning, was revamped into programs centered on job, organizational aptitude, and self-development. A phased system of management training was introduced, along with specialized training by job function, early strategic planning courses for new employees, foreign language training for all employees, and enhanced adaptability to globalization. In addition, a program was launched to train in-house instructors who will take charge of the training programs.

Entering the 1990s, Samyang revamped its personnel system in parallel with employee training. In 1990, the job rank structure was revised and the performance

evaluation system was rationally improved, and by 1993, the CDP (Career Development Program) was also overhauled.

It was during this process that the decision was made to establish a dedicated training center. To effectively implement the improved personnel system, it was necessary to further strengthen education and training. Above all, since a company's competitiveness comes from its human resources, talent development and training were crucial.

In August 1993, Samyang Group established the Training Center as the cradle of group-wide employee training and education, alongside its research center. Located at the Samyang Central R&D Center in the Daedeok Science Town in Daejeon, the Training Center consisted of a seminar building with three floors above ground and one basement level, totaling 5,553 square meters, and a dormitory with four floors above ground and one basement level, totaling 2,644 square meters. The seminar building was equipped with lecture rooms, office automation practice rooms, language practice rooms, and group discussion rooms, accommodating about 700 people. The dormitory offered single- to four-person rooms with capacity for about 200 people. Additional facilities included a cafeteria, convenience facilities, and sports facilities.

Since its opening, the Training Center has operated in line with the group's long-term talent development strategy, running programs in three major areas—job development, organizational development, and life development. Job development training was aimed at enhancing job skills and was provided to all employees, from new recruits to executives. It was structured into basic, advanced, and specialized job training. Organizational development was designed to strengthen management skills and included vertical and horizontal development and community awareness training. Life development, aimed at improving quality of life, was subdivided into self-development, self-management, and cultural enrichment.

1995.02.20. Life Transition Course Training Site

Among them, the life development training program, designed to support employees' career development and post-retirement life planning, was divided into two age-specific courses: a life planning course and a life transition course. This program received an enthusiastic response from employees. In particular, it was unique to Samyang and distinct from other companies, and employees praised it as an exemplary training program that fostered the awareness that 'improving job skills is their own life vision,' thereby encouraging them to pursue a proactive work life. Since its opening, the Training Center has served as a cradle of Samyang culture, supporting the development of talent and the strategic implementation that would guide the Samyang Group into the 21st century, while also serving as a venue for practical training to improve job skills.

Changing the Name to Learning Center and Strengthened Competency-Based Training

In the late 1990s, Samyang Group introduced a new personnel management system in preparation for the 2000s and established a training plan centered on competency development. Here, 'competency' referred to the knowledge, skills, and behavioral patterns essential for organizational success and for enhancing individual performance and contribution.

The Training Center actively incorporated the group's policies and developed and operated various training programs to strengthen employee competencies. Key programs included leadership training, common competency training for business management skills, job competency training for job performance, and core talent training for nurturing key personnel. In addition to existing in-person training, the center also introduced remote learning and cyber training programs. In response to the growing use of multimedia via the Internet, the center gradually expanded cyber training, leveraging its advantages of broader accessibility, lower cost, and higher efficiency compared with in-person training, as a new learning alternative.

In September 2000, the Training Center created an HR team by integrating the personnel team and the Training Center's training program planning function. The following year, it evolved into an independent unit within the Management Support Office (Human Resources Development Team). This marked the center's transformation into a specialized training program management organization. In April 2003, the Training Center was renamed the 'Learning Center' and began offering online and digitalized training, providing diverse channels tailored to different needs.

Core Talent Training

Core talent training focused on fostering future leaders and professional specialists. To cultivate future leaders, Samyang utilized MBA programs at domestic and international universities, strategically important projects, and diverse work experiences in core functions such as planning, sales, and marketing. It also provided opportunities for employees to participate in graduate programs in Korea, internal and external professional training courses, and related projects, enabling them to build and strengthen their competencies.

STORY. 038

Completion of Daedeok Pharmaceutical Factory and Full-Scale Launch of Pharmaceutical and Biotechnology Business 1994

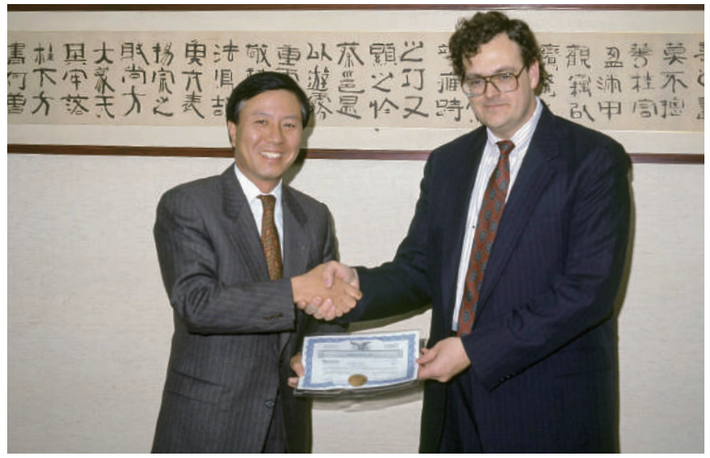
In the early 1990s, while examining the market potential of the pharmaceutical and biotechnology business, Samyang invited world-renowned scholars and hosted an international symposium on research and development trends in medical and biodegradable polymers. Although optimistic about entering the market, the company remained cautious. Professor Kim Seong-wan, a leading expert in biopolymers who also attended the symposium, pointed out that Samyang's chemical and food businesses were closely connected to its potential pharmaceutical and biotechnology business.› Samyang Group's management continued to carefully assess the market potential of the pharmaceutical and biotechnology business, its ties with existing business units, and the company's competitiveness before making the decision to enter the market. Pharmaceuticals were seen as a valuable field that could contribute to human health, and the company was confident that leveraging its accumulated research achievements and corporate capabilities in polymer chemistry, organic synthesis, and biotechnology would make it sufficiently competitive.

› **A Global Authority in DDS**

Dr. Kim Seong-wan, professor at the University of Utah College of Pharmacy, was a global authority on drug delivery systems (DDS), a core technology for developing advanced new drugs. He spearheaded the establishment of 'Teratech,' a venture company created by the University of Utah College of Pharmacy with state government support to develop DDS drugs. He also served as a research and development advisor to Samyang Group.

Entry into the Advanced Pharmaceutical and Biotechnology Industry and Business Structure Advancement

Samyang Group's entry into the pharmaceutical and biotechnology industry began in the early 1990s as part of a strategy to transform into a high-value-added, cutting-edge industry through business structure advancement. This began in January 1991, when the company acquired a 25% stake in Daeha Pharmaceutical, a mid-sized domestic pharmaceutical company that produced or imported prescription drugs for the liver and digestive system and supplied them to hospitals. A month later, the group established a collaborative partnership with Teratech, a US-based company renowned for its drug delivery system (DDS) development, through a $1.5 million capital investment. This opened the way for new business opportunities based on



1991.03.28. Capital Participation Signing Ceremony with Thera Tech (TTL) of the US

drug delivery technology and product introduction. Following these investments, Samyang established Samyang Medicare in April 1992 to import and sell medical devices, thereby entering the medical device distribution business. These moves were aimed at solidifying the company's foundation in the medical supplies market,› which requires professional expertise despite Samyang's relatively short experience in the field. In 1993, a pharmaceutical research center was established in the Daedeok Science Town to strengthen the group's research and development capabilities in pharmaceuticals, and in March of the following year, a pharmaceutical team was created within Samyang Corporation's R&D headquarters to reinforce organizational capacity.

› **The Rise and Fall of Samyang Medicare**

Prior to its launch, Samyang Medicare signed an exclusive domestic sales agreement with Terumo, a leading global medical device manufacturer in Japan, and acquired S&C, Terumo's medical device import and sales company. Beginning in May 1992, Samyang Medicare imported general medical supplies, radiology supplies, and medical equipment from Terumo and sold them through distributors and direct sales. However, in 2001, Samyang sold this business as the company shifted its medical device portfolio with its focus on surgical sutures.

Daedeok Pharmaceutical Plant, the First Production Base For Pharmaceutical Biotechnology, and Expansion of the Pharmaceutical Business

In 1993, after reorganizing its research organization, Samyang Group invited representatives from pharmaceutical-related organizations, including the R&D Headquarters, Pharmaceutical R&D Center, Sunil Glucose Technology R&D Center, Samyang Medicare, and the pharmaceutical team, to a workshop at the Daedeok Pharmaceutical R&D Center to establish a pharmaceutical business strategy. The workshop was convened to assess Samyang's capabilities, explore future business directions, and consider technology acquisition strategies. The main agenda raised at the workshop was, 'Should we focus on R&D? Or should we focus on markets or products?' Intense discussions and reviews on this issue continued late into the night.

As a result, three strategic directions were established. The first was to develop

formulations utilizing Samyang's own drug delivery system (DDS) technology. DDS is a method for controlling drug release rates or efficiently delivering drugs to targeted sites. The second was to develop new suture products based on expertise accumulated through Samyang's established fiber and starch sugar businesses. The third was to develop and produce anticancer injectables using plant cell culture technology.

When preparations were complete, Samyang Group officially announced in August 1994 its decision to build a specialized DDS pharmaceutical plant and to enter the pharmaceutical industry in earnest. The group initially planned to acquire Daeha Pharmaceutical Bupyeong plant to expand its KGMP (Korea Good Manufacturing Practice) facility. However, when acquisition negotiations fell through, it decided instead to construct a new plant.

In February 1995, the company purchased 18,512 square meters of land within the Daejeon Industrial Complex 3. Construction of the Daedeok Pharmaceutical Plant, a specialized DDS pharmaceutical facility, began in May of that year and was completed in December 1996. Even before completion, the plant underwent rigorous and complex procedures, including obtaining pharmaceutical manufacturing permits and product approval for Androderm. Notably, in November 1996, one month prior to completion, the plant was designated a KGMP-compliant facility (No. 203), demonstrating thorough preparation for full-scale operation.

Upon completion in December 1996, the Daedeok Pharmaceutical Plant began operations and began supplying its first approved product, Androderm. The company also launched non-hormonal drugs such as Nicostop, Angiederm, and Rheumastop; hormonal patch formulations such as Androderm, Estrane, and Comvitran s well as surgical sutures, thereby solidifying its position as a production base for the pharmaceutical industry.

1996.12.05. Completion Ceremony for the Daedeok Pharmaceutical Plant, a Specialized Pharmaceutical Facility

Establishment of Samyang Data System and Entry into the IT Industry 1995

In April 1995, Samyang Group established Samyang Data Systems (SYDS) with the aim of effectively responding to the rapidly changing IT (Information Technology) environment, facilitating group-wide information integration and sharing, providing IT services efficiently, and fostering IT specialists. Samyang had already entered the information and communications technology (ICT) industry in the early 1990s, focusing on wireless multimedia as the government's cable TV broadcasting program took shape. Although the ICT business was later discontinued, Samyang continued to pursue broader ambitions through SYDS, advancing diverse businesses including information processing, geographic information systems, factory automation, logistics, and video conferencing systems.

Establishment of Samyang Data Systems, a Specialized IT Service Company, and Business Expansion

Samyang's IT business began with the establishment of a computer room in May 1978. In 1992, as the need for in-house information and communication services grew in line with the group's business management innovation, Samyang founded ICM, an IT corporation, in partnership with Busan Pipe and KISTI, and developed IT programs and built an information management system. But this approach soon proved inefficient and limited in responding to the rapidly evolving IT environment.

As a result, in April 1995, Samyang liquidated its investment in ICM and established SYDS. The company's mission was to address changes in the IT landscape, integrate and share information across the group, deliver efficient IT services, and nurture IT professionals. The new organization initially comprised three divisions—System Integration (SI), System Integration Consulting, and System Operations—and employed about 90 staff members, including IT specialists from the group's IT department and affiliates.

In its first year, under the management policy of 'Securing the Founding

1995.06.01. Establishment of Samyang Data Systems

Ground,' SYDS selected automation, video conferencing, and logistics and distribution as its initial core businesses. The plan was to strengthen its foundation through internal projects, such as integrating and stabilizing the group's strategic information system, while gradually expanding into external markets.

In 1996, as part of its long-term strategy, SYDS signed a series of technology partnerships with leading global companies and implemented advanced IT systems, including process automation and video conferencing, across Samyang's business sites.[›] It also expanded its portfolio to serve external clients. Following its entry into the GIS sector in 1997, SYDS signed a supply contract with Korea SSA for the BPCS ERP package in 1998 and entered into a UniERP Business Partnership with Samsung SDS. The company also advanced into the system integration (SI) market, providing customized information systems for clients, along with solutions and services such as heterogeneous network access. In parallel, SYDS actively pursued the communications and automation systems businesses.

SYDS continued to move forward. To secure growth potential, SYDS pursued entry into the public sector, including national information technology projects already dominated by leading SI companies, as well as the rapidly growing ERP market. Beginning with the development of a management information system for Samnam Petrochemical in 1996, SYDS built its competitiveness by establishing the Korea Sports Promotion Foundation's EIS information system and Gyeongchuk's comprehensive management information system. In 1997, SYDS won a contract for billing systems for mobile telecom operators in North Jeolla and Gangwon Provinces and developed WinPOS,[»] a POS package operable in a Windows environment. The following year, it established a digital billing system for Daegu TRS and nationwide TRS operator Korea TRS, securing competitiveness in both TRS value-added services and the telecommunications SI business.

SYDS continued to receive additional orders, successfully completing projects such as the Korea TRS Y2K project in 1999, the Jeonju City Waterworks and Sewerage Facility Management Computerization Project, and the Korea Securities Depository's bond management system. In March of that year, SYDS launched Cheonghaejin, a firewall system developed in-house after more than a year of research. The system was adopted by clients such as Korea Expressway Corporation and Asiana Airlines, earning recognition for its excellence.

GROWING INTO A MID-SIZED ENTERPRISE

Despite the challenges of being a latecomer, SYDS continued to advance its group IT services. In 2001, it implemented the Oracle ERP system for the first time, followed by the BI system, a customer relationship management system, an integrated purchasing system, and an integrated logistics system. These innovations significantly enhanced the group's work efficiency and productivity. In September 2002, SYDS announced its mid- to long-term vision, Maximizing Corporate Value Based on Network Strategy, and reorganized its business strategy to focus on three areas: solutions-centered businesses, value-added network businesses centered on video and security, and IT outsourcing businesses leveraging its expertise in system management (SM).

In the logistics services division, SYDS secured a contract for the Ottogi Logistics Solutions project in January 2003, followed by IT outsourcing services from public institutions such as Korea Pallet Pool and Korea Land Corporation, as well as financial institutions including Samsung Financial Group. These achievements laid the foundation for the company, helping it overcome the disadvantage of being a latecomer in the IT outsourcing market and positioning it as a specialized IT service provider.[›]

In 2004, as part of its business diversification strategy, SYDS entered the domestic web application security market through a partnership with the U.S. security firm Teros. This move was driven by the rising frequency of hacking incidents targeting businesses, making the field highly promising. SYDS expanded its portfolio by developing next-generation security products along with mobile and network security systems, led by the Teros APS series.

To mark its 10th anniversary in October 2005, SYDS announced a business strategy centered on selection and concentration, with a strong focus on fostering the video business alongside its existing operations.

SYDS selected Polycom, a global leader in video conferencing, as a partner and, with its technical support, began building a cutting-edge video conferencing system. This initiative enabled the company to expand into video applications for disaster relief, education, and healthcare, while also pioneering new business lines including IP telephony product expansion and the introduction of group Internet

› Expanding Internal Business through Technology Partnerships

SYDS signed a technology partnership with ORSI, an Italian company with world-class factory automation technology, and applied its automated control system to the EP polymerization and expansion project at the Jeonju plant and the sugar refining process at the Ulsan plant. SYDS also formed technology and distribution partnerships with PRA and CLI for video conferencing systems, and partnered with Fujitsu and NCR for logistics distribution.

» Mobile Telecommunications Billing System 'WINPOS'

The mobile telecommunications billing system computerized billing management tasks, including customer management, processing, accounts payable and receivable, warranty services, and the switchboard interface. This system enabled Samyang to establish a foothold in CT-2, TRS, PCS, and future land and air mobile communication systems.

› Discontinuation of SI and Server Sales Businesses

The SI business faced challenges from unclear service contract scopes and resulting losses, while the server sales business suffered from a complex distribution structure that limited profitability and competitiveness. Consequently, both businesses were discontinued.

2001.12.13. Strategic Alliance for Real-Time Remote Video Education

telephony.

In July 2006, SYDS secured domestic distribution rights for Citrix Systems' NetScaler product line, a web acceleration and traffic distribution solution, and entered the application networking market as well.

In other areas, SYDS developed and launched solutions such as ERP, web-based human resource management (e-HR), logistics, and manufacturing automation systems (MES). The ERP system demonstrated its reliability and stability through its successful implementation at Samyang, while the e-HR system—developed in-house and first applied within the group—entered the market under the product name 'X-HRS.' Following its adoption by Dongbu Life Insurance, SYDS secured numerous mid- to large-scale clients, earning external recognition for the excellence of 'X-HRS.' Since its founding, SYDS has consistently built a business portfolio in line with evolving IT trends and expanded its presence both within the group and externally, strengthening its position as a leading IT service specialist.

World's First Mass Production of Paclitaxel (Genexol) via Plant Cell Culture 1995

In September 1995, Sunil Glucose was renamed Samyang Genex Co., Ltd. The name 'GENEX,' a portmanteau of 'generation' and 'next,' reflected the company's determination to continue its traditional food business based on advanced technology while simultaneously advancing into future industries such as biotechnology. That same year, Samyang Genex achieved a world first by successfully mass producing the anticancer agent paclitaxel through plant cell culture and opening a new horizon in pharmaceutical biotechnology. Subsequently, Samyang launched the finished product 'Genexol Injection' made from paclitaxel, followed by the high-dose formulation 'Genexol PM Injection,' marking a pivotal turning point in its transformation into a biotechnology-driven pharmaceutical company.

A World First: Mass Production of Paclitaxel and the Birth of Genexol

Paclitaxel is an anticancer agent originally extracted from the yew tree, and it is widely recognized for its strong efficacy in inhibiting the spread of cancer cells. However, natural extraction posed significant challenges due to the scarcity of raw materials and the environmental damage caused by harvesting virgin forests. These issues not only limited large-scale production but also kept the drug's price high. To resolve these problems, active research efforts to overcome these limitations were underway in the United States and Europe. Sunil Glucose, an affiliate of the Samyang Group, also began research into the mass production of paclitaxel using plant cell culture in 1993.

At the time, Samyang was aggressively pursuing biotechnology as a future growth engine. In June 1994, Samyang launched joint research with the U.S. biotechnology venture PPI. However, when PPI went bankrupt during the project, Samyang acquired its plant cell culture technology and independently advanced the research. Just one year and three months later, in September 1995, Samyang achieved a groundbreaking milestone: the world's first successful mass production


1995. Development of the Anticancer Agent Paclitaxel Using Plant Cell Culture Technology

of paclitaxel using plant cell culture. This achievement was accomplished in just one year and three months from the commencement of research.

The research process was far from smooth. Results achieved in the laboratory often differed from those observed during actual mass production. And since this was the first effort of its kind in the world, there were no reference materials or opportunities for external consultation. Consequently, researchers had to identify and resolve problems on their own through repeated trial and error. Such an achievement would not have been possible without Samyang's advanced biotechnology capabilities and the unwavering dedication of its researchers. Through this accomplishment, Samyang secured the ability to supply paclitaxel at a stable and reasonable price, laying the groundwork for a substantial contribution to human health.

To commercialize the technology, Samyang acquired 11,570 square meters of land in Daejeon's Industrial Complex 4 in March 1996. Construction began in August that year and was completed in December 1997. The plant, equipped with fermentation, extraction, and purification capabilities, achieved an annual production capacity of 20 kilograms. After obtaining pharmaceutical manufacturing approval for both domestic and export distribution in May 1998, the company conducted a trial run to stabilize the production process and launched full-scale manufacturing in October the same year. Notably, researchers previously involved in plant cell culture research directly participated in designing and building the facility, facilitating rapid process stabilization. This was a prime example of translating R&D results into commercialization.

In May 1999, the company obtained domestic product approval and subsequently launched 'Genexol,' a powdered paclitaxel product. Samyang produced the raw material, Samsung Pharmaceuticals manufactured the finished injectable, and Cheil Jedang handled product sales.

From Genexol to Genexol Pm: Achieving Technological Independence

In 2000, the Samyang Group designated the pharmaceutical biotechnology industry—which was expected to generate annual sales of 100 billion won—as a core business and expanded investment in DDS (drug delivery system) formulation development and plant cell culture technology. At the same time, Samyang pursued investment in overseas pharmaceutical ventures to acquire essential technologies as well as production and sales know-how, and secured protein drug delivery and gene therapy technologies through collaborations with global research institutions.

Building on this foundation, the company initiated a project to develop Genexol, a paclitaxel raw material, into a finished injectable product. As a result, in March 2001, the company received marketing approval for Genexol Injection, the first domestically produced paclitaxel-based anticancer drug for the treatment of breast cancer, and launched it in the Korean market in June of the same year. This

2007.01.24. Sales Partnership for Genexol PM with Cheil Jedang

marked Samyang's first independently developed finished pharmaceutical product, advancing beyond the production of APIs (Active Pharmaceutical Ingredients).

Genexol Injection rapidly expanded its domestic reach through a strategic partnership with Cheil Jedang, while also securing large-scale supply agreements with multinational pharmaceutical firms. As a result, the product made a significant impact in the domestic market and achieved import substitution valued at approximately 10 billion won. Genexol Injection was also exported to nine countries including Indonesia, Singapore, and Hungary and demonstrated its global competitiveness. The product quickly caught up with Taxol, the world's leading product at the time whose annual sales surpassed $10 million.

Meanwhile, Samyang earned European GMP certification for its paclitaxel raw material in 2005, Korean KGMP certification in March 2007, and Japanese GMP certification in 2010. In 2010, Samyang reached a significant milestone by securing GMP certification for its paclitaxel injection in both Europe and Japan, highlighting Genexol's compliance with the rigorous quality standards of advanced markets. These accomplishments established a solid foundation for the Genexol series to further expand into the global market.

Beginning in 2001, Samyang initiated development of upgraded formulations of Genexol. Later in July 2006, Samyang became the first company in Korea—and second globally—to launch 'Genexol PM,' an innovative paclitaxel anticancer drug designed for reduced hypersensitivity and high-dose administration. Developed using drug delivery system (DDS) technology, Genexol PM features a polymer micelle-based, water-soluble formulation, overcoming paclitaxel's previous insolubility in water. This advancement enabled higher dosages and enhanced therapeutic efficacy.

› Differentiation from Competitors

At the time of paclitaxel's development, the market was dominated by Bristol-Myers Squibb (BMS), an American pharmaceutical company that led in breast and lung cancer treatments with its commercialized drug Taxol, derived from paclitaxel extracted through proprietary technology. In contrast, Samyang produced its equivalent anticancer agents via plant cell culture technology. Competition was inevitable. The two companies had clear differences. BMS harvested yew trees for semi-synthetic extraction, whereas Samyang cultivated cells and tissues—primarily plant-based—from superior strains, without cutting down yew trees. This approach allowed Samyang to supply paclitaxel at stable, affordable prices while avoiding environmental damage and high raw material costs.

2007.10.23. Completion Ceremony for the Injection Plant and Plant Development Prayer Ceremony

Although Genexol PM was successfully developed as early as 2001, its classification as a new formulation—distinct from previous types—meant that Phase 2 and 3 clinical trials for breast, lung, and ovarian cancers were required. As a result, marketing approval was granted years later in 2006.

In August 2006, Samyang completed a large-scale manufacturing facility for the production of Genexol and Genexol PM. This state-of-the-art plant could produce 3,000 liquid injections per hour and 4,000 lyophilized injections per batch, providing a streamlined and consistent process from raw ingredients to finished pharmaceuticals. This expansion represented more than just increased production volume; it marked Samyang's establishment of a global-standard anticancer drug manufacturing base.

Clinical Trials and Sales Authorization Process for Pharmaceuticals

Until 2001, clinical trials could be conducted only on drugs that had already received approval. However, with the introduction of the Clinical Trial Authorization (CTA) system in 2002, clinical trials became possible even before obtaining approval. Since Genexol-PM had been developed before 2002, it received approval in 2001 and obtained marketing authorization only in 2006, when the clinical trials required for sales were completed. The same was true for Genexol, which had been released earlier. As the world's first paclitaxel produced through a fermentation-culture method, clinical trials for it were necessary. Accordingly, clinical trials were conducted after receiving approval on December 11, 1998, leading to marketing authorization for breast cancer in June 2001.

Construction of Korea's First PET Bottle Recycling Plant 1996

In the 1990s, environmental projects were not popular. The low profitability of such initiatives often led to losses rather than gains, and public awareness of environmental issues was limited. The PET bottle recycling business faced the same challenges. Nevertheless, in 1996, Samyang Group completed Korea's first PET recycling plant, officially launching its eco-friendly business operations. Samyang continued to lead the domestic eco-friendly industry despite years of operating losses and numerous obstacles, because Samyang was driven by a strong commitment to environmental conservation, resource recycling, public benefit, and social responsibility. The dedication of the CEO played a particularly significant role. Samyang's environmental business expanded further when Chairman Kim Sang-ha became president of the Korea Environmental Preservation Association in 1994.

Start of PET Bottle Production and Establishment of the Recycling Business Foundation

Samyang Group is the only company in Korea to oversee the entire process from PET bottle production to recycling. The foundation for the PET bottle recycling business was laid when the company began producing PET bottles. Samyang entered the PET container business in earnest in 1985 by installing a 20-ton-per-day solid-state polymerization chip production line at its Jeonju plant, beginning production that December. Initially, most of the output was used for soju bottles supplied to companies like Sunyang Soju. As demand for soft drink bottles grew rapidly, Samyang considered expanding into this sector. However, the Jeonju plant lacked sufficient space and was located far from soft drink manufacturers, making logistics costs a significant burden.

Samyang then signed a long-term supply contract for PET bottles with Bumyang Foods, the producer of Coca-Cola, ushering in the era of in-plant production by installing manufacturing lines directly at major customer sites. In February

Prepared Samyang

The raw material for PET bottles is polyethylene terephthalate, the same substance used in polyester fiber manufacturing. However, unlike standard polyester chips, those used for bottles are made with a solid-state polymerization process. With its extensive experience in the chemical fiber business, Samyang was particularly well positioned to successfully enter the PET bottle market.

Efforts to Preempt the High-Value Heat-Resistant Bottle Market

Heat-resistant bottles are expensive, high-value-added products. Although this market had not yet fully developed at the time, Samyang installed facilities in anticipation of the emerging fruit juice era. This forward-looking approach inspired a dedicated focus on developing new products to lead and shape market transformation.

1988, Samyang leased land within Bumyang Foods' Shintanjin plant and built an in-plant facility with a monthly production capacity of 2.6 million bottles. Samyang's PET bottles quickly earned recognition for quality from Coca-Cola and PepsiCo, the world's leading soft drink companies, resulting in a substantial increase in production. As the domestic PET bottle market grew by more than 20%, the need for expanded capacity became clear. Accordingly, in March 1989, additional equipment was installed at the in-plant site, followed the next year by the introduction of heat- and pressure-resistant bottles for carbonated milk beverages.

As demand for PET bottles shifted from soju to soft drinks and then to carbonated beverages, Samyang established a mass production system for carbonated beverage PET bottles in 1991. Shortly afterward, the popularity of juice and sports drinks surged, prompting the installation of additional heat-resistant bottle production facilities. With subsequent expansions, Samyang Group's PET bottle production capacity soared to 13.2 million units per month.

When further expansion at the Jeonju and in-plant facilities became impossible, Samyang decided to build a state-of-the-art PET bottle plant within Daejeon Industrial Complex 3. The new site's proximity to the existing in-plant plant provided both operational and logistical advantages, as well as ample space for future growth. The Daejeon plant opened in July 1992, equipped with state-of-the-art machinery from Canada and the United States. The facility had a monthly PET bottle production capacity of 13 million units. When combined with the output from existing plants, total monthly capacity reached 27.2 million units. Notably, the Daejeon plant featured Korea's first heat-resistant bottle production line for juice beverages.

Pressure-resistant container facilities were continuously expanded as well. In

1991. Collection of Samyang's PET bottles

August 1993, Samyang acquired the pressure-resistant PET bottle manufacturing facility from Samkwang Glass's in-plant plant, which had a monthly capacity of 10.29 million units, boosting overall production to 37.4 million units per month. The following March, these acquired facilities were relocated to the new Daejeon plant. In June, all equipment from Bumyang Foods' in-plant facility was also transferred to Daejeon, effectively centralizing PET bottle production. This consolidation marked the beginning of the plant's name change from 'Daejeon New Plant' to simply 'Daejeon Plant.'

Furthermore, to meet the explosive growth in demand for juice and sports drinks, Samyang constructed new Buildings 4 and 5 at its Daejeon plant and added heat-resistant equipment. This expansion boosted the Daejeon plant's PET bottle production capacity to 41.3 million units per month, and it also broadened the range from available sizes from small (300 ml) to large (1.8 liter) bottles.

In June 1995, responding to the rapidly evolving bottled water market, Samyang established an in-plant facility at Ilhwa's Cheongwon plant with a monthly production capacity of 10 million units. This was followed in March 1996 by an additional in-plant facility at Haitai Beverage's bottled water plant in Pyeongchang, capable of producing 5 million units per month. Starting that year, Samyang diversified its export markets, beginning with Japan, and then expanding to Taiwan and Australia. This export strategy aimed to maximize facility utilization during the winter off-season for beverages and bottled water, and it resulted in an improvement of winter operation rates by over 20%.

At the end of 1997, during the Asian Financial Crisis, Samyang's container business adapted its production structure by replacing two carbonated beverage lines with three small, heat-resistant bottle lines, shifting its focus to high-value-added heat-resistant bottles. Soon after, beverage companies continuously launched new fruit-based drinks, and their growing success drove a sharp increase in heat-resistant bottle sales from 20% to 60%.

Samyang's proactive anticipation and preparation for market changes placed its PET bottles at the forefront of this transition. Those bottles' unmatched safety, superior gas barrier properties, light weight, and transparency—as well as their exceptional cleanliness and hygiene that surpassed sanitary inspection standards—were all key to their popularity. Samyang continued to lead by introducing PET bottles for new uses, including PET cans, PET milk bottles, and PET bottles for products requiring hot storage.

The PET Can: A Groundbreaking Idea Combining PET and Cans

Developed in 2004, the PET can garnered market attention for its innovative design, which featured lining only in the lid. In 2006, it was selected as one of Korea's Top 10 Excellent Packaging Products. Its increasing popularity in overseas markets further established it as a preferred alternative to traditional glass bottles and cans.

Construction of Korea's First PET Bottle Recycling Plant and Expansion of Eco-Friendly Businesses

In the 1990s, demand for PET bottles surged, reaching around 1.2 billion bottles consumed annually. However, the recycling rate remained at just 2%. Environmental pollution from plastics became a major social issue, and waste PET

bottles specifically drew widespread concern, fueling continuous calls for recycling facilities. Recognizing the seriousness of the problem, Samyang chose to enter the waste PET bottle recycling business—a decision that reflected its emphasis on social responsibility over profit. Samyang's recycling initiative gained momentum in 1993, when it signed a five-year free supply contract with the Seoul Metropolitan Government. With approval from the Ministry of Commerce, Industry and Energy, Samyang acquired 17,652 square meters of factory land in the Sihwa Industrial Complex in Gyeonggi Province in July. Later that November, it signed an agreement with US-based PTI to adopt advanced PET bottle recycling technology. Construction was completed in November 1995, resulting in Korea's first PET bottle recycling plant, with an annual processing capacity of 8,000 tons, paving the way for substantial resource recycling and pollution prevention.

Progressing beyond basic recycling, Samyang began producing high-purity PET flakes. Collected bottles were stripped of their labels, then washed, sorted by color, crushed, washed again, dehydrated, and dried to create recycled flakes. This effort marked a new business area, with high-purity flakes serving as raw materials for recycled fibers, non-beverage PET bottles, packaging, carpets, and electronic components. Samyang later increased the plant's recycling capacity to 18,000 tons per year—roughly 250 million bottles—and launched its high-purity PET flake business in earnest.

Challenges followed, including high manufacturing costs and very low PET bottle collection rates. However, Samyang refused to abandon the project. Guided by its commitment to environmental stewardship and its goal of establishing a presence in the eco-friendly sector, the company continued the work, even at a financial loss.

In 1997, thanks to the efforts of local governments—including the Seoul Metropolitan Government, the Korea Resources Recycling Corporation, and waste collection companies—Samyang Group expanded its PET bottle recycling facilities, increasing annual processing capacity to 12,000 tons. However, this momentum was abruptly disrupted by the Asian Financial Crisis. The soaring exchange rate significantly increased the cost burden of imported equipment, and as waste PET bottles began to be exported to China, securing raw materials became a serious challenge. As deficits mounted, the group had to shoulder the full impact of the crisis. Samyang responded with aggressive self-rescue measures, including organizational streamlining, outsourcing, business restructuring to focus on value-added operations, and launching exports to China. These combined efforts led to the company turning a profit for the first time since entering the recycling market in 2000.

Sihwa PET Bottle Recycling Plant

2011.10.28. Korea Eco-Friendly Awards Ceremony

The First Nature Love Blue Heart Writing and Drawing Festival 1996

Samyang recognizes the vital importance of preserving the environment for future generations. To support this commitment, the ‘Nature Love Blue Heart Writing and Drawing Festival’ was launched in 1996 for elementary and middle school students in the Jeonju area. Although initially conceived as a one-time event, the enthusiastic response from local residents transformed it into an annual tradition. Beginning in 2023, it evolved into a large-scale environmental festival with participation from kindergarten and elementary school students nationwide. Widely regarded as a model for cooperation between businesses and communities in environmental stewardship, the festival continues to earn the trust and support of local residents.

The Beginning of a Large-Scale Environmental Festival Focusing on the Future of the Earth and Environment

Samyang has systematically pursued social contribution activities across various fields, including talent development, environmental conservation, assistance for those in need, community development, scholarships, academic support, and cultural enrichment. The ‘Nature Love Blue Heart Writing and Drawing Festival’ stands as one of Samyang Group’s flagship environmental protection initiatives, alongside the ‘One Company, One River Campaign’ and the ‘One Company, One Mountain Care Campaign.’ The inaugural festival was held on April 28, 1996, at the Jeonju Plant’s main grounds. The event marked the plant’s designation as an environmentally friendly facility that year and was designed to inspire a true understanding of environmental stewardship in children and youth—the nation’s future leaders. Even as a first-time event, it proved to be a tremendous success, drawing over 10,000 elementary and middle school students and their families from the Jeonju area.

The festival began with an opening ceremony at 2:00 PM. Early arrivals spread mats, sat together in groups, chatted, and enjoyed the easy-going atmosphere.

1996.04.28. 1st Nature Love Blue Heart Writing and Drawing Festival

After the ceremony, students spent around two hours working on one of several environmental themes: ‘The Nature Conservation Movement,’ ‘The Beautiful Place I Want to Live,’ or ‘My Letter to Nature.’ Elementary students drew pictures, while middle school students wrote essays. Some discussed the topics with their families, while others reflected and worked independently. Following the submission of their artwork and essays, participants enjoyed an energetic entertainment session hosted by a popular comedian.

The awards ceremony took place about ten days later, on May 11, also at the Jeonju Factory. Hyun Ah-young, a second grader at Jeonju Geumam Elementary School, won the grand prize for drawing, and Ryu Sam, a freshman at Jeonju Geunyeong Girls’ Middle School, received the grand prize (the Minister of Environment Award) for writing. Both were awarded computers. Additional honors included gold, bronze, the Jeonju Factory Manager’s Award, and Encouragement Awards. The full list of winning entries and recipients was published as a supplement in Samyang’s company newsletter.

From a One-Time Event to a National Annual Festival

When the first Nature Love Blue Heart Writing and Drawing Festival concluded, it was widely believed to be just a single, one-off event. Yet, the enthusiastic feedback from participants and the overwhelmingly positive response from the community sparked the idea of holding it annually. Beginning in 2000, the

festival was established as a yearly tradition. Jointly hosted by Jeonju's leading firms—Samyang Corporation, Huvis, and Samyang Kasei—alongside the Korea Environmental Conservation Association and sponsored by the Ministry of Environment, the festival quickly evolved into a major regional event.

With each passing year, the festival grew more dynamic. In addition to the core drawing and writing activities, a variety of interactive programs and hands-on experiences were held throughout the venue, boosting excitement and participation. Over time, the Nature Love Blue Heart Writing and Drawing Festival became the largest environmental event in North Jeolla Province and was recognized as an exemplary model of corporate-community cooperation for environmental protection.

In 2019, with its 22nd edition, the festival expanded into a national event. The COVID-19 pandemic led to its cancellation in 2020, and it was held online in 2021 and 2022. Returning in 2023 as a nationwide competition after the pandemic was over, the festival broadened the writing category but eventually focused solely on drawing, adopting the new name 'Nature Love Blue Heart Drawing Festival.' The 26th and latest editions saw record participation and featured diverse environmental programs and flea markets, such as flower pot and keychain crafting with recycled coffee grounds, decorating eco-friendly pouches, and creating environmentally-themed picture frames.

2019.04.21. The 22nd Nature Love Blue Heart Writing and Drawing Festival Expanded to a National Competition

Launch and Spread of the 'C&C Board': An Organization That Led Change 1996

In mid-2008, Samyang identified the cosmeceutical sector as a promising future business and launched it as a new venture. In 2015, Samyang spearheaded a trend toward simplified work attire, receiving enthusiastic feedback from employees. In 2016, the company introduced the 'Healing Cooking Class with Chef Jang,' offering a refreshing break from daily work life. In 2018, Samyang implemented a structured handover process. These initiatives all shared a common denominator: they were conceived and executed by the C&C Board, leading to meaningful transformation within the organization. The C&C Board drove both major and minor innovations, helping make Samyang Group a happier and more dynamic workplace.

The C&C Board: Young Blood Championing Change and Innovation

The C&C Board, short for 'Change & Challenge Board,' is Samyang Group's dedicated engine for change and innovation. Members serve one-year terms and are recruited annually through a portal, with candidates selected via voluntary applications and recommendations from the company's various divisions, making them recognized faces of the organization. The roots of the C&C Board go back to 1996, when President Kim Yoon, then newly appointed CEO, emphasized the importance of cultivating a culture of management innovation. Under his strong leadership and support, a series of initiatives were undertaken: promoting optimal decision-making through open communication, encouraging creative solutions to organizational challenges, and fostering a business-oriented mindset among employees to develop future leaders. President Kim personally launched the C&C Board to drive these changes.

Composed of 8 to 10 young employees with three to ten years of working for the company, the board aimed to inject fresh ideas and energy into corporate management while promoting a dynamic company culture. Starting with the very first board, members met monthly to independently identify and tackle

issues crucial to the group's growth, from system and vision enhancements to the discovery of new business opportunities.

"In the past, employees who proposed ideas unrelated to job assignments, off-topic, or simply groundbreaking were often met with skepticism. However, fresh and unique ideas can become the foundation for organizational innovation. The C&C Board serves exactly that purpose."

President Kim Yoon held the C&C Board in high regard. He earned the trust of board members through open communication, frequently attending meetings to hear their views and share his own management challenges. When unable to attend, he received regular reports on board discussions and actively incorporated meaningful insights into company management.

The C&C Board's Continuous Drive for a Happy Workplace and a Better Company

"C&C Board members are driven by loyalty to the company and a desire for personal growth. We collaborate with colleagues who passionately support change and progress, willing to put in extra effort. Engaging with peers from different business units and exchanging perspectives not only expands our thinking but also gives us a deeper understanding of the group's operations. The support and encouragement of every employee is essential."

This message from a C&C Board member underscores the board's effectiveness when all employees, not just board members, participate and engage. The member emphasized that individual and company growth are closely linked and inseparable.

Since 2001, Samyang has provided overseas industry tours as incentives to C&C Board members in recognition of their Change Leader activities, enhancing both satisfaction and performance. Numerous suggestions from board members have led directly to improvements put into practice throughout the company.

In mid-2008, the C&C Board played a pivotal role in steering Samyang Group towards entry into the cosmeceutical business, which has since become a major market and helped Samyang establish a refreshed corporate image through related initiatives. The board also led a movement to simplify work attire in 2015. Thanks to their forward-thinking recommendations, employees transitioned from formal suits, ties, and dress shoes to more comfortable attire—including jeans and sneakers. The impact went beyond clothing. It brightened employees' spirits and encouraging more flexible thinking. It yielded results that exceeded expectations.

Building on the board's suggestions, Samyang Group introduced the 'Healing Cooking Class with Chef Jang' in 2016, giving employees the opportunity to create and enjoy dishes under the guidance of a renowned chef. In 2018, the board helped roll out a systematic handover process, reducing gaps from personnel changes and strengthening the group's management of intellectual property. In these and many other ways, the C&C Board has driven ongoing transformation and innovation throughout the Samyang Group, fostering open communication, energizing company culture, and improving work efficiency—together fueling the company's continued growth.

2001.07.20. Change Leader Training

DDS-Based Patch Products: Nicostop and Rheumastop 1997

By applying drug delivery system (DDS) technology, medications once limited to injection can now be reformulated as oral or patch-type products, significantly enhancing patient convenience and therapeutic effectiveness. Recognizing the promise of DDS, Samyang began developing patch products using this technology and, in 1997, launched the smoking cessation patch ‘Nicostop’ and the arthritis patch ‘Rheumastop.’ Nicostop was selected as one of the ‘98 Hit Products’ by Kookmin Ilbo in 1998. Sales surged in early 2002 after an anti-smoking commercial featuring a famous comedian diagnosed with lung cancer aired, propelling Nicostop to top-selling status.

Nicostop Dominates Market, Riding the Smoking Cessation Craze

Transdermal medications, or patches, are applied to the skin and are carefully designed to control both the drug release rate and penetration through the skin, ensuring steady efficacy. The first transdermal patch, Transderm Scop, was launched in 1981 by Swiss pharmaceutical company Ciba-Geigy, revolutionizing DDS-based medications. One of the greatest benefits of transdermal DDS is its ability to reduce side effects often linked to oral medications, such as gastrointestinal or liver damage. It allows medication to be delivered at a constant, controlled rate, providing sustained, painless effects and permitting prompt discontinuation when required. Building on this technology, Samyang developed and produced a range of patch products, including the smoking cessation aid ‘Nicostop,’ the angina treatment ‘Angiederm,’ and the arthritis treatment ‘Rheumastop.’

Nicostop, Samyang’s first independently developed product, is named by combining ‘nicotine’ and ‘stop.’ Production began immediately after the completion of the Daedeok Pharmaceutical Factory, with sales starting in 1997. As a patch, Nicostop can be applied anywhere on the skin, delivering its effect by continuously releasing a steady concentration of nicotine over 24 hours. This constant delivery helps suppress withdrawal symptoms and the urge to smoke. Most notably,

1997. Nicostop, A Nicotine Patch

Nicostop provided superior consistency and stability compared to imported alternatives.

Samyang focused on promoting Nicostop and rapidly expanding its market share through aggressive marketing strategies, including telemarketing, No Smoking Day events, and TV commercials. In 1998, Nicostop was recognized as one of the ‘98 Hit Products’ by the Kukmin Ilbo. It was in the 2000s, however, that Nicostop’s sales began to rise dramatically. The anti-smoking trend of 2001 played a pivotal role, sending monthly sales skyrocketing from about 100 million won to over 10 billion won. A further surge followed a powerful anti-smoking campaign in early 2002, when a TV commercial featured the well-known comedian Lee Ju-il, who was undergoing treatment for lung cancer. This campaign sparked a nationwide ‘smoking cessation syndrome’ and led to a dramatic increase in Nicostop sales. In a three-way competition with Handok Pharmaceutical’s Nicoderm and Pharmacia Korea’s Nicorette, Nicostop emerged as the market leader, capturing 80% of domestic sales.

Samyang continued introducing new products. A version with adjustable nicotine dosage, allowing users to gradually taper off while quitting, was recommended by the Korea Smoking Cessation Council. For added convenience, Samyang also launched ‘Nicostop Troche’ and ‘Nicostop Gum,’ available in candy and gum formats, respectively.

The angina treatment ‘Angiederm,’ introduced in 1997, converted a previously oral medication into a patch. Despite being a prescription-only product, Angiederm maintained steady sales alongside Nicostop.

Change in Consignment Sales

Eventually, the hormone patch was discontinued due to poor sales, and consignment sales of Nicostop, Angiederm, and Rheumastop were transferred to Handok Pharmaceutical.

Rheumastop for Rheumatoid Arthritis Treatment

Rheumastop, a rheumatoid arthritis treatment developed by Samyang Pharmaceutical Laboratory, received product approval in 1998 and entered production in 1999. As the first diclofenac patch for rheumatoid arthritis developed in Korea, Rheumastop addressed the limitations of oral treatments, which often lose efficacy because the drug fails to reach the joints directly.

The patch penetrates deep into the synovial fluid—the primary site of arthritis—effectively reducing swelling and pain in inflamed areas. Its superior absorption around the joints ensures long-lasting pain relief, while added menthol provides a refreshing sensation. In 2000, the patch material was changed from polyurethane to nonwoven fabric, and production was suspended for about a year for clinical trials before being relaunched in 2002.

Initially, Samyang established branches in major cities nationwide and employed sales representatives to sell the patch directly. However, with the introduction of the separation of prescribing and dispensing, Korea's pharmaceutical market rapidly changed, prompting Samyang to adopt a consignment sales model in November 1999. A mutually beneficial business structure was created through strategic partnerships—Rheumastop with Chong Kun Dang, and Nicostop and Anziderm with Daewoong Pharmaceutical.

1999. Launch of Rheumastop, the first patch-type arthritis treatment in Korea

Overcoming the Asian Financial Crisis with Samyang's Unique Strategy 1998

On October 29, 1998, President Kim Dae-jung hosted a dinner at the Blue House for representatives of companies recognized for outstanding restructuring efforts. Thirteen domestic conglomerates and mid-sized corporations attended, including Samyang Group, represented by Chairman Kim Sang-ha. All of the invited companies shared a common trait: they had undertaken bold and swift restructuring in response to the national economic downturn and credit crunch following the foreign exchange crisis. In Samyang's case, the company reorganized around its core businesses of fibers, food, and chemicals; strengthened its financial structure; and streamlined its organization. It also attracted media attention for modernizing its traditionally conservative corporate image, projecting a younger, more dynamic identity. Samyang was widely praised as one of the most successful examples of corporate restructuring during the crisis.

The Asian Financial Crisis and Samyang's Distinguished Response

In November 1997, Korea faced an unprecedented crisis: national bankruptcy. Long-standing structural vulnerabilities in the economy exploded, triggering what came to be known as the IMF foreign exchange crisis. Within a month, the call rate soared from 13% to 24%, and the exchange rate jumped from 960 won to 2,000 won per dollar, even prompting a suspension of foreign exchange trading. The result was a wave of corporate bankruptcies, mass unemployment, and soaring consumer prices. Major foreign rating agencies downgraded Korea to non-investment grade status, accelerating the exodus of foreign capital.

The financial sector was hit hardest. Sweeping restructuring deals reshaped the automobile, semiconductor, railway, aviation, and petrochemical industries, while companies were forced to sell even core businesses to secure financial soundness. The fact that 13 of the nation's top 30 conglomerates fell out of the rankings within two years underscored the severity of the crisis.

Samyang Group was not immune. The rapid depreciation of the Korean won and the contraction of the domestic market drove up import prices for raw and sub-materials. Meanwhile, the burden of repaying domestic and foreign capital for new business and large-scale facility investments weighed heavily on management, compounded by debt-collection pressure from financial institutions. The challenges facing the textile business grew even more acute, and the domestic recession turned out to be deeper than anticipated. Affiliates ambitiously seeking new growth also found themselves in much the same situation.

Yet compared with conglomerates that had expanded recklessly through excessive borrowing, Samyang's impact was relatively limited. Its resilience stemmed from a management philosophy that emphasized stability and substance over outward expansion.

Another factor that allowed Samyang Group to cushion the impact of the Asian Financial Crisis was its foresight in anticipating change and proactively implementing restructuring measures—including slimming down and simplifying its organization—at a time when others had not. Internalizing innovation through management reforms and the establishment of long-term strategies also played a key role. In effect, the group had already undertaken the self-reform later demanded when the national economy came under IMF management.

Nevertheless, a strategic adjustment to its business structure, which had long been focused on growth and future-oriented expansion, became unavoidable. At this point, Samyang was not merely seeking stability. Rather, it demonstrated a proactive stance, transforming crisis into opportunity. The company's seventy-year foundation, together with the innovative mindset cultivated in the 1990s, set the stage for restructuring and reorganization aimed at making Samyang a 21st-century enterprise.

Turning Crisis into Opportunity: Intensive Restructuring

Samyang Group used the Asian Financial Crisis as a catalyst to find opportunity in crisis and reshape its business structure. To overcome the IMF bailout crisis and establish a management system suited for the 2000s, the company carried out intensive restructuring. These efforts focused on consolidating non-core affiliates and marginally unprofitable businesses, divesting assets to sharpen its focus on core operations, strengthening its financial structure, and reducing personnel.

At the same time, employees across the group tightened their belts to help overcome the crisis. A notable example was the '30-point Weight Loss Campaign to Overcome the Recession,' which clearly reflected Samyang's corporate tradition. The campaign emphasized a shared sense of crisis and encouraged small but meaningful steps, and it was significant in that it was initiated from the bottom up rather than imposed from the top down.› A 10% reduction in fuel costs for executive vehicles was also implemented at the request of employees. When executives returned a portion of their bonuses, employees followed suit.

› All Hands on the 30-Point Weight Loss Campaign to Overcome the Recession

The campaign generated strong enthusiasm, with over 100 ideas submitted. These were narrowed down to 30 and implemented company-wide. Initiatives included using public transportation, staying in company facilities during regional business trips, reducing inventory and supplies, and simplifying company events. Each measure was designed to reduce costs without causing significant inconvenience.

1997.12.03. Announcement of the conclusion of negotiations on the IMF bailout loan

1997.12.19. Economic Revival Resolution Rally and Ten Million Signature Campaign

Management, too, responded: in June 1998, Honorary Chairman Kim Sang-hong and Group Chairman Kim Sang-ha donated 15,000 shares of their own stock (worth 9.5 billion won) to the company. Even the group newsletter was scaled back in frequency—from monthly to bimonthly and later quarterly—to reduce costs.

At the same time, significant restructuring was carried out. To concentrate on core businesses such as chemical fibers, food, and pharmaceuticals, the group began liquidating non-core or marginally unprofitable affiliates. Starting with the sale of Samyang Finance shares in October 1998, Samyang divested its telecommunications and financial affiliates, including Samyang Telecom and Samyang General Finance.› To improve its financial structure, debt was repaid through paid-in capital increases totaling 37 billion won at Shinhan Flour Mills and Samyang Medicare. The 9.5 billion won in shares contributed by top management were also invested to strengthen the financial base. In parallel, Samyang pursued investment in related businesses and succeeded in attracting foreign capital. It became the first private company in Korea to issue overseas bonds in Hong Kong, securing $20 million in foreign funds. In addition, the company obtained $10 million in investment from Mitsubishi Chemical.

However, Samyang Group could not avoid personnel restructuring. Through two rounds of workforce reductions in 1997 and 1998, a total of 251 employees—about 15% of the workforce—left the company. Around 20% of executives also retired during this period. While such measures were unavoidable for the company's survival and competitiveness, they left management with a lasting sense of loss. Nevertheless, these restructuring efforts significantly strengthened Samyang's financial structure, including improvements to its debt ratio.

Beginning in the second half of 1998, operating performance—including sales and net income—recovered to pre-IMF levels, and the group rejoined the ranks of the nation's top 30 conglomerates. At the same time, Samyang reduced its executive staff, scaled down its management team above the director level, and implemented a field-oriented organizational restructuring, all of which helped transform the company into a much younger and more dynamic organization.

› Business Structure Restructuring

As part of its efforts to shift toward a high-value-added business structure and strengthen the competitiveness of its existing operations, Samyang Group expanded into financial services, wired and wireless cable TV, wireless communications, and information and communications. Its entry into financial services began in 1992 with the acquisition of management rights for Jeonbuk Investment & Securities and continued with the establishment of Samyang General Finance Corporation in 1994. In 1996, Samyang also entered the wireless communications market through the establishment of Samyang Telecom. However, the Asian Financial Crisis triggered a restructuring process, leading to the liquidation of these businesses.

Business Restructuring and Establishment of a Business Unit–Centric Responsible Management System 2000

"With the separation of the textile division, Samyang has established a new vision and strategy to restructure its business portfolio in a future-oriented manner. Through the concrete implementation of this vision and strategy, Samyang will demonstrate its true transformation. Going forward, we plan to reorganize Samyang's business structure around four core sectors: pharmaceutical biotechnology, chemicals, food, and new businesses."
With these words, delivered at the beginning of 2001 in a New Year's address to employees gathered in the main auditorium of the headquarters, Vice Chairman Kim Yoon announced a blueprint for the group's future in the new millennium. He also set a vision goal of achieving 6 trillion won in sales by 2010. To reach this goal, he outlined mid- to long-term management targets, including maintaining an average debt ratio below 100% for five years starting in 2001, securing investment capacity, and ensuring balanced investment in both existing and new businesses. At the same time, Samyang reorganized its structure into a Business Unit (BU) system, thereby establishing a responsible management framework designed to drive efficiency and accountability.

Business Restructuring for Future Management

In August 2000, Samyang CEO Kim Yoon was appointed Vice Chairman. The following year, in August 2001, Samyang Genex President Park Jong-heon was appointed President and CEO of the Business Division, while Samyang Vice President Kim Won became President and CEO of the Management Division. This marked the beginning of a third-generation management system, with Vice Chairman Kim Yoon at the helm, President Kim Won overseeing the Management Division, and President Park Jong-heon leading the Business Division. Although Samyang had successfully overcome the Asian Financial Crisis through a sound financial structure and disciplined management, the new leadership team was

2000.04. McKinsey Consulting Seminar

tasked with establishing a 21st-century vision for the group and building a business portfolio and strategy to achieve it.

To this end, the company signed a consulting contract with McKinsey & Company to develop a portfolio strategy and launched a vision team to work closely with the consulting firm. Together, they evaluated the limitations of existing businesses, conducted feasibility studies for new ventures, and designed a blueprint for Samyang in the new millennium. Based on McKinsey's eight-month consulting report, the group identified four core business areas: chemicals, food, pharmaceuticals, and new businesses.

Among these, chemicals and pharmaceuticals were designated as the two primary growth engines. In the case of new businesses, the focus was placed on strengthening intangible assets such as brand, manpower, and R&D to secure long-term momentum. For the food sector, Samyang aimed to enhance competitiveness in existing operations while also pursuing opportunities to expand into the B2C market.

Establishment of a Business Unit–Centric Responsible Management System and Introduction of a New HR System

In 2000, Samyang—recognized for its youthful and progressive management style—transitioned to a Business Unit (BU) system to further improve operational efficiency while balancing tradition with innovation. This restructuring built upon organizational reforms introduced in the 1990s, including the annual salary system, team-based systems, and the SBU framework. The BU system streamlined the organizational structure into business units, with the SBU's autonomous and independent management serving as its foundation. Its objective was to establish a decentralized organization centered on functional specialists, with unit-level performance directly tied to evaluations and compensation.

With this reform, Samyang reorganized its structure from seven business divisions, 12 SBUs, and 79 teams into four offices, 10 BUs, and 49 teams. Alongside the BU system, the 'one company, multiple representatives' system was also introduced. Under this multiple-CEO framework, responsibility and authority were clearly defined across business divisions, enabling production and sales to operate independently.

At the same time, Samyang pursued organizational culture innovation to establish a 21st-century business structure and promote value management. In partnership with Towers Perrin, a global human resources consulting firm, the company introduced a new job-focused personnel system. This included redesigned executive compensation, job-based pay, and performance evaluation and reward systems. The core objective was to shift from a 'people-centered' paradigm to a 'job-centered' one and to establish differentiated HR systems for each business unit.

As a result, in 2001, the job grade system was simplified to four tiers. For executive compensation, in addition to base salary, short-term (1-year) and long-term (3-year) incentives were introduced to encourage leaders to achieve goals. The employee rank system was divided into a job-based rank system and a competency-based rank system. The traditional progression—staff → assistant manager → manager → general manager—was replaced with P4 → P3 → P2 → P1, reflecting job roles by business unit. For team leaders, a new classification of M1 and M2 was introduced based on responsibility and importance, and this change was implemented from 2002. These reforms further strengthened the responsible management framework by clarifying responsibilities, expanding authority, and enabling faster decision-making. The new rank system introduced by Samyang became the foundation for all HR processes, including compensation, performance management, and career development.

Transition to an SBU System and Clarification of the Responsible Management Framework

In 1992, Samyang restructured its organization to advance its business structure, revitalize group management, and improve efficiency. At that time, the company introduced a CEO system for each business division and established both the Planning and Management Division and the Overseas Business Division. In August 1994, the Group Management Planning Office was created to oversee affiliate management, serving as an impetus for a new management framework that included restructuring and entry into new businesses. As part of this effort, in March 1996, the business units within each division were reorganized into Strategic Business Units (SBUs), subdivided into product-specific units. Key elements included a responsibility management system that delegated significant authority to SBU heads and the adoption of a more strategic organizational structure. This laid the foundation for Samyang's eventual shift toward high-value-added businesses.

Second Reorganization Optimized for Business Structure Changes

In September 2002, with the transfer of the textile division to Huvis, the organization was once again reorganized into four offices and nine business units. This reorganization completed the framework of an organizational structure centered on the group's core businesses—chemicals, food, and pharmaceuticals/biotechnology—and established the foundation that would remain in place until the transition to a holding company system.

Changes to the Job Ranking System and Simplified Decision-Making Structure

The previous title hierarchy of Assistant Managing Director → Managing Director → Executive Director → Vice President → President → Vice Chairman → Chairman was restructured into a role- and duty-based system. Under the new framework, the CEO was responsible for the overall management of Samyang and its affiliates, the COO was tasked with managing individual affiliates as well as overseeing the collective management of multiple businesses or business units, the EVP was charged with managing a business unit or support office within the company, and the VP assumed responsibility for Profit Centers or Cost Centers within a business unit, including the integrated operations of multiple teams and large-scale projects. At the same time, the decision-making process was streamlined from multiple layers to just four stages: team member → team leader → BU head → COO/CEO.

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Launch of the Integrated Corporation ‘Huvis’ in the Chemical Fiber Industry 2000

In 2000, Samyang Group, which had been pursuing corporate restructuring in consultation with McKinsey & Company, reorganized its operations into four divisions: pharmaceuticals, chemicals, foods, and new businesses. As part of this process, the group decided to spin off its fiber business. At the time, the domestic chemical fiber industry was struggling with severe oversupply that threatened national competitiveness. In response, four companies—Samyang, SK Chemicals, Saehan, and Korea Synthetic Fiber—entered negotiations to find a solution. During the process, Saehan and Korea Synthetic Fiber withdrew, leaving only Samyang and SK Chemicals to continue discussions. Ultimately, the two companies reached a dramatic agreement, and on November 1, 2000, the joint venture Huvis was launched. This marked the rise of a polyester manufacturer ranked among the world’s top five.

Dramatic Agreement Restructures the Domestic Fiber Business

The establishment of Huvis was the outcome of challenges that faced the domestic synthetic fiber sector. Around 1992, the once-thriving chemical fiber industry began to show signs of trouble. Both domestic and global markets entered a downturn, and China, the main export destination for Korean fibers, rapidly expanded its own production facilities to achieve self-sufficiency, leading to a sharp drop in Korean exports. To make matters worse, the price of TPA—a key polyester raw material—soared, aggravating the situation. Eventually, beginning in 1994, a wave of major bankruptcies swept through textile companies. This dealt a significant blow to Samyang, since many of the bankrupt companies were its major clients.

Faced with this perfect storm, Samyang’s textile division—once a steady contributor of 500–600 billion won in annual revenue—saw a sharp drop in profits. In June 1996, the company reported a net annual loss for the first time. Worse was yet to come. The Asian Financial Crisis that erupted in late 1997 delivered a direct

2000.11.21. Founding Ceremony of Huvis

blow, plunging the domestic economy into turmoil and leaving many companies struggling for survival.

Samyang Group aggressively pursued restructuring of its chemical fiber division, streamlining operations and automating facilities at the Jeonju plant. It also undertook painful personnel cuts. Yet, these measures failed to deliver a fundamental solution. The core problem was excessive competition among the 13 domestic textile companies, with no signs of relief. Meanwhile, Samyang had been incurring losses for three consecutive years, and the deficit was deepening. Concerns grew that the struggles of the fiber division could jeopardize the entire group. In a bid to find a breakthrough, Samyang turned to McKinsey & Company for consulting on restructuring and competitiveness.

Despite the crisis, Samyang did not abandon efforts to normalize operations. In March 1999, it reorganized its chemical fiber business, concentrating on the development and marketing of differentiated products. The plan was to raise their share to 60% of total output by year’s end. At the same time, the company pursued an export strategy: supplying mostly traditional products to emerging markets in Central and South America and the Middle East, while expanding high-value-added products to major markets at a measured pace in line with fluctuations. At that time, Samyang’s principal textile export markets were China, the United States, and Europe, with China accounting for about 60% of exports.

In October 1999, McKinsey presented the findings of its ‘Synthetic Fiber

Business Restructuring Plan.' The report concluded that merging the textile divisions of Samyang, SK Chemicals, Saehan, and Daehan Synthetic Fibers could generate synergy effects worth approximately 70 billion won. This led the four companies to enter integration talks. However, Daehan Synthetic Fibers soon withdrew over disagreements on governance. Negotiations continued among the remaining three companies, but in June 2000 Saehan entered a workout program, leaving only Samyang and SK Chemicals. From there, discussions progressed quickly, and the top management of both companies ultimately agreed to merge their polyester divisions. It was a dramatic conclusion reached in a remarkably short time.›

› News of the 30-Year Tradition Fiber Sector Being Transferred

The news soon spread throughout the company. It was disheartening for employees who had witnessed the company endure early hardships and grow into a world-class chemical fiber producer through nearly 20 new and expanded facilities. At the same time, however, they also hoped that this move would help revitalize the chemical fiber industry and enable the company to overcome its own challenges.

›› The CEO's Decision: Painful yet Bold

It was a groundbreaking decision. Vice Chairman Kim Yoon played a decisive role in making it. He later admitted to the press that it was the most difficult moment of his life.

Establishment of Huvis, the First Integrated Corporation in the Chemical Fiber Industry

In July 2000, Samyang and SK Chemicals signed a memorandum of understanding at the Koreana Hotel in Seoul and officially announced the creation of an integrated corporation for their textile divisions. Samyang declared its intention to transfer its polyester filament, staple fiber, and solid-state polymerization businesses to the new entity, while SK Chemicals transferred its polyester filament and staple fiber businesses to the new corporation. The announcement spread quickly, sending shockwaves both domestically and internationally. This was understandable, given that although Samyang was already pursuing restructuring, few anticipated that the polyester division—responsible for 47% of the group's total sales and a major driver of its growth—would be the one transferred.»

This decision enabled Samyang to concentrate on its core businesses and freed up capacity to pursue new ventures. The transfer of 430.2 billion won in assets to Huvis also eliminated 305.2 billion won in liabilities, significantly reducing financial costs tied to borrowings. In fact, Samyang Group's debt ratio dropped from 153.6% to 68% as of June 2001. With this financial foundation in place, the company was positioned to channel its investments into advanced fields such as chemistry and pharmaceutical biotechnology, laying a foundation to transform itself into a 21st-century advanced materials enterprise.

After receiving official approval from the Fair Trade Commission, the integrated corporation Huvis was officially launched on November 1, 2000. As a result, Samyang's fiber division—which, alongside its sugar business, had driven the company's growth for more than 30 years—was removed from the Samyang Group's business portfolio in December 2000.

Since its founding, Huvis has consistently generated profits, guided by its clear goal of addressing oversupply and focusing on the development of differentiated products. It successfully overcame inter-organizational discord and eliminated redundancies in R&D and its facilities as well. Another noteworthy achievement was zero employee turnover in the three years following the merger. As the first

The Huvis headquarters building in Garak-dong, Songpa-gu, Seoul, used from 2000 to 2003

integrated corporation in the synthetic fiber industry to achieve autonomous integration amid severe oversupply, Huvis gave rise to the term 'Huvis-style restructuring' and has been recognized as an innovative restructuring model for ensuring the shared survival of similar industries. The leadership of Vice Chairman Kim Yoon, who drove the integration through bold decisions and decisive leadership, was also highlighted throughout the process.

The Establishment of ERP System: Beginning of IT-Based Smart Work 2001

In the late 1990s, another wave of innovation swept through Samyang Group. To adapt to the emerging e-business environment and maximize core competencies, the company decided to implement an ERP system. At a time when PCs had only recently become commonplace in the workplace, introducing such a solution was no easy feat. The challenge was even greater because the system had to be applied across Samyang's diverse business sectors, including food, chemicals, pharmaceuticals, and biotechnology. Nevertheless, this was seen as an essential step to drive change and lay the foundation for the next generation.

Building an Information System Foundation with the Introduction of ERP

In the early 1990s, another wave of innovation spread across the group, bringing major changes in management. These innovations were driven by three key areas: mindset reform, productivity enhancement, and system advancement. Although replacing old practices with new ones was a demanding process, the active participation of employees led to the elimination of waste and unnecessary tasks, improving work efficiency and strengthening the company's fundamentals.

Yet Samyang was not content to stop there. On the cusp of the 2000s, it became clear that to respond quickly and flexibly to the rapidly changing business environment, the company needed to integrate its management resources and maximize efficiency. Thus, the decision was made to implement an ERP system,› which was gaining recognition as an innovative solution for enhancing corporate competitiveness. In 1999, an ERP task force consisting of 24 key personnel was established. Several companies, including Samyang Corporation, Samyang Data Systems, and the multinational consulting firm Accenture, joined the project, bringing the total number of members to more than 90.

In April of that year, full-scale work began. The decision was to build a basic ERP framework encompassing sales and logistics, production, purchasing and import/export, and finance modules, and then gradually expand it to include SCM (Supply Chain Management), HR (Human Resource Management), EIS (Executive Information System), and KMS (Knowledge Management System).

› Decision to implement ERP

ERP, or 'enterprise resource planning,' referred to the integration of all corporate resources to improve management efficiency. Implementing ERP allowed employees across all functions—production, sales, purchasing, inventory management, and accounting—to share necessary information simultaneously, enabling faster and more effective decision-making. Furthermore, the system made it possible to immediately detect both shortages and overstocks in inventory, significantly enhancing operational accuracy and efficiency.

1999.04.10. Kick-off meeting to establish the ERP master plan

"Implementing an ERP system is not a matter of choice; it is a necessary undertaking. Full-scale innovation initiatives for globalizing management, accelerating decision-making, and integrating work processes are not the responsibility of a specific department. They require the collective effort of all members."

With the full support of then–Vice Chairman Kim Yoon, the team worked tirelessly, day and night, to implement the ERP system. They conducted multiple integration tests to ensure the system's completeness and accuracy. Finally, in July 2001, the ERP system was successfully launched. The new system integrated a wide range of management resources—including human resources and finance—across all divisions, such as accounting, materials, sales, logistics, and production. This enabled the company to acquire accurate information more quickly, accelerate decision-making, improve productivity, and drive management innovation, thereby significantly strengthening its overall competitiveness.

ERP Drives Business Innovation, Completing Group-Wide Resource Management

The first key to Samyang's successful ERP implementation was the strong commitment of its management. Vice Chairman Kim Yoon demonstrated passion for the project, going beyond merely receiving business reports and directly leading the effort. Another critical factor was the decision to select an optimized package and operate it in parallel with the existing system to achieve the best process outcomes. Although parallel use created some inconveniences, it provided valuable experience, and through correcting and verifying operational errors, the company was able to build processes optimized for its needs.

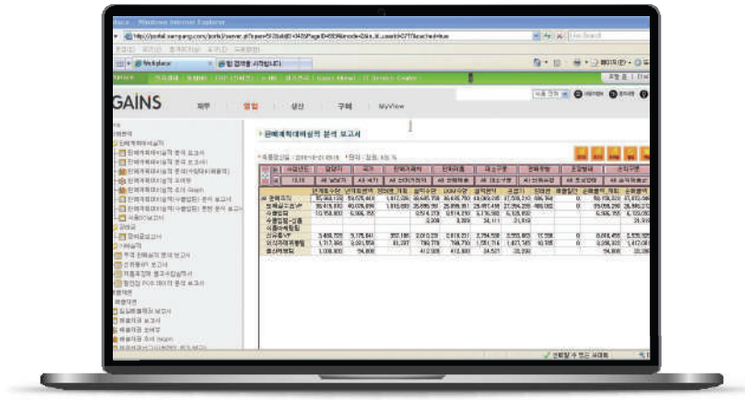
With the ERP system in place, operational innovations spread across all business divisions. Notable changes occurred not only in general operations and accounting but also in the sales sector. By managing the flow of all receipts and invoices, even minor errors could be quickly detected, and settlement speed improved dramatically. The integration of purchasing, production, sales, and finance enabled real-time data management, while accelerating decision-making, reducing purchasing costs, and creating synergies throughout the procurement process.

The impact of ERP on HR management was also remarkable. Consolidating previously fragmented Unix and HELIS systems into a single ERP platform enhanced the quality of HR services, reduced personnel and administrative workloads, expanded strategic capabilities, minimized information errors, and expedited processing—all of which strengthened corporate value. Above all, the system enabled smooth, two-way communication with employees, supporting rational and transparent HR management practices.

In addition, work that had previously been dispersed across business divisions such as chemicals, food, and pharmaceutical biotechnology was integrated, enhancing employees' understanding of diverse businesses within the group and enabling a more efficient organizational structure. For example, the Management Support Division was reorganized into a 'Shared Service' organization through several regional groupings. This was made possible by the ERP system, which provided real-time access to necessary data from anywhere. Purchasing organizations, which had previously operated independently within each business division, also underwent restructuring. The SCM office integrated these operations through the ERP system, significantly improving purchasing efficiency.

ERP enhancement initiatives soon followed, including SCM, HR, EIS, and KMS. In 2003, the company partnered with IBM BCS to develop a CRM and SFA (Sales Force Automation) system, launching the second phase of the CRM enhancement project. At the same time, a company-wide document management system (EDMS) was introduced, along with an electronic approval system and a portal system connected to the online EDMS. By 2005, the group's integrated document management framework had evolved into an internet-based KMS. In 2008, the company established and launched its company-wide strategic management system, SIMS (Samyang Innovation Management System).

In 2010, Samyang launched its integrated e-HR system, Inplus, while also upgrading its ERP and GAINS systems into web-based formats. The ERP system was subsequently expanded to group affiliates, beginning with Samyang Corporation, followed by Samyang Kasei, Samyang Genex, and Samnam Petrochemical. The company also extended the system globally, successfully implementing integrated ERP platforms across overseas subsidiaries. With these advancements, Samyang Group completed a truly company-wide resource planning system that managed its domestic and international subsidiaries, business sites, and global operations through a single network.



2010.10.18. Initial Screen of the new ERP and GAINS versions

Efforts to Create an ERP-Based E-Business Environment

Alongside the ERP implementation, Samyang proactively developed an e-business environment. The company significantly upgraded the workplace by installing 200 LED monitors, computers, and laptops, and equipped team leaders with PDAs (personal digital assistants). In addition, various measures were introduced to boost organizational competitiveness, including intensive e-business and e-mind training programs designed to raise employee awareness and adaptability in the new digital era.

Trigrid Ranked as One of the Top 100 Excellent Patented Products 2002

In September 2003, the super typhoon Maemi struck the Korean Peninsula. The typhoon brought heavy rainfall exceeding 300 mm and record-breaking winds, leaving behind massive human and material losses. The damage was devastating. Official property losses were estimated at 4.2 trillion won, with more than 100 people dead or missing. Construction sites were left in ruins. Despite this, sites that had adopted geogrid technology fared relatively well. Ironically, it was in the midst of this disaster that the excellence of the product was demonstrated. The fact that it could withstand the storm's extreme force attracted widespread attention. Samyang's Trigrid was also recognized for its outstanding performance, receiving the 2002 Top 100 Excellent Patented Products Award. Word quickly spread, and the product came into wide use in emergency recovery projects.

2003.01.28. Trigrid received the Grand Prize in the 2002 Top 100 Excellent Patented Products Awards

2011.04.26. Jeonju Plant Trigrid EX-2 Completion Ceremony and its Safety Prayer Ceremony

Successful Localization of Geogrid

Samyang began research and development on geogrid in 1996. It was identified as a new business opportunity when the company was exploring projects that could utilize high-tenacity industrial polyester yarn. Geogrid is a polymer- or fiber-based product formed into a lattice structure and used as reinforcement in civil engineering projects such as retaining walls, slopes, roads, and railways. At the time, there was no domestic production, and Korea relied entirely on imports. However, as the product's advantages became known, demand grew rapidly. Expectations ran high that if Samyang could leverage its accumulated expertise and successfully produce it domestically, it would create new growth momentum in the industrial fiber sector.

The research and development began with a series of questions. Civil engineering structures typically have a lifespan of 30 to 100 years, but would the product we develop perform well enough to guarantee 100 years? Did we have the in-house capabilities to take on the unfamiliar field of civil engineering? How would we move forward with production and sales after the research and development stage?

Numerous questions arose. Yet everyone agreed that they could overcome the challenges because they had extensive research experience in polymer and fiber product development, an unwavering spirit of challenge, and a passion for creating new businesses.

As expected, many difficulties followed. Because geogrids possess a tensile strength more than 100 times greater than conventional fibers, they required completely different analytical equipment, methods, and technologies. Drawing on Samyang's expertise in fiber and polymer analysis, the team devised new evaluation methods and developed proprietary technologies. To strengthen Samyang's capabilities in the civil engineering field, they also participated in academic conferences and engaged continuously with experts.

These efforts culminated in successful product development in 1998, just two years after the start of R&D. Samyang had finally achieved the domestic production of geogrid. Most importantly, it was significant because the product was developed entirely in-house, using industrial polyester yarn as its raw material.

The geogrid business was pursued through the OEM (original equipment manufacturing) method. To this end, Samyang applied its development technology to OEM facilities and actively collaborated with on-site technicians from partner companies. The product was launched under the brand name Trigrid. Its popularity was remarkable. Trigrid captured about 40% of the domestic market in the early 2000s, while exports began to Asian markets, including Japan and India.

TriGrid was by no means inferior to foreign products. In June 2002, it received the Grand Prize at the Top 100 Patented Products Awards ceremony jointly hosted by the Hankook Ilbo and the Korean Intellectual Property Office. Its superior performance was further verified through a quality evaluation conducted by the Korea Institute of Civil Engineering and Building Technology, an affiliate of the

Ministry of Construction and Transportation. The key to this success lay in the creation of a grid-patterned fabric made from proprietary high-strength polyester fibers coated with polymer resin to ensure durability.

Developing Trigridex to Challenge the Global Market

Following the launch of TriGrid, Samyang immediately set its sights on developing an upgraded version. Numerous brainstorming sessions, technical trials, and pilot-scale facilities were established, leading to continuous development experiments and test runs. In February 2007, these efforts culminated in the successful development of TriGridEX. The new product was designed to minimize construction-related damage from external impacts and reduce the gradual expansion issues commonly found in geotextiles. It also significantly lowered construction costs by requiring smaller quantities of material compared with conventional geogrids.

Moving beyond the OEM model, Samyang built a dedicated commercial production plant for the product in Jeonju, roughly ten years after the initial launch of TriGrid.

However, when TriGridEX entered the market, conditions were far from ideal. The domestic construction industry was in decline, while low-cost Chinese imports and domestic imitation products intensified price competition. Samyang overcame these challenges by emphasizing the superior performance and differentiated competitiveness of its product. In 2007, TriGridEX earned R-Mark certification from the Ministry of Knowledge Economy, recognizing its technological reliability. It also obtained CE certification, a prerequisite for entry into the European market, one of the world's leading civil engineering sectors.

Consequently, in 2008, Samyang signed a sales contract with a company in the United Kingdom—the birthplace of geogrid. The following year, Samyang entered the Scandinavian civil engineering market through an exclusive contract with a Swedish design and construction firm and began supplying the product to Japan's largest reinforced soil construction company. Through these milestones, Samyang strengthened its global competitiveness by achieving superior performance differentiation, product diversification, and cost competitiveness through continuous process improvements.

Launch of Integrated Food Brand 'Q.One' to Expand B2C 2002

'Sugar is getting younger. Getting younger with Q.One.' This was the headline of a print advertisement announcing the launch of Samyang's new brand Q.One in 2002. A series of 'Young Q.One' ads soon followed. The primary reason Samyang introduced Q.One as an integrated food brand—replacing Samyang Sugar, which it had maintained for more than half a century—was to shed its conservative image as a traditional food company and approach consumers with a younger, more progressive identity. However, one thing remained unchanged between Samyang Sugar and Q.One: the company's unwavering commitment to 'the highest quality' and its promise to deliver this standard to customers through Q.One.

Development of an Integrated Brand to Replace Samyang Sugar

Samyang had used the Samyang Sugar brand since entering the sugar manufacturing business in 1955. It became the flagship brand that enhanced the company's reputation to the point where Samyang became synonymous with sugar, and the brand was deeply embedded in consumers' minds. Yet this success also brought limitations. The downside was that it made the company's product portfolio overly concentrated. Most products were basic ingredients primarily supplied through B2B channels, leaving fewer opportunities for direct consumer contact. For this reason, advertising and promotional activities targeting consumers were relatively limited. Over time, brand awareness among younger consumers began to decline. Additionally, consumers often confused the company with Samyang Foods, an affiliate in the food industry, creating obstacles in building a clear corporate image.

To address these issues, Samyang had already begun diversifying its food product lineup, launching flour production in 1988 and cooking oil production in 1991 under new brand names of Milmax (flour) and Matcholong (cooking oil and corn syrup).› While these brands successfully established individual market

› Trademarked Matcholong and Milmax

Matcholong was registered in June 1992 and Milmax in August 1994. Milmax quickly became the No. 1 brand in the bakery and confectionery industries, recognized for its superior quality.

Samyang Food Products in the 1990s

positions, they lacked inter-brand cohesion and synergy, prompting internal discussions about the need for an integrated brand strategy.

Samyang began re-evaluating its food brand strategy. The result was the development of a new, integrated brand that could represent the entire food division and unify the company's marketing and brand identity efforts under one name. Concluding that the new brand should not only symbolize Samyang's food business but also serve as a family brand encompassing the group's entire food sector, Samyang initiated the development of an integrated food brand.

The Integrated Food Brand 'Q.One' Was Launched After Much Deliberation

Countless potential names were discussed and reviewed. Multiple internal and external surveys were conducted to assess brand appeal, and the process was repeated over and over again. However, reaching a final decision was not easy. After a long period of deliberation, the integrated food brand Q.One was officially launched in November 2002. The name Q.One stands for 'Quality No. 1.' The brand was created to emphasize the distinctive characteristics of ingredient-based food products and to differentiate them from existing brands by expressing a sense of being one step ahead. It embodies the company's determination to pursue excellence and expertise. In particular, the core concept centered on 'the desire for a youthful lifestyle,' which conveyed an emphasis on youthfulness.

Great attention was given to design as well. The key challenge was how to visually express the image of food through the Q.One brand. The motif ultimately chosen was the apple—the most familiar and universal symbol of food. Within the apple-shaped logo, the Korean initials of Q.One ('ㅋ' and 'ㅇ'), the English letter 'Q,' and the number '1' were incorporated. The primary color, red, symbolized richness, energy, and vitality, reflecting Q.One's commitment to creating a new culinary culture and fostering a richer food lifestyle. A touch of fresh green was added in the form of leaves, serving as a visual accent. This vibrant, natural green represents Q.One's dedication to providing consumers with clean, safe food.

In November 2002, Samyang officially announced 'Q.One,' the integrated brand for its food division, and began applying it across its food product lines. Not everyone, however, immediately supported adopting Q.One as the company's flagship brand. There were concerns about abandoning the strong reputation and loyal customer base built over decades, and about making such a significant change. For a company long focused on B2B operations, giving up the highly recognized Samyang Sugar brand was no easy decision. As a result, Samyang chose not to apply the Q.One brand to all its food products. Instead, it was selectively used for premium food ingredients such as sugar, flour, cooking oil, margarine, and shortening, as well as products from the Samyang Genex food division and the Milmax flour line.

Samyang managed the new brand strategically and systematically to maximize its impact from launch.› Notably, the company released its first-ever television commercial since its founding and invested more than 10 billion won in advertising across various media platforms.

These efforts yielded remarkable results. In June 2003, shortly after its debut, Q.One's brand awareness among women aged 26 to 49 stood at just 41%. Thanks to active advertising and consistent marketing, that figure surged to 77% by December 2004 and reached 80% by January 2005. It meant that, in only a year and a half, brand awareness more than doubled, and eight out of ten consumers were familiar with Q.One.

With the launch of the Q.One family brand, Samyang Group made significant progress toward shedding its conservative corporate image and transforming into a youthful, consumer-oriented company, steadily building Q.One's brand power in the process.

2002.11. BI for the integrated food brand Q.One

› The Importance of Fostering the Q.One Brand

"First, we must embody the future and commitment of the food sector in our brand and communicate that clearly to consumers. Until now, we have appealed to consumers unilaterally with our own ideas, but we must now shift to a two-way communication strategy. Our food sector is part of the basic materials industry and is particularly vulnerable when it comes to marketing. Therefore, we must strengthen our marketing capabilities through family branding and develop and execute more forward-looking marketing strategies."

Samyang Headquarters Reborn as a State-of-the-Art IBS Building through Renovation 2003

In April 2003, the landscape of Jongno 5-ga in Seoul was transformed when the Samyang Headquarters—long a familiar landmark—was reborn as a state-of-the-art intelligent building through a major renovation. The old red brick exterior was replaced with a sleek, glass-clad façade, giving the building a modern, sophisticated appearance. The interior also received a complete makeover, with a comfortable working environment and efficient layout meticulously designed, right down to the office furniture. This transformation was publicly recognized in June 2004, when the renovated building received the Grand Prize in the Remodeling Category at the Seoul Love Citizens Award for Architecture. Indeed, everything had changed—except for the pillars. The only thing that remained unchanged was the ancient 500-year-old ginkgo tree, still standing tall before the new building.

Replacing Everything But the Pillars: The Beginning of the Headquarters Renovation

Samyang decided to renovate its headquarters building as it approached its 80th anniversary. Completed in 1976—half a century after the company's founding—the building marked the start of Samyang's Jongno era. It later served as the company's headquarters throughout the 1980s and 1990s, standing as a foundation for corporate growth. Over time, it became a familiar Jongno landmark, affectionately known as the 'red brick building.' By the early 2000s, however, 25 years after its completion, the facilities and systems were outdated, and modernization was essential to keep pace with a rapidly changing world. The company therefore launched a major renovation project to enable a digital work environment, provide a more comfortable workspace for employees, and foster a more vibrant and innovative organizational culture.

In early 2001, Samyang formed a working group to plan the renovation and developed a phased implementation strategy. The goals were to enhance the corporate image, create a 21st-century business office environment, and achieve cost efficiency. The project's central concept was to 'realize an eco-friendly knowledge office equipped with an optimal Intelligent Building System (IBS).' The renovation aimed not only to modernize the structure but also to symbolize a transformation in Samyang's corporate culture—from conservative and stable to dynamic, forward-thinking, and youthful.

2002.04.25. Samyang Headquarters Renovation Safety Prayer Ceremony

The renovation involved updating the existing structure while preserving its basic design. Since construction needed to continue while employees remained at work, the project was divided into three sections, completed sequentially. Junglim Architecture and Minseok Design were commissioned for architectural and interior design, Doosan Engineering & Construction served as the main contractor, and Honeywell Korea was chosen to install the building's IBS systems.

The renovation project required maintaining operations within the existing office space, which was densely occupied and presented numerous constraints and challenges. Above all, safety management was the top priority. Adhering strictly to the construction schedule posed another significant difficulty. To secure construction space, ensure safety, and minimize disruption, Samyang Genex and Samnam Petrochemical temporarily relocated their offices to the Incheon Plant and Hanhyo Building, while employees based at headquarters were asked not to come to work on Saturdays until the renovation was complete.

The renovation began in April 2002 and was finished in April 2003, and was

Communication Of Empathy and Emotion: Launch of In-House Broadcasting

Samyang launched its in-house broadcasting system, SYBS (Samyang Broadcasting System), on February 1, 1993, to promote two-way communication within the company. The initial broadcasts were audio programs produced in collaboration with an external production agency. Although broadcasting was discontinued for a period, it resumed on January 2, 2003, coinciding with the completion of the headquarters renovation. The revitalized SYBS featured a 10-minute morning program starting at 8:20 a.m., offering company news, group updates, and music. The in-house broadcasting system quickly became an important channel for internal communication, helping to foster a more vibrant corporate culture.

completed without a single safety incident. Following the renovation, the total floor area of Samyang Headquarters increased by 4,129 square meters, reaching 17,889 square meters in total, while the building area expanded from 1,593 square meters to 1,891 square meters. A basement level was added, making the building 11 stories high with two basement levels. Two new elevators—one for passengers and one for freight—were installed, bringing the total to five. The parking capacity was increased to accommodate 102 vehicles.

This renovation was a large-scale undertaking, truly 'replacing everything but the pillars.' Because the project needed to be executed safely under such restrictive conditions, it was, in many respects, more challenging than building an entirely new structure. Employees faced difficult working conditions throughout the renovation. During the three-phase process, each office within headquarters was relocated more than twice on average, causing considerable inconvenience. Nevertheless, thanks to the patience and cooperation of employees—who willingly endured temporary discomfort and actively supported the renovation—the project was completed successfully without a single safety accident.

Reborn as a State-of-the-Art Intelligent Building

The Samyang headquarters changed completely. The exterior changed from a chocolate-red tiled building to a sleek, glass-enclosed structure, with open-concept spaces and glass curtain walls that create a transparent and modern aesthetic. An optimal Intelligent Building System (IBS) was also implemented, making the headquarters a state-of-the-art intelligent building.

Most importantly, the renovation improved work efficiency and created a pleasant working environment. The building consists of an 11-story upper section and a five-story lower section. The rooftop and backyard of the lower floors were landscaped with eco-friendly designs to enhance employees' emotional well-being. Scientific interior layouts improved work efficiency, guaranteed autonomy in job performance, and fostered a motivating workplace. All office furniture was meticulously replaced with comfortable, ergonomic pieces selected based on employee surveys.

Samyang also expanded employee welfare facilities by renovating the cafeteria into a café-style space and adding a new fitness center and lounge adjacent to it. The fitness center became so popular that many employees began arriving early to use it, creating a new wellness trend.

As the headquarters renovation neared completion, the company reorganized its offices, culminating with Samyang Genex's move-in in July 2003. This marked the beginning of operations in the renewed headquarters with fresh determination.

› The newly renovated first floor of the headquarters building

In 2016, Samyang underwent a major renovation of the customer reception area on the first floor of its headquarters. The newly renovated space now features an open customer reception area, a café offering coffee and beverages, and a direct sales floor for Q.One and About Me products.

2003. Completed Renovation of Headquarters Building

PART. 5

CREATING CORPORATE VALUE THROUGH A BUNDANCE AND CONVENIENCE

2004 - 2010

Declaration of Vision: ‘A Company That Enriches and Enhances Life’ 2004

Throughout Korea’s modern and contemporary economic history, Samyang Group has consistently grown by leveraging its accumulated strengths at vital junctures, contributing to the advancement of the national industry. Under the new leadership of Chairman Kim Yoon, Samyang reinterpreted its management philosophy — including the Doctrine of the Mean — through a contemporary lens, connecting it to the spirit of the time. In 2004, the year of its 80th anniversary, the company established and proclaimed a new vision: ‘A company that enriches and enhances life,’ along with the slogan ‘Life’s Ingredients.’ This declaration reinforced Samyang’s commitment to producing essential public goods and remaining close to the lives of people. The company also updated its corporate identity and introduced its core values, the ‘Samyang Values,’ positioning itself once again on a powerful journey toward its centennial as a leading global enterprise.

Beginning of the Third-Generation Management System

Samyang’s third-generation management system officially began in 2000, at the turn of the millennium, with the appointment of President Kim Yoon as Vice Chairman and CEO of Samyang Corporation, followed by the appointment of President Kim Won in 2001. Both leaders had been part of the management team since the late 1990s and played key roles in driving change and innovation while maintaining the company’s tradition of stable management. In 2004, management succession was completed when Vice Chairman Kim Yoon was named Chairman of Samyang Corporation, and Vice President Kim Ryang of Samyang Genex was appointed President.

Inauguration of the Third-Generation Management System and Declaration of a New Vision and CI

In 2004, as Samyang celebrated its 80th anniversary, the company officially launched the third-generation management leadership of Kim Yoon and Kim Won, succeeding the previous team of Kim Sang-hong and Kim Sang-ha.› This transition marked a shift from a conservative, stable corporate image to a youthful and progressive identity, signaling a new turning point on the path to becoming a centennial company.

The Samyang 80th Anniversary Celebration was held on October 2, 2004, at the Atlantic Hall of COEX, with approximately 5,000 Samyang family members in attendance from across the nation. The event consisted of three parts: a commemorative ceremony, a unity event, and a celebratory program. The first segment culminated in the announcement of the new vision and corporate identity (CI) by Chairman Kim Yoon. Stepping up to the podium to enthusiastic applause,

2004.10.02. Samyang 80th Anniversary Celebration

Chairman Kim Yoon declared Samyang’s vision for the 21st century: ‘A company that enriches and enhances life.’

“Samyang’s past 80 years have been a history of challenge, seeking change through constant expansion and new business ventures. Rather than making a big splash, we have been writing a history of evolution through continuous transformation, one step at a time. Entering the 21st century, Samyang has established its vision as ‘a company that enriches and enhances life.’ This is our pledge and goal for Samyang’s next 100 years. Our dreams and hopes are embodied within this vision. I am committed to building a corporate culture faithful to fundamentals and principles as we move forward, aiming to create a workplace where everyone can be satisfied and inspired anytime, anywhere. In other words, I am committed to creating the face of Samyang that embodies ‘cutting edge within tradition.’”

Following the new vision, Chairman Kim Yoon presented the new corporate identity (CI). It took about 20 months to complete the new CI. The project was commissioned to leading domestic and international CI design firms, and the final design was completed after multiple rounds of revision, improvement, and integration. The focus was on breaking away from a conservative image and

NEW CI

The new corporate identity (CI) was designed to clearly express the business areas Samyang has pursued over the past 80 years while conveying a sophisticated, innovative, creative, and international image that reflects changing times and consumer trends. In particular, 'dots' were used as the core visual motif to symbolize 'Ingredients.' The nine dots represent the daily necessities produced by Samyang, while the four colors—red, blue, yellow, and green—embody the diversity and harmony of Life's Ingredients. Each color carries its own meaning: red represents passion and strength, blue symbolizes dreams and ideals, green reflects commitment to the environment, and yellow expresses love for customers. The new CI received the Identity Design category award at the 2004 Korea Design Awards.

developing materials that add value to human life, aiming to convey a more innovative and customer-oriented image. The result was a design based on nine dots symbolizing daily life materials—representing both the products that harmonize with life and the company's commitment to connecting more closely with consumers.

At the event, Chairman Kim Yoon also announced 'Vision 2010,' the group's mid- to long-term management goals. The core goal was to invest 2 trillion won in the four core business fields—chemicals, food, pharmaceuticals, and new businesses—by 2010, achieve 5 trillion won in sales, and reach a return on capital over 20%. To achieve this vision, the company planned to strengthen business diversification, advance its business structure, and promote globalization with a focus on R&D and core competencies.

The 80th-anniversary event was an opportunity for all executives and employees to share Samyang's past, present, and future. It was a meaningful day, not only to celebrate nearly a century of tradition and achievements, but also to renew their resolve and determination to advance toward becoming a centennial company. It was also a day when the Samyang family came together under the leadership of Chairman Kim Yoon, who would lead Samyang into the 21st century.

Deriving Four Core Values: 'Trust, Challenge, Innovation, and Talent'

After announcing a new vision, corporate identity, and long-term goals at its 80th anniversary celebration in 2004, Samyang declared 'Trust, Challenge, Innovation, and Talent' as its new core values in June the following year. The selection of these values came after extensive discussions and consultations throughout the company.

Core values are shared standards of conduct and beliefs vital for realizing the company's vision. Therefore, Chairman Kim Yoon was committed to developing these values through consultation with employees, rather than making unilateral management decisions. He believed that the focus and engagement of all organizational members were essential for achieving the vision. Accordingly, in the second half of 2004, the company began developing core values and business-specific visions through company-wide consultation and communication. Starting June 17, 2005, Samyang held a three-day, two-night 'Management Workshop for Reestablishing and Disseminating Corporate Culture' attended by all executives.

Through this process, the core values 'Trust, Challenge, Innovation, and Talent' were established and codified as the 'Samyang Values.' These values reflected the company's commitment to building trust with its members, customers, and society; fostering a spirit of challenge for new ventures and sustainable growth; pursuing innovation to enhance internal efficiency and competitiveness; and prioritizing talent as the foundation for value creation through development and self-growth.

To spread and internalize the meaning of these core values, Samyang held briefings at each business site and established specific guidelines and codes of conduct to guide employee thinking and behavior. At the same time, Samyang promoted and embedded the 'Samyang Values' in many other ways as well, including the production and distribution of posters, emblems, and promotional materials, as well as leadership development programs and customized training for employees.

After announcing its new vision and corporate identity (CI), Samyang produced and distributed CI advertisements across various media outlets to position itself as a friendly company. The concept behind these advertisements was 'Samyang, within Your Life,' focusing on conveying the message that Samyang is a pioneer in driving the development of the Korean economy and a constant presence in customers' daily lives. This message directly reflects the vision Samyang Group aims to embody: 'A company that enriches and enhances lives.'

Evangelists Who Spread Samyang Values

To further disseminate the Samyang Values, Samyang created a strategic expert training program consisting of three task forces: Chemicals (focused on EP), Food (restaurant industry), and Pharmaceuticals (surgical sutures). Approximately 60 employees completed the program. These employees played a leading role in formulating strategic directions and specific implementation plans for major growth business units and served as catalysts for spreading the 'Samyang Values' throughout the organization.

The Meaning and Code of Conduct of 'Samyang Values'

Code of Conduct	Meaning	Samyang Values
Trust	We earn the trust of society and customers through mutual respect among members, transparent corporate activities, and social contribution.	• Embrace diversity with an open mind and respect each other. • Think and work from the customer's perspective. • Comply with social norms and compete fairly. • Act consistently and according to principles.
Challenge	With a positive 'can-do' mindset and a proactive 'I will do it' attitude, we continuously strive to discover new business opportunities and achieve success.	• Take bold actions when recognizing the possibility of success • Learn from both success and failure. • Complete tasks passionately, striving to be the best. • Make decisions carefully and implement them quickly.
Innovation	Through a productive problem-solving mindset and ongoing innovation, we secure the competitiveness of our products and services and lead the market.	• Seek new approaches without being bound by convention. • When problems are identified, thoroughly investigate and resolve their root causes. • Accept and encourage creative thinking and ideas. • Change yourself before the customer demands it.
Talent	The company discovers and develops talented individuals, the source of its competitiveness. Employees are committed to self-development and grow alongside the company.	• Have a personal vision aligned with the organization's goals. • Develop yourself to become the best. • Share knowledge to create synergy. • Continuously discover and develop talented individuals.

As the Pioneer of Home Baking Mixes, Samyang Created a New Concept in Home Baking Culture 2004

The domestic home baking mix market began to take shape in 1999, when Samyang first introduced a range of mixes for muffins, sponge cakes, and chocolate cookies. Initially, the market response did not meet expectations, as the concept of ‘home baking’ was unfamiliar to consumers and few households owned ovens at the time. Still, Samyang did not give up. With a vision of cultivating a ‘warm home baking culture,’ the company continued to develop and promote various products. The strategy was successful. Consumers responded enthusiastically, and sales kept growing. As the market established itself and demand increased, latecomers entered the competition, but none could outpace the popularity of Q.One brand homemade mixes. These products secured a firm spot as the icon of Korea’s home baking culture.

Creating a New Market and Culture Called ‘Homemade’

Shinhan Flour Mills, a subsidiary of Samyang Group and a major player in Korea’s flour milling industry, installed a premix production line in 1996 and launched the country’s first premix product in 1999, beginning full-scale production of home baking products. Bringing large-volume mixes—previously used only in commercial kitchens—into the home was a significant challenge. This was because developing a consistent flavor profile tailored to home cooking appliances was essential. Samyang was only able to produce Korea’s first home baking mixes after countless rounds of testing, evaluation, and improvement.

Introducing home baking products to consumers presented another challenge. Samyang launched numerous promotional events based on the concept of a ‘warm home baking culture.’ Initially, the response was lukewarm. This was understandable, given that the home baking market was only just emerging, and ovens and bread makers were not yet common in households, making home baking itself unfamiliar to most consumers. However, word of mouth gradually spread, resulting in steady growth and increasing popularity.

2005.06. Samyang Milmax Asan Plant and New Premix Plant

Since the 2000s, Shinhan Flour Mills has championed its position as a ‘milling leader pursuing happiness with customers,’ striving to develop products and improve quality to meet the diverse needs of its customers. Beginning in 2001, competitors began to rapidly introduce similar products. Despite this influx, Samyang remained steadfast, focusing on developing premium products. The company’s strategy was to counter low-price competition by strengthening product quality and expanding its product portfolio. This approach led to the introduction of various items, including health-oriented grain bread mixes and premium pound cake mixes, earning Samyang even greater trust from consumers.

Conquering the Home Baking Market with a Drive for Innovation and Product Development

In October 2004, Shinhan Flour Mills changed its name to Samyang Milmax. Embodying its commitment to becoming a company loved by consumers, the company adopted the familiar wheat flour brand as its corporate name. Responding to growing domestic and export demands, the company built a new premix plant equipped with modernized facilities in Asan in May 2005.

The new plant resulted in a significant increase in production capacity, from 600 tons to 1,500 tons per year. Notably, the premix plant automated the entire process—from raw material input to cleaning, refining, milling, product storage, and packaging. This facility was significant as it was the first in Korea to achieve

full automation using domestic technology and was designed with a system capable of fundamentally managing quality and hygiene.

A month before the plant's construction was completed, Samyang Milmax passed ISO and HACCP post-audits conducted by LRQA. In November of the same year, the company became the first domestic manufacturer to obtain ISO 22000 certification, a food safety management system, thereby elevating its product safety, hygiene, and quality to international standards.

Launched in the winter of 2005 with the motto 'Make hotteok (syrup-filled pancake) at home,' Q.One Homemade Sweet Rice Hotteok Mix elevated home baking mixes to the next level. The product was developed from the idea of enabling anyone to make hotteok easily and hygienically using a common household frying pan, without the need for an oven or bread maker. Samyang focused on the fermentation of the dough—the most crucial step in making hotteok—and worked diligently to identify the optimal fermentation conditions for temperature, humidity, and pH. To maximize texture, the company also conducted extensive research on ingredients such as starch. As a result, they succeeded in creating hotteok with its signature chewy texture, whether eaten warm or cold.

The home baking mix market gained significant consumer interest in the mid-2000s, driven by growing concerns over the safety of processed foods, including additives and trans fats. Coupled with the rising wellness trend, this fueled rapid market growth. For Samyang Group, which already produced key food ingredients such as flour, sugar, and oils, this presented a golden opportunity.

Samyang actively developed its home baking business at the group level. Based on analyses of wellness trends and consumer preferences, Samyang launched various upgraded mix products, including Green Tea Hotteok Mix and Sweet Pumpkin Almond Cookie Mix. The company received a particularly enthusiastic response with products and recipes optimized for different cooking tools such as ovens, bread makers, and frying pans.

To ensure food hygiene and produce high-quality products consumers could trust, Samyang established a rigorous origin management system, a sanitary manufacturing management system, and a food safety management system. All ingredients underwent strict inspection and were repeatedly tested with metal detectors to prevent any potential issues during manufacturing.

To further promote home baking culture, Samyang also hosted the 'Q.One Homemade Festival.' This cooking competition invited parents and children to team up and create traditional snacks, bakery items, desserts, and more using Q.One Home Baking Mix products. The event was a huge success and translated into increased product sales. Q.One's diverse range of functional ingredients, product development strengths, and outstanding quality also contributed to the popularity of Q.One home baking products.

In 2009, as market competition intensified amid the home baking boom,

Obtaining AEO Certification and achieving 14 times zero-Accident

Samyang Milmax's commitment to food hygiene and environmental safety continued. The company consistently maintained the nation's highest-level hygiene and safety systems, engaged external consulting firms for precise diagnosis, improved its facilities, and strengthened pest-control efforts. As a result, in 2012, the company received AEO (Authorized Economic Operator) certification from the Korea Customs Service and achieved 14 accident-free milestones.

2005. Collection of Home Baking Premix Products

Samyang shifted its focus from premixes to home baking mixes and developed a broader range of products to continuously offer new value to customers. The company also ramped up its promotional and marketing efforts, including launching TV commercials. In June of the same year, Samyang opened the 'Q.One Homemade Plaza' in Jongno, Seoul, and hosted various programs such as the 'Q.One Cooking Class,' both of which were met with enthusiastic responses.

Samyang pioneered a new home baking market and led the spread of home baking culture. While it is now recognized for its innovative ideas and products, its beginnings were humble. The journey started with a deep understanding of consumer needs and a swift adaptation to changing tastes. By identifying customer needs, discovering key product opportunities, and developing a diverse lineup of high-quality offerings with food hygiene as a top priority, Samyang's process of innovation became the foundation for its leadership in the home baking mix market.

Over 140 New Products

The Asan factory produces more than 140 flours, premixes, and home baking mixes, including sweet rice pumpkin cake, wellness nut bar mix, seafood and green onion pancake mix, microwaveable brownies, refrigerator-safe ice cream, cheesecake, and homemade chocolate mix.

Q.One Homemade Plaza and Q.One Cooking Class

The Q.One Homemade Plaza is a space Samyang created to offer customers opportunities to experience diverse home baking cultures and to help develop new products. It serves as a platform for developing customer-focused products by engaging with prosumer customers such as cooking bloggers and homemakers, developing ideas and concepts, and evaluating cooking convenience. The Q.One Cooking Class is a program where participants make cookies, cakes, breads, and other baked items using Q.One products under the guidance of expert instructors, and it has become the most popular program at the Q.One Homemade Plaza.

STORY. 054

Establishment of Samyang Engineering Plastics (Shanghai) Co., Ltd. and Targeting the Chinese Market 2004

Shanghai is China's largest industrial base, located along the central part of the mainland's coastline. Qingpu Industrial Park, a logistics hub there, became the launching point for Samyang's journey toward becoming a global company. In April 2004, Samyang established Samyang Engineering Plastics (Shanghai) Co., Ltd., its first local Chinese subsidiary, with the determination to 'become number one in overseas markets, starting with China.'
Samyang's return to China drew significant attention, as it marked a return after a remarkable 65-year absence—since the establishment of Namman Spinning in Manchuria in 1939, the first Korean company to enter the international market. This signaled the start of Samyang's era of global management and represented a major leap forward in the chemical sector. It stood as evidence that the long-standing commitment to transforming a destitute and impoverished country into a strong and prosperous one now continued as the challenge to become a global Samyang.

2004.05. Samyang Engineering Plastics (Shanghai) Co., Ltd.

Taking a Giant Step Toward Globalization

In the 2000s, competition in the global textile market intensified due to rising raw material prices and the rapid growth of China. This trend affected the domestic market as well, and in the case of EP—a raw material used in polyester fiber production—an increasing number of competitors further fueled competition.

Although Samyang's chemical business was trusted by customers for its excellent products, the company had reached a point where it needed to explore new possibilities. The alternative Samyang chose was globalization. The first target was China, which was then emerging as the 'world's factory.' To this end, Samyang opened an office in Shanghai in 2002 to serve as its forward base for expansion into China. The Shanghai office oversaw the group's investments in China and collected market information, acting as a bridgehead for entry into the Chinese market.

The Shanghai office was especially valuable for Samyang, helping the company gain a thorough understanding of the local situation and the Chinese market through direct, on-site experience. Building on this foundation, Samyang vigorously pursued the expansion of its EP business in China, encompassing both the production and sale of chemical products using PC as a raw material. In December 2003, Samyang officially announced the construction of its Shanghai EP plant and its full-scale entry into the Chinese market. As the first Korean company to expand overseas, Samyang once again took a major step toward the global market.

Re-Entering China After 70 Years

Samyang first entered the overseas market in the mid-1930s, when founder Sudang established several farms in Manchuria, including Cheonil Farm. This was followed by the opening of the Fengtian Office in Manchuria in 1936 and the founding of Namman Spinning, which was Korea's first overseas corporation, in 1939. More than half a century later, in April 2002, Samyang opened an office in Shanghai, marking its re-entry into China.

Two years later, in May 2004, Samyang established Samyang Engineering Plastics (Shanghai) Co., Ltd., a wholly owned EP specialist. This was a historic moment for Samyang, as it had previously been the first Korean company to establish an overseas subsidiary, Namman Spinning, in Manchuria in 1939. Now, it was again entering the global market as a more advanced company, and a chemical

specialist. Media outlets showed keen interest, with headlines such as ‘Samyang, the first company to enter the Chinese mainland in the 1930s, returns to China after 70 years.’

In March 2006, Samyang Engineering Plastics completed the construction of a three-line EP plant in Qingpu Industrial Park in Shanghai, China, with an annual production capacity of 17,000 tons. The plant produced high-quality EP products, including PBT, alloys, and compounds. The Qingpu Industrial Park was ideally located, being close to Shanghai Pudong Airport and the Port of Shanghai, which minimized lead times for importing raw materials and exporting finished products. Additionally, the park was home to Japanese, Taiwanese, and American electronics and automotive parts manufacturers.

Samyang Engineering Plastics achieved a successful reentry into China after more than 70 years, reaching break-even within just ten months of operation. Encouraged by this achievement, Samyang developed long-term plans for sustainable growth, including investment in additional capacity and new plant construction. The company aimed to achieve stable profitability within two years.

“Doing business in China requires a thorough understanding of Chinese customs and habits. Effectively appealing to customers on a daily basis is crucial for successful negotiations. It is also essential to build trust by consistently keeping promises under any circumstances.”

2006.03.22. Samyang Engineering Plastics (Shanghai) Co., Ltd. Completion Ceremony

Koh Young-pyo, Manager of EP Sales, emphasized that trust was the key to building strong relationships and achieving success in business in China. Another important success factor was close cooperation with the Jeonju EP Plant in Korea. The Shanghai EP Plant held regular technical exchange meetings with the Jeonju EP Plant. Additionally, a team of Jeonju field engineers was dispatched to Shanghai for three months to provide technical support. This collaboration ensured that the Shanghai EP Plant could leverage Jeonju’s accumulated technology and long-standing expertise to produce products of equal quality.

Samyang Engineering Plastics faithfully fulfilled its role as a hub connecting China and Korea, not only producing and selling EP but also discovering new business partners and sharing information about other companies’ new products.

In particular, the company actively pursued sales activities to secure new clients, with sales staff often driving 500 to 700 kilometers per day—a distance greater than that between Seoul and Jeju Island. These efforts expanded the sales network to include Beijing and Guangzhou, enabling the company to achieve profitability ahead of schedule.

Since then, Samyang Engineering Plastics has continued to pursue a customer-centric globalization strategy focused on local sales, actively promoting the Samyang brand in China, and serving as the vanguard of the company’s efforts to build a solid foundation for the Samyang Group’s growth into a global enterprise.

Expanding the Food Ingredients Business by Entering the Processed Oil Sector 2004

In 2004, Samyang acquired the oil business of Heinz Korea, then the third-largest processed oil company in Korea, and launched Samyang Wellfood, officially entering the processed oil business. This expansion came 13 years after the company began producing cooking oil under the Matchorong brand in 1991.› With the addition of the processed oil business, Samyang solidified its position as a comprehensive food ingredients company by complementing its existing portfolio of sugar, flour, and starch products, and further accelerating the growth of its food business.

Entering the Processed Oil Business

Samyang began producing cooking oil in 1991 with the launch of the Matchorong brand. By adding cooking oil to its existing sugar, flour, and starch businesses, Samyang established itself as a comprehensive food ingredients enterprise. The name Matchorong was selected for its memorability and native Korean vibe, and it was used for both cooking oil and starch syrup products.

In August 2004, Samyang entered the processed oil business by acquiring the oil division of Heinz Korea. This acquisition was aimed at diversifying the company's food ingredients portfolio while boosting the sales and profitability of existing products. Founded in 1986, Heinz Korea produced and supplied cooking oil, margarine, and shortening, with annual sales of around 40 billion won. At that time, the domestic processed oil market was valued at approximately 240 billion won per year, with Heinz Korea ranking as the third-largest player, accounting for 15–20% of the market.

Two months later, Samyang changed the name of Heinz Korea to Samyang Wellfood Co., Ltd. and relaunched it as a member of the Samyang family. With this as a starting point, Samyang set a goal of becoming a leading enterprise in the processed oils industry and reorganized operations into two divisions: a cooking oil manufacturing division, which refined and processed crude oil, and a processed oils manufacturing division, which produced high-value-added products such as margarine and shortening.

› **'Matchorong' Trademark Registration**

Matchorong is a brand Samyang used for cooking oil and starch syrup, and its trademark was first registered on June 11, 1962. The brand name was chosen during development because it was easy to remember and had a distinctively native Korean vibe. The song 'Chorong Chorong Matchorong,' featured in a TV commercial, became widely popular and was itself registered as a trademark on August 18, 1992.

2005.01.06. Samyang Wellfood

Building on this initiative, Samyang expanded its sales network by leveraging the Samyang Group's extensive customer base in the food sector and adopted the group's management system, focusing on product development, quality improvement, and production line remodeling. Samyang also established networks with the research laboratories of major domestic confectionery and bakery companies and actively promoted the excellence of its products. In addition the company responded swiftly to customer requests for new oil development and provided timely ingredient supplies to partners to coincide with their new product launches.

In 2006, Samyang began research and development to reduce trans and saturated fats. The interesterification process was established to lower trans fat levels, and building on this momentum, Samyang declared a 'zero trans fat' policy for all its products in 2007—the first company in Korea to do so. This initiative enabled the company to meet growing consumer demand for healthier products by reducing saturated fat and, through numerous experiments, successfully identifying optimal blending ratios and processing conditions.

Through these efforts, Samyang Wellfood more than doubled its sales within four years of its launch. This success was driven by a commitment to high-quality products, proactive customer-focused sales, and the foresight to anticipate social and cultural trends, such as the demand for reduced trans fat, through continuous

2009. Low-Saturated Fat Margarine 'Napoleon Slim'

research and development.

In 2009, Samyang launched 'Napoleon Slim,' a new product with zero trans fat, reduced saturated fat, and reduced calories—the first of its kind in Korea. Samyang also responded to demands from the confectionery industry with the launch of 'MJ Shortening (Y),' featuring low saturated fat, non-GMO ingredients, and non-hydrogenated oils. The Samyang Wellfood Technology R&D Center played a pivotal role in these achievements. Continuing their efforts, researchers conducted applied studies alongside the development and quality control of processed oils and fats, collaborating with the Samyang Group Food R&D Center to develop many new products.

Samyang Wellfood further distinguished itself through exceptional customer service. Its one-stop service approach received particularly enthusiastic feedback from customers. The company provided dedicated support for customer-driven product development, recipe innovation, and quality improvement, and held more than 200 technical seminars for bakery owners and skilled workers annually. Through ongoing research and development, customized services, and strategic marketing, Samyang Wellfood grew to become a major player in the food ingredients sector, producing margarine, shortening, and other cooking oils and fats, as well as specialty oils for cosmetics and pharmaceuticals.

› Samyang Wellfood Acquisition and Merger

Samyang Wellfood was acquired and merged with Samyang Corporation in 2014 to maximize business synergy and strengthen overall competitiveness across the group's operations.

Establishment of Qinhuangdao Samyang Genex Food Starch Sugar Refinery in China 2005

In December 2005, Samyang Genex established Qinhuangdao Samyang Genex Food in the Qinhuangdao Economic and Technological Development Zone in China, building a global production base focused on fructose production. This marked the launch of Samyang's second overseas subsidiary, following its first, Samyang Engineering Plastics in Shanghai. It was a significant milestone for the group, because it represented the continuation of its global strategy in the food sector, following its earlier success in the EP business.

Samyang's Flag Flies in Qinhuangdao

'What will Samyang Genex look like in 10 years? What should it be?' In April 2004, Samyang Genex formed the Vision 21 Task Force and laid out a vision for developing a roadmap for the bio industry, optimizing existing businesses, and entering new ones. President Kim Ryang personally led the task force and outlined a blueprint for the company's 10-year future.

At that time, the existing starch sugar business underwent careful review, with a particular focus on how to leverage its stable strengths while overcoming its relatively low growth rate and improving business performance. The solution President Kim Ryang proposed was globalization. To secure the competitiveness of the starch sugar business and maximize its profits amid challenging business conditions, such as rising raw material prices and intensifying competition, he determined the company needed to actively pursue globalization by expanding into regions with high growth potential and enhancing exports. This direction aligned perfectly with the group's broader policies and strategies.

With President Kim Ryang's leadership, the company established Vision 21 under the slogan 'A Global Food Company Pursuing Diversification' and mapped out mid- to long-term strategies and strategic initiatives. Based on these strategies, Samyang Genex launched an aggressive plan to enter the Chinese market in both its starch sugar and B2C businesses.

Becoming the First in the Industry to Enter China: Leaping Forward as a Global Food Company

Samyang Genex had already formed a China Business Project Team and was conducting an extensive feasibility study on Chinese expansion. After establishing Vision 21, the company decided to build a starch sugar plant in China. The chosen location was Qinhuangdao in Hebei Province, a key transportation hub in northeastern China and a major distribution center for corn, the primary raw material. The plan was realized through signing an MOU with Qinhuangdao City, which ensured preferential policies and secured the necessary land. Qinhuangdao officials expressed strong anticipation for the establishment of a technologically advanced international food company within northern China's largest food processing complex and pledged active support for the project.

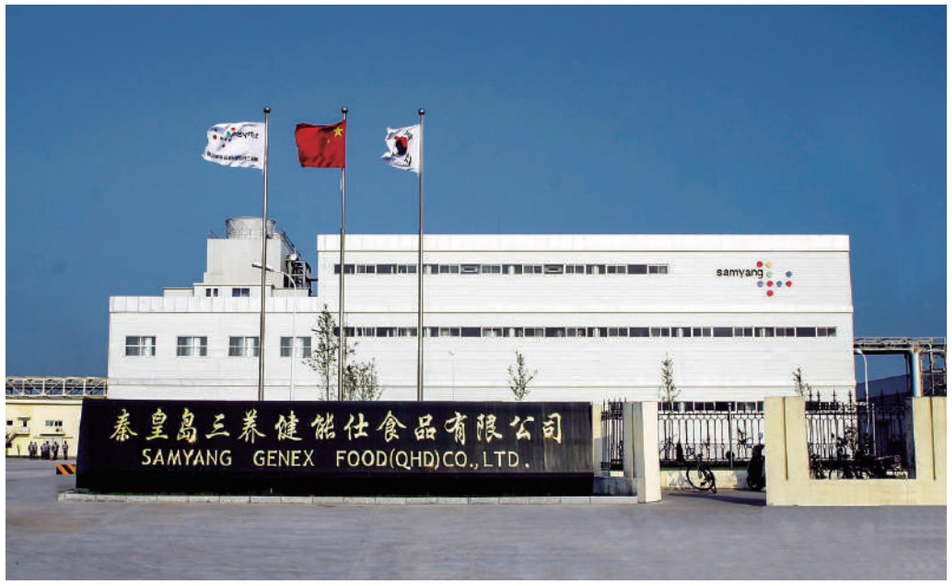
In December 2005, Samyang Genex established Samyang Genex Food in Qinhuangdao (hereafter Qinhuangdao Samyang Genex) in the Qinhuangdao Economic and Technological Development Zone in China. Construction began the following April, starting with the factory building, and was completed in December of the same year. The factory covers 109,090 square meters and has an annual production capacity of 100,000 tons.

Full-scale commercial production began in February with its first product, Fructose 55. The starch sugar refinery in China was a culmination of Samyang's 40 years of accumulated starch sugar technology. The project was especially significant as it was the first refinery built in China by a Korean starch sugar company.

Naturally, building the plant from the ground up in just over a year on completely barren land was a challenging undertaking. A construction team dispatched from Korea oversaw the entire process, from geological surveys and foundation work to constructing offices, factories, and warehouses, as well as product manufacturing facilities. Carrying out a project in a foreign country, where culture, language, and administrative processes were all different, was no easy task. The following are testimonies from Park Seung-gu, Lee Dong-seong, and Lim Dong-wook, three managers who participated in the plant's construction:

"When we first arrived, we were faced with a rural landscape where oxcarts could be seen, along with the cold winter wind, dust, and a language barrier. Our initial enthusiasm vanished, and we were not sure if we could actually build the plant. We searched the internet and phone books to find local companies, and we even walked around the city looking for signs and visiting offices to ask questions."

"At that time, most construction sites in China relied heavily on manual labor. During the peak of foundation work in midsummer, we experienced significant difficulties as heavy rains caused flooding. Local



2005.12. Qinhuangdao Samyang Genex Food Co., Ltd.

2007.10.16. Qinhuangdao Samyang Genex Food Co., Ltd. Starch Sugar Refinery Construction Completion Ceremony

contractors continually delayed the construction, often blaming others for the setbacks, so we had to search for alternative contractors and barely managed to get the work done. It was hard to imagine such situations happening in Korea."

"To comfort the employees who were dispatched to China and suffering from homesickness, the company showed consideration by organizing a family visiting event. The thought that my wife and children would remember their father, who was working hard to build another Korea in China, made all the difficult and challenging tasks seem to fade away."

Despite numerous challenges, the Samyang construction team, armed with a can-do spirit and meticulous planning, motivated local workers and persevered through a demanding schedule. Thanks to these efforts, the project was successfully completed without a single safety accident.

After completing the project, Qinhuangdao Samyang Genex focused on stabilizing its management system. For management, the company actively pursued localization efforts, including the early implementation of regulations and management systems. In production, the company focused on improving productivity and technology to ensure high-quality products. Various training opportunities were provided to enhance employee capabilities, including the Genex Academy for learning product and process technologies, quality management training programs such as TPM and ISO, and job-specific instruction. Employees were also sent to Korea to acquire advanced technical expertise.

For sales, the company made significant investments to expand its sales network in China and secured channels in Beijing, Tianjin, and Shenyang. In particular, anticipating a sharp rise in demand for starch sugar in beverages such as cola in the lead-up to the 2008 Beijing Olympics, the company aggressively pursued orders from major Chinese beverage companies. In September 2007, the company earned quality certification from Coca-Cola and began supplying its products, achieving results in the starch sugar market. Thanks to these efforts, Qinhuangdao Samyang Genex succeeded in turning a profit in 2010, just four years after its first product launch.

Restoration of the 'Sudang Award' to Continue the Sudang Spirit 2005

Samyang Group's social contribution has deep roots, with scholarship programs dating back to the 1930s. Guided by the motto 'earn money honestly and use it properly for the people,' Samyang's commitment to social responsibility has been centered on two pillars: the Yangyoung Foundation, established in 1939 as Korea's first scholarship and public interest foundation, and the Sudang Foundation, created in 1968. Many students, university professors, and researchers have benefited from these foundations. Over the next several generations, Samyang's social contributions expanded into diverse areas and became a core value for all Samyang employees, playing a crucial role in establishing Samyang Group as a respected company.

Restoring the 'Sudang Award' to Honor the Spirit of Founder Sudang

In 2004, as Samyang Group celebrated its 80th anniversary, the company established the 'Sudang Award' to honor the founder Sudang's spirit of industrial service and talent development, while also contributing to national and social advancement by discovering and rewarding individuals with outstanding achievements in science, technology, the humanities, and social sciences. Earlier, in December 2003, the Yangyoung Association and Sudang Scholarship Association were renamed the 'Yangyoung Foundation' and 'Sudang Foundation,' reflecting a significant increase in both organizations' operating budgets and an expansion of public service activities beyond scholarships to include research grants, academic programs, and culture. Above all, the name changes reflected a future-oriented approach to proactively manage the foundations and broaden their scope of social activities.

In fact, the Sudang Foundation had previously established and awarded the Sudang Science Award in 1973, but discontinued it after the 14th annual award in 1986. Samyang management and employees deeply regretted the discontinuation, and this sentiment eventually led to the reinstatement of the Sudang Award in 2004.

Participation in Diverse Social Contribution Activities

In addition to scholarship programs, Samyang has actively participated in a range of social contribution activities to assist people with disabilities and the underprivileged who face marginalization and prejudice, as well as those affected by natural disasters and accidents. Since 2001, Samyang has made annual donations to the Social Welfare Community Foundation and actively engaged in volunteer activities involving all employees, including the Sharing Love Package, Coal Briquette Sharing with Love, Blood Donation, Home Repair with Love, and Beautiful Store Operations. Samyang's introductory course for new employees includes social contribution activities in order to raise awareness of the company's philosophy of sharing and establish it as a part of company culture.

With its restoration, award categories were expanded to include natural sciences and humanities and social sciences, and two individuals were chosen from each category, each receiving 100 million won.

The Sudang Award was officially reinstated in 2006. The 15th Sudang Award, held on May 1 of that year, honored Professor Jin Jeong-il from the Department of Chemistry at Korea University in the Natural Sciences category and Professor Yoon Seok-cheol from the Department of Business Administration at Hanyang University in the Humanities and Social Sciences category. Each recipient received an award of 100 million won. They expressed their respect for Sudang's dedication to nurturing talent and serving the nation through industry and praised the company's social achievements and positive influence. Beginning in 2008, the award was expanded to cover three categories: basic science, applied science, and humanities and social sciences, reflecting Sudang's commitment to nurturing basic science and building a nation with technological power.

Additionally, the two foundations annually provided research grants to university professors and experts from various fields, and supported educational institutions and academic organizations. Through these programs, the foundations promoted education and academic research, embodying Sudang's commitment to nurturing talent and fulfilling Samyang's social responsibility. Guided by the philosophy of nurturing the seeds sown by Sudang and providing opportunities to achieve dreams, the two foundations have awarded approximately 25.1 billion won in scholarships to 23,415 middle and high school and college students as of 2023. Around 9.6 billion won in research and academic grants (including support for educational institutions) was also provided to foster talent development.

2006.05.10. 15th Sudang Award Ceremony

Another Venture: The Information and Electronic Materials Business 2005

While globalizing its chemical business, Samyang also ventured into the information and electronic materials sector, which was emerging as a cutting-edge industry of the future, and began realizing its ambition of becoming an advanced materials company. Under its policy of fostering the information and electronic materials sector as a new growth engine, the company acquired Adam Technology, a firm specializing in organic chemical materials, in 2005 and relaunched it as Samyang EMS in 2006. As a latecomer to the field, Samyang EMS felt a sense of urgency, recognizing that survival was not guaranteed by business as usual in a market driven by constant technological change. The company therefore strove to secure innovative ideas and differentiated technologies. With this awareness, it dedicated itself to developing world-class materials. As a result, it successfully established a foothold in a new business area.

Acquisition of ADMS and Entry into the Information and Electronic Materials Business

'How can we expand the group's chemical materials business?' 'Can we secure a new growth engine by leveraging the technological capabilities accumulated in the chemical materials field into high-growth industries?' These were the questions Samyang Group had long contemplated. Samyang found its answers in the information and electronic materials business. It concluded that it could develop this business into a future growth engine for the group by leveraging the expertise and know-how in organic chemical materials accumulated through its engineering plastics (EP) business to enter the electronic materials field and differentiate its products. The electronics and information industry was one with limitless growth potential, and the materials business supporting it was also recording rapid growth. However, at the time, this market was largely dominated by Japanese companies—so much so that electronic materials were considered synonymous with Japan. Of

2005.11. Acquisition of ADMS

2008.06.20. Samyang EMS Column Spacer SSP-1017 Initial Shipment

What is ADMS?

Founded in 2000, ADMS is a manufacturer of precision chemical materials for LCDs (Liquid Crystal Displays). The company successfully developed a core organic material—column spacers—and achieved domestic production of a component previously imported entirely from Japan. Column spacers are key components in LCDs, which were experiencing rapidly increasing demand at the time. These high-tech materials ensure the uniform gaps required for the movement of liquid crystals that produce color. Unlike conventional rigid materials, this product offers both flexibility and elasticity, significantly improving the yield of large-size LCD lines and seventh-generation LCD lines. These advantages were a major factor behind Samyang's acquisition of ADMS.

Merged into Samyang's EMS BU

Samyang EMS produced column spacer materials, essential for LCDs. In July 2013, Samyang EMS was absorbed and merged into Samyang Corporation to improve management efficiency and achieve business synergies. It was relaunched as the Samyang Corporation EMS BU.

course, Korean companies were ambitiously doing business in the field, but they relatively lagged behind in both technology and production scale. The development of Korea's own electronic materials industry was therefore called for to ensure the sustainable growth of the nation's electronics industry.

In November 2005, Samyang Group acquired Advanced Display Materials Service & Technology (ADMS), a company specializing in organic chemical materials, thus entering the information and electronic materials business in earnest.› Samyang Group incorporated ADMS as a subsidiary and designated the information and electronic materials sector as a next-generation growth engine, making continuous investments in this area. Immediately following the acquisition, the company invested an additional 3 billion won to expand its production line and leveraged» group-wide technologies to maximize performance in the information and electronic materials business.

In January 2006, the company changed its name to Samyang EMS (Samyang Electronic Materials Solution) and officially launched the new entity. With this launch, the company declared its vision of becoming 'a leading technology company in the electronic materials sector.' With the addition of Samyang Group's advanced management systems and expertise in organic materials technology, the group was confident it could become Korea's leading company in this field.

A Research Lab That Never Goes Dark: A Key Player in Achieving Localization of Column Spacers

Samyang EMS proactively identified market trends, made forward-looking investments in development, and focused on growing its information and electronic materials business. In June 2008, it became the first company in Korea to develop and launch a column spacer (product name: SSP-1017), a core material for LCDs. Using proprietary chemical polymerization technology, the company succeeded in improving LCD panel yields and enabling mass production of large-size LCDs.›

This milestone was more than just the launch of a product. Unlike other industries, it typically takes about five years to develop and reliably supply core LCD materials to the market, but Samyang EMS achieved this remarkable feat in just two and a half years after starting the business. This success resulted from the tireless efforts of its employees, who, as members of a newly established company, built essential infrastructure from scratch while carrying out nonstop research, testing, and production trials.

"At that time, the domestic LCD panel market was valued at 50 trillion won, and it accounted for 40% of the global market. The electronic materials market grew alongside this, but Japanese companies controlled about 90% of it. There was a shared belief that we needed to break the stereotype that 'electronic materials are Japan's domain' and develop the world's best products ourselves. Thanks to this determination, we were able to stay focused on localizing LCD materials, never giving up despite the many challenges."

In addition to column spacers, the research lab developed organic insulating films—photosensitive materials used in TFT-LCD products—and an overcoat that flattens the RGB pattern on the color filter's surface. This overcoat improved the smoothness of TFT-LCD products that require high transmittance.

The product was later exported to Taiwan, where it was used in Apple's iPad,

Developing Korea's First Column Spacer

Most electronic devices, including monitors, TVs, laptops, and navigation systems, use LCD panels. What people see are the vivid images generated by LCD on these screens, yet behind those images lie advanced electronic materials made possible by remarkable technology. One such material is the column spacer, which Samyang EMS developed as the first in Korea.

which demonstrates Samyang EMS's R&D capabilities. In December of the same year, the company also exported its first organic insulating film product for touch panels to Taiwan. Samyang EMS's greatest strength was its independent ability to design and synthesize polymers, unlike domestic competitors that depended on Japanese source design technology.

Equipped with an integrated production system encompassing everything from raw material design to commercialization, Samyang EMS built a strong reputation both domestically and internationally for its advanced technology, rapid customer responsiveness, and ability to develop customized products tailored to specific processes. Furthermore, the company continued to create synergy through technological collaboration with group affiliates engaged in organic chemical materials and EP production.

Later, its research activities were divided into two main programs: product development and platform development. Product development focused on enhancing and refining existing core products, such as overcoats that level color filter gaps, column spacers that form liquid crystal cell spaces, and organic insulating films that maintain electrical insulation. Platform development concentrated on future materials, including organic synthesis and high-efficiency photoinitiator synthesis technologies.

These efforts bore fruit. Starting in 2009, the company steadily improved its profitability until finally achieving profit in 2011. The successful establishment of the information and electronic materials business marked a significant milestone, contributing not only to the group's overall sales but also securing a new growth engine for Samyang. Building on this foundation, the company continues to strengthen its competitiveness through research on next-generation materials, raw material in-house-ization, and ongoing employee training and development.

Supplying 'Small Column Spacer' to Samsung Display

In March 2016, at the request of Samsung Display, Samyang EMS began developing a small column spacer using specialized technology that reduced outgas and increased the taper angle. This provided a golden opportunity to supply products to a major Korean company that was leading LCD technology on the global stage. The researchers united as one and devoted themselves to the project. Developing technology that differentiated them from others was a challenge, but the team was confident in their abilities. The first delivery was made in September, and the results far exceeded expectations. The initial goal was to reduce outgas by 30% and achieve a taper angle of 75 degrees, but the team succeeded in reducing outgas by 50% while reaching the target taper angle. Coating speed improved by 1.2 times, and the overall process time was shortened by three months. Samsung Display was highly satisfied with the results. This was Samyang EMS's first supply to a major domestic company and marked a significant leap in product quality.

Acquisition of Seven Springs and Entry into the Restaurant Business 2006

Samyang's restaurant business began in 2000 with Mix & Bake, Korea's first bakery café that also offered dining options. In 2006, the company acquired the family restaurant brand Seven Springs and officially launched its restaurant business in earnest. Later, in 2014, Seven Springs merged with Samyang Food & Dining, and the corporate name was changed to Samyang F&B.

Opening of Mix & Bake Café and Entry into the Restaurant Business

In the early 2000s, Samyang prepared for a new leap forward in its core food business. The company maintained stable growth by focusing on food ingredient production, including sugar, starch, flour, and cooking oil, but recognized the need for a new growth engine to sustain momentum into the 21st century. Accordingly, Samyang decided to strengthen its food ingredient business and integrate food-related operations under the concept of 'Total Health Food' with the aim of maximizing synergy. This strategy included launching a restaurant business using its own food ingredients, starting an organic food business, and entering the health supplement market to respond to Koreans' changing dietary needs.

The restaurant business was a natural starting point. It offered an opportunity to overcome the stagnation in the food market and allowed the company to leverage its existing food ingredient supply capabilities. Expanding beyond the antenna shop model was expected to generate new growth for the company.

In April 2000, Samyang opened Mix & Bake inside the Kyungbangphil Department Store in Yeongdeungpo. The store offered a mix of home baking ingredients, coffee, and cooking class programs. It attracted a steady flow of customers by offering free baking classes along with the sale of coffee and premix products. After the first store opened in 2000, more locations followed, increasing to 30 by 2003, including eight stores within department stores and Homeplus. Beginning in 2003, Mix & Bake evolved into a bakery café with dining options. It continued to serve coffee and baked goods, and introduced a casual Italian menu at the same location. The main target audience shifted to office workers in

their 20s and 30s and the café offered breads, cakes, sandwiches, salads, pizzas, and beverages suited to their tastes. In line with the growing wellness trend, most ingredients used were organic.

In 2006, the company spun off its café business, Mix & Bake, and launched a new entity, Samyang Food & Dining. Samyang Food & Dining continued to accumulate expertise in the restaurant sector, developing new dining models that reflected consumer demands and executing differentiated brand strategies.

Acquisition of the Family Restaurant 'Seven Springs' and Expansion of the Dining Business

Aiming to expand its dining business, Samyang Group acquired the Korean family restaurant Seven Springs in February 2006. One of the main reasons for the acquisition was that the restaurant provided a direct channel for quickly identifying and responding to consumer needs.

Family restaurants first appeared in Korea in the late 1990s. As consumer trends and eating habits became more Westernized and the dining industry grew, foreign brands entered the market first, targeting Korean consumers with sophisticated interiors, high-quality service, and standardized flavors. Korean consumers willingly spent money at these establishments. The family restaurant boom followed in the 2000s, with many Korean brands entering the market. It was during this time that Seven Springs opened its first branch in Yeoksam-dong in 2001. Although it later expanded to four locations, the brand encountered difficulties as the popularity of family restaurants started to decline.

After acquiring Seven Springs, Samyang completely revamped its concept and transformed it into an eco-friendly, health-conscious restaurant. The slogan was changed to 'We Love Green.' The main menu was re-centered on a buffet-style salad bar featuring more than 30 fresh vegetables and 10 different sauces, complemented by European-style homemade grill and seafood dishes. Staying committed to health, the restaurant introduced a 'No Fat, No Fry' approach, preferring boiling, grilling, and steaming over frying. The aim was to reduce calories and eliminate chemical additives while preserving the natural flavors of fresh ingredients. As the wellness trend grew, Seven Springs expanded rapidly and increased its locations to 11 by 2009.

In January 2014, Samyang merged Samyang Food & Dining, which operated the café brand Mix & Bake, with Seven Springs and relaunched it as Café Seven Springs. The company also established Samyang F&B to oversee the group's restaurant business. Since then, Samyang F&B has managed its dining operations through two main divisions: Seven Springs and Café Seven Springs.

Withdrawal from the Restaurant Business

Seven Springs, a buffet-style family restaurant acquired by Samyang Group in 2006, flourished for a time and operated more than 20 branches nationwide. However, changing dining trends, such as the increasing demand for convenience foods and delivery services resulting from the rise of single-person households, as well as the gradual downsizing of family gathering occasions, led to a steady decline in the popularity of family restaurants. As a result, Seven Springs faced ongoing challenges and recorded losses for seven consecutive years due to poor performance and decreasing sales. In 2020, Samyang Group recognized the need to focus selectively on its core growth areas and businesses with clear profitability, and decided to withdraw from the restaurant business, which had uncertain prospects for profit. This marked the end of Samyang's 14-year journey in the restaurant industry.

2008.07.01. Mix & Bake Yeouido Branch

2006.04.13. Seven Springs Hongdae Branch

Establishment of Samyang Innochem and Production of BPA 2009

Samyang Corporation (Industrial Materials, EP, EMS), Samnam Petrochemical, Samyang Chemical, and Samyang Innochem form the core of Samyang Group's chemical business. Among them, Samyang Innochem was the latest addition. In 2008, as global business conditions rapidly worsened due to the financial crisis, Samyang stayed ahead of market trends, strove to secure new growth engines, and invested in the chemical sector, which is one of the group's three core business areas driving its transformation. This led to the founding of Samyang Innochem. Equipped with cutting-edge facilities and advanced automation systems, these chemical subsidiaries collectively produced EP, TPA, PC, and Bisphenol A (BPA), allowing Samyang Group to finally achieve its long-held goal of vertical integration in the chemical business.

The Dream of Vertical Integration in the Chemical Business

Vertical integration had long been a goal for Samyang. The group's chemical business began in 1969 when Samyang decided to enter the synthetic fiber market and built a polyester plant in Jeonju. Although the polyester fiber division was spun off into Huvis in 2000, it had laid the foundation for Samyang's chemical operations. In 1987, Samyang built an EP plant in the Jeonju Industrial Complex 2, followed by a PBT polymerization plant.

Samyang continued to invest steadily in the chemical sector, pursuing a long-term growth strategy and a forward-looking vision for the industry. All of these efforts were aimed at achieving full vertical integration in the chemical sector. Vertical integration was viewed as the key to reducing production costs and ensuring a stable supply of high-quality raw materials.

In 1988, Samnam Petrochemical was established in Yeosu and began producing TPA, a core raw material for polyester. As demand increased, production capacity expanded several times, and the company eventually became Korea's largest TPA producer with an annual capacity of 1.8 million tons. By sourcing high-quality raw materials from Samnam Petrochemical, Samyang ensured a timely supply and enhanced competitiveness across its chemical businesses. In 1989, Samyang Chemical was established to produce polycarbonate (PC), a type of engineering plastic prized for its outstanding mechanical properties such as durability and strength. Products made by Samyang Chemical were exported in large volumes to major industrialized nations including the United States and Germany under the Trirex brand.

As a steadfast pillar of Korea's engineering plastics (EP) industry, Samyang Group's chemical division moved beyond the company's own boundaries and elevated its reputation within the field. In 2005, building on its success at home and abroad, the company decided to enter global markets and established Samyang Engineering Plastics, a local subsidiary in China for the production of EP.

Establishment of Samyang Innochem, a Dedicated BPA Production Company

Ironically, the establishment of Samyang Innochem materialized in the wake of the global financial crisis that hit in 2008. At that time, Samyang Chemical was already a leading domestic producer of polycarbonate (PC), with an annual production capacity of 120,000 tons. This success was due to growing demand for PC materials used in industries such as home appliances, monitor casings, automotive components, and building materials throughout the 2000s. It also resulted from

2009.09.15. Signing Ceremony for BPA Joint Venture with Mitsubishi Corporation

the company's continuous improvement of its processes and the establishment of a one-stop production system to respond swiftly to customer needs and promptly resolve production issues.

However, as demand grew, new competitors such as Cheil Industries and Honam Petrochemical entered the PC market in 2007, leading to intensified competition. The financial crisis that followed, combined with soaring crude oil and raw material prices, placed further pressure on the business. Samyang Chemical, which had been exploring overseas opportunities and seeking new growth drivers, was not immune to these challenges. The company responded by reducing manufacturing costs and offering differentiated products and services to boost competitiveness, but there were still limits.

Samyang set forth a new vision for the growth of its chemical business. The grand goal was to build an integrated chemical portfolio. The company decided to strengthen cost competitiveness through in-house production of Bisphenol A (BPA), a key raw material for PC, and to enhance the overall competitiveness of its EP business by exploring new demand. The plan was to raise competitiveness to a higher level and secure a new growth engine by achieving full vertical integration across Samyang's existing EP compound and PC operations.

In October 2009, Samyang established Samyang Innochem, a joint venture with Mitsubishi Corporation, to exclusively produce Bisphenol A (BPA). The factory site was selected in Gunsan, North Jeolla Province, a strategic decision based on logistics efficiency since more than half of the plant's output would be supplied to Samyang Kasei.

Construction of the Samyang Innochem Gunsan Plant began in November 2010 and was completed in May 2012. Occupying 118,800 square meters, the plant has an annual production capacity of 150,000 tons of BPA. Located within the Gunsan Free Trade Zone, the facility quickly drew attention because it was nothing like a typical chemical plant. Its state-of-the-art features further impressed observers.

Samyang incorporated its commitment to environmental protection and safety throughout the plant's construction. Bright oak finishes lent a café-like atmosphere, while a clear glass façade gave the convention center a sophisticated look. The office building, equipped with a fitness center, provided a comfortable environment for employees. From the overall construction plan to the production floor, every detail reflected Samyang's commitment to the environment and people. Employees took deep pride in their workplace.

"Chairman Kim Yoon's directive was clear: build facilities that prioritize the environment and people while ensuring the production of excellent products. In fact, nothing was overlooked in terms of attention from top management. From the production facilities to the office building, Samyang's management philosophy and design sensibility are deeply ingrained throughout."

2014.04.15. Samyang Innochem Gunsan Plant

2012.03.08. Commemorative Ceremony for the Shipment of BPA for Evaluation

An executive involved in the plant's construction reported that Chairman Kim Yoon personally oversaw every detail of the process with particular attention.

BPA produced at Samyang Innochem's Gunsan plant is a chemical material that serves as a key raw material for polycarbonate (PC) and is used in automobiles, electronics, precision machinery, and medical devices. This BPA incorporates the latest technology from Mitsubishi in Japan along with the expertise of Samyang Innochem.

The Gunsan plant produced 150,000 tons of BPA annually, supplying approximately 90,000 tons to Samyang Kasei and 30,000 tons each to Samyang and Mitsubishi of Japan. By providing around 70% of its output to Samyang Kasei, the plant contributed to a stable supply of raw materials.

In the early stages of operation, the company faced challenges due to rising raw material costs resulting from the surge in crude oil prices. At one point, raw materials alone accounted for as much as 85% of production costs. Prices for key inputs such as phenol and acetone also fluctuated. In the first half of 2011, just before commercial production began, BPA prices dropped sharply, and production expansions by LG Chem and Kumho P&B Chemicals further intensified oversupply.

Despite these challenges, Samyang Innochem remained committed to delivering business results while ensuring a stable supply of BPA to Samyang Kasei. The company focused on enhancing cost competitiveness and improving productivity throughout all operations, including raw materials and utilities, with state-of-the-art automated facilities. It also prioritized greater efficiency in energy use, such as steam and electricity. These efforts enabled the production of high-quality products and significantly strengthened competitiveness through cost reductions, helping to drive the growth of Samyang Group's chemical division.

Samyang EP Hungary Established and Entered Europe

2010

Samyang's overseas expansion extended beyond Asia into Europe. On March 25, 2011, the city of Jászfényszaru, located about 100 kilometers east of Budapest, Hungary's capital, was bustling with people arriving early in the morning. Behind the two-story factory, the Korean and Hungarian flags fluttered alongside the proud Samyang corporate flag. A banner reading 'Samyang EP Hungary Factory Opening Ceremony' hung on the building's facade. This was the day Samyang EP Hungary's EP factory held its opening ceremony, attended by Samyang executives, officials from the Korean Embassy, and Hungarian government representatives. The ceremony proceeded as scheduled and concluded with a video presentation showing the entire construction process—from equipment delivery to completion. Watching these scenes, the Samyang executives were filled with emotion, recalling the daily struggles that had been nothing short of a battle.

Globally Recognized for Technology

Samyang EP Hungary was established in 2010, following a similar venture in China, and six years after the establishment of Samyang Manufacturing Process Materials in 2005. The foundation for the company's entry into Hungary was laid in 2005 when Samsung Electronics requested the development of TV housing materials.

In October 2005, Samsung Electronics approached Samyang with a request to develop a 'high-gloss EP' material for LCD monitor housings. At that time, Samsung had been co-developing the material with another partner for six months in line with its new LCD TV design concept but had failed to achieve the desired quality. Samyang immediately began development of the housing material and conducted numerous experiments and tests to meet Samsung's strict specifications and secure their final approval, working tirelessly day and night. Eventually, within just two months, Samyang was selected as the exclusive supplier for Samsung

Electronics' TV housing materials. The 'steam mold' technology applied to the Bordeaux TV was the first in the world to be used by Samsung Electronics for a large product.

Samyang was the first to succeed among the companies that took on the challenge of developing materials suitable for this technology. The Bordeaux TV achieved a remarkable feat, selling over one million units within six months of its launch and becoming the top TV in the U.S. market. The global success of the Bordeaux TV allowed Samyang to earn widespread recognition for its superior technology. Building on this momentum, Samyang became a trusted partner of Samsung Electronics for every new model that followed. Later, Samsung Electronics produced TVs not only in Asia but also in Eastern Europe—including Slovakia and Hungary—and in Mexico. This was one of the reasons Samyang established an EP production base in Hungary.

Totally Filling Its Role as a Bridgehead for the Group's European Market

Samyang decided to enter Hungary, a key region in Eastern Europe, as part of its ambitious global expansion plan following its entry into China. The goal was to penetrate the European market with high growth potential, establish a foothold as a global supplier, and create a bridgehead for further expansion into Europe. This decision was prompted by the surge in EP demand resulting from the large-scale expansion of Korean electronics and automotive companies into Europe beginning in 2008. It also reflected Samyang's strategic judgment, based on its technological strength and confidence in its ability to succeed in the European market. Hungary was chosen for its proximity to major European countries and its emergence as a new hub for the electrical, electronics, and automotive industries, offering strong potential for sustainable growth.

Samyang proceeded with a sole investment of €10 million and established Samyang EP Hungary in February 2010. This was Samyang's third overseas subsidiary and its first in Europe. The experience gained from establishing a local subsidiary and constructing a factory in China proved invaluable. In March of the following year, the company completed construction of an EP plant with an annual production capacity of 10,000 tons, and full-scale commercial production began soon afterward. The plant produced high-performance EP materials such as PC and PBT that were used in TVs and automotive components. Major customers included Samsung Electronics Slovakia (SESK), Samsung Electronics Hungary (SEH), and LG Electronics Poland. The company experienced a smooth launch as a new enterprise, as evidenced by the full-capacity operation starting in July, which is the peak production season for electrical, electronics, and automotive manufacturers.

Since then, Samyang EP Hungary has continued to expand its business in tandem with the growth of the European market. The company has also worked to develop new customers across various sectors—including electrical and electronics, automotive, and consumer goods—beyond the TV industry. In doing so, Samyang EP Hungary has faithfully fulfilled its role as Samyang's European bridgehead, sharing customer feedback with headquarters and research centers, and continuously improving products.

2010.02. Samyang EP Hungary Executives and Staff

PART. 6

EVOLVING INTO A STRONGER SAMYANG THROUGH CONTINUOUS INNOVATION

2011 - 2020

Launch of the Holding Company System and Business Restructuring 2011

After successfully navigating the 2008 global economic crisis, Samyang underwent a major transformation in 2011 by shifting to a holding company structure. Samyang Group decided to make this transition in order to enhance the transparency of corporate governance, increase market value, and establish a responsible management system through divisional specialization.

'Value Up 30' Innovation Activities, Management Restructuring, and Strengthening Responsible Management

Since the early 2000s, the global economy had been deteriorating and becoming increasingly uncertain. As the economic downturn continued and grain and oil prices fluctuated, Samyang recognized the need for a group-wide crisis response system. In October 2006, Samyang created a Risk Management (RM) Task Force to assess management risks and develop strategies for proactive response. The 'Value Up 30' program was the result.

'Value Up 30' is an innovative initiative designed to maximize the use of existing resources and increase the value of all operations—including management, production, and technology. The program began in earnest in 2007. As part of this initiative, Samyang introduced the 'Core Time' system, a focused work schedule aimed at improving efficiency, and launched the Samyang Strategic Management System (SIMS), a framework that enabled employees to clearly understand their individual work vision, specific implementation plans, future targets, and the interconnections with other tasks. This system significantly enhanced employees' job competencies and accountability. Other achievements of the 'Value Up 30' initiative included conserving energy, reducing purchasing costs, and lowering inventory expenses.

Thanks to this preemptive preparation, Samyang was able to successfully overcome the 2008 global economic crisis and establish a solid foundation for its transition to a holding company structure.

In 2011, Samyang Group began comprehensive efforts to reorganize under this new structure. In March of that year, management was restructured. President Kim Won and President Kim Ryang became Vice Chairmen and CEOs, while Vice Chairman Kim Jeong took on the role of President and CEO. At the same time, Samyang introduced the 'Chief Executive Committee (CCI)' and the 'Business Group Chairman' system to strengthen rapid decision-making and foster responsible management. The CCI, led by Chairman Kim Yoon, Vice Chairman Kim Ryang, and Vice Chairman Kim Won, embodied the company's commitment to fulfilling top leadership responsibilities.

CCI was given final authority over major management issues, including the company's mid- to long-term development plans, large-scale investments, and M&A decisions, functioning as the strategic control tower for executing the group's vision. To further enable rapid decision-making and clarify accountability, a group leader system was implemented. The organization was reorganized into four main divisions: Food, Chemicals, Pharmaceuticals, and Biotechnology, and Operation with a Group Leader assigned to each.

These leaders were given the actual authority and responsibility to develop and execute management strategies within their divisions. This approach ensured stable operation of the holding company system and facilitated quick responses to a rapidly changing business environment. In August 2011, Samyang held a 'Management Workshop for Establishing a New Management System' for group executives to deepen understanding of management roles within the holding

2011.08.08~09. First Management Workshop for Establishing a New Management System

2011.09.22. Extraordinary General Meeting of Shareholders Announcing Transition to Holding Company Structure

company structure and reinforce accountability.

Transition to a Holding Company and the Establishment of Vision 2015

In September 2011, Samyang Group completed preparations for the transition to a holding company structure and convened an Extraordinary General Meeting of Shareholders. At the meeting, the decision was made to split Samyang Corporation into three entities: Samyang Holdings, Samyang Corporation, and Samyang Biopharm. Samyang Holdings became the holding company, comprising and overseeing the operating company Samyang Corporation, seven chemical subsidiaries, six food subsidiaries, and one pharmaceutical and biopharmaceutical company.› Chairman Kim Yoon assumed the role of Chairman and CEO of Samyang Holdings, while Vice Chairman Kim Ryang and Vice Chairman Kim Won were newly appointed to the Board of Directors.

On November 1, 2011, Samyang Holdings was officially launched, completing Samyang Group's transition to a holding company structure. The following day, the inaugural general meeting finalized the spin-off procedures. On December 5, 2011, the restructuring was completed with the simultaneous relisting of Samyang Corporation and the revised listing of Samyang Holdings.

With the launch of the holding company, Samyang Group established 'Vision 2015' and began a full-scale strategic business restructuring.» The Vision 2015 project started in September 2009, beginning with a comprehensive review and reflection on the group's previous vision. Through company-wide participation—including member surveys and multiple workshops—a clear strategic direction for the post-2015 era was formulated. Once the vision was finalized, a three-week nationwide vision briefing tour was held at all business sites, as the company believed the vision could only be achieved if every employee moved forward together in the same direction.

The core objective of Vision 2015 was to ensure steady growth in existing businesses while cultivating breakthrough growth engines in new business areas, with the ultimate aim of achieving annual growth exceeding 10% and becoming a 'Global R&D Innovation Company.' To accomplish this, the company's overarching strategy was to secure strong market leadership through innovation-driven differentiation and to establish new growth engines by proactively seeking and pursuing business opportunities. After setting the vision and overarching strategies, each division then formulated its own detailed mid- to long-term tasks through strategic meetings.

The Chemical Division aimed to focus on high-growth, high-value-added materials and build a sustainable growth platform and global production base, aspiring to become a 'Global Biz Partner' that creates customer value. Plans included expanding PC production capacity, globalizing the EP compounding business, and developing new high-value-added materials.

The Food Division set its sights on becoming the 'No. 1 Food & Service Innovator,' seeking growth in existing business areas, expansion in the B2C sector, and development of health and beauty products for consumer well-being, in addition to pursuing opportunities in confectionery, food service materials distribution, and overseas plantation businesses.

The Pharmaceutical and Biotechnology Division aimed to enhance profitability and scale through business diversification, aspiring to become an 'Innovative Specialty Pharma Company.' The New Business Division set out to continue exploring high-growth fields and cultivate them as future growth engines for the group. Other business units focused on strengthening competitiveness through structural advancements.

While each division and unit considered the distinct characteristics of their areas, three key themes defined the common direction and challenges for all: global, R&D, and innovation. These keywords represent Samyang's strong commitment to establishing a global foundation, emphasizing research and development, and building a more efficient organization to achieve the company's vision. In addition, Samyang sought to foster a new corporate culture by incorporating customer-centric and performance-focused values—essential for realizing its vision—into its existing core values of trust, challenge, innovation, and talent.

With the transition to a holding company structure, Samyang reorganized its business portfolio and reinforced its system of responsible management, marking the start of its journey to becoming a global R&D innovation company.

› **Launch of Holding Company**

Transitioning to a holding company structure, Samyang Holdings launched with a total of 14 subsidiaries. These included Samyang Corporation, the operating company; chemical affiliates: Samnam Petrochemical, Samyang Chemical, Samyang EMS, Samyang Nochem, Samyang Engineering Plastics Shanghai Co., Ltd., and Samyang EP Hungary; food affiliates: Samyang Genex, Samyang Milmax, Samyang Wellfood, Seven Springs, Samyang F&D, and Jinhuangdao Samyang Genex Food Co., Ltd.; and the pharmaceutical affiliate Samyang Biopharm.

» **Strategic Business Restructuring**

- **Chemicals:** Strengthen the development of high-value-added materials and achieve vertical integration of the PC business.
- **Foods:** Create a healthy food culture by expanding health and beauty product lines.
- **Pharmaceutical Biotechnology:** Build a foundation for growth as a specialized pharmaceutical company and pursue diversification of the bio business.
- **New Businesses:** Strengthen customer-centric product and service delivery through R&D innovation.

The 1st Samyang Innovation R&D Fair: Samyang Group's Technological Showcase 2012

The Samyang Innovation R&D Fair (SIRF) is an event designed to showcase and share the year's research achievements from all of Samyang Group's research centers, including the Food, Chemical, Pharmaceutical Bio, and Bio-Convergence R&D centers, as well as the Samyang Packaging Tech Center and the KCI R&D Center. The first SIRF was held in 2012 as an opportunity for researchers across the Samyang Group affiliates to share their knowledge and mid- to long-term R&D strategies, review their research accomplishments from the past year, and foster a spirit of innovation and collaboration in developing new products and technologies. SIRF has been held annually since 2012 and continues to this day. As of 2024, 31 research projects have been awarded, with a total of 100 recipients.

SIRF: The Festival of Samyang Group Technologies

In April 2012, the first SIRF was held at the Samyang Group R&D Center with great attention and anticipation.

"For our group to advance to the next level, we must secure many competitive new products and technologies and commercialize them sooner rather than later to ensure profitability. R&D is the driving force behind innovation, enabling us to overcome fierce global competition. I urge you to dedicate yourselves to this endeavor, recognizing that without R&D, there is no growth."

Chairman Kim Yoon consistently emphasized that the company's future relies on developing new products and technologies. As if to prove how important this truly was, the event was a resounding success, drawing about 300 participants. Attendees included board members, affiliate representatives, business unit heads, and researchers from across the group. Twelve teams, selected for their exemplary

2012.04.24. The first Innovation R&D Fair was held at the Samyang Group R&D Center

research projects from Samyang's chemical, information and electronic materials, food, and pharmaceutical biotechnology divisions, competed for awards. Entries were carefully evaluated by expert judges from the Samyang Group R&D Center based on financial performance from technological development, technological innovation, and potential for future success. As a result, the Samyang EMS BU research team received the Grand Prize, and the Samyang Genex research team was awarded the Excellence Prize, with prize money of 20 million won and 10 million won,› respectively. The SIRF 2012 event was widely regarded as a meaningful occasion that enhanced researcher motivation by reviewing the group's R&D achievements and sharing long-term innovation strategies across the organization.

› 1st 'SIRF 2012' Winners
Samyang's EMS BU research team won the Grand Prize in recognition of their contribution to developing advanced, high-performance display materials used in smartphones. The Samyang Genex research team received the Excellence Award for creating the popular 'Q.One Homemade' brownie mix and ice cream mix.

Samyang's R&D Power Drives Overcoming Crisis and Future Growth

Starting with the second 'SIRF 2013,' held the following year, winners were selected in two categories: the Successful Research Project Contest and the Innovative Idea Contest. The Successful Research Project Contest evaluated financial performance, innovation and creativity, and the sustainability of superior competitiveness. The grand prize and excellence award winners received 20 million won and 10 million won, respectively. The Innovative Idea Contest focused on new product and process improvement ideas, assessing entries based on originality, effectiveness, and practicality. Eight winners were selected, each receiving a prize of 1 million won.

In the second competition, the Food R&D Center team was recognized for developing a ‘paper filler coating agent,’ the Chemical R&D Center for developing an ‘ultra-pure water ion exchange resin,’ the Information and Electronic Materials R&D Center for creating an ‘organic insulating film used in tablet PCs,’ and the Pharmaceutical and Bio R&D Center for diversifying the surgical suture product line.

SIRF quickly took root after its launch in 2012 and became an annual event that continues to this day. Over the years, the quality of research presentations and ideas steadily improved, establishing SIRF as a key driver of Samyang Group’s R&D innovation. It evolved into a true R&D festival where researchers from diverse fields naturally shared their expertise and achievements, fostering organic collaboration and communication.

In 2018, Samyang Packaging and KCI joined the event, sharing their research accomplishments that strengthened the group’s business competitiveness and enhanced profitability. That same year, the prize fund was more than doubled to emphasize the group’s commitment to R&D and to encourage researchers’ dedication. The event format also evolved—from a festival-like atmosphere to a more substantial and resourceful gathering featuring lectures by renowned domestic and international speakers, along with various post-event programs such as talent shows and raffles.

The passion for R&D remained strong even during the difficult period of the pandemic. In 2020, amid the deep uncertainty brought on by COVID-19, research centers faced the dual challenge of overcoming the crisis while pursuing future growth. Under these circumstances, researchers focused on developing specialty technologies to counter the commoditization of existing materials businesses. Accordingly, that year’s award-winning projects were dominated by specialty technologies that offered differentiated competitiveness to existing business areas.

In 2021, SIRF awarded its first grand prize in the ten years since its inception. Previously, while winners were chosen based on a comprehensive evaluation of profitability, contribution to corporate competitiveness, innovation, and creativity, no project had yet met the high standards required for the grand prize. The award was reserved for projects achieving both outstanding financial performance and groundbreaking innovation. The first SIRF grand prize was presented to the Samyang Food Bio R&D Center for its ‘Development of the Next-Generation Sweetener Allulose.’

The company’s direction and strategy were clearly reflected in the SIRF award-winning entries. Recognizing that the key to maximizing the performance of its existing businesses and discovering new ones lay in R&D, Samyang Group continued to accelerate commercialization and improve the success rate by strengthening collaboration between R&D centers and business units. R&D became the group’s defining competitive edge, enabling it to overcome crises and achieve sustainable future growth.

Ranked Among the ‘50 Most Admired Korean Companies’ 2012

In 2012, Samyang elevated its stature both domestically and internationally when it was selected as one of the ‘50 Most Admired Korean Companies.’ This recognition was a testament to the company’s ability to maintain stable business performance by flexibly responding to changing market conditions, enhancing competitiveness through its unique management philosophy and corporate culture, and ultimately raising comprehensive corporate value—including the value delivered to shareholders, customers, and employees.

Selected as one of the 50 Most Admired Korean Companies

In May 2012, Samyang was named one of the ‘2012 Most Admired Korean Companies.’ Fortune Korea, supported by the Ministry of Strategy and Finance and the Presidential Council on Nation Branding, annually selects and announces the ‘50 Most Admired Korean Companies,’ recognizing enterprises that earn respect from all stakeholders for strong competitiveness through continuous innovation and for enhancing shareholder, employee, customer, social, and brand value. The list aims to provide guidance for corporate management practices and to promote societal admiration for entrepreneurship, fostering a culture in which corporations are respected members of society.

Fortune Korea and the Sungkyunkwan University Management Research Institute select nominees by jointly evaluating companies based on their reputation and management performance, applying Fortune’s globally recognized corporate evaluation methodology. A total of nine evaluation criteria—including product and service quality, talent recruitment, financial soundness, management quality, and long-term investment value—are assessed. These criteria are measured through surveys of experts (approximately 100 people), industry professionals (approximately 700 people), and the general public (approximately 2,500 people). In the first round, 500 companies are shortlisted. In the second stage, 140 companies are selected based on specific criteria for each sector, and finally, 50

companies are chosen. Samyang received excellent evaluations across all nine categories.

Joy Doubled with Winning the Most Admired Entrepreneur Award

Samyang has been widely recognized as a stable company that upholds integrity, values substance, and cares about trust and harmony. It also has the reputation of being a prime example of a long-lived company. Given that the average lifespan of a company worldwide is about 30 years, Samyang's continued growth for nearly 90 years is truly remarkable. This longevity is rooted in its unique management philosophy, which embodies the principles of industrial patriotism, the Sudang spirit, and moderation.

Samyang is a company that represents the history of Korean business management and has steadily grown over the decades since its founding in 1924. During the difficult period of Japanese colonial rule, founder Kim Yeon-su established Korea's first corporate farm and expanded operations into Manchuria, laying an early foundation for the nation's economy. In the 1950s and 1960s, he entered the sugar and polyester industries, which laid the foundation for Korea's modern industrialization.

In the 1980s and 1990s, Samyang expanded further into petrochemicals, food ingredients, and pharmaceutical biotechnology. Entering the 2000s, the company focused on enhancing management efficiency, exploring new domestic and international markets, and identifying new growth engines while expanding globally, especially into markets in China and Hungary. In 2011, Samyang transitioned to a holding company structure, establishing a responsible management system that strengthened the expertise of each business division.

Chairman Kim Yoon reinterpreted Samyang's founding spirit and corporate philosophy in 2004 from a modern perspective, laying the foundation for the company's current corporate culture. Building on founder Kim Yeon-su's Sudang Spirit, Samyang's corporate culture pursues the principles of 'giving back corporate profits to society,' 'conscientious and sound management,' and 'growth of quality over quantity,' which has solidified Samyang's reputation as a respected and beloved enterprise.

Following its selection as one of the '50 Most Admired Companies in Korea,' Chairman Kim Yoon was honored with the 'Most Admired Entrepreneur Award' at the 12th Korea's Most Admired Entrepreneurs and Most Trusted Companies Awards Ceremony, hosted by the Korea Management Association in September 2014. This award recognized entrepreneurs who demonstrated sound and creative management spirit as well as exceptional leadership. For Samyang, being acknowledged both as an admired company and as having an admired entrepreneur was a moment of double honor and joy.

2014.09.23. The 12th Most Admired Entrepreneur Awards

2012.05.11. Most Admired Entrepreneur Trophy of Year 2012

Launching of About Me: The Beginning of the Beauty Business 2012

‘We refuse to do animal testing. We strive to use clean, natural ingredients and plant-based raw materials. We use environmentally friendly packaging and soy-based ink. We aim to use labels that can be easily removed for recycling. We are constantly seeking to use sustainable materials.’
This philosophy defines About Me. And this explains why there are numerous 4.9 and 5.0 (out of 5) ratings in customer reviews on the About Me and Medi Answer websites. These reviews are a testament to the brand’s exceptionally high customer satisfaction. About Me and its customers share the same goal: value over consumption, and better choices.

Launch of the Integrated Health & Beauty Brand About Me

The idea that ‘beauty equals cosmetics’ had long been accepted. Then emerged a growing awareness that applying cosmetics alone was not enough and that improving dietary habits and supplementing the body with nutrients were also essential to achieving beauty from both inside and out. The rising popularity of collagen, vitamin C, and hyaluronic acid further reinforced this trend. In keeping pace with this trend, Samyang launched About Me in November 2012, an integrated health and beauty solution brand, marking its entry into the health and beauty industry. This expansion was made possible by the company’s accumulated expertise across the food, chemical, and pharmaceutical sectors.

About Me conveys the message ‘I think about myself’ and ‘I need to take care of my own health and beauty,’ reflecting Samyang’s commitment to providing fundamental solutions. Its core concept, ‘In & Out,’ expresses the idea of filling the inside with health foods and caring for the outside with cosmetics to achieve balance and realize healthier, more radiant skin.

About Me stood out from competitors in the market by offering a program that cared simultaneously for both the inner and outer health of the skin. Based on the ‘3-Free’ principle—free of artificial fragrances, artificial coloring, and parabens—

2012.11.14. About Me BI at the time of its launching

2013.03. Opening of the Hongdae Branch of About Me Health & Beauty Store

About Me used edible fructooligosaccharides as a cosmetic ingredient to help reduce skin irritation and enhance moisturizing effects. Furthermore, developed in collaboration with an anti-aging specialist, it offered strengthened anti-aging efficacy, the effectiveness of which was proven through clinical trials involving 150 women.

About Me also established a comprehensive product lineup, offering approximately 160 products across five specialized lines: the Detox Booster line for eliminating body waste, the Body Supporter line for shaping a slimmer body and face, the Age Controller line for improving blood circulation and combating aging, the Vital Enhancer line for boosting immunity, and the Daily Partner line for everyday essentials. In addition to online sales, the company expanded into offline retail, beginning with the opening of the Yeongdeungpo Times Square store in 2012, followed by locations in Myeongdong, Hongdae, Sindorim, Changwon, and Byeongjeom, as well as stores in Walkerhill Duty Free Shop and Shilla Duty Free Shop.› These venues not only sold products but also served as interactive spaces for customer experiences, featuring diverse seasonal programs and events designed to create engaging and enjoyable shopping experiences.

Thanks to these efforts, About Me surpassed its sales targets within two years of its launch. In 2014, in recognition of its brand philosophy and product excellence, it was selected as the ‘2014 Korea Consumer Trust Representative Brand’ by the Korea Economic Daily.

› Offline Store Reshuffling

Later on, Samyang launched a major reshuffling of its offline retail stores. As of 2023, Samyang operates the Hongdae store, and About Me products are available for purchase through major domestic online platforms, including About Me, Naver Store, 11st, Gmarket, SSG, Lotte ON, Brandy, W Concept, Ablely, and Coupang.

Recognized for the excellence of its products, About Me has also expanded into the global market. Export volume to the Greater China region has increased significantly with the opening of stores on China's leading direct shopping platform Taobao and Hong Kong's major drugstore Colormix. The brand has been particularly popular in China. In April 2015, About Me's Skin Tone-Up Massage Cream ranked first in sales in Taobao's cosmetics category. Since then, it has continued to be one of the bestsellers, maintaining a monthly sales record of over 100,000 units and boosting overall product sales.

Behind this success was the dedication of employees who turned challenges into opportunities. At the time, About Me had only a limited number of stores in Korea, and the team sought ways to reach a broader consumer base. As a solution, they focused on Chinese tourists and succeeded in winning their trust through proactive promotional and sales events, beginning with the Myeongdong store—a popular shopping destination for Chinese visitors. The campaign spurred word-of-mouth publicity that spread to consumers in China, leading to a sharp increase in sales. Thanks to its popularity in the Greater China region, About Me achieved profitability just three years after its launch. Encouraged by this success, the company expanded its global marketing efforts to actively target Southeast Asia and other international markets.

Medianswer: A Convergence of Pharmaceutical and Cosmetic Technology

In 2017, Samyang launched the derma-bio cosmetics brand MediAnswer. The name MediAnswer, a combination of 'Medical' and 'Answer,' means 'providing an answer to dermo-bio concerns' quickly and accurately. At the time, the cosmetics industry was evolving through the integration of technologies from various fields, including medicine and food, and the concept of skincare was expanding beyond simple care to products that actively address skin aging. MediAnswer was born in response to this trend, developed through a deep understanding of skin science and a strong commitment to practical effectiveness. The brand's defining feature lies in its advanced skin delivery technology, which combines Samyang Group's dermo-bio expertise with the specialized knowledge of About Me, delivering reliable solutions with proven effectiveness for diverse skin concerns.

MediAnswer's foundational technology was Samyang Biopharm's Transdermal Delivery System (TDS), a patented innovation from 2017 that delivers active ingredients deep into the skin. By combining this system with reliable raw materials selected based on scientific data and the cosmetics expertise accumulated through About Me, MediAnswer could significantly enhance its anti-aging effectiveness. Since the launch of the 'Collagen Lift-Up Band' in 2017, MediAnswer has continued to introduce collagen-based elasticity care products, including the 'Collagen Firming-Up Mask' and the 'Real Skin Fit Collagen Mask.' Thanks to unique ingredients and technology, as well as absorption that can be visually confirmed, MediAnswer gained widespread popularity, achieving daily sales of 500,000 units and establishing itself as a leading collagen cosmetics brand. In December 2020, MediAnswer's 'Collagen Mask Pack' surpassed 15 million units in cumulative sales, setting a new benchmark in the collagen skincare market. This success was the result of three years of dedicated effort.

Although the beauty business was not a major contributor to the group's overall profitability, Samyang continued to pursue it because it recognized the importance of building the group's image through B2C contact points, which are rare in a company that primarily focuses on B2B operations. This meant Samyang valued intangible assets over immediate profit. Above all, protecting human health and the environment was a choice made with future generations in mind, a value which aligns with Samyang's ESG management philosophy. Consumer well-being and beauty, the planet's sustainability, and the happiness of communities—these are the core values and missions that define Samyang Group's corporate purpose.

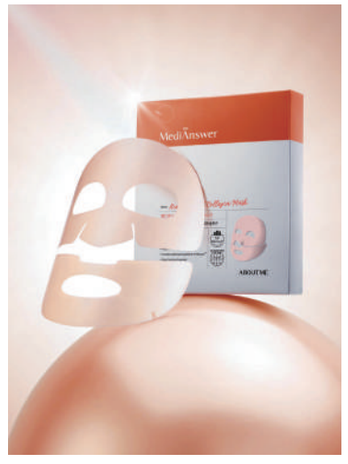
About Me Reborn with Clean Beauty

In 2021, Samyang revamped About Me under the new concept of 'Clean Beauty.' The slogan, 'Just the way I am,' embodies the idea of staying true to oneself—living life one's own way and expressing individuality, even when it comes to making conscious and responsible choices about cosmetics. All About Me products are formulated without harmful ingredients, undergo skin irritation tests, and are vegan-certified. Their packaging is made from recycled and FSC-certified green tea paper and printed with soy ink. Easy-to-remove labels and eco-friendly materials are also used to promote recycling.

2021.01.13. About Me Current BI

MediAnswer BI

2017.05.11. MediAnswer Collagen Lift-Up Band Print Advertisement



2019.03.25. MediAnswer Real Skin Fit Collagen Mask Print Advertisement

Samnam Petrochemical Receives $2 Billion Export Tower Award

2012

The year 2012 was an unforgettable one for Samnam Petrochemical. Through the united efforts and dedication of all employees toward the company's development, Samnam Petrochemical was honored with two major recognitions: the Silver Tower Order of Industrial Service Merit and the $2 Billion Export Tower Award. First, the company received the Silver Tower Order of Industrial Service Merit on October 31, 2012, at the 4th Chemical Day ceremony held at KINTEX in Ilsan. This was followed by the $2 Billion Export Tower Award on December 5 the same year at the 49th Trade Day ceremony. It was seven years after winning the $1 Billion Export Tower Award in 2005.

2012.12.05. Samnam Petrochemical Receives $2 Billion Export Tower Award at the 49th Trade Day

Expanding Exports Through Differentiated Innovation and Strengthening Global Competitiveness

Samnam Petrochemical is a specialized TPA producer, established in 1988 as a joint venture between Samyang, GS Caltex, and Mitsubishi Chemical of Japan. As the first company in Korea capable of producing both PTA and QTA in facilities with a 1.7 million-ton capacity, the company has been responding flexibly and quickly to customer demands. To expand its export markets and enhance profitability, Samnam Petrochemical has continuously developed its after-sales service, expanded technical support, and built partnerships with high-quality global clients.

The company continuously focused on cost reduction and production innovation to secure an edge in an increasingly competitive market dominated by commoditized manufacturing technology. These efforts led to the company receiving the Silver Tower Order of Industrial Service Merit in 2000 and the Presidential Award for Corporate Innovation in October 2001. The company also continually increased its exports, which reached $500 million in 2003 and $800 million in 2004. The amount eventually surpassed $1 billion in 2005, earning the company the '$1 Billion Export Tower' that year.

However, the company's previously thriving petrochemical business suffered a major setback in 2008 due to a deteriorating global business environment. This was the result of rising crude oil prices and a worldwide oversupply. The domestic TPA industry, which had been heavily dependent on China, was hit especially hard when China strategically reduced its TPA imports. This occurred because the industry had been relying on price competitiveness rather than focusing on product differentiation.

To overcome this crisis, Samnam Petrochemical pursued continuous innovation under the slogan, 'Production of the highest-quality TPA at the lowest manufacturing cost in the world.' The company's internal suggestion system produced more than 6,000 proposals annually. Among these proposals, many creative ideas, such as optimizing raw material reaction conditions and recycling used catalysts, were implemented and resulted in significant cost savings. Task forces were also regularly organized to improve key processes and enhance productivity.

Nevertheless, these efforts were overshadowed by the rapid expansion of production lines by other domestic TPA manufacturers. Although these companies sought to overcome management challenges through economies of scale, the move ultimately proved to be counterproductive. The situation worsened in 2011, as the global economic downturn, rising raw material prices, and oversupply from China's large-scale TPA plant expansions sharply deteriorated market conditions. The price of PX, a key raw material for TPA, soared to $1,570 per ton, more than $150 higher than the previous year.

Yet, the price of TPA products remained stagnant at $1,100 per ton. The more a company sold, the greater the losses it incurred. Ultimately, this led to a series of production cuts and temporary shutdowns by domestic TPA manufacturers.

Amid this crisis, Samnam Petrochemical convened the 'Best One 2012' resolution meeting and launched a comprehensive initiative focused on cost reduction, process efficiency improvements, and production innovation to overcome the crisis. The company maximized its TPM (Total Productive Maintenance) activities—one of its core strengths—to boost productivity and concentrate on the development of high-value-added products.

To improve profitability, Samnam Petrochemical introduced a new pricing system for TPA, linking its supply prices directly to PX price and increasing supply prices. The company also strengthened its global competitiveness and diversified export markets to increase exports. Thanks to these efforts, the company recorded $2 billion 61.61 million in exports in 2012, an 8% increase from the previous year. This was an achievement made even more impressive because it was made despite the challenging market conditions. Subsequently, Samnam Petrochemical continued to reduce production costs by introducing new facilities and developing advanced process technologies, securing a cost advantage over competitors.

› Operating Profit Turns Positive

Samnam Petrochemical's performance deteriorated due to oversupply from China and the loss of export opportunities to China. This was because sales in the Chinese market—which accounted for 50% of the company's exports—fell sharply as local competitors aggressively pushed low-priced products. As losses continued, the company carried out two production cuts between December 2012 and January 2016, reducing output from 1.8 million tons to 1.2 million tons. Instead, the company diversified its export markets to Europe and the United States and continued to focus on cost reduction. These efforts ultimately led to a return to operating profit in 2016.

Development of Food Specialty Ingredients 2013

Samyang has pioneered a healthy food culture by developing products with enhanced health and functional quality, beginning with sorbitol and fructooligosaccharides, and later expanding to sugar alcohols, oligosaccharides, and dietary fiber while providing customized solutions to customers. As the only starch company in Korea with sugar alcohol manufacturing facilities, Samyang has demonstrated its excellence through various initiatives, including application development research, recipe development, sugar analysis technology, and technical support for product development. Its ability to create customized products has been one of Samyang's strongest competitive advantages. The Traffic Light Labeling System› that the government enforced beginning in January 2011 further spurred research among food companies to reduce calories and sugar content. Samyang responded swiftly to the food regulations by reorganizing its Group Food R&D Center into two specialized divisions—the Solution Center and the Materials and Consumer Goods Development Division—and embarked on the development of 'third-generation functional sugars' aimed at reducing calories and sugar content.

› Traffic Light Labeling System

This system grades the nutritional content of children's favorite foods—such as fat, sugar, and sodium—and displays these levels in color, making them easier for children to understand.

Challenging the Functional Sugar Market

In 2011, Samyang began research on allulose, a low-calorie ingredient known for its fat-suppressing properties, with the Samyang Food R&D Center leading the effort. This decision was made because there were clear signs of limits in the domestic food ingredients market, and the company sought to leverage core technologies developed through its long-standing ingredients business to create high-value-added functional products. The key to this strategy lay in enzyme development. Research into enzymes derived from fungi was essential for producing specialty sugars; however, at that time, Samyang lacked the necessary technology. In December 2013, Samyang established an 'Enzyme Independence Strategy' during a management meeting. With management approval, the company launched the Enzyme Independence (EI) Project the following year, aiming to develop and produce enzymes independently for use in specialty starch sugar manufacturing.

2020.06.15. Allulose and Oligosaccharide Products Produced Using In-House Enzyme Development Technology

The strategy was to develop specialty starch sugar products and expand into the global market as a solution to the stagnating domestic general-purpose starch sugar market and concerns over declining profits due to sugar-reduction health trends and fierce competition among competitors. Typically, enzymes are used to extract sugar from corn starch, but most companies relied on commercially available enzymes, resulting in little differentiation among products. For new specialty products specifically, purchasing suitable enzymes was impossible. This challenge prompted Samyang to undertake a project to develop and produce enzymes in-house.›

It was a significant challenge. The project began with a firm belief in the potential of the low-sugar, low-calorie food market and the conviction that these products could offer functionalities and properties surpassing existing alternatives. However, the journey was far from easy. Researchers started by randomly selecting and analyzing enzymes from hundreds of food sources to identify those capable of producing the desired effects. Driven by the goal of 'creating our own enzymes,' they dedicated themselves day and night to discovering new strains, cultivating them successfully, and developing new enzyme technologies. Even after identifying effective enzymes, turning them into commercially competitive products presented an additional formidable challenge.

"Finding our own enzyme was challenging, and constantly checking the amount of allulose in fructose while varying conditions such as temperature, pH, and enzyme dosage to find the point of maximum

› Next-Generation Sweetener Development Boom

Around the same time, other major domestic food companies—besides Samyang—were also pursuing independent research or collaborations with universities, venture firms, and research institutes to develop innovative sweetening substances such as arabinose which inhibits up to 70% of sugar absorption, allowing sugar itself to be used as a low-calorie sweetener; allulose, a weight-control sweetener with body fat-suppressing effects; and erythritol, a zero-calorie sweetener produced by microbial fermentation.

allulose yield was equally difficult. Determining the viscosity of allulose was another major hurdle. Because of its low viscosity and free-flowing nature, allulose tends to flow too easily. To make it suitable for a wide range of home uses, we needed to achieve a viscosity similar to that of corn syrup and oligosaccharides—textures familiar to consumers. Numerous tests were required to reach a level that met consumer expectations."

This was the testimony of the researchers involved in the project. Even reaching the final stage of laboratory experimentation did not mean success; the process had to be adapted to mass production conditions to ensure commercialization. Another major challenge lay in developing a manufacturing process and product specifications that would not infringe on existing patents held by companies such as Matsutani and Tate & Lyle, both of which had already achieved commercialization.

The World's First to Develop an Enzyme Using Natural Food-Derived Bacteria

In 2016, Samyang overcame numerous challenges and successfully mass-produced an enzyme capable of producing allulose› from microorganisms isolated from food using its own proprietary technology. While global competitors such as Tate & Lyle and various Chinese companies lacked in-house enzyme development capabilities and instead relied on external enzyme suppliers, Samyang's achievement in developing its own enzyme technology marked a significant difference. Notably, Samyang became the first company in the world to produce allulose using an enzyme discovered from microorganisms derived from food.

The resulting product offered multiple unique benefits, including zero calories, suppression of body fat accumulation, improvement of atopic conditions, and promotion of beneficial intestinal bacteria growth. Unlike most competitors that focused on a single product, Samyang built a diverse portfolio of specialty sugars, including maltooligosaccharide, isomaltooligosaccharide, galactooligosaccharide, and fructooligosaccharide. Furthermore, while other companies operated only sugar alcohol manufacturing facilities—limiting their ability to experiment with new products—Samyang enjoyed an advantage through its specialized starch sugar subsidiary, which enabled access to a wide range of sugar solutions for experiments and sugar alcohol production. This diversity of materials and advanced facility infrastructure provided Samyang with a strong competitive edge. Leveraging these strengths, the company continuously worked to improve the enzymes for core materials such as allulose, further strengthening its position as a global leader in patented enzyme technology.

› What is Allulose

Allulose is a naturally occurring sweetener found in small quantities in fruits such as figs and grapes. It provides about 70% of the sweetness of sugar while containing virtually no calories. Allulose has long been consumed in small amounts as part of the natural diet, and its safety is well established. Even though allulose is a rare sugar that exists only in minute quantities in nature, mass production is made possible by reacting fructose with a specific enzyme.

Ethical Management Declaration

2013

On May 21, 2013, Samyang Group held an Ethical Management Declaration Ceremony in the main auditorium on the first floor of its headquarters in Yeonji-dong, Seoul. The ceremony served as an opportunity to reaffirm and share the principles of ethical management that employees must uphold in order to fulfill the company's corporate social responsibility and achieve sustainable growth, while renewing their commitment to putting these principles into practice.

Codifying and Continuously Reinforcing the Code of Ethics

In the early 2000s, Korea was shaken by a series of major scandals, including the Jin Seung-hyun Gate, Yoon Tae-sik Gate, and Chung Hyun-joon Gate. Some venture business CEOs embezzled hundreds of billions of won and manipulated stock prices, allegedly in collusion with politicians, the Financial Supervisory Service, and prosecutors. While strong government support had fueled a venture business boom, certain CEOs exploited these policies for personal gain and corruption. Some politicians and businessmen were also exposed for colluding to seek vested interests through bribery. Although only a small number of companies were involved, the public's perception of corporations grew increasingly critical. This gave rise to a social demand for ethical reform to eradicate widespread corruption, bribery, and misconduct. The importance of corporate ethics grew, motivating companies to quickly adopt ethical management systems.

Ethical management refers to the fundamental principles of corporate ethics that companies must uphold in their relationships with all stakeholders, including employees, shareholders, customers, partners, local communities, and the environment. There was a rising awareness that, to achieve sustainability amid these diverse relationships, companies must not only pursue profit but also fulfill their legal, ethical, social, and environmental responsibilities, and neglecting or failing to meet these responsibilities can ultimately threaten a company's very survival. Accordingly, ethical management—which seeks to prevent such risks in

advance, reinforce the company's purpose, and ensure that profits are responsibly returned to shareholders—began to establish itself as a core principle of corporate management.

It was around this time that Samyang began to institutionalize its ethical management framework. In 2002, the company codified its Code of Ethics to ensure consistent and rigorous adherence. In 2006, it further strengthened its commitment by establishing a robust internal accounting system and implementing global-standard ethical management practices.

In fact, ethical management was not new to Samyang employees, because the values that Samyang had pursued since its founding—such as industrial patriotism, integral management, and trustworthy management—aligned with ethical management. These values reflect Sudang Kim Yeon-su's management philosophy that emphasizes corporate social responsibility, consideration for employees, and the shared growth of the company and society. By managing its business transparently and responsibly, Sudang sought to earn the trust of society, customers, business partners, shareholders, and investors—thereby putting ethical management into practice. This philosophy became deeply ingrained in the thoughts and actions of Samyang's employees, who took great pride in upholding it.

Declaring Ethical Management and Reaffirming Commitment to Practicing It

In 2011, Samyang established a strong foundation of trust among shareholders and investors with the launching of its holding company structure. Then in 2013, the company held a Group-wide Ethical Management Declaration Ceremony to further systematize the ethical awareness deeply rooted within the organization and to ensure its practical implementation in a rapidly changing business environment.

2013.05.21. Samyang Group Ethical Management Declaration Ceremony

At the ceremony, Chairman Kim Yoon emphasized, "Ethical management is about faithfully fulfilling our responsibilities as a member of society and instilling a firm belief that we are a company stakeholders can trust." He further stressed, "While all executives and employees are committed to practicing ethical management, I urge everyone to adhere even more strictly to its principles, using them as the foundation for individual codes of conduct and value judgments."

Chairman Kim also declared five core principles of ethical management: building trust with customers, respecting shareholder rights, pursuing shared growth with partners, conducting business with integrity and fairness, and fulfilling corporate social responsibility.

Following the Group declaration ceremony, Samyang's major affiliates each held their own ethical management practice declaration ceremonies in the order of Samyang Corporation, Samyang Biopharm, Samyang Genex, Samyang Entec, Samnam Petrochemical, Samyang Milmax, Samyang Data Systems, Samyang Wellfood, Samyang EMS, and Samyang Inochem. These ceremonies provided a meaningful opportunity for them to reaffirm that ethical management was essential in ensuring sustainable growth and fulfilling Samyang's role as a responsible and trustworthy corporate citizen.

It was followed up by rotating briefing sessions for all employees. It was necessary to share the principles of ethical management for the fundamental philosophy, strategies, and code of conduct of ethical management to be internalized and implemented in all employees' daily work activities. Briefing sessions on ethical management were conducted for partner companies as well. The goal was to foster a virtuous cycle of ethical management through mutual sharing, rather than one-way notice.

Furthermore, the principles, implementation guidelines, and detailed rules of ethical management were posted on the Samyang portal site for easy access at any time. The implementation guidelines, in particular, included detailed descriptions of past violations to raise awareness. This initiative reflects Samyang's strong commitment to actively incorporating ethical management into all employees' Code of Conduct to ensure Samyang will grow as a sustainable company at a global level.

Samyang has been establishing itself as a trusted company that grows together with society by proactively practicing ethical management at a global level. Instead of resting satisfied at this level, all Samyang members continue to recognize and uphold the five principles and implementation guidelines of ethical management in their daily work activities.

Entering the Food Ingredients Distribution Business and Launching ‘ServeQ’ 2013

“The food ingredient distribution business is built on customer success, and the SFS business, in particular, is built on a win–win business model for local small and medium-sized ingredient vendors.” This statement sums up the identity of Samyang ServeQ. The birth of ServeQ was rooted in Samyang’s corporate philosophy of ‘being a company that brings enrichment and convenience to life.’ ServeQ was founded not to dominate the distribution network or vertically integrate related foodservice businesses for profit, but to create shared value.

Launch of ServeQ, the Best Food Ingredient Distribution Solution

Samyang’s food ingredient distribution business entered a new phase in 2012 with the establishment of the Specialty Food Service (SFS),› an organization tasked to comprehensively oversee the business. The plan was to move beyond simply supplying food ingredients and instead create new value for customers, thereby strengthening Samyang’s position as a leader in the food ingredient distribution market. This organizational restructuring reflected the company’s commitment to expanding into a strategic foodservice business, shifting its marketing approach from merely supplying ingredients to growing alongside customers.

In July 2013, Samyang launched ServeQ, a specialized food ingredient distribution brand, and opened its official website (www.serveq.co.kr). The name ServeQ combines ‘Serve,’ meaning ‘to provide’ or ‘to contribute,’ with the letter ‘Q’ from ‘Quality,’ symbolizing the brand’s promise to ‘always provide customers with high-quality products and services safely and promptly.’ It also reflected the goal and commitment to supporting customer growth to achieve mutual prosperity, ultimately becoming the leading player in the food distribution industry, all supported by Samyang’s traditional strengths of trust and ability to execute projects. With this brand, Samyang aimed to establish a business partnership with its clients that supported their growth by offering a comprehensive range of services essential to store operations, from menu training and development, business management diagnosis, hygiene management, and marketing support

› **SFS Business Headquarters**

The SFS (Specialty Food Service) Business Headquarters consists of the Product Team, Confectionery Ingredients Distribution Team, Restaurant Ingredients Distribution Team, SFS Distribution Pilot Task Force Team, and SFS Marketing Team. These teams worked together organically centering around ServeQ, swiftly sharing market trends and production distribution information while moving between the field and the office.

ServeQ’s One-Stop Total Service

Unlike other companies offering a broad range of food services, ServeQ focused its business on areas requiring specialized expertise through a strategy of selection and concentration. The strategy was, first, to provide a diverse range of products to bakeries, cafés, and restaurants, centered on key ingredients such as sugar, flour, and oils. Second, to offer a specialized and in-depth product lineup across confectionery, Western, Chinese, and café categories. Third, to partner with leading global companies to source and supply high-quality products.

The first thing ServeQ did to achieve these goals was strengthening employee capabilities. To build a unified brand identity, employees received quarterly ServeQ brand and product training, ensuring a thorough understanding of brand manuals. The company also supported them in obtaining professional certifications in their respective fields and deepening their expertise. In addition, systematic product training programs were offered at the Ulsan, Asan, and Incheon plants to help them develop both practical skills and technical understanding of the products they produced.

The following year, ServeQ kicked off its business in earnest. With a highly specialized and diverse product selection, ServeQ offered one-stop food ingredient supply and customized solutions, while exploring new business partnerships with corporate restaurants and establishing collaborative models with small and medium-sized ingredient vendors. By strengthening logistics capabilities—a core component of distribution—and expanding brand communication channels with customers, ServeQ successfully solidified the foundation of its food ingredient business.

In January 2015, ServeQ opened the ServeQ Chef Plaza on the basement level

Food ingredient distribution specialist brand ServeQ BI

2017.11.23~24. Mutti Tomato Seminar


2020.04.23. ServeQ Confectionery and Bakery Technology Seminar

of its Jaedong office building near Bukchon, Seoul. While Q.One Homemade Plaza catered to bakeries and home baking enthusiasts, ServeQ Chef Plaza was designed to foster communication and mutual growth among professionals in the foodservice industry, including Western and Chinese cuisine experts. This was where ServeQ conducted menu research and development tailored to consumer tastes and provided various training and service support programs, such as menu demonstration sessions, training facilities, staff training courses, and hygiene and safety education. In particular, this was where ServeQ offered personalized, one-on-one services for customers, and even hosted a 'food concert' to showcase and promote premium ServeQ products—such as Mutti Tomato and Antonio Amato Pasta—to a broad range of customers.

Entering the Frozen Bakery Business

In November 2017, under the slogan 'Fast Premium,' ServeQ entered the frozen bakery B2B market through a partnership with the global frozen bakery company Arista Group, focusing on Ready-To-Bake (RTB) products—a frozen bakery technology that allows baking immediately after thawing, with no fermentation required. The key advantage of this innovation was the fact that anyone could deliver premium pastries to customers simply by baking them in an oven, as the fermentation process had already been completed. Samyang established production facilities and actively engaged in product development and manufacturing. At the time, Samyang was the only company in Korea to independently develop and produce RTB products.

The flagship product of ServeQ's frozen bakery business was croissant dough, developed using in-house technology that quickly gained widespread popularity with its exceptional flavor. Its sales surged in 2020, driven by the stay-at-home culture brought on by the COVID-19 pandemic, along with the rapid adoption of air fryers, waffle makers, the home baking trend, and the rising popularity of croffles—a hybrid of croissants and waffles, further fueling growth in ServeQ's frozen bakery business.

In 2021, ServeQ launched its online shopping mall 'Smart Store' to expand the distribution of high-quality products to individual consumers beyond the restaurant industry. This was followed by the opening of its own online platform, 'ServeQ Mall,' in 2023. Through these moves, Samyang could extend its reach to small businesses that were previously outside the coverage of offline sales channels.

In this way, Samyang provided customized solutions to support store operations, including menu training and development, management diagnosis, and the supply of a wide variety of food ingredients. As a result, ServeQ successfully expanded its business, securing new clients such as Cafe Mamas, Haidilao, and Yeopgi Tteokbokki, among other corporate restaurant chains.

There were a few factors that made ServeQ competitive. First, the company maintained strict food hygiene management standards across all products it handled, including both Samyang-manufactured and externally sourced items. Second, Samyang produced its core products in-house, while collaborating with global brands such as Fonterra and Mutti to supply premium-quality ingredients like butter and sauces. In addition, Q.One's in-house production of key ingredients, including sugar and flour, enabled ServeQ to offer reasonable prices, a crucial competitive advantage. Third, running the customer support program served as a defining differentiator from competitors. As a business partner dedicated to supporting customer growth, ServeQ provided total services for store operations from menu training and development, management diagnostics, hygiene management, and marketing support. In particular, the company offered solutions through a variety of customer support services, such as seminars, tastings, menu development, and cost accounting assistance—services that are essential yet often challenging for small businesses to handle independently.

As of 2024, ServeQ remains committed to its vision of becoming a trusted Total Solution Provider for food ingredients, offering reliable products, professional and customized solutions tailored to customer needs, and reasonable prices that ensure lasting customer satisfaction.

November 2022. Advertisement for AOP Charente-Poitou Butter Croissants, developed and exclusively supplied by ServeQ using proprietary technology.

2022.11. Advertisement for AOP Charente-Poitou Butter Croissants, developed and exclusively supplied by ServeQ using proprietary technology.

ServeQ's Popular Products

Samyang's ServeQ offered and sold a diverse range of products, including croissant dough made with Isigny butter, which is Appellation of Origin (AOP) certified by the French government, frozen bakery, pastry sheets, and pie sheets that maximized convenience, and many other varieties of products through both B2B channels and e-commerce platforms such as Coupang and Naver Shopping.

Launch of Korea's Leading Hangover Relief Product, Q.One Easy Tomorrow 2013

Samyang entered the B2C market because the company recognized that its B2B ingredients business alone had limited growth potential and sought to find opportunities in the distribution sector. However, B2C was entirely different from the B2B model, and it inevitably entailed trial and error. Samyang's B2C business venture entered a new phase in March 2009, when Kim Ryang, President of Samyang Genex, concurrently assumed the role of President of Samyang's Food Division and declared, 'We will transform into a global food company by establishing ourselves as a total solutions provider.' That same year, the food-related research organizations across affiliates were integrated into the Group Food R&D Center, and in August 2010, the Food Consumer Goods Business Unit (BU) was established to dedicate itself to sales and marketing for the B2C food business. After that, the company carried out all-out efforts for the B2C business, and the success of Easy Tomorrow solidified Samyang's image as a B2C brand among consumers.

Entering a Mature Market as a Latecomer

In 2013, Samyang initiated new product development to further expand its consumer goods business. At the time, the Food R&D Center prioritized markets where consumers could clearly perceive differences in product quality, and the center selected the hangover relief market as its first major target and started developing a product. There were concerns, though. The hangover relief market that had been established in the 1990s was already at a mature stage with three major brands controlling roughly 90% of market share.

Samyang's entry into this red-ocean market as a latecomer was due to the fact that consumers lacked confidence in the effectiveness of existing products. Believing that a new approach with proven effectiveness could ensure the possibility of success, Samyang decided it could be an opportunity to revitalize its B2C business.

Q.One Easy Tomorrow Products Launched in 2014

Samyang differentiated itself from existing hangover relief products, which were primarily beverages, by adopting a pill formulation for the first time in Korea. Instead of using raisin tree (Hovenia chinensis) extract, the main ingredient in most existing products, Samyang used yeast extract as the base and enhanced its efficacy with a mixed plant concentrate (including raisin tree, atractylodes, hawthorn fruit, and kudzu flower), various vitamins, and tangerine peel, all known for their hangover-relief properties. The goal was to improve portability and convenience by individually packaging 3 grams per dose in a pill format, but achieving the perfect product was not without challenges. The most difficult issues were determining the size of the pills and how many should fit in each packet.

"Yeast extract that helps relieve hangovers is sticky in nature and requires careful mixing with other ingredients. However, as we combined various materials, the pills became larger than expected. Large pills not only looked unappealing but were also difficult to swallow. Yet, we couldn't simply make them smaller or reduce the number of pills. Smaller pills would increase the quantity per packet and were not very appealing, plus reducing the number of pills would make it difficult to achieve the desired effect."

Struggling to find the optimal number, the researchers only found the solution after a consumer study. They conducted numerous testing and adjustments with different pill sizes and quantities on people who enjoyed drinking. Eventually, they finally determined that 22 pills per dose offered both easy swallowing and effective hangover relief.

The product name, ‘Q.One Easy Tomorrow,’ was chosen through an internal naming contest. It symbolizes welcoming a refreshing morning after drinking, and it intuitively conveyed the product’s efficacy to consumers who may be skeptical about hangover-relief products.

After this process, Easy Tomorrow finally made its debut in 2014. Samyang differentiated its target audience from the beginning. While existing liquid products primarily targeted office workers, Easy Tomorrow targeted the younger generation in their 20s and 30s. The company also decided to sell the products mainly in convenience stores frequented by young consumers and pharmacies to emphasize its hangover-relief benefits. A commercial was also aired to coincide with the launch of Easy Tomorrow. The ad featured models popular across all age groups and was created with the concept of ‘Young & Fun.’

While previous hangover-relief product ads featured scenes of heavy drinking and uneasy drinking circumstances, Easy Tomorrow aimed to capture the younger generation with a trendy ad that reflected the spirit of fun and exciting drinking, mirroring youth culture. This was a time when drastic measures were needed.

Betting On Convenience Store Entry

In January 2015, Samyang launched the Easy Tomorrow Cross-Functional Team (CFT), comprised of 12 members from the Food R&D Center’s Easy Tomorrow Development Task Force, the Consumer Goods Team, and the Digital Marketing Team. They were given the daunting task of growing Easy Tomorrow into the company’s flagship B2C product.

First, they analyzed the reasons behind the product’s sluggish sales despite its superior quality. Low awareness of the brand was identified as the reason, because the products were sold only in a small number of convenience stores and pharmacies. Several factors contributed to this situation: consumers were unfamiliar with the pill format that had to be swallowed with water, and the distribution channels such as convenience stores, pharmacies, and supermarkets were reluctant to carry the products due to the low brand awareness. At that time, convenience stores had no established standards for displaying non-liquid hangover relief products, and the category itself remained relatively unknown.

The Easy Tomorrow CFT believed that growth potential was substantial if only the product’s efficacy and effectiveness could be communicated clearly. However, they also agreed that success in the consumer hangover relief market required a new sales and marketing strategy—one entirely different from the company’s traditional B2B approach. The reason they created a dedicated team was also because they needed related teams to collaborate closely in developing strategies while enabling faster decision-making and execution, both essential for the consumer goods business.

The biggest key was expanding sales channels. Sales representatives personally visited store owners, persuading them to allocate shelf space and logically explaining the potential sales growth Easy Tomorrow could bring. This was followed by the support of the research team that conducted product briefings, while the marketing team explained the advertising concept and its expected impact. As a result of this collaborative effort, an increasing number of convenience stores started carrying the products, and the company could significantly expand distribution channels to include discount stores, supermarkets, and online platforms.

2018.09.18. Top the list in the Hangover Relief Product Category at the Brand Customer Satisfaction Index (BCSI) Awards

The collaboration dedicated to ‘Easy Tomorrow’s growth’ returned visible results in 2018. That year, Easy Tomorrow recorded 25.5 billion won in sales, a 300% year-over-year increase, and rose to second place in market share. This meant that, just five years after its launch, Easy Tomorrow had surpassed a competing brand that had been in business for 21 years. Its growing brand recognition was further affirmed when it was ranked the No. 1 hangover relief product in the 2018 Brand Customer Satisfaction Index (BCSI).

The Will to Challenge to Become a Centennial Company Confirmed by the Baekdu-daegan Trail 2014

More than 1,400 employees who participated in the Baekdu-daegan Trail in commemoration of the company's 90th anniversary compiled their trail experiences into a book filled with memories of laughter, tears, and sweat. They described the hardships of climbing steep slopes on all fours, as well as the thrill and exhilaration that instantly erased all fatigue upon reaching the summit and gazing at the vast landscape below. The Baekdu-daegan trek ultimately strengthened camaraderie among colleagues and deepened employees' affection for the company. The journey also renewed their resolve to work harder and help the company make a leap toward becoming a centennial enterprise. What the participants saw from the summit of Baekdu-daegan was the vision of 'Samyang, a hundred-year company.'

Our Challenge for a Century: Publication of the Baekdu-daegan Trail Essay

Samyang Group successfully completed its 13-month Baekdu-daegan Trail Project, which took place from September 2013 to October 2014, and commemorated the achievement by publishing Our Challenge for a Century (subtitle: A Record of 370 Days of the Baekdu-daegan Trail in Commemoration of Samyang's 90th Anniversary). The book introduces the seven sections of the Baekdu-daegan and the experiences of employees who hiked 90 routes, presented in a series of essays. It records the determination and resolve of the 1,412 employees who participated in the project, along with detailed information on hiking courses, distances, levels of difficulty, and estimated hiking times.

Looking Ahead to a Century on the Baekdu-Daegan Mountain Range

In the early morning hours of September 27, 2013, about 200 participants, including Samyang Group Chairman Kim Yoon, executives, and team leaders, gathered on Seonunsan Mountain in Gochang, North Jeolla Province. Annual hikes celebrating the company's founding anniversary had long been a familiar tradition for Samyang members, but this particular hike was special. It not only commemorated the company's 89th anniversary, but also marked the official launch of the '90th Anniversary Baekdu-daegan Trek' project. The project brought together approximately 1,400 Samyang Group employees, divided into southbound and northbound teams, to climb 90 sections across seven peaks of the Baekdu-daegan mountain range—the range that forms the backbone of the Korean Peninsula—in a relay format held a year before the company's 90th anniversary. The journey began at Seonunsan Mountain, located near the hometown of founder Kim Yeon-su, symbolizing a reflection on and renewal of his founding spirit.

"The passion and sweat our employees shed on the Baekdu-daegan,

2014.10.02. Employees Trekked the Baekdu-daegan Mountain Range in Commemoration of the Company's 90th Anniversary

and the shared experience of hiking this mountain range, will serve as the foundation for building a stronger Samyang—a Samyang full of potential."

With these words, Chairman Kim Yoon explained the significance of the event and signaled the official beginning of the project. The vision of a centennial company, the Baekdu-daegan mountain range, the 90th anniversary, and the 90 symbolic courses—each carried profound importance. Envisioning Samyang as a century-old company, stronger and more prosperous in the decade to come, Chairman Kim and the employees present were filled with emotion. Soon after, the Baekdu-daegan flag was unveiled, followed by the appointment ceremony for the leaders of the northbound and southbound climbing teams. As the flag fluttered in the mountain wind, the passionate cheers of Samyang employees echoed across the valley.

From Beginning to End of the Great Journey

On September 28, 2013, Northbound Group 1, consisting of 29 members from Samnam Petrochemical and Samyang Kasei, set out for Jirisan Mountain. At the entrance to Chotdaebong Peak, they took a commemorative photo holding a banner that read, 'Samyang 90 Years — 1,000 Years, 1,000 Years of Success.' Northbound Group 1 successfully completed the first and second sections of the 90-course trek that day. That same day, Southbound Group 1 began their first trek on the Baekdu-daegan Trail at Seoraksan Mountain. They encouraged one another, cheering on fellow hikers who were about to collapse in exhaustion from the steep climb, as they made their way up to Masan Peak, where a vast panorama of mountains

stretched endlessly before them. The following weekend, Northbound Group 2 and Southbound Group 2 took over the baton and continued the journey. In this way, the Baekdu-daegan Trek continued for more than a year.

In the early morning hours of October 2, 2014, Chairman Kim Yoon and approximately 200 Samyang Group executives and team leaders gathered at Sobaeksan Mountain in Danyang, North Chungcheong Province. By that time, the northbound teams had already ascended Deogyusan Mountain after Jirisan, while the southbound teams had completed Odaesan Mountain following Seoraksan. The grand finale of the Baekdu-daegan Trek Project began with the final climb up Sobaeksan Mountain. The participants were divided into northbound, southbound, and CEO groups, each departing from different trails on Sobaeksan before reuniting at the summit of Birobong Peak. There, at the summit, they concluded their long journey by reflecting on the meaning of the trek and reaffirming their commitment to building a 100-year-old Samyang.

The Baekdu-daegan Trek Project, launched to strengthen the company's vision and determination for becoming a centennial enterprise, had begun a year earlier at Seonunsan Mountain in Gochang, North Jeolla Province. Over the course of a year, approximately 1,400 employees trekked across 90 courses covering the major peaks of the Baekdu-daegan, including Jirisan, Deogyusan, Songnisan, Sobaeksan, Taebaeksan, Odaesan, and Seoraksan. The total trekking distance—including the 935 kilometers of the Baekdu-daegan Trail and its starting and ending routes—reached an impressive 1,365 kilometers. The Baekdu-daegan Trek Project was a resounding success. Not a single participant gave up along the way; each encouraged and supported the other until everyone reached the finish line. And after the project, something had changed. Everyone at Samyang said the same thing in unison:

"This project was a time for me to reflect on our 90th anniversary and, further, on what it means to become a centennial company. It was also a precious time for me to experience a true sense of unity, not as 'you' and 'me,' but as 'us,' all under the single name Samyang, and I found a strong confidence that we can overcome any crisis or hardships as long as we stand together, like our predecessors before us did. It was truly a meaningful experience where I achieved three things at once. And as a bonus, I even improved my physical strength."

World's Second Commercial Production of 'Isosorbide', an Eco-Friendly Bioplastic Material

2014

In April 2014, Samyang succeeded in commercially producing Isosorbide, an eco-friendly plastic material that can replace petrochemical-based plastics. This was the first success in Korea and the second in the world. Samyang was able to develop and present Isosorbide, a key raw material for bioplastics, by converging Samyang's starch-processing technology from the food business division with polymerization technology from the chemical business division. This accomplishment was the result of six years of R&D and an investment of 35 billion won, driven by the belief that 'good materials make good products, and good products are the foundation of a good life.' This feat was possible because Samyang had the management's strong commitment to R&D and the company's unrivaled technological capabilities in both the food and chemical sectors.

The Outrageous Idea of Making Plastic from Corn

Samyang is one of the few companies in Korea that operates in both food and chemical industries. Leveraging this dual strength, the company has continuously pursued convergence projects to generate synergy between the two fields. Isosorbide was born from an outrageous idea: 'Can we create an eco-friendly, high-value-added material by applying sorbitol, a corn-based raw material?'

In 2008, researchers at the Samyang Food R&D Center came together to explore new ways to expand the use of corn, which has been traditionally used for food ingredients such as starch and starch sugar, into new applications that could achieve both eco-friendliness and business innovation. While modified starch had been used in papermaking and cardboard production, corn was rarely utilized as an industrial raw material. While studying various materials to check the possibility, the researchers came across a research paper on biomonomers, which suggested that sorbitol could be used to develop plastic raw materials.

At the time, sorbitol was not a particularly profitable material, so the team

2022.11. Isosorbide, An Eco-Friendly Bioplastic Material

reviewed various manufacturing methods and sought advice from external organizations to evaluate the feasibility of developing an eco-friendly, high-value-added material and using it as a plastic raw material. Most responses were negative. Many expressed doubts about a food research institute taking on the development of a plastic raw material, and even internally, the team repeatedly debated whether to continue pursuing plastic R&D.

Eventually, they reached the conclusion: 'Nevertheless, we must do it.' Coincidentally, both SK Chemicals and Mitsubishi Chemical expressed strong interest in purchasing the Isosorbide product being developed. This signified that the research was more than just a simple R&D—it was about researching commercialization and, further, a new business.

Biomaterials Born from the Convergence of Food and Chemical Technologies

In general, biomaterials are produced through fermentation, but Samyang did not have fermentation facilities at the time. As a result, the research team explored ways to develop white biomaterials through chemical conversion reactions utilizing biomass. The team conducted thousands of experiments from selecting catalysts to improve yield to developing processes that enhanced purity. The key was the distillation technology to maximize yield and refining process technology to remove even trace impurities to produce high-purity materials. Achieving high purity was critical for manufacturing highly transparent plastics. In addition, the team had to establish a unique production process that would not infringe on the patents of competitors who had already commercialized similar products.

In 2009, the Food R&D Center took the lead in Samyang's full-scale research and development, establishing the fundamentals of synthesis, researching improvements in yield in 2010, and developing a purification process in 2011.› This marked the shift in goal from technology development to commercialization, and Samyang put in additional research personnel and built the necessary equipment. Although the food ingredient sorbitol was the beginning for the research, the project required strong group-level support, as its use in developing plastic raw materials fell within the chemical industry.

In 2012, Samyang added a large number of chemical experts and launched an Industrial Bio Task Force Team to prepare for the commercialization of isosorbide. Bench equipment was built to evaluate scale-up processes, and specification-in work for potential clients was carried out. The team then channeled their efforts into optimizing all laboratory processes and ensuring product stability, with the goal of achieving mass production.

From this point onward, Samyang established a comprehensive IP strategy for the isosorbide business, securing numerous patents for individual processes and applications, and kept building proprietary technologies while setting up multiple technological barriers. In 2014, a pilot plant with an annual production capacity of 300 tons was completed at Ulsan Plant 2, marking the beginning of isosorbide production.»

› Samyang Wins Patent Invalidation Lawsuit Against DuPont

In 2011, Samyang filed a patent invalidation lawsuit against DuPont, which held the original technology related to isosorbide. After nearly three years of litigation, Samyang won all cases.

» Affiliation Change

Following the construction of the pilot plant, the isosorbide development organization was transferred from the Food R&D Center to the Chemical R&D Center, where the focus shifted to chemical applications. This transition enabled collaboration with researchers across the development of polymers, additives, and new derivatives.

An Eco-Friendly and Versatile 'Magic Powder'

Samyang's isosorbide signaled a major turning point in the plastics market. While bioplastics had been developed before, their limited mechanical properties—such as low strength and heat resistance—confined their use to low-value-added products. However, isosorbide-based plastics were different. Compared to conventional petroleum-based plastics, they were non-toxic, environmentally friendly, and offered superior surface strength. These advantages opened up a wide range of applications, from food containers and mobile devices to the outer shells of TVs, LCD films for smartphones, automotive dashboards, and even eco-friendly building materials, eventually earning isosorbide the nickname 'magic powder'.

However, the level of performance was not satisfactory at first. For instance, Mitsubishi Chemical raised concerns about the poor color quality of polycarbonates (PCs) made with isosorbide. Samyang promptly responded and discovered that trace impurities were being generated over time due to oxidation. As a solution, the team decided to introduce a stabilizer to inhibit oxidation.

Since most conventional antioxidants were already patented by competitors, the team focused on discovering an entirely new type of stabilizer. After more than a

year of rigorous testing and reviewing all possible kinds of stabilizers, the team successfully identified a stabilizer suitable for isosorbide and secured a patent for the innovation. As a result, the storage stability of isosorbide improved dramatically from 2 days to 120 days, ensuring long-term stability for both domestic and export markets and significantly enhancing the product's value.

Having verified its original manufacturing technology through the pilot operation, Samyang decided to establish a mass-production system for isosorbide. At the same time, the company strengthened product development and application research, accelerating its journey to become a global leader in the eco-friendly bioplastics sector.

Samyang Fine Technology Established and Gunsan Plant Completed 2014

Samyang holds three distinctions in the ion exchange resin sector: Korea's first, Korea's only, and Korea's best. In other words, Samyang itself represents the history of ion exchange resins in Korea. In 1976, Samyang became the first Korean company to produce ion exchange resins, marking the start of domestic precision-material production. In 2011, it successfully developed ultrapure water-grade ion exchange resins. Behind Korea's global competitiveness in the semiconductor and display industries lies Samyang's dedicated and often unseen hard work.

Seizing Opportunity from Crisis: The Development of Ion Exchange Resins for Ultrapure Water

"Since the mid-1990s, rising costs, the influx of inexpensive Chinese resins, and tariff reductions benefiting multinational corporations had led to a flood of foreign ion exchange resin products in Korea, intensifying competition. It was a time when we urgently needed a new breakthrough. The answer lay in new product development and niche market penetration."

This was how the ion exchange resin production team leader described the challenges of the time. During the late 2000s, the ion exchange resin market expanded rapidly, growing beyond traditional water purification applications into diverse industrial uses. As multinational companies shifted their focus toward specialty resins, Samyang drew on its strong technological capabilities to swiftly seize the niche market for general-purpose products.

In April 2011, Samyang successfully localized ultrapure water-grade ion exchange resins—microscopic spherical polymers capable of producing theoretically pure water. These resins are essential for ultrapure water systems used in semiconductor and LCD manufacturing, as well as for water treatment in nuclear power plants. The achievement carried special significance, as the market had long

relied on costly imports from multinational giants such as Dow Chemical, Lanxess, and Purolite.

In 2012, Samyang launched full-scale sales of ion exchange resins. The company's strategy was to enhance added value and price competitiveness by producing customized products capable of responding immediately to diverse customer needs. The Ulsan ion exchange resin plant operated through a batch process, where work is grouped into batches by process. This allowed the production of a wide variety of products and enabled flexible, on-demand responses to customer orders. Samyang also provided differentiated technical services, earning unmatched customer trust in the ion exchange resin field through performance analysis, facility consulting, and comprehensive pre- and post-sales support. Even customers who primarily used imported products would urgently turn to Samyang for solutions whenever technical issues arose.

Another key competitive advantage was the adoption of a fully automated Distributed Control System (DCS). In addition, Samyang obtained ISO 9001, ISO 14001, and OHSAS 18001 certifications, establishing a robust quality, environmental, and safety management system. Building on this foundation, Samyang continued to expand sales of various strategic products, including ultrapure-water ion exchange resins, desiccant resins for secondary processing of general resins, and catalytic resins. After the launch of full-scale sales in 2012, Samyang achieved a 100% year-over-year sales increase the following year.

Samyang Fine Technology Established and Gunsan Plant Completed

To meet the growing demand for uniform, high-capacity ion exchange resins, Samyang signed a technical partnership with Mitsubishi Chemical in July 2013 to jointly produce uniform ion exchange resins. Soon after, in January 2014, Samyang established Samyang Fine Technology, a 50:50 joint venture with Mitsubishi Chemical of Japan. This strategic decision aimed to maximize the competitiveness of Samyang's ion exchange resin business by combining Korea's leading technology and more than 30 years of operational expertise with Mitsubishi Chemical's cutting-edge know-how.

In December 2015, Samyang Fine Technology invested approximately 100 billion won to complete construction of a 20,000-ton-per-year production plant within the Gunsan Free Trade Zone and shipped its first product.› It was the largest ion exchange resin plant in Asia.

The next-generation ion exchange resin, produced under the brand name 'TRILITE,' was manufactured using advanced polymerization technology, breaking away from conventional mechanical sieving and traditional polymerization methods. At the time, it represented a premium-grade ion exchange resin produced at one of the world's most advanced facilities for manufacturing high-performance, uniform ion exchange resins. Conventional ion exchange resins typically have non-uniform particle sizes, leading to uneven ion exchange performance and inefficient use of the effective resin layer. In contrast, uniform particle-size resins enable consistent ion exchange and maximized layer efficiency. Samyang Fine Technology's products achieved the highest level of uniformity among existing ion exchange resins. Another notable advantage was their enhanced physical and chemical durability, which significantly reduced fragmentation during long-term use. These technological strengths attracted clients across a wide range of industries—including Korea Hydro & Nuclear Power, Samsung Electronics, and LG Display—as well as from sectors such as nuclear power, semiconductors, displays, wireless communications, oil refining and petrochemicals, power generation, steel, and food processing.

As of 2023, Samyang Group remains Korea's only ion exchange resin manufacturer,› operating two production bases in Ulsan and Gunsan. Across these plants, the company produces more than 200 types of ion exchange resins used in ultrapure water, power generation, food, pharmaceuticals, and catalyst applications, supplying products to over 400 partners in 50 countries worldwide. As a leading specialist in the ion exchange resin field, Samyang has earned a strong reputation both domestically and internationally for its high quality, reliable delivery, and comprehensive technical services, and continues to expand its presence in the global market.

› Gunsan Plant, The Largest in Asia

Samyang selected Gunsan as the site for its new plant due to the advantageous location and site conditions offered by the Gunsan Free Trade Zone, which provided distinct benefits over other candidate sites such as Ulsan and Yeosu. In addition to strong local government support, Gunsan's proximity to a major port also offered significant logistical advantages for both imports and exports. Following the incorporation of Samyang Fine Technology in January 2014 and seven months of design work, construction began in August 2014 under the supervision of SGC E&C and continued for one year. After a two-month test operation, commercial production commenced in December 2015, and a completion ceremony was held in April 2016.

› Dualized Production Base

Samyang Group operates two production bases for ion exchange resins: the Ulsan Plant, specializing in customized and specialty resins, and the Gunsan Plant, which produces Asia's largest-scale uniform ion exchange resins.

2014.01. Establishment of Samyang Fine Technology

Samyang Packaging: Korea's No. 1 PET Bottle Packaging Company 2015

To strengthen its expertise in the container and recycling businesses as part of a broader business restructuring, Samyang Group spun off its PET container and recycling divisions and established the new company 'Samyang Packaging' in November 2014. Within just one year, Samyang Packaging had risen to become Korea's No. 1 PET bottle packaging company.

Acquisition of Hyosung's Packaging Business: A Benchmark M&A Success Story

In 2014, Samyang learned that Hyosung Group was considering selling its packaging business. Since launching its recycled PET business in 1979, Hyosung had long been the unrivaled leader in the domestic market, with Samyang consistently ranking second. It was in this context that news broke of Hyosung's decision to spin off its packaging division as part of a broader business restructuring. The spin-off was part of Hyosung's strategy to improve its financial structure and secure liquidity by divesting business units that contributed less to the group's overall performance.

At a management meeting, Samyang decided to pursue the acquisition of Hyosung's packaging business. However, acquiring the market leader required a careful and strategic approach. The decision to sell a dominant division was clearly not an easy one for Hyosung—and selling it to the second-ranked competitor would be even more difficult. Moreover, consideration had to be given to Hyosung's on-site employees, as the transition to a new company following the acquisition could have had a demoralizing effect. Taking these factors into account, Samyang concluded that a direct acquisition would not be the most suitable course of action. As a result, Standard Chartered Private Equity (SCPE) first acquired Hyosung's packaging division and established a new company, Asepsis Global. Samyang Packaging then entered into a joint investment with SCPE in the food packaging business, before initiating the process of acquiring and merging Asepsis Global.

In July 2015, the merger between Samyang Packaging and Asepsis Global

2015.05.22. Samyang Packaging and Asepsis Global Merger Agreement Signing Ceremony

was formally completed.[1] This acquisition significantly strengthened Samyang's technological and cost competitiveness in the food packaging sector, establishing the company as the unrivaled industry leader and laying the foundation for global expansion.

Emerging as the Unrivaled Industry Leader

News of Samyang's merger with Asepsis Global attracted widespread public and industry attention. The acquisition was recognized as a benchmark M&A success story, being the first case in Korea to strategically incorporate a market-leading company through the short-term use of private equity funds, thereby laying a solid foundation for accelerating growth in the packaging industry.

Indeed, Samyang Packaging's acquisition of the packaging division from the industry's unrivaled leader enabled the company to take a major leap forward, emerging as Korea's leading PET bottle manufacturer and aseptic filling specialist. The combined capabilities of Samyang Packaging and Asepsis Global strengthened Samyang's overall competitiveness in the food packaging market. The merger further advanced Samyang's expertise in the food business and chemical polymer technology, enabling the company to better preserve the natural flavor of its products and ensure food safety.

"After completing the merger and acquisition, the Samyang Group flag was raised for the first time on July 1, 2015 at the Jincheon and Gwanghyewon plants, formerly part of Hyosung, as well as at Daejeon Plant 2. It was a moment of official recognition that we had become part of the Samyang Group family."

[1] Merger of Samyang Packaging and Asepsis Global

The merger ratio between Samyang Packaging and Asepsis Global was 1 : 0.6002417. As a result, Samyang acquired 7,247,000 common shares, while Standard Chartered Private Equity (SCPE) received 6,962,804 new merger shares. Following the merger, the equity ownership structure stood at 51% for Samyang and 49% for SCPE.

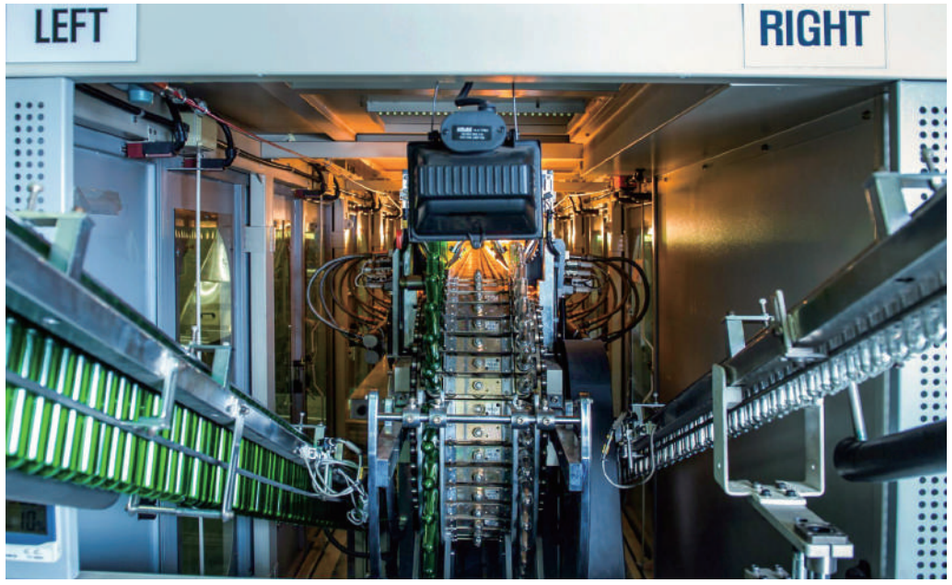
The Secret to Becoming Korea's Unrivaled No. 1 Aseptic Packaging Company

Samyang Packaging's rise to the top of Korea's aseptic packaging industry can be attributed to several key factors. The company provided beverages with enhanced flavor and taste through advanced aseptic filling systems, developed close partnerships with major customers to understand and reflect their needs, and responded to growing demand by expanding its production facilities in a timely manner—from Unit 1 in 2007 to Unit 6 in 2023. Another key differentiator lay in its focus on OEM and ODM manufacturing rather than launching its own beverage brands, pursuing mutual growth with client companies rather than competition. As a result, Samyang Packaging firmly established itself as the unrivaled leader in the aseptic packaging industry.

The atmosphere at each business site during the merger was difficult to describe in a single word. While there was excitement and anticipation for a new beginning, there was also tension and uncertainty stemming from differences in corporate culture. In fact, the corporate cultures of Hyosung and Samyang differed in several respects. Samyang's culture was rooted in moderation and stability, whereas Hyosung's was more dynamic and adventurous. Out of consideration for employees transitioning from Hyosung, Samyang chose to maintain the existing organizational structure and respect the original workplace culture. Rather than replacing it, Samyang embraced Hyosung's dynamic and enterprising spirit, fostering genuine synergy between the two groups. As a result, employees quickly regained a sense of stability, and the overall workplace atmosphere was significantly revitalized.

Following the merger, Samyang Packaging focused its business on three core areas: aseptic beverage filling, container production (PET bottles and preforms), and recycling (PET flakes and recycled chips). Notably, the Gwanghyewon Plant became the first in Korea to receive GMP certification for PET aseptic processing, establishing a solid foundation for the manufacturing of health functional foods. The plant also obtained Hazard Analysis and Critical Control Point (HACCP) certification for all of its products.

In November 2017, the company was successfully listed on the Korea Exchange, and with an investment of approximately 70 billion won in facility expansion and new product development, Samyang Packaging solidified its position as Korea's leading packaging company.



2016. Samyang Packaging PET Bottle Production Line

'Our employees are our family': Earned Family-Friendly Management Certification 2015

In 2019, Samyang employees selected their top three employee benefits: the Living Stability Fund, which helps employees save a lump sum for future needs; the Dependent Tuition Assistance Program, which provides substantial financial support for employees' children; and the Medical Expense Reimbursement Plan with Family Coverage, which extends benefits to employees' family members. In addition, the fitness center, open to all Samyang employees, and the in-house cafeteria, which offers three meals a day, also received high satisfaction ratings. This strong level of employee satisfaction led to Samyang receiving Family-Friendly Management Certification in December 2015. Samyang Holdings, Samyang Corporation, and Samyang Genex were recognized for fostering a family-friendly workplace culture through initiatives such as Family Love Day, children's English camps, and spouse health checkup support programs.

A Corporate Culture of Communication Through Listening and Dialogue

Samyang Group has consistently endeavored to create a better organizational culture and a happier workplace. This effort began with a commitment to respecting employees, sharing management information transparently, and listening to their voices. The company's early adoption of communication-based management was driven by the desire to reflect employee feedback in management decisions and build a stronger corporate culture. Chairman Kim Yoon placed particular emphasis on close communication and genuine engagement with employees.

He personally led assemblies to explain business performance and strategy, fostering trust and transparency across the organization. He also sought employee input through annual organizational culture assessments. Through programs such as 'Chat with the CEO,' he met with new employees to experience their creativity and perspectives firsthand. To further strengthen open dialogue, he established the C&C Board, composed of young employees below the manager level, to promote

2015.12. Samyang Holdings Receives Family-Friendly Management Certification

communication and contribute to building a better organization. Likewise, the launch of the ‘Sincere Communication Program’ in August 2013 reflected Chairman Kim’s strong belief in the importance of honest and heartfelt communication between leadership and employees. The name Sincere Communication literally means ‘a meeting for frank and sincere conversation,’ symbolizing an open forum for candid dialogue between top management and employees.

Various Supports for Work–Life Balance

Samyang Group valued improving the work environment and achieving work-life balance just as much as close engagement with employees. The company strives to support employees in various ways to ensure they achieve work-life balance by fully concentrating on their work during work hours and pursuing their personal goals after work hours. As an overarching direction, the company offered employees a range of various benefits under the goal of ‘stable, healthy, and enjoyable lives.’

First, to promote a stable life, Samyang offered in-house loans, child tuition assistance, condolence support, group accident insurance, a peak savings system, extended retirement age, and future planning programs. The company also offered various loan programs with below-market interest rates so that employees could get financial support as needed for various reasons. These included housing loans for purchasing a home, living stability loans for lump-sum financial needs for personal reasons, and relocation and marriage loans.

To ensure an enjoyable life, Samyang provides flexible work hours and schedules, a sabbatical system, vacation support, an in-house library, reduced working hours for childcare, a company daycare center, English camps for employees’ children, gifts for long-serving employees, and training programs. The flexible work hour program, in particular, was created because each employee had a different level of concentration and hours they wanted to work. The sabbatical system was created to grant employees a month-long paid break to prevent burnout and to recharge.

Programs that support a healthy life include comprehensive health checkups, medical expense assistance, in-house cafés and music rooms, a fitness center, full-body massage chairs, and a cafeteria offering three nutritious meals a day.

In June 2023, the ‘Happy Mint Service’ was added as well. A Samyang Group's Employee Assistance Program (EAP), this is a service that connects employees with professional counselors to provide fundamental support and solutions for a wide range of concerns, including work-related stress, personal matters, family issues, and everyday challenges.› The service is available not only to Samyang Group employees but also to their immediate family members, and it includes access to psychological assessments. The service was so popular among employees that there were over 200 counseling sessions for 140 participants in its first year alone.

Samyang’s genuine commitment to supporting the physical and mental well-being of its employees has created a positive ripple effect across the organization and boosted employee work engagement, loyalty, and pride in being part of the company.

› Happy Mint Service

Samyang Group has been listening to its members' voices through annual organizational culture assessments to create a better organizational culture. Through these assessments, the company identified a common opinion among employees: they needed care for personal psychological and mental wellbeing. Happy Mint Service was born from this process. This program was launched to expand positive emotional experiences among employees in their work lives.


2016.08.02. Samyang Group In-House Daycare


2016.09.01. Samyang Group In-House Fitness Club

Establishment of Win 2020 and Declaration of New CI 2016

"One. The Chemical Business Division will focus on lightening the weight of automobile parts and strengthening specialty areas such as composites and next-generation ion exchange resins. One. The Food Business Division will discover new materials, pioneer new overseas markets, and secure differentiated capabilities in the food distribution sector. One. The Pharmaceutical and Bio Business Division will expand MD products, secure DDS-based technologies to pioneer global markets, and actively collaborate with external partners to build stronger competitiveness. One. The company will actively pursue M&A in promising businesses to become new growth engines for achieving our vision."

On February 15, 2016, a resounding voice rang out from the main auditorium of the Korean Church Centennial Memorial Hall. The faces of Samyang Group executives and employees, raising their right hands in pledge, 'Our Resolution,' were filled with a determination to achieve their ultimate goals.

Establishment of Mid- to Long-Term Vision WIN 2020 and Declaration of New CI

On February 15, 2016, Samyang Group held a ceremony with over 500 executives and employees participating at the main auditorium of the Korean Church Centennial Memorial Hall to announce its mid- to long-term vision, WIN 2020, and unveil its new Corporate Identity (CI), envisioning a global centennial enterprise. The ceremony began with the National Anthem, followed by a commemorative address by Chairman Kim Yoon, a group promotional video, the declaration of the new CI, a pledge of commitment from employees, a congratulatory video, and the singing of the company anthem.

The key objectives of WIN 2020 were to 'lay the foundation for future growth through qualitative advancement' and to 'achieve 5 trillion won in sales.' To realize these goals, Samyang established three core strategies: enhancing its existing business portfolio through selection and focus; exploring new domestic and international markets and new businesses; and expanding high-value-added, profitable products while strengthening differentiated R&D capabilities. Specific visions were also defined for each business division including Chemicals, Food, Pharmaceuticals, and New Businesses. The visions of each business division were aligned with the aforementioned pledge of 'Our Resolution.' This pledge reaffirmed the collective determination of all Samyang members to share and achieve the vision of each division. The vision announcement was followed by the introduction of the new Corporate Identity (CI).

Winner of the Grand Prize in the Communications Category at the 2019 iF Design Award

In 2019, Samyang Group won the Grand Prize in the Communications Category at the iF Design Award, one of the world's top three design awards, for its application of the CI logo to forms, advertisements, stationery, and packaging.

2016.02.15. WIN 2020 Mid- to Long-Term Vision and New CI Declaration Ceremony

"Samyang Group being mainly in B2B, we supply products that may not be visible on the outside but are always present in people's everyday lives. In commemoration of our 90th anniversary in 2016, we created a new logo featuring single and double quotation marks on the sides of the company name. These punctuation marks represent quotation and dialogue, embodying Samyang Group's broader commitment to communicating with the world through its unrivaled material technology."

To commemorate its 90th anniversary, Samyang Group renewed its Corporate Identity (CI). A reinterpretation of the brand slogan 'Life's Ingredients' established

2016. Samyang Group CI renewed in commemoration of Samyang's 90th anniversary

in 2004, the new CI was expressed through a more modern and approachable visual language. The key to the new CI was reflecting Samyang's core philosophy of 'communication' and 'open management.' After extensive conceptual and design development, the new CI visualized Samyang's presence in every aspect of daily life through the use of single and double quotation marks, which are the symbols of quotation and conversation.

The single quotation marks, representing quotation, signify Samyang's material technologies embedded in countless products. The double quotation marks, representing conversation, symbolize the company's open-minded management and its commitment to communication with the world and understanding customer needs. The three colors used in the logo—blue, red, and green—represent the three primary colors of light that illuminate the world, expressing Samyang's vision of contributing to a richer and more convenient life for humanity. A new, modern, and clean Samyang typeface was also developed to accompany the refreshed identity.

Using the new CI logo, Samyang Group reestablished the group's 'Look and Feel.' While the CI serves as the symbol that represents the company, the new look and feel extended beyond simple application, ensuring the consistent use of CI elements across all media and products. The goal was to communicate the company's identity more clearly by effectively visualizing what Samyang is all about through the cohesive use of the CI throughout all productions.

Samyang took its CI renewal a step further. While the previous dot motif was simple and harmonious, it lacked versatility and was sometimes perceived as static. To better reflect the Group's dynamic and diversified character, a new pattern was developed by combining dots with the three primary colors. This newly designed dot-pattern motif symbolizes the harmony between Samyang and its customers, as well as the convergence of materials and businesses. It was applied to a range of branded items such as notebooks, calendars, and other corporate goods.

To effectively communicate Samyang's new visual identity to employees and make related resources easily accessible, the company launched an in-house website. The site not only explained the meaning and applications of the CI but also provided downloadable design templates for practical use, including logos, corporate fonts, brochures, document templates, email signatures, and banners.

In February 2017, Samyang further expanded its communication with customers by launching 'Say Samyang,' the Group's official social media channel on Naver and Facebook. 'Say Samyang' shared vivid stories about the company's people, products, and innovations.[›] Over time, the channel expanded to Naver Post and YouTube, and in 2019, an Instagram account was added to align with the growing shift of younger audiences from Facebook to Instagram. Each platform was tailored to its unique strengths—Naver Post and the company blog offered in-depth, informative content, while Facebook focused on lighter, easy-to-read posts that encouraged casual engagement.

On the other hand, with Instagram being a photo- and video-centered platform where visual storytelling is key, Samyang actively incorporated the Group's CI design elements, such as its signature dots and corporate colors, to establish a distinctive Samyang visual identity.

› Say Samyang: Samyang Group's Official Social Media Channel

At the time, Say Samyang consisted of four main content themes. 'Say Samyang' shared company news and business updates; 'Say People' introduced employees and provided recruitment information; 'Say Love' featured Samyang's social contribution activities; and 'Say Joy' offered engaging content such as event information, lifestyle tips, and workplace stories.

2017.02.01. In-house advertisement for the launch of Samyang Group's official social media channel, Say Samyang. The image shows the Samyang Group Facebook page displayed on both PC and smartphone screens

Launch of Low-Calorie Liquid Sugar ‘TruSweet Allulose’ 2017

In 2016, the Ministry of Food and Drug Safety announced a national initiative to reduce sugar intake and promote public health. This spurred food companies to accelerate research into sugar-reduction technologies. Around this time, major sugar producers—including CJ, Daesang, and Samyang—entered the development of alternative sweeteners in earnest. Among them, Samyang clearly stood out as the leader. It was the only company capable of independently producing non-GMO enzymes for allulose production. It was a source of great pride for Samsung employees as well.
In 2017, Samyang launched several innovative products featuring the next-generation sweetener allulose, including ‘TruSweet Allulose,’ a liquid sweetener with significantly fewer calories than conventional liquid sugar products.

TruSweet: A Sugar That’s 'Good for You'

A sugar-like sweetener naturally found in fruits such as figs and raisins, allulose is a next-generation sweetener with nearly zero calories. Conventional sweeteners have struggled to fully replace sugar due to differences in flavor and physical properties, but allulose’s close similarity to sugar makes it an excellent substitute in beverages and processed foods. In addition to its low-calorie profile, it also offers health benefits such as helping to suppress body fat accumulation and regulate blood sugar levels.›

After successfully achieving mass production of liquid allulose using a proprietary enzyme in July 2016, Samyang completed construction of a functional mixed-sugar plant within Ulsan Plant 1 in March 2017 and began commercial production that May. The facility has an annual production capacity of 8,000 tons of mixed-sugar products.

In April 2017, Samyang launched TruSweet, a premium sugar brand developed to strengthen the functional image of its integrated food brand, Q.One. The name embodies the concept of a truly ‘trustworthy’ sugar that consumers can rely on for both taste and health. The brand’s signature purple color was inspired by the hues of figs and grapes—the main natural sources of allulose.

Alongside the brand launch, Samyang introduced new products including TruSweet Allulose, TruSweet Allulose Oligosaccharide, and TruSweet Xylose Sugar. TruSweet Allulose and TruSweet Allulose Oligosaccharide deliver the same sweetness as sugar with significantly fewer calories, while TruSweet Xylose Sugar inhibits sugar-decomposing enzymes, thereby reducing sugar absorption.

In addition, Samyang launched TruSweet Oligosaccharide 40 and TruSweet Cooking Oligosaccharide 30, both boasting the highest dietary fiber content in Korea. These products are rich in dietary fiber yet low in calories.

2022.02.22. TruSweet Allulose and Allulose Oligosaccharide Products

Taking the Market by Storm

In 2018, Samyang established a production facility with an annual capacity of 2,400 tons for liquid allulose and developed proprietary enzyme technology and production processes, ensuring both cost and quality competitiveness. In March of the same year, liquid allulose was first supplied to Korea Yakult, a leading domestic dairy manufacturer. Since then, Samyang has diversified its product lineup with various specialty sweetening ingredients through strategic marketing efforts. As a result, these products have been adopted across a wide range of applications, including beverages, ice cream, and dairy products such as Bulletproof Coffee and Dong-A Otsuka’s Oran-C.

In 2019, Samyang added a dedicated liquid allulose production line at the Ulsan Plant to ensure stable supply to both domestic and international markets. Building on this foundation, the company pursued active research and development of customized mixed-sugar formulations tailored to meet specific client needs.

› Clinically Proven Benefits of Allulose

In collaboration with St. Vincent’s Hospital of the Catholic University of Korea, Samyang conducted a clinical study that confirmed allulose’s ability to suppress abdominal fat accumulation.

2018.03.21. Commemorating the First Sales of the Low-Calorie Sweetener, Allulose

To enhance public awareness, Samyang actively promoted the benefits of its zero-calorie allulose ingredient. Through indirect advertising (PPL) placements on terrestrial and cable TV health programs, the company effectively showcased the excellence of this third-generation premium sugar.

Allulose quickly took the food industry by storm, with sales more than doubling every year since its launch. Although Samyang entered the market later than competitors using conventional GMO microorganisms, it successfully secured a leading position by establishing a strong non-GMO microorganism image and achieving rapid regulatory approval.

Opening of The Samyang Discovery Center, an Open-Concept R&D Base 2017

On June 2, 2017, Samyang Group held a ribbon-cutting ceremony to mark the opening of the Samyang Discovery Center, a new hub envisioned to lead the Group into its next century of innovation. About 60 distinguished guests from the chemical, food, and pharmaceutical biotechnology industries attended the event, including Yasumasa Nagamine, Ambassador of Japan to Korea; Mikio Sasaki, Chairman of the Korea–Japan Economic Association; Han Eui-nyeong, President of the Gyeonggi Province Economic and Science Promotion Agency; Ham Young-jun, Chairman of Ottogi; and Choi Chang-won, Vice Chairman of SK Chemicals. The guests toured the facility under the guidance of Chairman Kim Yoon, who personally introduced the center's concept and design. Located in Pangyo Techno Valley, the Samyang Discovery Center serves as a R&D base where researchers and marketing professionals in the food and pharmaceutical biotechnology sectors collaborate to drive open-style innovation. The center has been praised for reflecting Samyang's innovative spirit, featuring advanced laboratories, collaborative spaces that foster both internal and external partnerships, and a range of employee-centered facilities.

Establishing the Samyang Discovery Center and Promoting Open-style Innovation

The idea of constructing a new R&D center originated during the formulation of Vision 2015. Samyang invested 120 billion won to establish the Samyang Discovery Center in Pangyo, Seongnam, Gyeonggi Province, with the goal of strengthening the execution of its corporate vision and securing core technologies in the pharmaceutical field. With the opening of the center, Samyang aimed to unify its previously dispersed research and marketing units across Seoul, Incheon, and Daejeon to enhance synergy and efficiency. The facility is also expected to serve as a new platform for sustainable growth, particularly in the pharmaceutical and bio

2016.09.01. Samyang Discovery Center

2017.06.02. Samyang Discovery Center Completion Ceremony

sectors.

The Samyang Discovery Center was designed by Junglim Architects & Engineers and constructed by Daelim Industrial. The building's core design concept focused on expressing Samyang's identity through eco-friendly architecture harmonized with the surrounding environment. Following the completion of the basic design, construction began in October 2013, and the Samyang Discovery Center was completed and unveiled in June 2017.

Serving as an R&D hub to lead Samyang's future over the next 100 years alongside its headquarters in Jongno, Seoul, the Samyang Discovery Center encompasses a total floor area of 44,787 square meters, featuring nine floors above ground and six below. The building's exterior was inspired by the traditional bojagi (wrapping cloth), symbolizing how the center enfolds the credibility and legacy of Samyang's spirit within. The interior design emphasizes the use of natural light to create a comfortable and warm atmosphere. Its most striking feature is the open-concept atrium that extends from the first to the ninth floor. By minimizing straight lines and highlighting curves, the overall design conveys a sense of softness and flexibility. The building also includes a variety of amenities designed to enhance employee well-being.

The basement level serves as a business center for meetings with visitors and includes a café, conference rooms, a reception area, and a 286-seat auditorium. The first floor functions as an open communication space and features a photo wall highlighting Samyang's history, as well as a daycare center. The second floor is devoted to employee amenities, such as a spacious, modern restaurant, a hotel-quality fitness center, a music lounge equipped with an LP player and premium sound system, and a 'playground' zone offering mini basketball, darts, and other games for relaxation. Floors three through nine are dedicated to core research and office activities.

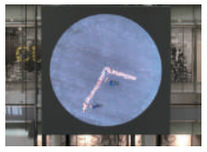
Floors three through five of the Samyang Discovery Center are dedicated to research facilities for the Food R&D Center and the Pharmaceutical R&D Center, while the sixth and seventh floors accommodate office spaces for general employees. Each floor features open conference rooms and duplex-style lounges to support relaxation. Phone booths are positioned throughout the building, allowing employees to take personal calls in privacy. The sixth floor also includes a Smart Work Center, a flexible workspace designed for employees visiting on business or temporarily away from their primary offices. The eighth and ninth floors house executive areas, including VIP offices, a rooftop, and a garden. By integrating research centers from Samyang Group's two core R&D domains—food and pharmaceutical biotechnology—under one roof, the Discovery Center enables close, efficient communication among teams. This structure fosters synergy and strengthens collaboration with various research institutions both within Korea and abroad.

Maarten Baas's 'Real Time' Series Installation

In 2019, the Samyang Discovery Center once again captured attention with the installation of a distinctive video art piece at the heart of its second floor.› Titled 'Real Time Sweeper's Clock,' the work was created by renowned Dutch industrial designer Maarten Baas. Measuring four meters in both width and height, this digital clock depicts two janitors sweeping away trash-shaped hour and minute hands with brooms to mark the passage of time. The installation holds special significance for Samyang, as the company was directly involved in the design and production of its housing, LED screen, and structural components. The piece not only enhanced the building's visual appeal but also helped foster a lively and creative office atmosphere, reinforcing Samyang's innovative corporate image.

› Taking the Lead in Design and Production

As the largest piece in Maarten Baas's Real Time series, the clock took approximately two years to complete. The extended production period was partly due to issues with the original subcontractor responsible for manufacturing the housing. When the subcontractor was unable to complete the job, Samyang had to take over the process and finished the production.



Maarten Baas's Real Time

Inauguration Ceremony for The 1st ‘Samyang Seeds’ College Student Supporters 2017

With the witty, spirited slogan, “Leave the promotion of Samyang Group to us!” forty college students were appointed as members of the first Samyang Seeds college supporter group. Over a two-month mission, they served as public relations ambassadors, creatively promoting Samyang Group and its brand values to the public.

‘Samyang Seeds’: Samyang Group’s PR Ambassadors

Samyang Seeds is the name of Samyang Group’s college student supporter program. Their mission is to create diverse social media content that promotes the company and shares its values through witty and creative ideas over a two-month period from July to August 2017. In essence, they serve as Samyang Group’s public relations ambassadors.

The name ‘Samyang Seeds’ was inspired by the English word seed, symbolizing the hope that students with limitless potential would grow and flourish just as a small seed becomes a towering tree. In line with this spirit, members of Samyang Seeds were affectionately nicknamed ‘Chorok-yi,’ a Korean term meaning greens.

The first group of Samyang Seeds was selected in May 2017 through a rigorous document review and interview process that drew significant interest and anticipation from employees across the company. The inaugural ceremony took place on July 10, 2017, at the Samyang Discovery Center in Pangyo. Despite heavy rain, about 40 members of the inaugural group attended the event.

Once the program host announced the start of the ceremony, loud cheers erupted among the ‘greens,’ all dressed in lime-green T-shirts emblazoned with the Samyang Seeds logo. The ceremony consisted of two parts.

“Welcome to the first group of Samyang Seeds. We look forward to seeing the ideas and creativity of our college students play a vital role in promoting Samyang Group.”

2017.07.10. The First Samyang Seeds Members

Following the opening remarks that marked the beginning of the first part of the event, the highlight of the ceremony—the awarding of appointment certificates—took place. Each member received an official certificate recognizing them as part of Samyang’s first PR team. The program continued with an introduction to Samyang Group’s history and business domains, followed by a screening of a corporate promotional video.

The second part of the inaugural ceremony began with a special lecture titled ‘How to Create Great Social Media Content.’ This session aimed to support Samyang Seeds members in their role as creators of diverse promotional content. Following the lecture, participants engaged in team-building and recreational activities. The students were divided into eight teams of five, with each team developing its own name and slogan. Through icebreakers and quiz sessions, the participants quickly became comfortable with one another, strengthening their bonds as a unified group.

After the inauguration ceremony, the Samyang Seeds program went into full swing. From July to August 2017, the first group of student supporters carried out a series of team and individual missions for two months to promote Samyang Group’s key business sectors, including chemicals, food, and biopharmaceuticals. They visited various business sites and took part in experiential activities with employee mentors, such as Seed Gatherings, the Homemade Plaza experience, and phototoon productions. These activities provided firsthand insights into Samyang

Birth of the 7th Group of Samyang Seeds

Since the launch of the first group of Samyang Seeds in 2017, the program has continued to grow, culminating in the formation of its 7th group in 2023. Recruitment for the seventh generation drew remarkable interest, with more than 600 college students applying to join. Ultimately, 32 students were selected. The chosen members participated in a variety of programs, including mentoring sessions with executives and employees, cooking classes, and field trips to Samyang's facilities. Over a two-month period, they actively promoted Samyang Group through various social media platforms. From 2017 to 2023, a total of 278 college students have participated as members of Samyang Seeds.

Group's diverse business areas, products, history, and corporate culture. Based on their experiences, participants created witty and engaging promotional content and shared it on the company's official Facebook page and corporate blog.

On August 28, 2017, Samyang Seeds members reconvened in the auditorium of Samyang Group's headquarters for a closing ceremony. At the event, they presented their UCC (User Created Content) mission videos, and awards were given to the top individual and team participants. As expected of creative college students, their works were filled with humor, originality, and sharp insight. Outstanding members were recognized with cash prizes and opportunities for overseas travel. The ceremony concluded with the presentation of certificates, marking the successful completion of the two-month program.

2019.07.09. Samyang Seeds 3rd Group Inauguration Ceremony

The Honor of Accolades Continuing with the Second Generation 2017

As one of Korea's most established companies, Samyang's longevity has often been attributed to several defining factors identified by the press. The first is the deep-rooted culture of harmony within the founding family. The second is the principled management philosophy upheld by Samyang's predecessors, who consistently emphasized integrity and ethical conduct in business. The third is the leadership's balanced approach to management, achieved through mutual checks and cooperative decision-making. In particular, Samyang Group's leadership is known for its rigorous discussions on all major decisions—from mid- and long-term business strategies to investment planning—until a full consensus is reached. In the process, the company has maintained steady growth without major setbacks, establishing itself as a model of sound corporate management in Korean industry.

Honor of Awards and Model Management Passed Down Through Generations

The founding spirit and entrepreneurial vision established by Chairman Sudang Kim Yeon-su, founder of Samyang Group, have been faithfully carried forward and further developed through successive generations of leadership. This legacy was upheld by the second-generation brothers, Chairman Kim Sang-hong and Chairman Kim Sang-ha, and continued by the third generation of four brothers and cousins—Chairman Kim Yoon, Vice Chairmen Kim Ryang, Kim Won, and Kim Jeong. The founder built the company from the ground up in a barren business environment, and his sons, Kim Sang-hong and Kim Sang-ha, placed Samyang firmly on the path to success. Under the leadership of Chairman Kim Yoon, the third generation spearheaded innovation and growth, transforming Samyang into one of Korea's leading long-standing companies.

Beyond business management, Samyang's leaders have made significant contributions to society through diverse internal and external activities. Chairman

Kim Yeon-su served as the inaugural chairman of the Korea Economic Council (KECC), the predecessor of the Federation of Korean Industries (FKI), while Chairman Kim Sang-hong served for many years as FKI Vice Chairman. Representing the third generation, Chairman Kim Yoon has likewise played a major role in national industry, serving as FKI Vice Chairman since 2001. Chairman Kim Sang-ha led the Korea–Japan Economic Association for many years—a position later succeeded by Chairman Kim Yoon in 2014. Both have continued to devote themselves to the nation and society, fulfilling their duties not only as business leaders but as champions of public service.

Driven by a deep passion for corporate social responsibility, Samyang's leadership has inherited and expanded the philanthropic work initiated by earlier generations through the Yangyoung Foundation and the Sudang Foundation. Their efforts extended to supporting the development of a women's cycling team, contributing to the growth of lesser-known sports. They have also co-hosted the annual Environmental Festival with the Korea Environmental Preservation Association, raising public awareness of sustainability. Through scholarship programs, academic research support, environmental initiatives, social welfare activities, and volunteer work, Samyang's leaders have continually supported Korean youth in nurturing their dreams and ambitions. These endeavors have earned the company widespread respect and admiration, establishing Samyang's leadership as enduring examples of integrity and commitment through action.

2018.03.13. Chairman Kim Yoon, currently serving as Vice Chairman of the Federation of Korean Industries (FKI)

At the heart of Samyang Group's third-generation management stands Chairman Kim Yoon, widely recognized as a central figure in transforming Samyang into one of Korea's leading long-standing enterprises. He has upheld the founder's spirit of industrial patriotism while reinterpreting it for the modern era. With his gentle charisma and decisive leadership, Chairman Kim restructured the group's business portfolio around its core growth sectors—chemicals, food, pharmaceutical biotechnology, and new businesses—and established a new corporate and brand identity to rejuvenate the company's image.

Chairman Kim has actively pursued growth strategies that emphasize diversification of existing businesses, advancement of business structure, and globalization. He played a key role in achieving consistent annual growth exceeding 10 percent. Through open innovation and extensive collaboration with external partners, he accelerated change and transformed the corporate culture, laying the foundation for sustainable, future-oriented growth.

Alongside Chairman Kim Yoon, Vice Chairman Kim Won, Vice Chairman Kim Ryang, and Vice Chairman Kim Jeong form the leadership of Samyang Group. Vice Chairman Kim Won is known for his calm and unassuming nature, favoring steady, results-driven management over self-promotion. Since joining Samyang in 1988, he has accumulated extensive experience in production and R&D and played a pivotal role in establishing the foundation of the group's pharmaceutical and biotechnology businesses.

Vice Chairman Kim Ryang, who joined Samyang in 2002 after nearly 15 years at Kyungbang, brings deep expertise in management and distribution. Leveraging this experience, he has strengthened Samyang's food business, achieving notable success, particularly in B2B operations. His approachable leadership style, marked by open communication and shared experiences such as employee hiking events, has earned him widespread trust among employees.

Vice Chairman Kim Jeong joined Samyang in 1997 and later served as President of both Samyang Corporation and Samyang Holdings. Since 2018, he has been Vice Chairman of Samyang Packaging, where he has led the expansion of the aseptic beverage production and waste plastic recycling businesses.

Representing Korean Entrepreneurs

In 2017, Samyang Group Chairman Kim Yoon added another honor to his family's distinguished list of achievements. On November 9 of that year, he received the highest distinction, the Master Award, at the 11th EY Entrepreneur of the Year Awards ceremony held at the Shilla Hotel in Jangchung-dong, Seoul.

"From the moment I first stepped into entrepreneurship until now, what has enabled me to pursue change and innovation despite challenges is my belief that Samyang's businesses 'enrich and enhance life.' I believe

today's award serves as encouragement for entrepreneurs to strive even harder and contribute to creating a better world."

Chairman Kim Yoon's acceptance speech was met with thunderous applause, marking a moment of celebration for his leadership, which has solidified Samyang's standing as one of Korea's leading long-established companies.

Launched in the United States in 1986, the EY Entrepreneur Of The Year Award is the world's most prestigious business accolade, often referred to as the 'Oscars of the business world.' EY Hanyoung Korea annually honors exemplary entrepreneurs who drive innovation through outstanding leadership and an entrepreneurial spirit. Winners are selected by an independent panel of judges after a rigorous six-month evaluation process based on six criteria: entrepreneurial spirit, financial performance, strategic direction, domestic and global impact, personal character, and social contribution.

As a recipient of the EY Entrepreneur Of The Year Award, Chairman Kim Yoon represented Korea at the 32nd annual EY Entrepreneur Of The Year Award ceremony held the following year in Monte Carlo, Monaco. There, he joined leading entrepreneurs from 145 cities across 60 countries.

Chairman Kim Yoon's Impressive List of Accolades

Chairman Kim Yoon has received a remarkable array of awards over his career. In addition to the EY Entrepreneur of the Year Award, his honors include The CEO Who Made Korea Shine (2005), the Korea International Trade Association's Achievement Award (2006), the Top Industrial Medal (2007), Korea's CEO Award (2013), and the Most Admired Entrepreneur Award (2014). Despite these numerous accolades, he humbly attributes all recognition to the dedication and efforts of Samyang's employees.

2018.06. Chairman Kim Yoon represented Korean entrepreneurs at the EY Entrepreneur of the Year Awards ceremony in Monte Carlo, Monaco

Acquisition of KCI Accelerates Global Market Expansion 2017

Since the 2000s, the central themes of Samyang Group's mid- to long-term management strategy have been 'global,' 'specialty,' and 'new business.' In line with these directions, the company has continuously explored growth opportunities for each business division to ensure a brighter future. In particular, within the chemical business, which was generating 1.9 trillion won in sales, Samyang focused on reinforcing its core engineering plastics (EP) operations while expanding into the specialty chemical sector. To this end, the company established a new specialty chemicals organization and actively pursued opportunities for business expansion. During this process, KCI, a beauty and personal care materials company, was incorporated into Samyang Group to strengthen its specialty chemicals business and create synergy across the group's portfolio. Since becoming part of the group, KCI has maintained a dominant position in the domestic conditioning polymer and surfactant markets and has risen to second place globally, following Dow Chemical.

Acquisition of KCI and Entry into the Personal Care Materials Business

In December 2017, Samyang Group acquired KCI, a beauty and personal care materials company, and incorporated it as an affiliate. Founded in 1985, KCI produces core ingredients for hair care and skincare products and was listed on the KOSDAQ in 2001. The company focuses on specialty chemicals, manufacturing polymers and surfactants derived from natural ingredients, which are used as high-quality additives in shampoos and conditioners. KCI's clients include major domestic and global consumer goods companies such as L'Oréal, Unilever, P&G, Amorepacific, and LG Household & Health Care, with over 80 percent of its total sales generated from overseas markets.

Renowned for its 'incredibly fast and professional responsiveness,' KCI has earned a strong reputation among customers worldwide. This reputation aligned

perfectly with Samyang Group's strategic focus on specialty, global, and new business initiatives. As a supplier of raw materials essential to the consumer goods industry, KCI operates in a sector that is relatively resilient to economic fluctuations and protected by high entry barriers due to its complex technological and certification requirements. Recognizing these strengths, Samyang pursued the acquisition with the goal of creating synergies by leveraging KCI's technological expertise and customer network.

"Initially, I was concerned that our differing corporate cultures might make it difficult to work together as a team. Even if our business portfolios were compatible, achieving synergy would have been challenging if our organizational cultures could not be integrated. However, my concerns proved unfounded. Their culture of cooperation, sincerity, camaraderie, and meticulous attention to detail closely mirrored Samyang's."

KCI quickly embraced Samyang's corporate culture. Samyang leveraged the strengths of KCI—a small yet strong company known for rapid decision-making and execution—while actively supporting areas that required reinforcement, such as strategy, systems, and management expertise. To strengthen its position as a global company, Samyang also elevated its safety and environmental standards to

2018.04.18. KCI Daesan Plant

the highest level in Korea.

Following the acquisition, expectations for KCI grew significantly, resulting in a major shift in brand perception. While KCI had already been recognized as a competitive small yet strong company, joining the Samyang Group elevated its status to that of a global strategic partner with a long-term growth perspective.

Accelerating Global Expansion by Creating Synergy with the Group

In 2018, KCI accelerated its overseas expansion with the mid- to long-term vision of becoming a comprehensive beauty and personal care materials company. To achieve this, the company intensified its global marketing targeting leading multinational corporations and focused on technological development to meet their stringent quality and certification standards. Specifically, in the field of polymers for conditioners, while Dow Chemical continued to produce general-purpose products, KCI expanded its market presence by developing customized products tailored to customer needs, thereby further increasing its market share.

Since global customers demand not only high product quality but also strict compliance with safety and environmental standards, the company pursued international certifications to meet these expectations. In 2017, it became the first company in Korea to receive EcoVadis Silver certification,› qualifying it to supply products to global brands such as L'Oréal and P&G. KCI also obtained ISO 14001 and ISO 45001 certifications, as well as certification from the European Federation for Cosmetic Ingredients (EFfCI), further strengthening its credibility in the European market.

To gain a competitive edge over major global rivals from the United States, Europe, and Japan, KCI accelerated its shift from a product-centric approach to a solution-centric one. Rather than focusing solely on developing new materials or ensuring stable supply, the company emphasized providing customer-oriented solutions built on its advanced technological expertise. That same year, KCI established a Tech Center that integrated marketing and R&D functions. The center's goal was to accelerate development by actively engaging in every stage—from new product concept design and performance enhancement to final product development—thereby addressing customer needs.

KCI also expanded its business portfolio beyond hair care to include skin care and began developing products through collaboration with the group's resources. This approach aligned perfectly with Samyang Group's strategy of integrating the capabilities of its affiliates to discover new technologies and create innovative businesses and products.

KCI researchers regularly collaborated with researchers across the Samyang Group on shared projects. Together, they developed a moisturizer and emulsifier using sorbitol, a food ingredient, and combined transdermal drug delivery system (DDS) technology with KCI's raw material expertise to enhance product efficacy.

› Winning the Highest-Level Platinum Medal Following Its EcoVadis Gold Medal

Since 2013, KCI has participated in the Sustainability Assessment conducted by EcoVadis, the world's largest ESG evaluation platform, used by more than 120,000 companies across 180 countries. This assessment evaluates a company's overall sustainability performance across four key categories: environment, labor and human rights, ethics, and sustainable procurement. KCI earned its first Silver Medal in 2017 and continued to receive Silver ratings in 2019 and 2020. Thanks to continuous improvements in its ESG systems and proactive sustainability initiatives, the company achieved Gold Medal status in both 2021 and 2023, ranking among the top 5% of companies worldwide. In 2024, KCI reached a major milestone by earning the Platinum Medal—an honor awarded only to the top 1% of global companies. Key factors behind this achievement included the significant strengthening of its labor and human rights management through the establishment of an ESG Committee under the Board of Directors, tasked with implementing and revising ESG-related policies, as well as major improvements in supply chain management through rigorous supplier evaluations.

2022.12.08. 29th Corporate Innovation Awards Ceremony

KCI's proprietary technologies also contributed to the development of food emulsifiers and biocompatible materials for pharmaceutical and biotechnology applications.›

In 2018, buoyed by its growing global recognition, KCI strengthened its presence in both domestic and international markets by targeting niche segments. Sales and profits increased sharply due to rising orders for raw materials such as polymers for conditioners and surfactants from global clients, as well as premium personal care products. Within just one year of joining the Samyang Group, KCI achieved a 25% increase in sales and a 121% increase in operating profit. Its debt ratio also improved from 28% in 2017 to 18%, reflecting enhanced financial stability. KCI continued to pursue additional growth opportunities by initiating another M&A project.

› Successful Commercialization of MPC

In 2022, KCI became the second company in the world to successfully commercialize MPC (methylacryloyloxyethyl phosphoryl choline), solidifying its position as one of the two global leaders in MPC technology for cosmetics. MPC is a compound with a molecular structure similar to human cell membrane components, making it ideal for use in bio-friendly medical and cosmetic applications. This ingredient is also featured in Samyang's About Me and MediAnswer product lines.

Acquisition of Medichem, a Producer of Biodegradable Suture Raw Materials 2017

Samyang is a leading manufacturer of absorbable surgical sutures. After more than a decade of research and development, the company successfully commercialized surgical sutures and began sales in 1997, maintaining steady annual growth of over 10%. The outbreak of mad cow disease in the UK in 2001 created opportunities for global expansion, enabling Samyang to enter international markets. Through continuous R&D and product diversification, Samyang increased its global market share in surgical suture raw materials, surpassing 100,000 km in annual sales by 2012. In 2017, the company acquired Medichem, achieving vertical integration across its entire business—from raw material production to finished product sales—further strengthening its leadership and solidifying its position in the global market.

Building Unrivaled Global Competitiveness Through Vertical Integration

In 2016, Samyang Group considered acquiring Medichem, a company founded in 2000 and headquartered in Gongju, South Chungcheong Province. Medichem produced raw materials for surgical sutures and, at the time, apart from its own suppliers, Korea's Medichem and Japan's Daiwa were the only globally recognized producers of biodegradable suture raw materials. Samyang also sourced some of its raw materials from Medichem.

Although Samyang and Medichem had maintained a long-standing partnership, the limited number of global suppliers created a persistent supply risk, requiring constant monitoring of material availability. Concerns over raw material supply stability intensified following the sudden death of Medichem's majority shareholder and CEO, which was compounded by three consecutive years of losses. In response, Samyang actively explored the acquisition of Medichem to ensure a stable and reliable raw material supply and to internalize suture raw material production. Ultimately, the acquisition did not proceed, as Medichem pledged to promptly address Samyang's concerns regarding management succession and

2018.04.30. Medichem, Suture Raw Material Manufacturer

2015.07.22. Daejeon MD Factory Suture Production Process

uninterrupted supply.

The following year, however, the domestic pharmaceutical and biotechnology company Alteogen proposed a joint acquisition of Medichem, prompting Samyang to reconsider its acquisition plan. To expand Samyang's global market share in suture materials, ensuring a stable supply of raw materials was essential. After a thorough review of the global supply and demand conditions for suture raw materials, Samyang concluded that a sole acquisition would be the optimal solution to ensure stable business operations.

In November 2017, Samyang Biopharmaceuticals, a wholly owned subsidiary of Samyang Holdings, acquired a 92.3% stake in Medichem, thereby securing management control. Following the acquisition, Samyang relocated its monofilament raw material production facilities to Medichem. This vertical integration, linking raw material production with the manufacture of finished biodegradable sutures, not only stabilized the raw material supply chain but also enhanced the company's global competitive advantage.

The benefits of the acquisition quickly became evident the following year. In 2018, an explosion at a suture raw material plant operated by Daiwa in Japan severely disrupted the global supply of suture materials. While many international manufacturers faced production challenges due to shortages, Samyang was able to maintain stable operations thanks to its reliable supply secured through Medichem.

Since becoming part of the Samyang Group, Medichem has achieved rapid growth. It has evolved from a small venture with sales of 5 billion won at the time of acquisition into Korea's only large-scale manufacturer of biodegradable suture raw materials.

Toward the end of 2020, Samyang Biopharmaceuticals and Medichem were merged to enhance management efficiency, strengthen sales competitiveness, and drive synergy creation. This integration allowed Medichem to ensure a stable supply of biodegradable suture yarn raw materials—a core component of Samyang's Medical Device (MD) business—to the Daejeon MD Plant. In addition, Medichem became a key raw material base for Samyang's Hungarian subsidiary, supporting its production of biodegradable suture yarns.

Paclitaxel Injection Achieved No. 1 In Domestic Sales 2018

Genexol (active ingredient: paclitaxel) is a product that Samyang successfully developed and domestically produced using proprietary technology. Obtained through plant cell culture, the highly pure paclitaxel is used to treat ovarian, breast, lung, and stomach cancers. Its safety and efficacy were verified through domestic clinical trials, and it is the only anticancer drug in Korea to have obtained EU and Japanese GMP certification for cytotoxic anticancer drug facilities. In 2018, Genexol achieved a 52% year-on-year increase in sales, securing a 53% share of the paclitaxel market and becoming the best-selling product in its category.

Securing Equal Status with the Original Product

In 1995, Samyang succeeded in mass-producing high-purity paclitaxel (product name: Genexol Injection) through its proprietary plant cell culture technology. After completing domestic clinical trials, it was launched in June 2001 as a treatment for breast cancer.

Samyang later released Korea's first high-capacity 100 mg paclitaxel formulation. This improved treatment convenience and, by setting the price at less than half of BMS' Taxol that was dominating the market at the time, Samyang not only significantly reduced the financial burden on cancer patients but also expanded access to treatment. In addition, the substitution effect on imports contributed greatly to reducing national health insurance costs.

In 2005, Seoul National University Hospital adopted Genexol as its standard anticancer treatment in place of Taxol. That year, Genexol achieved sales of KRW 8.3 billion, becoming the only domestically produced anticancer drug to rank among the top 10, a testament to both the excellence of Genexol and Samyang's technological prowess at home and abroad. Soon after, other companies introduced their own paclitaxel formulations, following Samyang's lead with larger 100 mg and higher-dosage products as well.

Samyang expanded Genexol's indications by conducting clinical trials for specific end-stage diseases. Seven institutions, including Seoul National University Hospital, carried out trials on gastric cancer patients and demonstrated excellent antitumor efficacy and safety with a 48.5% response rate. These results were comparable to the clinical outcomes of Taxol, the original paclitaxel. Based on these findings, gastric cancer was added to Genexol's official indications list in February 2004.

As a result, Genexol obtained the same approval status as Taxol, which had previously been designated in Korea as a drug subject to post-marketing surveillance (PMS). Its indications were expanded to cover all major cancer types, including breast cancer, non-small cell lung cancer, ovarian cancer, and gastric cancer.

Unlike other injectables that are only evaluated for basic physicochemical properties, Genexol's efficacy and safety were verified to be equivalent to those of the original. Consequently, unlike other late-entry generics, it achieved the same status as Taxol and has maintained its exclusive code since then.

In 2007, Genexol ranked second in the paclitaxel market with a 35% market share, following Taxol at 46%. Padexol soon entered the market, reorganizing the domestic paclitaxel sector into a three-way competition among Genexol, Taxol, and Padexol at 12%. Genexol lost the top position in overall market share, but since its price was about half that of Taxol, its actual prescription rate was estimated to be comparable.

Genexol Shines as Market Leader

In 2016, Samyang signed a co-promotion agreement with Boryung Pharmaceutical, the company responsible for marketing Taxol developed by BMS. This 'double-

2018.05. Genexol Injection, a paclitaxel injectable product

Continuous Adoption of Genexol

Following Seoul National University Hospital, Ajou University Hospital, a major tertiary hospital in southern Gyeonggi Province, also adopted Genexol for its entire paclitaxel regimen. As such, Genexol was recognized for its product quality and became the leader in the domestic paclitaxel market.

hit co-promotion' strategy, under which the two companies jointly managed sales and marketing, aimed to maximize their combined capabilities and accelerate the growth of Genexol, a proven drug in the market.

Using this as a turning point, the company established key opinion leaders (KOLs) for each major cancer type to ensure intensive management of the product through close marketing efforts. It also strengthened clinical development by supporting academic conferences and research, including through the Gynecological Oncology Research Association, which conducted clinical trials of the product.

These efforts paid off, with sales more than doubling compared to 2015. Samyang rose to the top of the domestic paclitaxel injection market, increasing its share from 37% in 2016 to 49% in 2017. Its position grew even stronger in the following years, reaching 53% in 2018 and 56% in 2019. This reinforced the company's image as a research-driven anticancer drug manufacturer.

Genexol also expanded beyond Korea and entered the global market. It was exported to 14 countries, including Japan and several in the EU, home to leading pharmaceutical companies. Samyang supplied paclitaxel as an active pharmaceutical ingredient to approximately 30 countries. This achievement was made possible by Samyang's Genexol production plant, which obtained GMP certification from both the EU and Japan. At the time, it was the only domestic cytotoxic anticancer drug plant to receive this recognition.

In January 2023, Samyang signed a joint sales agreement with HK inno.N for the domestic sales and marketing of Genexol. Under the agreement, the two companies agreed to jointly handle marketing and sales at tertiary hospitals in Seoul and the metropolitan area, while HK inno.N would oversee distribution and sales in other regions.

Samyang selected HK inno.N as its new co-sales partner in recognition of its deep understanding of the product and its specialized anticancer drug sales organization. The two companies had already collaborated for more than 10 years in the joint sales and marketing of Genexol. Building on this partnership, Samyang has further solidified its leadership in the domestic market by providing more patients with pharmaceutical solutions that improve their quality of life.

Co-Promotion Agreement with Boryung Pharmaceutical

In 2013, Samyang shifted from consignment sales through CJ's anticancer drug business team to direct sales. At the time, CJ was both a competitor and a partner, since it was developing and selling its own anticancer drugs. Samyang judged that it would not be able to fully commit to Genexol, and therefore decided to handle sales in-house. However, the company soon encountered organizational and sales-network limitations, lacking both experience and accumulated know-how in pharmaceutical sales. As a result, when the Taxol licensing agreement with BMS expired at the end of 2015, Samyang signed a co-promotion agreement with Boryung Pharmaceutical to ensure continued growth of Genexol.

Establishment of samyang biopharm USA 2018

Samyang Biopharm originated as the pharmaceutical division of Samyang Corporation. In 2011, it was spun off as an independent company and has since played a central role in the group's pharmaceutical and biotechnology operations. In 2013, it merged with Samyang Genex Bio, another pharmaceutical subsidiary of Samyang Group, thereby strengthening the group's pharmaceutical operations. In 2017, it acquired Medichem, further expanding its pharmaceutical and biotechnology business. That same year, the company also completed construction of the Samyang Discovery Center, a state-of-the-art R&D facility, and promoted open innovation through collaborations with a wide range of domestic and international research institutions. In 2018, Samyang established Samyang Biopharm USA in Boston, Massachusetts, to advance its pharmaceutical and biotechnology business in overseas markets.

Establishment of Samyang Research Corporation in the US

Samyang's first U.S. subsidiary was established in 2002. At the time, Samyang Group had identified four core business areas—pharmaceutical biotechnology, chemicals, food, and new businesses—as the pillars of its growth strategy for the 2000s, and was pursuing a global expansion plan.

As part of this strategy, Samyang focused on developing proprietary drug delivery system (DDS) formulations and plant cell culture technology, while concentrating on high-value-added fields such as gene therapy, acquiring advanced pharmaceutical technologies, and exporting them abroad. To support these efforts, Samyang established Samyang Research Corporation in Utah, USA, in May 2002, to secure core pharmaceutical technologies. Since then, Samyang Research oversaw clinical trials in the United States and cGMP production of Genexol until its integration into Samyang Biopharm USA. It also conducted research and clinical testing on protein drug delivery systems, supported technology exports, and expanded collaborations with major U.S. pharmaceutical and biotechnology

2002.05.30. Samyang Research, Pharmaceutical Research Corporation

companies, serving as a valuable source of advanced technological insight.

Establishment of Samyang Biopharm USA

In 2011, the Samyang Group's pharmaceutical and biotechnology business underwent a major transformation when the company adopted a holding company structure and established Samyang Biopharm through a spin-off of its pharmaceutical and biotech division. The newly formed company refocused its growth strategy on biopharmaceuticals, with a strong emphasis on immuno-oncology, a field anticipated to drive the future of cancer treatment.

This strategic shift represented a forward-looking response to global trends in the pharmaceutical industry, which was transitioning from synthetic drugs to biopharmaceuticals and toward a biotechnology-driven innovation ecosystem. However, developing new biopharmaceuticals required long research timelines and significant investment, making independent development challenging. Recognizing these constraints, Samyang adopted an open innovation strategy, actively pursuing joint development and early adoption of promising technologies and products through collaboration.

To strengthen this global strategy, Samyang Biopharm USA, Inc., a subsidiary of Samyang Holdings, was established in August 2018 in Kendall Square, Boston, Massachusetts. The United States, as the world's leading biotechnology market, hosts numerous bio clusters where the pharmaceutical and biotechnology industries are concentrated, with Kendall Square being one of the most dynamic.

Boston, home to MIT, major global pharmaceutical companies, and a vibrant community of innovative startups, provides an ideal environment for collaborative research and open innovation.

2021.04.15. The Building Housing Samyang Biopharm USA, Local Subsidiary

Samyang Biopharm USA has since been actively engaged in the early discovery and development of biopharmaceutical technologies and materials aimed at creating innovative treatments for cancer and rare diseases, as well as conducting global clinical trials for new drug candidates developed by the company.

The company has proactively pursued collaborations with local research organizations, companies, and universities as part of its open innovation strategy. To this end, a number of global pharmaceutical and oncology experts have been recruited, and a Scientific Advisory Board has been established to provide guidance on cutting-edge cancer treatment technologies and future product portfolio development. Through this growing open innovation network, Samyang Biopharm USA is conducting joint research and development projects to introduce new immuno-oncology drug candidates and antibody-based therapeutics.

Establishment of Samyang EP Vietnam and Overseas Market Expansion 2018

Samyang is a specialist in polycarbonate (PC) and PC compounds. In 1989, it became the first company in Korea to produce PC and PC compounds, and in 2004 it established Samyang Engineering Plastics (Shanghai) Co., Ltd. and launched its global compound business the following year. In 2010, Samyang EP Hungary was founded to accelerate the company's entry into the global market. In 2018, Samyang began exploring the creation of a third overseas production site to ensure a stable and efficient supply of engineering plastics (EP). This plan was approached with careful consideration, in line with Samyang's long-standing customer-oriented principle of establishing production bases in close proximity to major global clients.

Focusing on Vietnam as a Third Global Production Base

Samyang turned its attention to the Southeast Asian markets, recognizing their strong growth potential. Among them, Vietnam was rapidly emerging as a new global manufacturing hub, taking over the role long held by China as the 'world's factory.' With steady economic growth and rising national income, demand for automobiles in Vietnam was increasing sharply, attracting major global automakers.

Not only Korean automakers such as Hyundai and Kia Motors, but also Russian and Chinese manufacturers, were entering the Vietnamese market. Local automakers were also evolving, moving beyond simple assembly operations to launching independent models and preparing for mass production. A number of leading electronics companies had also established a presence in Vietnam.

One of Samyang's key partners, Samsung Electronics, established a TV production plant and sales subsidiary in Ho Chi Minh City as early as 1995 and continued large-scale investments in mobile phone manufacturing. By 2018, the company operated six production subsidiaries, one sales subsidiary, and one R&D center in Vietnam. Similarly, LG Electronics and several other global electronics manufacturers were expanding their production networks across Southeast Asia, including Vietnam. The influx of these global industry leaders indicated a significant increase in demand for chemical and engineering materials. To capitalize on Vietnam's growth, Samyang decided to establish a local compounding business specializing in polycarbonate (PC)-based materials.

In September 2018, Samyang founded Samyang EP Vietnam Co., Ltd. (CÔNG TY TNHH SAMYANG EP VIỆT NAM) with an investment of USD 14 million. The new subsidiary was created to strengthen the company's global production base and support expansion into Southeast Asia and India, while also joining regional production clusters at the request of major clients such as Samsung Electronics, Hyundai, and LG.

Chartering a Plane

After the establishment of the Vietnam subsidiary, Samyang immediately completed the conceptual and basic design in collaboration with the Jeonju Plant, before proceeding to Vietnam to begin detailed design and plant construction. Despite severe scheduling pressures caused by the COVID-19 pandemic in late 2019, construction was successfully completed in September 2020 without a single safety incident. Built on a 37,568-square-meter site, the plant features three production lines and an annual production capacity of 15,000 tons. At the time of its completion, there were approximately 80 employees.

However, there was a problem during the test run. Due to COVID-19 travel

2018.09.13. Chairman Kim Yoon Visits the EP Site in Vietnam

restrictions, supervisors were unable to enter Vietnam, making it impossible to conduct the test run. At that critical moment, the first president of Samyang EP Vietnam came up with an extraordinary solution.

"We couldn't just wait for the COVID-19 restrictions to ease. I proposed chartering a plane to bring all our supervisors back to Vietnam together, and fortunately, the idea was approved. We brought the supervisors from Korea and Japan together in Korea and flew them to Vietnam on a chartered plane. After their three-week quarantine, we finally completed the test run despite numerous challenges. Had the decision or approval been delayed, we could have faced indefinite postponement, placing the entire project in jeopardy."

Successfully Turning a Profit Against All Trials

The company began accelerating 4M modifications and the development of local companies in earnest after completing the test run, when the COVID-19 pandemic rapidly spread in Vietnam, prompting the government to issue a lockdown. This created an unprecedented situation in which production staff, including the head of the local corporation and Korean production managers, had to live and work at the company for three months. They also had to communicate with customers through video conferences. Despite these challenges, they continued developing new products and expanding production volumes.

Although these were unexpected trials, their unwavering determination to overcome every crisis ultimately led to success. Facing these hardships together, they built a strong bond, and by meeting delivery deadlines, they earned deep customer trust. As a result, the company successfully entered the market in the early stage of operation and quickly secured baseline production volume within a short time.

In 2021, the first year of commercial production, the company recorded a negative operating profit with sales of 8,200 tons. However, in 2022, it achieved sales of 11,300 tons and an operating profit of 1 billion won, turning profitable after only two years of operation. In 2023, despite the global economic downturn, the company recorded sales of 15,000 tons and an operating profit of 4.4 billion won. The company's decisive and steadfast response to its early challenges became the driving force behind achieving success in a short period.

2022. Local Subsidiary Samyang EP Vietnam

Undisputed Leader in Global Suture Market Share

2019

Biodegradable surgical sutures are threads that naturally decompose in the human body over time. Samyang was the first company in Korea to develop such sutures and began commercial production in 1996. Samyang Biopharmaceuticals' suture business has maintained a leading global market share since 2019, backed by its proven quality and diverse yarn portfolio of 11 types, established through more than 25 years of expertise.

2019.11. Samyang Biopharm at the World-Class Product Certification Ceremony

Unrivaled Leader in Global Market Share

Samyang was the first in Korea to begin commercial production of biodegradable surgical sutures in 1996 and has since achieved annual growth of over 10%. By expanding its product portfolio, the company has successfully developed products in adjacent business areas, including surgical mesh and absorbable hemostats.

By meeting international quality control standards, Samyang has supplied suture yarn to major medical device manufacturers in the U.S. and Europe. Supported by strong trust in its product quality and diverse yarn lineup, the company expanded its exports globally, until the company became the world's leading exporter of absorbable suture yarn in 2019. Samyang supplies suture yarn to about 200 companies in 40 countries across the Americas, Europe, Asia, the Middle East, and North Africa. About 90 percent of total sales come from overseas markets, demonstrating Samyang's powerful global competitiveness, as 25% of all finished biodegradable sutures worldwide use yarn produced by Samyang. The company has sold approximately 1.6 million kilometers of sutures, a distance enough to travel from the Earth to the Moon and back twice.

Breaking Records

As of 2023, Samyang supplies suture yarn to approximately 200 companies in about 45 countries worldwide, holding a global market share of around 35%. The total length of suture yarn sold reached approximately 2.3 million kilometers, enough to travel from the Earth to the Moon and back three times.

This remarkable achievement was made possible through a combination of proprietary technology, state-of-the-art domestic and overseas production facilities, vertical integration from raw materials to finished products, and the dedication of Samyang's employees and advanced systems.

In 2019, in recognition of its outstanding global competitiveness, Samyang's biodegradable suture yarn was selected as a World-Class Product at the World-Class Product Certification Ceremony hosted by the Ministry of Trade, Industry and Energy and organized by KOTRA. This marked another major milestone following its 1994 Patent Technology Award and the 1997 Jang Yeong-sil Award.

Launching Korea's First Knotless Suture, 'Monofix'

In October 2019, Samyang developed Korea's first knotless suture, featuring microscopic barbs on the thread surface that eliminate the need for knots, and launched it under the brand name 'Monofix.' Designed to reduce surgical time in environments where tying knots is difficult, such as robotic or laparoscopic surgeries, Monofix features a proprietary stopper at the end of the thread, which was acclaimed for providing a stronger and more convenient finish than competing products.

The commercialization of Monofix came after numerous challenges, particularly the need to avoid infringing on patents held by global companies. Samyang's researchers conducted meticulous analyses of existing patents, studying barb patterns, shapes, angles, depths, and spacing, as well as surgical techniques and manufacturing methods involving barbed sutures. After extensive study, the research team devised a strategy and developed barb properties that circumvented existing patents. However, research efforts were slowed by the absence of domestic equipment manufacturers capable of producing barbed sutures. Eventually, the team discovered a small company in Gyeonggi Province that had received

government support to develop such machinery. Samyang immediately reached out, and the two companies collaborated to develop customized equipment capable of producing barbed sutures. This partnership successfully led to the establishment of independent R&D and manufacturing processes and the commercialization of both finished and semi-finished products.

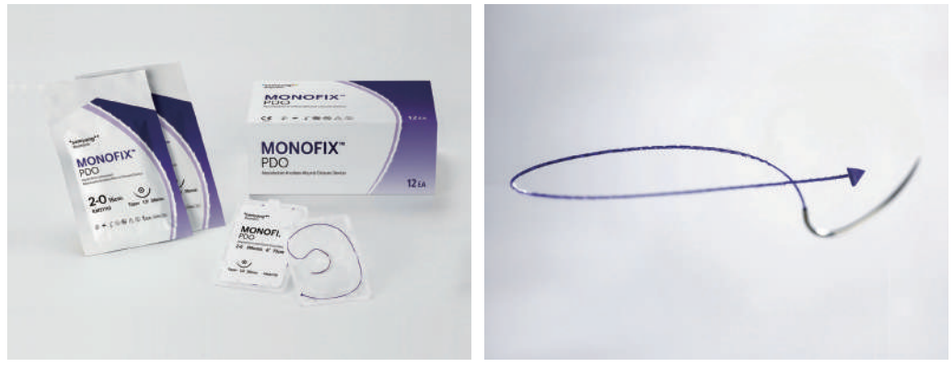
R&D did not stop there. The team addressed unmet market needs, including improving ease of use and knot stability at the tip during laparoscopic procedures, as well as enhancing the quality of suture needles. As a result, they developed a triangular stopper, which significantly improved both the convenience of surgical procedures and the quality of the needles. This product differentiation further demonstrated the company's advanced technological capabilities. Next, they conducted large-animal testing to verify safety and efficacy.

"Despite its superiority, it is natural for patients to be skeptical of a product being introduced for the first time. However, during the testing process, the product's advantages became evident, and practitioners expressed their willingness to use it immediately upon receiving approval. As a researcher, it was the most rewarding moment."

This was the message from Professor Lee Jeong-won of the Department of OB/GYN at Samsung Medical Center, who conducted the preclinical trials for Monofix. With safety and efficacy confirmed, the next challenge involved commercial manufacturing. The challenge was that not all processes could be performed at the Daejeon MD Factory, and needle quality also became a concern. Ultimately, some processes had to be outsourced to a manufacturing company. The manufacturing equipment division developed a thorn-generating device and a stopper molding device. Initially, productivity was very low. The rotating blade design prevented an increase in production speed, and stopper molding after thorn generation had to be done manually. Since then, continuous equipment improvements have increased production speed by more than three times. The stopper molding process has also been automated, resulting in labor savings and improved quality.

Prior to launch, Samyang named the brand 'Monofix.' Given the high recognition of 'Monosorb,' a previously developed biodegradable suture product known for its use in surgical and cosmetic procedures, Samyang decided to name it 'Monofix,' combining 'Mono,' which signifies continuity with the existing brand, and 'Fix,' representing knot-free fixing of tissue connections. This intuitively captured the product's characteristics.

Feedback from surgeons who used Monofix in surgical settings was favorable. The general consensus was that the triangular stopper at the end eliminated the need to pass the thread through the initial loop, making it more convenient compared to other brands. The product's reception was so positive that 41 of the 45 major and



2019. Samyang Biopharm's Monofix Products

tertiary hospitals in Korea completed code-in. As of 2022, Samyang achieved a 35% share of the domestic barbed suture market.

Samyang continued to expand its customer base, aiming to achieve a domestic market share of over 50% by 2024. In addition, the company is preparing to obtain CE and FDA certifications to enter the global market and is working to expand sales through supply agreements with global medical device companies.

Entering the Cosmetic and Plastic Surgery Market 2019

Samyang Group entered the cosmetic surgery market in earnest with the launch of Croquis, a lifting thread. This was followed by the launch of Lapulene, a PCL (Polycaprolactone)-based filler effective for nasolabial folds in the central part of the face, and a Skin Booster. Croquis was developed based on Samyang's core expertise, while Lapulene pioneered a new field with no prior experience. As a latecomer to the cosmetic surgery industry, both products faced significant development challenges and difficult approval processes, but Samyang's advanced technology and data-driven marketing strategy helped establish its reputation.

2020. Lifting Thread 'Croquis' Products

Entering the Cosmetic Surgery Market with a New Business

In 2015, Samyang explored new business opportunities. Building on its 30-year history of developing biodegradable polymer products and strong research capabilities, the company sought to expand into new business areas. It was then that medical aesthetics emerged as a promising segment within the cosmetic surgery field.

The cosmetic and plastic surgery market had been growing rapidly over the past two decades, led by toxins and HA (hyaluronic acid) fillers. However, these products had reached maturity in their life cycles. As alternatives, next-generation products such as lifting threads, non-HA fillers, and skin boosters were being developed to address unmet demands in the aesthetic market.

Market research conducted during the feasibility study revealed that the aesthetics area had a stronger position in overseas markets than other medical equipment sectors. Some companies were already expanding their operations abroad. Considering market conditions such as an aging population, rising income levels, improved quality of life (QOL), and increased demand for skin treatments, the business outlook also appeared bright. Samyang saw an advantage in terms of competitiveness. The company believed it had a sufficient basis for competitiveness if it could differentiate lifting threads with high-quality, premium products and secure patents for non-HA fillers such as the PCL filler (brand name: Lapulene) and Skin Booster through R&D. Recognizing that having a certain level of product portfolio was essential, Samyang decided to establish a sales and marketing foundation while developing lifting threads and PCL fillers before officially entering the cosmetic surgery business.

Developing the Lifting Thread 'Croquis' and Targeting the Global Market

Lifting threads are absorbable medical threads used in procedures designed to improve skin elasticity and reduce wrinkles. In 2019, Samyang Biopharm successfully developed 'Croquis,' a lifting thread offering scientifically based safety and stability backed by 25 years of experience in biodegradable suture production technology. The brand name 'Croquis' was inspired by the art term referring to a sketching technique that captures a model's features using only lines. It signifies how the product enhances users' natural beauty by gently restoring and defining facial lines, much like the croquis drawing technique that creates artwork through simple outlines.

As facial lifting thread was primarily aimed at overseas markets, its launch was immediately followed by research with medical professionals in the U.S. and France to secure safety and efficacy data for Croquis. Samyang participated in the 22nd International Congress of Aesthetic Plastic Surgery (IMCAS) held in January 2020 in Paris, France, where it introduced its proprietary lifting thread brand Croquis to global customers. Presenting its research results to an international audience on that occasion, Samyang sought to overcome its disadvantage as a latecomer through data-driven, evidence-based marketing.

Prior to this, in May 2019, Samyang obtained CE certification, the EU's unified

Attending the 22nd International Congress of Aesthetic Plastic Surgery (IMCAS)

Samyang attended the 22nd IMCAS, where leading American plastic surgeons and French dermatologists presented their experiences using Croquis and highlighted its safety and efficacy. The company's exhibition booth showcased product features and attracted visitors with video presentations, promotional materials, and interactive events. Introducing Croquis at the world's largest aesthetics medical conference, attended by over 13,000 participants from 130 countries, demonstrated Samyang's confidence in the product and its strong commitment to expanding into the global market.

standard, confirming that Croquis met all safety, health, environmental, and consumer protection requirements and qualified for sale in the EU market. As of April 2022, Samyang had signed sales contracts in 17 countries worldwide and proceeded with marketing approval procedures in Brazil, Australia, and other countries. As global demand for clinical data on lifting procedures continues to grow, Samyang is actively targeting the international aesthetic market, securing both clinical evidence and brand recognition through overseas clinical trials and by diversifying its product portfolio.

Lafullen and Skin Booster: Developed Through Accumulated Technology

Croquis was followed by the development of Lafullen and Skin Booster. Lafullen is a PCL-based filler developed through Samyang's proprietary R&D technology, effective in temporarily improving facial wrinkles, particularly around the nasolabial folds. Made possible through Samyang Group's extensive expertise in biodegradable polymers and its long-standing technical experience, the product offers excellent efficacy, performance, and safety. Samyang was the first company to receive MFDS approval among PCL-based fillers. Furthermore, as a non-HA filler, Lafullen was the first project to undergo comprehensive gatekeeping procedures, including animal testing and clinical trials, before receiving final product approval, making its development even more significant.

Lafullen's safety and efficacy were verified through a year-long comparative

2020.01. Croquis Product Demonstration at the 22nd International Congress of Aesthetic Plastic Surgery (IMCAS)

2022. PCL Filler 'Lafullen' Products

clinical trial conducted at Chung-Ang University Hospital. All clinical goals were achieved, including wrinkle improvement, post-treatment cosmetic satisfaction, and volume change measurement using a 3D scanner. The study results were published in the SCI-level journal Journal of Cosmetic Dermatology (JCD).

Supported by its proprietary patented technology for creating PCL porous particles, Samyang continued to expand its market share by promoting Lafullen as a soft filler differentiated from existing products. It received original product approval in Korea and Indonesia in late 2023, and additional approval for its soft filler variants is expected in 2024. The company plans to continue gathering clinical data and expanding Lafullen's indications.

Skin Booster, launched following Croquis and Lafullen, is the company's most innovative product. Compared to existing products, it promotes collagen production but has a shorter duration, appealing to doctors who are hesitant to use non-HA, collagen-generating products due to their long-lasting effects. Its safety and effectiveness are supported by positive research results. Animal testing has been completed, and the product is expected to receive approval following clinical trials scheduled for 2024.

Biopharm Establishes Hungarian Subsidiary and Secures Global base 2020

On July 28, 2020, the Hungarian Ministry of Foreign Affairs and Trade announced that Samyang Biopharm would invest approximately 35 billion won to establish a biodegradable suture production facility. The announcement event was attended by the Hungarian Minister of Foreign Affairs and Trade, members of the National Assembly, the head of the Investment Agency, the Korean Ambassador to Hungary, and the Director of KOTRA Budapest, highlighting the significant interest of both governments. Later, on June 13, 2023, Samyang Biopharm held a ribbon-cutting ceremony for its second MD production base, the Hungary plant, with Chairman Kim Yoon and other executives in attendance. This ceremony took place three years after the investment plan was first announced in 2020. The Hungary plant was particularly significant as the first Korean medical device production facility established in the country.

Samyang Biopharm Establishes Hungarian Subsidiary as a Forward-Looking Base for Biomedical Exports

Samyang holds a leading position in the global suture market. As domestic and international demand grew, its Daejeon MD plant reached full capacity, making it necessary to construct a second production base. Since suture exports accounted for about 90% of total sales, the company decided to build its second MD plant overseas.

The prospective sites for the plant were in various European countries. Preliminary research was conducted on Western European countries such as Spain, Portugal, and Ireland, as well as Eastern European countries including the Czech Republic, Poland, and Romania. The economic feasibility of construction was analyzed along with infrastructure, labor conditions, and cultural characteristics. Samyang's final choice was Hungary, a country located in the center of Europe.

The decision to build a production base in Hungary stemmed from the fact

2023.04.03. Samyang Biopharm Hungary (partial view of the building)

that the European market accounted for approximately 40% of total suture yarn sales, making the establishment of a European production base advantageous for ensuring a stable product supply. Another key factor was that Hungary serves as a logistics and production hub in Europe, strategically located and sharing borders with seven countries, including Austria, Croatia, Romania, and Slovakia. An additional advantage was that Hungary is a member of the European Union, which allows tariff-free sales within the EU. Furthermore, having operated Samyang EP Hungary, a company producing EP compounds, for ten years, Samyang had already gained a deep understanding of the country.

In July 2019, Samyang Biopharm Hungary was established with a capital of €22.4 million and secured approximately 33,000 square meters of land in the Gödöllő Industrial Complex, about 30 kilometers from Budapest. The company planned to invest approximately 35 billion won by 2025 to build a suture yarn factory with an annual production capacity of up to 100,000 kilometers. This represented about 40% of the production capacity of the Daejeon MD Plant at that time.

Construction of Korea's First Medical Device Factory in Hungary Completed

The establishment of Samyang Biopharm Hungary began with the plant design, followed by construction, and the completion permit was obtained in December 2021. There were numerous challenges before the permit was acquired. The greatest difficulty was the unexpected outbreak of the COVID-19 pandemic, which restricted movement within Hungary and led to continuous shortages of on-site personnel. Disruptions in logistics and supply chains also significantly hindered

2023.04.03. Samyang Biopharm Hungary Factory Production Line

material procurement. As a result, construction was delayed by more than four months. Obtaining local certification for export to Europe was also difficult. Most of the production equipment was custom-built in Korea and required design modifications and technical improvements to meet strict European safety standards.

In August 2022, the company obtained ISO 13485 certification for medical device production and began commercial operations in September. With a total floor area of 6,700 square meters on a 36,000-square-meter site, the plant boasts an annual production capacity of 33,000 kilometers. Samyang Group built the plant by making full use of its accumulated production technology and quality management system, demonstrating cutting-edge technology and expertise. This marked the first time a Korean company established a medical device factory in Europe. The initial organization consisted of three departments: management, production, and quality, with a total workforce of three employees dispatched from Korea and approximately 70 local technical personnel. The main product was multifilament sutures. Through this achievement, Samyang secured a stable global suture supply network.

Going forward, Samyang plans to solidify its position as a global industry leader and expand its business areas. Through continued investment in its Hungarian plant, Samyang aims to achieve a production capacity of 100,000 kilometers by 2025, strengthening its position in the European market and reaching an annual production capacity of 200,000 kilometers by 2030. In the mid- to long-term, the company plans to expand its product portfolio to include high-value-added products such as biosurgery and cosmetic surgery.

Digital Innovation and New ERP Implementation 2020

The Fourth Industrial Revolution, characterized by big data, artificial intelligence, and robotics, has emerged as a major social issue. This has led to the rise of numerous new management methods, products, and business models based on these technologies. This presents both challenges and opportunities for companies. While Samyang Group has proactively pursued IT innovation, it still had room for further improvement. In particular, Samyang had to acknowledge that the company's practices had relied more on experience and intuition than on data. Therefore, the company decided to leverage the knowledge and technology it has accumulated to drive digital innovation and strengthen its corporate competitiveness.

Leading Digital Innovation

In January 2018, Samyang Group established a Digital Innovation Team and decided to pursue digital transformation across three directions: vision, improvement areas, and competencies.› At the time, Samyang Group was operating four separate ERP systems, but the outdated systems made it difficult to adopt new technologies, and insufficient process and data management led to inefficiencies, not to mention challenges in providing accurate and timely data.

Samyang began with activities that would build consensus and trust in digital innovation. At the time, Samyang Kasei's PC manufacturing process was experiencing recurring equipment shutdowns, and the root cause could not even be identified. This was precisely where digital innovation was needed most. By applying big data analysis, the company identified areas of energy loss and achieved immediate improvements. As employees observed how digital innovation directly impacted their work, confidence in the initiative grew significantly. As participation increased, tangible results began to emerge across the organization. In the systems division, the entire R&D database—previously managed separately by the CTO and each research institute—was digitalized to meet global standards, and

› Three Directions of Digital Innovation

Samyang established 'The Driving Force for Differentiated Competitiveness' as its digital vision. In the areas for improvement, it pursued innovations in smart supply chain management (SCM), smart factories, smart R&D, digital marketing, and RPA-based business automation. In the areas of competency, it focused on establishing next-generation IT infrastructure, building an integrated data platform, fostering digital experts, and transforming work practices. Considering its mixed business models—manufacturing, distribution, and R&D—Samyang differentiated the impact and priorities of its digital improvement initiatives. For manufacturing, it prioritized the implementation of smart factories; for R&D, smart R&D; and for distribution, enhancing big data-based customer and market analysis systems.

Seven Strategic Digital Innovation Tasks

1. Smart R&D: Shortening R&D timelines and increasing success rates through data utilization and AI
2. Smart SCM & Factory: Building a manufacturing resource management system and establishing a smart factory
3. Digital Marketing & Sales: Using data to predict markets and customer trends and develop targeted marketing and sales strategies
4. RPA (Robotic Process Automation): Automating repetitive tasks and leveraging AI
5. New ERP System: Improving business process efficiency and enhancing ERP functionality
6. Establishing a Data Lake: Building a data integration platform for big data analysis
7. Digital Capabilities: Cultivating a data-driven mindset among employees and fostering digital experts

production plants conducted assessments to transition into smart factories. Work improvements were actively pursued, including the application of AI to R&D in the food and pharmaceutical bio sectors and the implementation of big data-based market monitoring. In terms of work processes, data entry compliance and accuracy improved by 60–70% following the establishment and sharing of standardized data rules and policy guidelines.

In 2019, Samyang Group identified 'Seven Strategic Digital Innovation Tasks' based on the results of the Digital Innovation Team's work over the previous year and announced them.

New ERP: Transforming the Way People Work

At Samyang Group's 2020 New Year's Ceremony, Chairman Kim Yoon presented four key management themes: profit-centered management, global infrastructure, future readiness, and digital innovation. He particularly emphasized that digital innovation is essential for corporate survival and pledged full support for implementing the new ERP system in alignment with the 'Seven Strategic Digital Innovation Tasks.'

Accordingly, the company decided to transition to the new ERP system by 2022 to achieve 'a digital innovation-based work style transformation that drives sustainable business growth and innovation, and the establishment of a global One ERP.' In January of that year, a New ERP Team was established, comprising 21 key personnel from the finance, sales, and production departments across the group to ensure the successful implementation of the ERP. The first step was to undertake process and IT modernization efforts.

To effectively implement process innovation, it was necessary to analyze the current status, establish improvement directions, and incorporate them into the detailed design of future processes. Building on this foundation, ERP-based process innovation was completed in September 2020, and full-scale ERP implementation began in December. The ERP system for affiliates based in Korea was implemented in 2021 and launched in January 2022, followed by the implementation of ERP for overseas affiliates in June of that year.

Unlike the existing ERP system, the new ERP integrates advanced technologies to drive digital innovation. Consequently, it differs from the previous system in several areas. First, the rapidly scalable, cloud-based Global One ERP enables access to necessary data anytime, anywhere. Second, the ability to perform ERP tasks on mobile devices reduces the inconvenience of remote work. Third, real-time data monitoring and AI-based predictive analysis have become possible.

This made it easier to simulate profit-and-loss calculations. Fourth, process design based on new digital technologies became possible. Robotic Process Automation (RPA), a rapidly developing field that integrates artificial intelligence (AI), has enabled automated software programs to perform simple, repetitive

2020 Management Keywords

Profit-Driven Management Profit-driven management requires key tasks such as cost efficiency, securing cash flow, and improving the business structure. To improve the business structure, it is essential to reinforce leadership in leading businesses, expand technology-based businesses through R&D and marketing, achieve early turnarounds in underperforming areas, and ensure the successful execution of investment projects.

Digital Innovation The new ERP system currently underway serves as the foundation for digital innovation. We will actively support the recruitment of talented individuals and ensure the successful implementation of the ERP system. By improving work efficiency even in small daily tasks, we aim to transition our overall operations toward digitalization.

Global Infrastructure Samyang's assets are primarily concentrated in Korea, with overseas subsidiaries accounting for only a small portion. We aim to strengthen our global competence and expertise by building a robust global infrastructure and embracing diverse global cultures and languages.

Preparing for the Future Our key strategic directions for 2025 are specialty organic synthesis, health & wellness, digital transformation, and an eco-friendly circular economy. The path forward lies in open innovation.

2020.05.20. Process Innovation Kick-off Seminar

tasks—such as collecting, entering, and comparing data—across various areas of a company's finance, accounting, manufacturing, and purchasing operations with speed and precision. The most significant difference, however, is that it is not simply a system replacement; it represents a digital innovation that fundamentally changes the way employees work.

Introduction of M365 and Launch of R-Ladin for Easier Workflow

In May 2020, Samyang Group established a cloud-based work environment by implementing Microsoft 365 (M365) company-wide, integrating various collaboration tools and extension services. The advantages of M365, which significantly enhance existing Microsoft Office functions, include integrated content storage, a wide range of extension services, continuous updates, robust security management, and high device compatibility. In fact, the introduction of M365 enabled more convenient work processes through various MS Office programs, large-capacity storage, and online collaboration tools. Additionally, the ability for team members to edit a single document simultaneously saved time, while the integration of video conferencing, email, and chat within a single platform significantly improved work efficiency.

In June 2020, the company launched its internal RPA portal, 'R-Ladin.' RPA is a software technology that automates simple, repetitive tasks. By converting repetitive, routine, and high-volume work previously handled by humans into RPA processes, tasks can now be performed 24/7, 365 days a year, at speeds more than ten times faster.

R-Ladin is a website designed to accelerate the spread of RPA across the organization. With R-Ladin, anyone can easily propose work-related RPA projects without complicated procedures. Users can also track the time saved through RPA implementation in each business unit and review existing RPA cases within the company. The portal's name, 'R-Ladin,' was chosen through an internal contest. It reflects the nature of RPA—like Aladdin's genie, it effortlessly performs simple, repetitive tasks.

RPA proved especially effective in the emergency management environment created by the COVID-19 pandemic. The Emergency Response Headquarters utilized RPA to collect real-time data on domestic and international economic indicators, raw material trends, and key product sales, thereby supporting management in making swift decisions and taking proactive measures. Samyang Kasei integrated Power BI and RPA to build a factory production status dashboard and linked it with a social big data analysis system to automate analytical reporting. Furthermore, the company leveraged various external technologies and systems to tackle innovative new tasks through RPA.

Samyang Group expanded RPA implementation across the company and conducted a comprehensive training program over the course of a year and a half.

RPA Pilot Implementation and Overwhelming Response

Samyang Group introduced RPA in 2019 and pilot-operated it across 17 departments, which resulted in reducing annual work time of 10,000 hours by more than 90%, along with improvements in error reduction and operational efficiency. The response from employees was overwhelming. They actively shared ideas and suggestions related to RPA, and some even identified new potential areas for automation and requested RPA implementation. Encouraged by this internal response, the company launched 'R-Ladin' to promote and expand RPA adoption.

2020.06. In-house advertisement for the launch of the RPA portal, 'R-Ladin.'

In 2021, it introduced a cloud-based RPA solution to facilitate collaboration among all employees and established an operations team dedicated to resolving system errors. Furthermore, the company continues to pursue digital innovation and build a smart management environment by incorporating new digital technologies—such as chatbots and AI-based character recognition solutions—to expand the scope of RPA applications.

PART. 7

BEYOND A CENTENNIAL COMPANY RELENTLESS CHALLENGES FOR A BETTER FUTURE

2021 - 2024

Declaration of Vision 2025 2021

Samyang Group has been establishing five-year growth plans to promote mid- to long-term development across the entire group. In line with this approach, the company announced ‘Vision 2025,’ its mid- to long-term growth strategy, in January 2021. Vision 2025 was particularly significant as it laid the foundation for Samyang Group to prepare for another century.

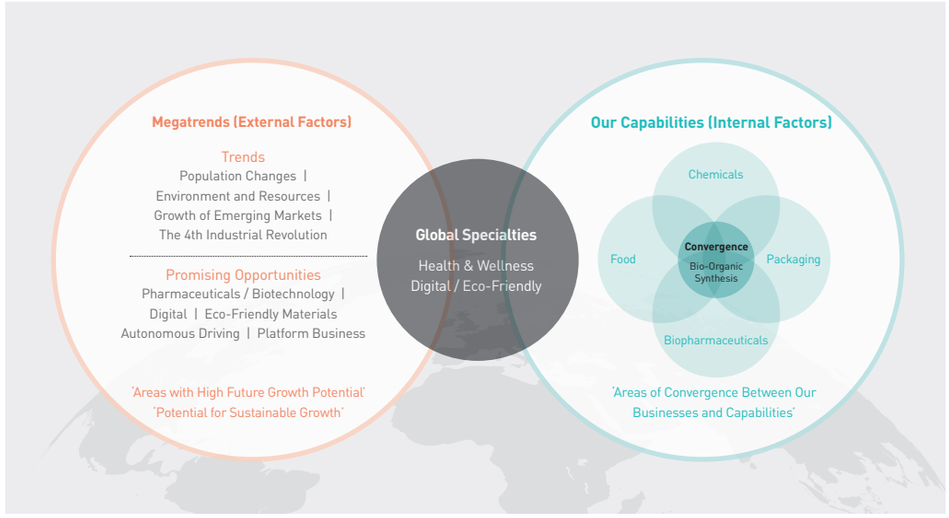
Establishment and Declaration of Vision 2025

In 2020, Samyang Group’s business performance fell short of expectations. While the company had achieved progress in specialization and globalization through its ‘Vision 2020’ strategy since 2015, operating profit remained stagnant, signaling the need for new measures. Moreover, the unprecedented impact of the coronavirus pandemic that began in 2020 was expected to intensify challenges amid growing uncertainty. As many companies transitioned to emergency management systems and pursued cost reductions, liquidity enhancement, management stability, business restructuring, and digitalization, Samyang also recognized the need to establish a vision that reflected these changing times.

The first step in establishing the vision was to explore the intersection between megatrends—such as demographic change, the environment, and the Fourth Industrial Revolution—and the company’s internal capabilities. This was followed by continuous discussions through mini workshops, where internal ideas for new businesses were exchanged. This marked a shift from the traditional approach of dividing the business into food, chemicals, packaging, and pharmaceutical biotechnology, and pursuing balanced growth across these four core businesses, to a new, demand-driven approach.

The consensus was that the company should enter new businesses related to health and wellness, where Samyang could effectively leverage its accumulated bio and organic synthesis expertise. Furthermore, reflecting current conditions and emerging trends, Samyang identified and selected new growth directions—specifically digital and eco-friendly. This laid the foundation for Vision 2025, which

Vision 2025 System Diagram



focuses on health and wellness specialty materials and solutions as core businesses, while exploring new opportunities in digital and eco-friendly areas. Ultimately, the strategic focus of Vision 2025 was ‘advancing the business structure.’ While maintaining the global and specialty-focused direction of Vision 2020, the group’s growth themes were defined as ‘Health & Wellness, Digital, and Eco-Friendly.’ The goal was to become a ‘Global Specialty Solutions Provider’ through global M&A.

To achieve this vision, Samyang classified tasks into company-wide new investment projects, business group projects, and infrastructure projects at the group level. Furthermore, the company strengthened its strategic operational system to realize the vision by revising project management methods and implementing scenario planning.

Three Management Principles Presented with the Aim of Becoming a ‘Global Specialty Solutions Provider’

In 2021, Samyang held a digital kickoff ceremony via video conference to prevent the spread of COVID-19. While not an in-person event, it effectively conveyed Samyang Group’s commitment to digital innovation and its resolve for the next 100 years. At the digital inauguration ceremony held that day, Chairman Kim Yoon emphasized the spirit of future-oriented challenge and innovation and presented three keywords as management policies for the year: ‘Implementing Vision 2025,’ ‘Accelerating Digital Innovation,’ and ‘Establishing a New HR System.’

First, ‘Implementing Vision 2025’ was a five-year initiative focused on

'conquering the global market with specialty products.' This was a crucial task to overcome stagnant profitability in existing businesses and achieve future growth. It embodied the commitment to accelerate the realization of Vision 2025 by managing the business portfolio throughout the year, diversifying business areas, establishing a sustainable business structure, and strengthening the capabilities and fundamentals of employees.

'Accelerating Digital Innovation' emphasized that digital innovation is directly linked to the company's survival and that Samyang must accelerate ongoing work innovation efforts to enhance management performance. Accordingly, the company decided to successfully complete the already-launched ERP project and speed up innovation by incorporating digital technologies into all aspects of its operations.

'Establishing a New HR System' focused on improving the HR framework, as in times of uncertainty, it is essential to detect and respond quickly to change through expertise. Accordingly, the company introduced a new HR System, including a reorganization of its rank and title structure and stronger goal-accomplishment-based incentive programs, to align corporate and individual growth and foster employees' voluntary performance creation and capability development.

The company also presented a future blueprint for each business unit under Vision 2025. The Food Group was designated as a 'Global Solutions Provider in the Health and Nutrition Field,' the Chemical Group as a 'Global Specialty Chemical Expert Growing with Advanced Industries,' the Pharmaceutical and Biotechnology Group as a 'Healthcare Value Creator Improving Patient Quality of Life,' and the Packaging Group as a 'Total Solution Partner in the Beverage and Packaging Field.'

After declaring Vision 2025, Samyang Group embarked on full-scale efforts to achieve it. As a result of its diligent work throughout the year, the company achieved significant progress such as improved profitability, the acquisition of the semiconductor materials company NC Chem, and digital transformation. In particular, digital transformation brought about major changes in the company's work processes. The core principle of Samyang's new working approach was 'breaking the constraints of time and space, focusing on higher-value tasks, and conducting work based on facts and data.' To achieve this, Samyang adopted M365, established a mobile work environment, implemented a new ERP system, introduced a smart CRM, and developed an R&D information system.

Regarding the personnel system, the company shifted in July 2022 from the annual open recruitment system, implemented since 1965, to a continuous recruitment system in which monthly job openings are posted and talent is hired based on the needs of each business department. This change aimed to secure talent in a timely manner, enable agile responses to external environmental changes, and serve as a driving force for achieving mid- to long-term growth goals. In line with this shift, a new training framework was introduced, along with various onboarding programs to facilitate smooth organizational adaptation for new hires. Specifically, to attract top talent, the company newly introduced a junior career transition process and an internal referral system.

Efforts to achieve Vision 2025 continued into the following year, with the keynotes for 2022 and 2023 remaining largely unchanged. Amid domestic and international challenges—including rising raw material prices and a slowing global economic recovery—Samyang adopted 'Accelerating Specialty Products and Global Market Expansion, Strengthening Cash Flow Management, and Changing Work Methods' as its management principles and further accelerated efforts to achieve Vision 2025. Aiming to expand its specialty businesses and global market presence through business restructuring, Samyang concentrated its resources on fostering materials for the health and wellness industry, materials for advanced industries such as semiconductors and displays, and eco-friendly materials.

Junior Career Transition and Internal Referral System

The junior career transition process applied to experienced applicants with three years or less of work experience. The internal referral system rewarded employees who successfully recommended candidates ultimately hired by Samyang Group.

2021.01. Vision 2025 Declared at 2021 Virtual New Year's Kick-off Ceremony

Easy Tomorrow, an Icon of Innovation, Rises to the Top of the Domestic Market with Its Diverse Product Portfolio 2021

Since its initial launch in 2013, the hangover relief brand ‘Easy Tomorrow’ has achieved remarkable success—recording cumulative sales of 200 million units in 10 years, winning the Grand Prize in the Manufacturing Category at the Korea Brand Awards in both 2020 and 2022, ranking first in customer satisfaction in the hangover relief category for six consecutive years, becoming the top Top of Mind (TOM) brand among consumers in their 20s, earning the title of ‘sold every second,’ and maintaining its position as Korea’s most beloved hangover relief brand across all age groups.

Rising to the Top of the Industry with the Legend of Selling One Each Second

In 2019, Samyang established a new strategy to maintain Easy Tomorrow’s number-one market position. The specific plan was to expand sales channels beyond convenience stores—which accounted for 85% of Easy Tomorrow’s sales—to include discount stores, neighborhood supermarkets, and drugstores. The company also introduced a new stick-type product designed for convenient consumption before or after drinking. Its main ingredient, yeast extract, was enriched with curcumin and kudzu root extract, and blended with mango juice for a refreshing taste.› Small and lightweight, the product is easy to carry and can be consumed without water.

Leading the market with pill and stick-type formats that emphasize convenience, Easy Tomorrow achieved a legendary one-per-second sales record in 2020, solidifying its position as Korea’s top-selling hangover relief product.

It became one of Samyang’s best-selling products, with sustained popularity even amid the overall market downturn caused by COVID-19-related social distancing measures. As a result, the brand reached 100 million cumulative unit sales in 2021 and surpassed 200 million units the following year.

› Easy Tomorrow Red Stick Type Launched

In 2021, Samyang launched the stick-type Easy Tomorrow Red, which contains pear concentrate and apple juice.

2022. Easy Tomorrow Products

Strengthening Its Lineup of Pill, Stick, and Booster Types, Securing Strong Market Leadership

In February 2023, Samyang launched the drink-type ‘Easy Tomorrow Booster.’ It contains glutathione yeast extract, which helps accelerate the breakdown and excretion of acetaldehyde—a major hangover-causing substance—along with Hovenia dulcis fruit extract and milk thistle extract powder. The addition of passion fruit flavor also provides a refreshing and clean aftertaste. Easy Tomorrow has pioneered and led new demand in the non-beverage hangover relief market. However, many customers still prefer drink-type products, and beverages continue to hold a strong share within the hangover relief segment. Believing that offering a variety of options tailored to customer preferences could create new opportunities for customer acquisition, the company strengthened its lineup by adding a drink-type to its existing pill and stick formats. This strategy proved highly effective.

Easy Tomorrow Booster achieved cumulative sales of one million bottles within just one month of its launch. Distribution through convenience stores reached approximately 80% within two months, because the product was available in eight out of ten domestic convenience stores. To match the strong momentum, the company launched extensive promotions. College student supporters actively promoted the product, and a brand pop-up store opened in Seongsu-dong, a popular area among young consumers. A new TV commercial featuring youthful, energetic actors aired across multiple platforms, including television, the Easy Tomorrow website, YouTube, Instagram, and outdoor ads on buses and subways.

Samyang actively engaged with consumers. To develop new products aligned with the ‘healthy pleasure’ trend, Samyang conducted consumer research focusing

on millennials and Gen Z, the brand's main target group.

"What millennial and Gen Z consumers wanted was zero calories. With the zero-calorie trend sweeping across sodas, snacks, and even soju, they also wanted zero-calorie hangover relief products. However, developing Booster Zero wasn't easy because we had to consider the calories not only from the yeast extract itself but also from the flavoring and aromatic ingredients."

Samyang added high-quality allulose to enhance flavor while reducing calories. The company did not add sugar, artificial coloring, or preservatives. Instead, it included glutathione, milk thistle extract, and oriental raisin tree extract, and enhanced the flavor with a blend of hibiscus and grapefruit. The result of this development was 'Easy Tomorrow Booster Zero,' released in January 2024. This launch completed the full Easy Tomorrow lineup and helped maintain the brand's leadership in the hangover relief market.

Easy Tomorrow has achieved rapid growth over the past decade since its launch. The secret lies in the product's proven efficacy and reliability. Samyang has remained true to its commitment to effectiveness and quality. Additionally, the company conducted experiential promotions to familiarize consumers with the new formulation and allow them to experience its outstanding hangover relief effects firsthand. Samyang also responded swiftly to market trends and consistently introduced products that reflected customer preferences—an approach that played a key role in its success. In a market traditionally dominated by beverage-type products, Easy Tomorrow pioneered new categories by first introducing pill-type hangover relief, securing market leadership with stick-type offerings in various flavors, and later completing its comprehensive lineup with the drink-type Easy Tomorrow Booster.

Another key to its success was the brand's ability to broaden its customer base, attracting students, women, and particularly millennial and Gen Z consumers. Samyang strengthened brand power by accurately understanding the customer purchasing process, pioneering new sales channels and methods, and continuously engaging in advertising and promotional activities. Thanks to these comprehensive efforts, Easy Tomorrow successfully maintained its strong leadership position in the hangover relief market, despite being a late entrant.

Establishing a Proprietary Gene Delivery Platform, SENS, and Accelerating mRNA Delivery System Development 2021

The coronavirus (COVID-19), which began as a pneumonia of unknown cause in Wuhan, China, in December 2019, rapidly spread worldwide and caused countless deaths. The WHO declared COVID-19 a pandemic in March 2020. This was a disaster humanity had never experienced before, serving as a wake-up call for the need to remain constantly vigilant against emerging viruses. Leading global companies began developing vaccines, and Samyang also joined the race to develop an mRNA-based COVID-19 vaccine. This became possible through the company's proprietary SENS (Stability Enhanced Nano Shell) platform, which had been steadily advancing as a drug delivery system capable of stably delivering nucleic acids (pDNA, mRNA, siRNA, etc.) and other biopharmaceuticals into the human body.

Samyang's SENS Platform: A Gene Delivery Breakthrough that Opened a New Chapter in DDS Technology

Samyang began research on drug delivery systems (DDS) in 1993, upon entering the pharmaceutical business. Backed by the company's bioabsorbable polymer technology and proprietary patented technologies, Samyang focused on DDS research to safely and effectively deliver drugs into the body, with a commitment to improving human health and patients' quality of life. This dedication led to the successful commercialization of polymer DDS-based anticancer drugs, including Genexol PM and Nanoxel M. In 2011, when Samyang Group transitioned to a holding company structure, the company decided to concentrate its R&D resources on innovative DDS-based anticancer drugs and biopharmaceuticals positioned to lead the future of cancer treatment. This further strengthened its dedication to DDS research.

Through these efforts, Samyang expanded its DDS research to include the development of novel drug concepts. As a result, the company developed the PM (Polymeric Micelle) platform, a technology for solubilizing poorly soluble drugs,

Joint Research with Japan's Takeda on siRNA Delivery Technology Development

Samyang first began researching gene delivery systems in 2011. In April of that year, Samyang signed a joint research agreement with global pharmaceutical company Takeda to develop siRNA delivery technology using Samyang's drug delivery expertise. At the time, the two companies agreed to jointly develop drug delivery technologies tailored to the specific requirements of siRNA therapeutics, based on Samyang's DDS technology. Although the project did not yield commercial success, the experience gained from this collaboration further strengthened Samyang's capabilities in enhancing blood stability and optimizing lipid synthesis.

and the PNP (Polymeric Nanoparticle) platform, which enhances blood stability. PM technology utilizes biodegradable polymers to dissolve water-insoluble drugs and deliver them effectively through blood vessels. Samyang developed the world's first product using this biodegradable polymer nanoparticle drug delivery system and obtained regulatory approval for its clinical application in humans.

In 2014, Samyang developed the SENS™ platform for gene therapy delivery. Gene therapy, which corrects, replaces, or amplifies defective or missing genes to address the root causes of disease, has attracted significant attention in the biotechnology industry. However, the nucleic acids used in gene therapy are easily degraded in the human body and have limited ability to be absorbed by cells. Therefore, for effective treatment, delivery technology is essential to transport therapeutic genes to target cells and achieve high expression efficiency. This was precisely where Samyang identified a new growth opportunity. While gene delivery was still a novel concept, it was an area in which Samyang—with its long-standing research in DDS technology—could fully leverage its accumulated expertise and capabilities. Moreover, the company's mission to contribute to patient care and improve quality of life served as a driving force in the establishment of the SENS platform.

In 2016, Samyang developed a polymer- and lipid-based SENS platform and began research on siRNA (small interfering RNA) delivery systems. In 2018, the company expanded the SENS platform to enable selective mRNA delivery to spleen, liver, and lung tissues. This research remains ongoing as of 2024.

2011.04.13. siRNA Delivery Technology Signing Ceremony with Japan's Takeda

A representative mRNA delivery technology is LNP (Lipid Nanoparticle), whose potential as a pharmaceutical platform was demonstrated through COVID-19 vaccines. However, challenges persist, including limitations in its ability to serve as a platform for diverse therapeutic applications.

SENS represents a significant advancement over LNP. While LNPs encapsulate mRNA in lipids—which can cause in vivo toxicity—SENS encapsulates it in biopolymers, preventing toxicity and the formation of neutralizing antibodies, thereby enabling repeated administration. Furthermore, unlike LNPs, which primarily deliver drugs to the liver, SENS can be engineered to selectively deliver drugs to specific tissues such as the liver, lungs, and spleen. This enables direct drug delivery to affected organs, resulting in superior therapeutic efficacy. These achievements have earned Samyang broad recognition across the pharmaceutical industry.

Winning the 'Most Promising Cell & Gene Therapy Pipeline' Award at KBEA 2024

SENS also demonstrated its excellence by winning the 'Most Promising Cell and Gene Therapy Pipeline' award at the Korea Biopharma Excellence Awards (KBEA) 2024, hosted by IMAPAC, a Singapore-based social enterprise. SENS is expected to serve as a powerful driver of future growth for Samyang's biopharmaceutical business.

Full-Scale Development of Mrna Vaccines and Therapeutics Based on the SENS Platform

In 2020, Samyang was focusing on accelerating research on its SENS platform, an mRNA delivery system, when the COVID-19 pandemic broke out. In this urgent situation threatening human survival, many pharmaceutical and biotechnology companies jumped in to develop vaccines. As the pandemic persisted, Samyang signed an MOU with Emcurex in April 2021 to begin joint vaccine development. The two companies agreed to collaborate on the development of a coronavirus vaccine using the SENS intramuscular delivery system, which stably delivers mRNA that induces an immune response to the COVID-19 virus within cells. This commitment stemmed from a sense of mission to secure vaccine sovereignty through domestic mRNA vaccine production, contribute to human health through rapid vaccine development against emerging variants, and prepare for the potential seasonal recurrence of COVID-19 in the future. Having secured SENS, a proprietary delivery technology that does not conflict with LNP's original mRNA delivery technology patents, and already conducting research on mRNA anticancer vaccines, Samyang was confident in its ability to successfully develop a COVID-19 vaccine.

Samyang had a grand vision. The company planned to develop a COVID-19 vaccine using its proprietary SENS platform technology to rapidly create mRNA vaccines and therapeutics, before expanding its pipeline to include a broad range of indications, such as infectious diseases (including influenza), cancer, respiratory diseases, and liver diseases.

As a first step, in April 2023, the company signed a strategic partnership agreement with LG Chem to develop mRNA-based anticancer drugs. Samyang agreed to provide LG Chem with its proprietary mRNA delivery system,

NanoReady

Unlike conventional LNPs, NanoReady—the SENS platform for anticancer vaccines—forms nanoparticles without incorporating RNA, enabling ready-to-use production. Developed using Samyang's proprietary drug delivery technology, NanoReady offers high versatility for personalized mRNA therapeutics. By mixing mRNA agonists with pre-manufactured delivery vehicles, the conjugation process is simplified, significantly reducing the development timeline for new drugs and enabling the creation of personalized treatments.

'NanoReady,' and related compositions, while LG Chem would leverage these technologies to develop innovative mRNA-based drugs with maximized anticancer efficacy. The two companies joined forces to accelerate the development of innovative anticancer therapies and contribute to improving the quality of life for cancer patients.

The joint research with Takeda was not successful, but that did not mean it was a complete failure. Samyang researchers began exploring other potential applications and, as a result, combined the lipids developed through the Takeda collaboration with various formulations, optimizing them as delivery vehicles for highly efficient spleen targeting. Samyang also devoted considerable thought and research to exploring how best to utilize the spleen delivery system. Since the spleen is an immune organ, delivering nucleic acids capable of inducing an immune response directly to the spleen could potentially trigger targeted immunity and lead to the development of treatments. Samyang applied this insight to the development of anticancer vaccines. The prediction proved correct, ultimately leading to the creation of the anticancer vaccine delivery system, NanoReady.

SENS also achieved unparalleled success in patent applications. As a testament to this success, the number of its patent applications rose significantly from eight in 2015 to 15 in 2020 and 27 in 2023. This achievement was the result of the continuous development of new compositions, supported by management support and the passionate R&D efforts of its researchers.

2024.04. Samyang Holdings and LG Chem Sign Anticancer Drug Development Partnership

Supported by its long-accumulated expertise, Samyang is accelerating advancements in drug delivery technology and, in particular, striving to maximize the advantages of SENS. As part of this effort, the company is developing a delivery system capable of transporting mRNA to cells in specific tissues—including the liver, spleen, lungs, muscles, and brain—and is building a research database known as the SENS Library, comprising diverse formulations and compositions.

Samyang actively participates in domestic and international partnering events, engaging in joint R&D for new drugs utilizing SENS technology and platform technology transfers that can be expanded into various therapeutic areas through dynamic collaborations with a wide range of companies—from global pharmaceutical firms to biotech startups with innovative technologies. These efforts are aimed at enabling the development of innovative therapeutics based on Samyang's proprietary technology. Through such collaborations, the company is expanding its pipeline to cover a variety of indications—including infectious diseases, cancer, respiratory diseases, and metabolic disorders—ultimately striving to improve human health and enhance patients' quality of life.

Acquisition of NC Chem, a Semiconductor Precision Chemical Company 2021

On October 29, 2021, representatives from Samyang Holdings, NC Chem, and Crescendo› met at the law firm Hwawoo. It was the day to sign a stock purchase agreement to acquire NC Chem's management stake for approximately 57.5 billion won. The shares being transacted were 133,000 NC Chem common shares (49.92%) owned by the sellers, and with this agreement, Samyang secured management control of NC Chem. The deal was made because all three companies shared a common belief that fostering a world-class semiconductor fine chemical materials industry was essential to strengthening the competitiveness of Korea's high-tech industries.

Acquisition of NC Chem, a Specialized Semiconductor Fine Chemical Materials Manufacturer

Samyang Group has consistently pursued globalization, specialization, and new business development as part of its 2015 mid- to long-term growth strategy. As part of this strategy, the company identified growth opportunities and explored M&A options targeting firms with advanced technological capabilities. This led to the 2017 acquisition of KCI, a personal care materials manufacturer. Samyang's growth trajectory continued in 2021 as the group sought to strengthen its business portfolio by focusing on specialty and global markets, including health and wellness materials, advanced industrial materials such as semiconductors, and eco-friendly materials. The acquisition of NC Chem, a fine chemicals company, was part of this process.»

Samyang Group first entered the fine chemical-based information and electronic materials business in 2005. The following year, Samyang EMS was established and later merged into Samyang Corporation, subsequently relaunched as the EMS Business Unit (BU). The EMS BU primarily supplied column spacers used in LCD display production, as well as photoinitiators for photoresists and overcoats required in display and touch panel manufacturing. In 2015, as part of its Vision 2020 initiative, Samyang explored fine chemicals as a new business growth area, though the project was later deprioritized. During the establishment of Vision 2025, however, the company revisited the potential of its fine chemicals business, and the acquisition of NC Chem was ultimately carried out as part of efforts to strengthen semiconductor production competitiveness.

Founded in 2008, NC Chem specializes in semiconductor column spacer (photoresist) materials. Despite its short history, the company achieved remarkable growth as a semiconductor materials manufacturer. Photoresist is a key material used in the photolithography process, a core step in manufacturing precision electronic products such as semiconductors and displays. NC Chem primarily produced polymers and photoacid generators (PAGs) required for photoresist production. Though small, it became an unrivaled leader in its specialized field. Samyang acquired NC Chem in recognition of its leadership and its advanced proprietary technology for producing essential materials in the rapidly growing semiconductor industry.

Challenging to Become a Global Leader in Advanced Industrial Materials

"When it comes to new businesses, we must accelerate commercialization through M&A. Samyang Group is well-positioned for that. If we proactively seek opportunities even in times of crisis, new opportunities will emerge. NC Chem is no exception. To strengthen the

2021.10.29. NC Chem Acquisition Agreement Signing Ceremony

› Business Partner: Crescendo

Crescendo is a private equity fund founded by Peter Thiel, founder of the global electronic payment company PayPal, and focuses on investing in small and medium-sized companies with outstanding technological capabilities.

» NC Chem Merges with City Chemical

On April 3, 2022, NC Chem merged with City Chemical. NC Chem became the surviving company, while City Chemical was dissolved. The purpose of the merger was to improve management efficiency and enhance competitiveness, with a merger ratio of 1 to 0.021694.

competitiveness of advanced industries such as semiconductors, we must focus on fostering the foundational materials industry. Through continuous investment, we will grow into a global leader in advanced industrial materials and further contribute to the advancement of Korea's high-tech industries."

Since becoming an affiliate of Samyang Group, NC Chem has worked closely with the group to foster advanced industrial materials, particularly focusing on localizing the production of core materials for advanced industries and developing next-generation materials. At the time, Japanese companies dominated semiconductor material production, including photoresists, making localization essential to reducing reliance on Japanese suppliers.

NC Chem's fundamental R&D strategy has been to establish an independent development process and pursue innovative research. Leveraging long-accumulated analytical technologies such as organic synthesis and polymer synthesis, the company developed key polymer materials used across electronics industries, including semiconductors. It also introduced precision instrumentation capable of measurement down to parts per billion (ppb) to ensure top-tier quality standards both in product development and mass production.

Through these efforts, NC Chem brought a wave of change to the existing market by supplying its own materials to both Korean photoresist manufacturers and global producers, while expanding its supply of polymers and photo-dispersants to Japanese column spacer companies. In 2022, NC Chem recorded sales of 95.4 billion won.

NC Chem doubled its revenue since being acquired by Samyang Group. This success was made possible by the company's differentiated technological capabilities that drove product innovation and ensured a sustainable competitive advantage, as well as continuous investment in advanced analytical equipment to build diverse datasets and improve data interpretation accuracy. It was also the result of NC Chem's dedicated efforts to diversify its customer base.

NC Chem's challenges continue. With an anticipated surge in semiconductor demand fueled by the rapid advancement of digitalization and electrification, the company plans to secure more advanced technologies and strengthen its materials production capacity to become a global leader in advanced industrial materials.

2021. NC Chem, Semiconductor Materials Specialist

2021. NC Chem Jeongan Plant

Korea's First Isosorbide Plant in Gunsan Emerges as a Mecca for White Biotechnology 2022

Beginning in the 2020s, carbon neutrality emerged as a key solution to addressing the climate crisis. Samyang took the initiative to contribute to this global challenge, recognizing it as both a responsibility and an opportunity for innovation. Initiating R&D on the eco-friendly material isosorbide in 2009, Samyang became the first company in Korea to develop high-purity isosorbide, a biomass-derived material made from renewable plant resources such as corn starch, in 2014. In 2022, Samyang completed construction of the world's second commercial isosorbide mass production plant in Gunsan. The facility—a complex of pipes, reactors, and precision control systems—stands as an undisputed hub of white biotechnology, symbolizing Samyang's dedication to protecting the planet and advancing eco-friendly materials for a sustainable future.

Isosorbide Plant Emerging as a White Biotechnology Mecca

On November 16, 2022, Samyang Innochem, a chemical subsidiary of Samyang Group, held a ribbon-cutting ceremony for its isosorbide commercialization plant at the Gunsan facility in North Jeolla Province. The event was attended by about 130 guests, including Samyang Group executives and employees, North Jeolla Province Governor Kim Kwan-young, and Gunsan Mayor Kang Im-jun. In his congratulatory speech, Chairman Kim Yoon emphasized the importance of eco-friendly projects:

"While the journey of developing and researching isosorbide was laden with challenges, the eco-friendly white biotechnology business was what we must do. Eco-friendly management is not just a trend—it is a prerequisite for a company's sustainable growth. Following the development of biomass-based eco-friendly materials, we have now built a plant capable of mass production. We will use this opportunity to expand the plant in line with the growth of the white biotechnology market, contributing to revitalizing the local economy and creating a low-carbon industry ecosystem."

Construction of the 23,000 m² isosorbide plant began in 2020 within the Gunsan Free Trade Zone. The mechanical portion finished in 2021, and commercial production started in February 2022.

The plant has an annual production capacity of 15,000 tons and is equipped with a six-step process for producing isosorbide products: reaction, distillation, crystallization, purification, concentration, and commercialization. Only two companies in the world are capable of commercializing high-molecular-grade isosorbide: Samyang Innochem and Roquette of France. In Korea, Samyang Innochem is the only producer. The journey from isosorbide development to successful mass production and commercialization was not easy, but the unwavering dedication of all employees to the eco-friendly white bio business made the establishment of a stable mass-production system possible.

Expanding Isosorbide Production Capacity and Application Scope

Samyang has dedicated itself to expanding the application scope of isosorbide alongside building its commercial production plant. In April 2021, it was selected as the lead contractor for the Ministry of Trade, Industry and Energy's 'Biomass-

2022.11. Samyang Innochem Isosorbide Production Plant

Beginning of R&D for Biodegradable PC

In May 2021, Samyang Innochem's Chemical R&D Center was selected as the overall project leader for the 'Development of Biomass-Based Biodegradable PC and Components' project hosted by the Ministry of Trade, Industry and Energy. Accordingly, Samyang launched research to commercialize biodegradable polycarbonate (PC) using isosorbide, in collaboration with 12 domestic and international companies, research institutes, and universities. In addition to Samyang, the R&D consortium includes the Korea Construction & Living Environment Testing & Research Institute (responsible for biodegradability certification), Deokyang Industries (specializing in automotive component development), and a team of material development professors from Lund University in Sweden for international joint research projects.

Based Eco-Friendly Polycarbonate and Component Development Project.' This initiative aims to advance the development of biomass-based PC using isosorbide and commercialize automotive interior components made with this material.

Since developing Korea's first domestically produced PC, the company has been recognized for its technological expertise in high value-added PC materials, including silicon polycarbonate (Si-PC), high heat-resistant PC, and transparent flame-retardant PC. These achievements led to Samyang being selected as the leading company for a government-supported consortium project involving 12 companies, research institutes, and universities.

In July 2022, Samyang signed an MOU with Kukdo Chemical, a leading global epoxy resin manufacturer, to collaborate on the research and development of eco-friendly biomaterials, before proceeding with the joint R&D and commercialization of eco-friendly epoxies, coatings, adhesives, and paints utilizing isosorbide. This partnership yielded results, including the development of biodegradable plastics (PBIAT) used for disposable bag production and eco-friendly adhesives for electric vehicles. In particular, isosorbide-based eco-friendly plastics and adhesives are expected to play a key role in the production of environmentally friendly vehicles. This is the reason Samyang's isosorbide technology and production capabilities are attracting significant attention in the chemical industry, where the lightweighting of electric vehicles is one of the most critical challenges.

2022.11.16. Isosorbide Commercialization Plant Completion Ceremony

2021.07. Plastic Chips Developed Using Isosorbide

2022.08.17. Eco-Friendly Adhesive for Electric Vehicles Based on Isosorbide

"With the growing trend toward eco-friendly, lightweight vehicles, the use of specialized plastics that are lighter yet stronger than steel has made the traditional method of welding steel components increasingly obsolete. The replacement of screws with adhesives at joint points is becoming more common because even reducing the number of screws in a vehicle can cut weight. When using Samyang's isosorbide-based plastics and adhesives, manufacturers can produce vehicles that are both environmentally friendly and significantly lighter."

Samyang refuses to rest satisfied with the title of being Korea's first company to develop and mass-produce isosorbide and continues to invest in facility optimization and capacity expansion to increase annual production to 30,000–40,000 tons, thereby broadening the scope of isosorbide applications. The company is committed to commercializing and expanding markets for isosorbide and its derivatives, including eco-friendly urethanes. Through these efforts, Samyang aims to achieve full production and sales at its commercial plant by 2027 and make a leap forward to become a global specialty materials leader.

STORY. 095

Establishment of Samyang Ecotech and Expansion of Recycling Business

2022

Growing global interest in environmental sustainability expanded the waste plastic recycling market and increased the utilization of recycled plastics. In response, Samyang Packaging invested 43 billion won in its existing Sihwa plant to establish Samyang Ecotech, aiming to expand its recycling business and produce raw materials for high-value-added products. The company built technology and production facilities to further advance recycled product development.

Establishment of Packaging Business Vision: 'Total Solution Partner for Beverage & Packaging'

In 2021, Samyang Packaging established Vision 2025, aiming to become a 'Total Solution Partner for Beverage & Packaging.' This goal represents providing comprehensive services from packaging to beverage production, reflecting Samyang's strong commitment to going beyond simple manufacturing and delivering customized solutions for customers.

The packaging business vision encompasses two key directions: strengthening aseptic leadership and rebuilding the recycling business. The aseptic division aimed to maintain domestic market leadership by expanding beyond traditional specialty beverage customers to include the pharmaceutical, distribution, and startup sectors. Furthermore, the company sought to expand exports through proactive global market entry and to establish a local aseptic production plant.

For the recycling division, Samyang decided to restart the Sihwa plant. When Samyang first entered the recycling business in 1995, it prioritized reducing plastic waste by independently recycling waste plastics from its packaging business rather than focusing on profitability from PET recycling. However, persistent operating losses made the business unsustainable, leading to the closure of the Sihwa plant in 2018.

The decision to restart the Sihwa plant in 2021 stemmed from Samyang's confidence in the growth potential of the global PET recycling market. The Korean government's policy to increase the use of recycled plastic materials to 30% by 2030 further reinforced this decision, as rapid market growth and surging demand for high-purity, high-value recycled materials were anticipated. To align with these market changes and respond to national initiatives, the company reinvested in the Sihwa plant, upgrading its facilities and resuming full-scale operations.›

2023. PET Flakes

2023. Recycled PET Chips

Establishment of Samyang Ecotech and Expansion of the Pet Recycling Business

In December 2022, Samyang Group spun off the recycling division of Samyang Packaging to establish Samyang Ecotech. The new company was founded as a result of combining Samyang's extensive experience in PET recycling with its business partnership with SK Geocentric.›› The objective was to secure a stable customer base and develop new PET-based products leveraging advanced recycling technologies and strategic collaboration. Its mission was to advance PET recycling technology, tackle environmental issues caused by waste PET bottles, and achieve progress in both ESG management and profitability.

Immediately after its launch, Samyang Ecotech embarked on a facility improvement project at the Sihwa plant. The PET flake production plant was completed in March 2023, followed by the recycled PET chip (R-Chip) production facility in August 2023, marking the start of full-scale production operations. The main products were PET flakes, made from finely crushed PET bottles, and recycled PET chips (R-Chips), small granules. Annual production was 45,000 tons based on waste PET bottle input and 21,000 tons based on PET chip production. PET chips are small granules made from finely crushed PET containers, which are then heated and undergo additional processing. To produce high-value-added products, recycled chips, rather than PET flakes, were needed. This completed the resource cycle, recycling waste PET bottles to produce high-purity flakes and recycled PET chips, which were then recycled back into PET bottles.

› Background of the Decision to Upgrade the Sihwa Plant

At the time, the domestic recycled waste PET market was estimated at 300,000 tons annually, and its applications were gradually expanding from low-value-added products to include PET containers for food and yarn for clothing. International communities and the Korean government were also working to mandate and expand the use of recycled plastics beginning in 2025. Meeting the government's standards for high-quality recycled PET chips required advanced facility investment, production technology development, and the establishment of a quality management system.

›› Partnership with SK Geocentric

Samyang Packaging holds 100% of Samyang Ecotech, of which Samyang holds a 59.4% stake and SK Geocentric holds a 10% stake. Upon entering the recycling business, Samyang Packaging received 35 billion won of investment from SK Geocentric through a third-party capital increase.

With the completion of the plant, Samyang Ecotech saw improvements in both PET flake production and quality. Sales increased as the plant began full-scale production, significantly improving revenue and profitability. Furthermore, PET chips, a high-purity product produced through additional processing, yielded higher margins than conventional flakes, leading to expectations for future growth.

Samyang Ecotech and SK Geocentric agreed to pursue overseas expansion of their PET recycling business in the mid- to long term. The global waste plastic recycling market was projected to grow by over 40.5%, from $45.4 billion in 2022 to $63.7 billion by 2027, prompting the two companies to combine their technological and operational expertise to produce high-purity PET flakes and recycled PET pellets for the global market.

Samyang has established itself as a market leader in the recycling sector, operating the most advanced PET recycling facilities in Korea. It is the only domestic company that has completed a full-cycle PET system covering raw material production, distribution, and recycling. The company has also built a comprehensive production technology and quality management system that ensures consistent high-quality output. Leveraging these strengths, Samyang Ecotech aims to enter the high-value beverage container market—supplying to global brands such as Coca-Cola, Pepsi, and Starbucks—after completing regulatory approvals for food-grade recycling by 2024. The company is also conducting quality assurance testing to supply apparel yarns made from recycled PET to brands like Nike and Adidas.

Publication of Samyang Group's Sustainable Management Report and Establishment of a Comprehensive ESG Management Foundation 2022

In August 2022, Samyang Group published its first Sustainable Management Report. In line with its slogan, ‘Enriching and Convenient Life,’ the report comprehensively outlined the group’s ESG achievements for 2021 and its future plans. While Samyang’s ESG strategy has only recently established a comprehensive framework, its roots lie in a long history and tradition across environmental, social, and governance dimensions. In particular, since the full-scale launch of its chemical fiber business in the 1970s, the company has dedicated significant efforts to eco-friendly projects and management to fulfill its social responsibility as a petroleum and fine chemical company. As a result, Samyang has developed world-class environmental management capabilities. The company is accelerating group-wide ESG management by continuously innovating across all sectors—from organizational culture and social contribution to business structure and ethical management.

Systematizing Group ESG and Publication of First Sustainability Report

Samyang has long established a foundation for environmental management by operating wastewater treatment facilities and actively pursuing waste plastic bottle recycling. Each affiliate and business site has implemented advanced environmental management and innovation initiatives, operating an ISO 14001-based environmental management system while strengthening quality, safety, and health measures.

The group has consistently built a foundation for ESG (Environmental, Social, Governance) by upholding its tradition of social contribution and ethical management. Since transitioning to a holding company structure in 2011, Samyang affiliates have pursued sustainable growth across environmental, social, and governance aspects under the leadership of Samyang Holdings, further strengthening global-level ESG management.

In 2021, the company finalized its ESG roadmap centered on the group’s ESG

Publishing the 2022 Samyang Group Sustainability Report

In June 2023, Samyang published the 2022 Samyang Group Sustainability Report, following its inaugural release the previous year. The report encompasses the full ESG management frameworks and performance of Samyang Holdings, Samyang Corporation, and its listed affiliates Samyang Packaging and KCI.

strategy and management system, enabling step-by-step implementation. The roadmap defined key project areas such as carbon neutrality initiatives, circular economy advancement, ESG system establishment, and measures to address external assessments and stakeholder demands. The group's plan aims to establish and implement an ESG foundation from 2022 to 2024, advance ESG management between 2025 and 2026, and become a leading ESG enterprise by 2027.

In 2022, Samyang declared its ESG vision of 'Achieving Carbon Neutrality by 2050' and established an ESG management system based on quick-win initiatives. The company also implemented environmental policies addressing environmental management, biodiversity, and green purchasing; social policies on safety, health, and human rights management; and governance measures that included a corporate governance structure report and a code of conduct for business partners.

As originally planned, Samyang introduced key performance indicators (KPIs) for group management that reflect ESG factors and improved overall external ESG evaluations. The company also established an ESG Committee and a dedicated ESG department, completing a system designed to achieve its ESG goals. The 2021 Samyang Group Sustainability Report compiled these achievements along with future plans.

Amid heightened uncertainty in the global business environment, Samyang strengthened internal consensus around its ESG vision and commitment to implementation by issuing an international-standard sustainability report. Through enhanced ethical and trust-based management, the company actively upholds the ESG values of a global specialty solutions provider.

2022.09.02. Samyang Holdings' First ESG Report

The Present and the Future of Samyang ESG That Started with Eco-Friendliness

Samyang's ESG initiatives have delivered particularly notable progress in the environmental sector. These achievements were driven by a combination of long-accumulated technological expertise in the chemical and packaging industries and advanced capabilities built through eco-friendly business initiatives. In 2023, Samyang sourced recycled nylon from Net Spa, a social venture focused on waste fishing net recycling, and developed recycled plastic materials for automotive interior and exterior parts. The company also succeeded in creating Korea's first eco-friendly polycarbonate (PC) containing over 90% post-consumer recycled polycarbonate (PCR PC).

By introducing new waste plastic recycling technologies and equipment and establishing Samyang Ecotech, a PET bottle recycling specialist, the company expanded the application range of recycled plastics to include food and cosmetic containers as well as long-filament fibers for textiles. Furthermore, Samyang established a mid- to long-term roadmap targeting net-zero greenhouse gas emissions by 2050.

The company continues to reinforce its foundation for sustainable environmental management by advancing its recycling operations and strengthening waste and organic waste management systems to realize a circular economy. Additionally, Samyang is responding to the growing demand for carbon-reducing materials through the implementation of a Life Cycle Assessment (LCA) system and expanding its white bio-based materials business, including isosorbide and biodegradable plastics, to support sustainable industrial innovation.

2022.08.26. Signing ceremony for supply contract with Net Spa for recycled plastic raw materials from recycled fishing nets

Development of Plastic Made from Recycled Fishing Nets

Samyang began mass production of 'TRIECO 4D,' a compound material for automotive interior and exterior finishes, using 11 million tons of recycled fishing net plastic pellets supplied by Net Spa. Utilizing discarded fishing nets generated from domestic coastal fishing—which have a short replacement cycle—Samyang leveraged its compounding technology to develop a new nylon material, TRIECO 4D. This product has drawn attention for overcoming the limitations of recycled plastics, achieving both superior quality and improved physical properties.

Samyang Group, an Eco-Friendly Company

As a result of its consistent efforts to promote eco-friendly management, Samyang Group's affiliate KCI received Gold Medals from the global ESG rating agency EcoVadis in 2021 and 2023, ranking it among the top 5% of ESG-performing companies worldwide. In addition, the company earned a B– or higher rating in the climate change, water, and forestry categories from the Carbon Disclosure Project (CDP), an international non-profit environmental organization. In 2024, the company ultimately achieved the Platinum Medal, the highest distinction awarded to the top 1% of companies globally by EcoVadis.

On the social front, Samyang continues to practice ESG through a wide range of social contribution activities. Beginning with scholarship programs offered by the Yangyoung Foundation and the Sudang Foundation, its initiatives have expanded into three key areas: talent development, including the Youth Hope School, Blue Manito mentoring program, and sponsorship of the Samyang Women's Cycling Team, an underrepresented sport; environmental conservation, through programs such as the Nature Love Blue Heart Drawing Festival, Future Science Camp, and One Company One River cleanup campaign; and health promotion, through initiatives such as Love Home Repair, Coal Briquette Delivery, and Beautiful Sharing Bundles—all embodying Samyang's founding philosophy of sharing and community care.

Under the concept of the 'Samyang Family,' which includes both employees and their families, Samyang is fostering a work-life balance culture while actively implementing human rights management practices in accordance with international standards. These include internal human rights reporting systems and labor-management councils based on a people-centered approach and a spirit of labor-management harmony. Through advanced professional training programs, the company nurtures future-oriented talent and promotes a healthy and flexible organizational culture.

Grounded in its management philosophy of respecting humanity, Samyang has also systematized safety and health prevention activities across its affiliates and established crisis management protocols for each business site. It operates a customer-centric product safety management system that encompasses product quality innovation through open innovation methods such as technology transfers and joint ventures, collection of product safety information, and continuous monitoring.

In the governance area of ESG, the company promotes ethical and compliance-based management grounded in transparent information disclosure and a sound governance structure, while strengthening active communication with stakeholders including shareholders, customers, partners, and local communities.

For the past century, Samyang has upheld and advanced its traditions and values centered on 'people' across management, business, and culture. It continues to reinterpret and further develop these values through a modern ESG perspective to establish its own ESG framework and use it as the driving force of 'New Samyang,' which will guide the company through the next 100 years.

Launching a Global Brand for the Globalization of Allulose

2022

Following the development of its allulose enzyme in December 2014, Samyang built an enzyme production plant in 2016 and a liquid allulose production facility in 2018. In 2021, it achieved full allulose sales capacity—a feat accomplished just three years after the plant's completion. In 2022, Samyang constructed a dedicated specialty plant in Ulsan and began producing crystalline allulose. At the same time, the company launched the global brand 'Nexweet' to promote the globalization of allulose and established a lineup of functional products. Through these initiatives, Samyang is strengthening brand recognition and competing with global companies by producing a wide range of premium sugar ingredients and prebiotics, all supported by its proprietary enzyme technology and other world-leading patented technologies.

Allulose Achieves Full Sales Capacity Early and Construction of Dedicated Specialty Plant

Leading the domestic low sugar and allulose markets, Samyang achieved remarkable results, reaching full sales capacity in 2021—just three years after the plant's completion. This success was fueled by continued growth in allulose sales amid increasing health awareness and the growing low-sugar trend.

Behind this achievement was the world's first product developed using natural food-derived strains. Recognized as a 'food ingredient' by the Ministry of Food and Drug Safety, allulose's safety was officially verified, enabling its use across various food categories.› Notably, the application of allulose in Chilsung Cider Zero solidified its market position. Through collaboration with CFT, Samyang successfully expanded its large-scale application to beverage products, achieving more than a twofold increase in sales from the previous year.

The COVID-19 pandemic further accelerated this growth. As consumers increasingly sought healthy and safe food options, the trend toward 'guilt-free' consumption—low-calorie, nutrient-rich foods—gained strong traction in

› Expanded Applications of Allulose

While sweeteners are classified as food additives, allulose was approved for use across a broader range of food categories, and its applications diversified into numerous product types, including ice cream, yogurt, carbonated beverages, tea, coffee, soy milk, cornflakes, café syrups, diet jellies, jams, diabetic foods, nutritional lunchboxes, and protein supplements. Following the revision of the Liquor Tax Act in February 2020, allulose was also permitted as an additive in alcoholic beverages.

the domestic market. In this context, allulose, which provides sweetness while containing virtually no calories or sugar, emerged as an ideal ingredient for weight management and blood sugar control.

The success of allulose was made possible through close collaboration among marketing, sales, research, and manufacturing teams. Marketing and sales promoted the new ingredient to both corporate clients and consumers, while research and production teams focused on enhancing quality and establishing a stable manufacturing system. Mutual communication, proactive execution, and company-wide commitment served as key drivers of this success.

After reaching full sales capacity, Samyang accelerated efforts to strengthen its specialty production infrastructure to lead the future food business. In August 2020, construction began on a new comprehensive specialty production facility at Ulsan Plant 2, which was completed in April 2022. The new facility, part of the Ulsan Specialty Plant, produces various specialty sugars—including starch sugar, allulose, and sorbitol—and has a specialty production capacity of 10,000 tons.

The newly built plant obtained GMP certification and successfully produced crystalline allulose for the first time in Korea, along with fructooligosaccharide powder and resistant maltodextrin, both key ingredients for health-functional foods. Crystalline allulose, which is easier to handle than liquid allulose and identical in form to conventional powdered sugar, is especially well-suited for export and can be widely applied in bakery and confectionery products.

Launching 'Nexweet' and Promoting the Globalization of Allulose

In July 2022, Samyang participated in the International Food Technology Fair (IFT 2022) held in Chicago, USA, where it introduced its new crystalline allulose product, 'Nexweet,' to global customers for the first time. Nexweet is Samyang's global brand of allulose, created to target the international market. The name combines the English words 'next' and 'sweet,' symbolizing 'a sugar that will lead the next generation.'

Even before launching the brand, Samyang had been actively pursuing the global expansion of allulose. In March 2020, the U.S. FDA granted Samyang GRAS› status for its allulose, providing a green light for global market entry. GRAS approval confirmed that Samyang's allulose could be safely used as a food ingredient. Samyang was the first company in the world to obtain GRAS status for allulose produced using food-derived enzymes. At the time, only five companies worldwide were manufacturing allulose, and Samyang was the only one utilizing enzymes isolated from food-derived microorganisms. This achievement significantly accelerated the company's entry into the domestic, U.S., and European markets.»

Samyang also proactively prepared for global expansion. As allulose is a new raw material, exporting it requires approval from each country. Accordingly, the

› GRAS

GRAS (Generally Recognized As Safe) is a designation by the U.S. Food and Drug Administration (FDA) indicating that a substance is considered safe for consumption. In Korea, the Ministry of Food and Drug Safety (MFDS) also classifies allulose as a 'food ingredient,' allowing its use without restrictions—unlike other zero-calorie sweeteners such as erythritol, steviol glycosides, and sucralose, which are categorized as 'food additives.'

» Green Light for U.S. Market Entry

In 2020, the U.S. introduced a mandatory labeling policy for added sugars—sugars added to natural sugars in foods, such as sugar and syrup—on food packaging. However, allulose was excluded from this labeling requirement, paving the way for its rapid growth in the U.S. market. The allulose market was projected to more than double year-on-year to reach 50 billion won, and expectations ran high as the allulose market continued to expand, exemplified by Coca-Cola's launch of allulose-based products in North America.

2022. Nexweet BI

2022.07.15. The allulose brand Nexweet makes its debut at the International Food Technology Fair

company obtained international quality standard certifications such as FSSC 22000, ISO 9001, ISO 14001, and ISO 22000, and secured various global certifications and permits, including OU Kosher and Halal. In addition to manufacturing technology, Samyang also acquired numerous patents related to application technologies, researching optimal formulations and functionalities for various food applications. In fact, Samyang became a world leader in pursuing allulose approvals and ranked second globally in the number of allulose manufacturing and application technology patents.

The launch of the new specialty plant and global brand also spurred product development, leading to the release of 'Allulose PLUS Resistant Maltodextrin' and 'Allulose PLUS Prebiotics' in September of that year. These were the first among Q.One TruSweet allulose products to receive the 'Functional Food' mark. Through these achievements, Samyang has transformed itself from a basic food ingredient manufacturer of sugar, starch, and flour into a specialty food ingredient manufacturer producing a variety of prebiotic products such as kestose, fructooligosaccharides, and resistant maltodextrin (a type of dietary fiber), as well as the alternative sweetener allulose, while also steadily securing global leadership in the specialty food ingredients sector.

Acquisition Of Verdant Specialty Solutions in the U.S.: Leaping Forward as a Global Specialty Chemicals Company

2023

Boldly taking up challenges without losing balance in realistic circumstances has been Samyang's guiding philosophy and belief since its founding. It reflects a strong determination to achieve goals under any circumstances. The 'Verdant Equity Purchase Agreement Signing Ceremony' between Samyang Holdings and OpenGate Capital on December 18, 2023, clearly embodied the direction and execution of Samyang's Vision 2025, particularly its specialty growth strategy. While the acquisition of KCI opened the door to the domestic and international specialty chemicals market—especially in personal care—the acquisition of Verdant further strengthened the foundation for growth in the global specialty chemicals industry. This move represented a major step toward preparing for the next 100 years and opening new horizons.

KCI's Successful Establishment Drives Expansion into the Global Personal Care Materials Market

Samyang took its first step toward its specialty growth strategy in the beauty and personal care sectors by acquiring KCI, a small but strong domestic manufacturer of household product raw materials, in 2017. The acquisition enhanced Samyang's specialty chemical capabilities through high performance products such as naturally derived conditioning polymers and cationic surfactants, as well as advanced synthesis technology.

Even before the acquisition, nobody could dispute that KCI was a small but strong company, but thanks to its powerful synergy with Samyang, the company achieved tangible results such as winning the $50 Million Export Tower Award in 2019. Through this partnership, Samyang also successfully established itself in the personal care materials market and expanded its chemical business portfolio in a timely and strategic manner.

KCI mass produced a wide range of functional raw materials for diverse applications from personal care materials for skin, hair, and body care to industrial

KCI's Remarkable Growth

KCI supplied MPC, the world's second commercially available biocompatible material, for use in medical devices, contact lenses, in vitro diagnostics, regenerative medicine, and cosmetics. It has since differentiated its technologies and products through natural skincare emollients, polyglycerin esters, and emulsions. Building on this foundation, KCI has formed partnerships with more than 50 companies in 36 countries, including global brands such as L'Oréal (France), Nivea (Germany), Unilever (UK), P&G and Johnson & Johnson (US), and continues to expand its global customer base to include Estée Lauder and Chanel.

and household products. These included thickeners that enhance solution viscosity, moisturizers, preservatives, foam boosters for detergents, nail polish resins, and industrial emulsifiers. Backed by continuous R&D efforts—devoting 25% of its total workforce to research and investing over 5% of sales annually into R&D—KCI maintained strong market leadership. The company ranked first in the domestic market for conditioning polymers and second globally, as well as first worldwide in cationic surfactants.

While KCI was an undeniable leader in the personal care materials industry, Samyang recognized that there was still room for growth. To become a global specialty chemical company, it needed to expand its portfolio of high performance materials beyond KCI's existing strengths in personal care, industrial, and household chemicals.

With this goal in mind, Samyang sought to complete the globalization of its specialty chemical materials business by acquiring a global chemical company with strong overseas operations to complement KCI, which had major business sites in Korea. After a comprehensive evaluation of market potential, business feasibility, and economic viability, Samyang decided to pursue an M&A with a global specialty chemical materials company.

Acquisition of Verdant, a U.S. Hidden Specialty Chemical Champion

Samyang prepared for acquisitions by closely monitoring overseas chemical material companies, including personal care companies, and continuously analyzing relevant information. In December 2023, it successfully acquired Verdant Specialty Solutions (hereafter Verdant), a specialty chemical company headquartered in Texas, USA.

Founded in the 1970s, Verdant (formerly McIntyre) was producing approximately 375 product lines, focusing on amphoteric surfactants for personal care and nonionic surfactants for industrial applications such as oil and gas. It supplies about 1,000 customers worldwide, including global personal care brands such as Unilever and L'Oréal, generating approximately 300 billion won in annual sales. With production facilities in the U.S., U.K., and Germany, the company was recognized for its potential for steady growth in developed markets.

"The core of Samyang Group's new 100 year growth strategy is 'Specialty' and 'Global.' Our big picture is transforming and enriching people's lives through specialty materials and solutions. To achieve this, we plan to pursue M&A and joint ventures with diverse global partners that align with our broader vision, rather than rely solely on internal capabilities. This acquisition of Verdant marks the first step in this direction."

Chairman Kim Yoon stated that Samyang will inherit Verdant's outstanding assets, including its technological prowess and product capabilities, while actively supporting it with Samyang Group's capabilities and know-how to develop the company into a truly global leader. He also stated that he plans to continue pursuing M&A plans going forward.

The acquisition of Verdant has provided Samyang Group with the momentum to realize its management strategies of 'promoting specialty business' and 'expanding global businesses.' Through this move, Samyang took a step closer to restructuring and globalizing its health and wellness business. In particular, Verdant has a complementary product portfolio that does not overlap with KCI's business unit, which focuses on cationic surfactants, enabling synergy creation and enhanced competitiveness between the two companies.

Amphoteric and Nonionic Surfactants

Amphoteric surfactants, like the cationic surfactants supplied by KCI, are ionic surfactants. However, they are organic compounds with a zwitterionic structure, possessing both positive and negative ionic properties. In contrast, nonionic surfactants do not form ions when dissolved in water. Their hydrophilic and lipophilic characteristics enable them to be used in a wide range of applications, offering lower skin irritation and superior cleansing performance. Through the acquisition of Verdant Specialty Solutions, Samyang completed its product portfolio of ionic surfactants—including cationic, anionic, and amphoteric types—as well as nonionic surfactant–based products, further expanding its lineup of customized solutions for the personal and home care sectors.

2018.04.18. KCI, a Leader in the Personal Care Materials Industry

2023. Verdant CI

Establishing an Unrivaled Position with the Completion of the New Specialty Plant 2024

Having firmly maintained its leading position in the domestic allulose market, Samyang officially unveiled its new specialty plant on September 4, 2024. Built adjacent to the existing Ulsan Plant 2, the new facility spans a total floor area of 22,150 square meters and has an annual production capacity of 25,000 tons, making it the largest of its kind in Korea. This achievement not only solidified Samyang's domestic leadership but also served as a catalyst for expanding its presence in the global alternative sweetener market.

2024.09.04. Samyang's New Ulsan Specialty Plant

Completion of the New Specialty Plant: A Key to the Future of the Food Industry

September 4, 2024 — Ulsan Specialty Plant. A banner reading 'Samyang Specialty Plant Completion Ceremony' hung across one wall of the new plant. It was a clear, sunny day—perfect for celebrating the completion of construction. The white lettering on a blue background stood out against the light ivory walls of the factory, fluttering gently in the breeze. Employees had already arrived for work, and guests were gathering to celebrate the milestone. Samyang employees and executives—including Vice Chairmen Kim Ryang, Kim Won, and Kim Jeong, along with Group Manager Choi Nak-hyeon—welcomed distinguished attendees such as the Mayor of Ulsan Metropolitan City and city council members. The day marked the culmination of more than a decade of dedication to the development and production of allulose.

Everyone who attended the completion ceremony sincerely celebrated the opening of the new specialty plant, which is expected to serve as a growth engine for the next 100 years of Samyang Group's food business. They expressed their firm belief that it would become a key base for delivering health and wellness values to customers both in Korea and around the world.

A Remarkable Step for a Leading Company in The Domestic Alternative Sweetener Market

The development of alternative sweeteners in Korea began in earnest around 2016. As public concerns over health and obesity grew and the need for sugar reduction increased, domestic food companies—keenly aware of social trends and consumer demands—raced to develop alternative sweeteners.

Samyang, however, had taken an earlier and more proactive step. As early as 2012, the company foresaw the growth potential of the alternative sweetener market and identified it as a new business opportunity for the future, launching full-scale development efforts. At that time, Samyang began research on allulose, known as one of the safest alternative sweeteners. After two years of dedicated R&D, the company successfully developed its proprietary allulose enzyme in 2014 and built an enzyme production plant in 2016, establishing a mass-production system for allulose. In July of the same year, Samyang obtained approval from the Ministry of Food and Drug Safety (MFDS), a world-first achievement using a natural food-derived (non-GMO) strain. This accomplishment represented a significant leap forward for the domestic food industry, which was only beginning to explore alternative sweeteners at the time.

Samyang achieved this milestone thanks to its existing enzyme-based technology, essential for allulose development, and its corporate culture characterized by a strong awareness of public health needs and a proactive approach to innovation. By

2020, Samyang had further strengthened its commitment to ‘global’ and ‘specialty’ strategies as the future of its food business. That year, the company obtained GRAS (Generally Recognized as Safe) certification from the U.S. Food and Drug Administration (FDA) and completed construction of an integrated specialty production plant within Ulsan Plant 2 in April 2022, with an annual capacity of 10,000 tons. At that time, Samyang was the only company in Korea producing crystalline allulose.

In July 2022, the company launched its allulose brand ‘Nexweet’ and began actively pursuing overseas markets. Two months later, in September, Samyang introduced new products certified as functional foods, including premium domestic B2C sweeteners — Allulose PLUS Indigestible Maltodextrin and Allulose PLUS Prebiotics.

Opportunity once again favored those who were prepared. In 2023, aspartame, an artificial sweetener that had gained popularity alongside allulose as a sugar free alternative, was designated a possible carcinogen by the World Health Organization (WHO). This development thrust natural sweeteners into the spotlight, and allulose emerged as a viable alternative. Samyang’s allulose sales surged from approximately 2 billion won in 2020 to over 10 billion won in 2023. In response, Samyang leveraged its expertise in enzyme technology and commercial success with its specialty ingredients to expand its presence in the global market for sugar reduction and dietary fiber products. Collaborating with global distributors, the company promoted overseas sales of allulose and resistant maltodextrin, while continuing to develop new functional ingredients to secure future growth drivers .

To strengthen its allulose focused global specialty business and enhance its competitiveness, Samyang completed construction of Korea’s largest allulose production plant in June 2024. The new facility includes two dedicated production lines — one for allulose and another for prebiotics — featuring larger and more advanced systems. The plant’s annual allulose production capacity quadrupled to 13,000 tons, enabling the production of both liquid and crystalline allulose, the latter maintaining consistent quality during maritime transport, making it ideal for export .

2024. Celebration of the Completion of the Ulsan Specialty Plant

2024.10.19. Allulose Products Approved as Novel Food

Australia and New Zealand Grant World’s First Novel Food Approval

Following the completion of the plant, more positive news arrived. In October 2024, Samyang Allulose received Novel Food approval from the Food Standards Australia New Zealand (FSANZ), officially qualifying it for sale in both countries. This marked the culmination of nearly three years of effort beginning in 2021, as the company expanded its sales channels in North America and Japan while eyeing opportunities in Europe and Oceania. Samyang became the first company in the world to receive Novel Food approval for allulose in Australia and New Zealand. Under the Novel Food designation system, previously unclassified ingredients are evaluated for safety and nutritional value before being approved for use in food. This recognition now allows Samyang’s allulose to be used freely in the production of reduced-sugar, additive-free, and low-sugar foods – unlike high-intensity sweeteners and sugar alcohols such as aspartame, sucralose, and erythritol, which are classified as food additives.

With the completion of the Ulsan Specialty Plant, Samyang accelerated its global expansion efforts. The company continues to strengthen brand awareness and export competitiveness by acquiring international certifications — including FDA GRAS status and ISO accreditations — and participating in major global food exhibitions such as the International Food Technology Fair (IFT) to promote its brand and secure strategic partnerships.

Beyond a Centennial Company: The Beginning of a New Century to Awake the Potential of Life and innovate the Future 2024

In October 2024, Samyang Group celebrated its 100th anniversary. Founded in October 1924, during the difficult years of Japanese colonial rule, the company has since witnessed and endured the many turning points of modern Korean history—from liberation and national division to the industrial modernization of the nation. The achievements Samyang has accumulated over the past century are nothing short of extraordinary. Samyang Group holds countless firsts in Korea, including the establishment of Korea's first modern corporate farm in 1924, the completion of Korea's largest sugar refinery in 1955, the first polycarbonate production in 1989, the development of Korea's first dissolvable surgical thread in 1993, the first mass production of plant cell culture–based anticancer substances in 1995, the successful development of technology for mass production of the alternative sweetener allulose in 2016, and the first commercialization of the eco-friendly biomass material isosorbide in 2022. Yet these milestones alone cannot fully capture the essence of Samyang's hundred-year journey. Behind each of these remarkable achievements lies a story of patriotism, devotion, perseverance, and tireless effort. More than anything, Samyang Group does not intend to rest on its past accomplishments. Just as it has continued to move forward without pause for the past century, the company now stands ready to embrace the next hundred years with renewed determination and passion. Samyang's powerful journey to awaken the potential of life and transform the future of humanity begins anew today, as the company celebrates its centennial anniversary.

Happy 100th Birthday to Samyang!

On October 1, 2024, the Samyang Group celebrated its 100th anniversary. In an era when countless companies fade into history each day, Samyang has achieved

2023.10.13. Heritage Walking Event to Celebrate the 99th Anniversary

2024.05.14. Samyang Group Opens Its Online History Museum

a century of uninterrupted growth. As the centennial approached, Samyang faced many questions. The company took time to reflect deeply on what defines Samyang—what has made it what it is today, where it stands now, and what direction it should pursue in the next century. While Samyang has traditionally marked its anniversaries with commemorative events and various performances, the 100th anniversary held special significance. After much reflection, the conclusion was straightforward: rather than seeking grandeur, all employees agreed on the importance of honoring the founding spirit and reaffirming the true meaning of the 100th anniversary. Accordingly, in 2021, the company established the 100th Anniversary Commemoration Committee and began meticulous preparations.

In 2023, one year before the centennial, Samyang organized the Heritage Walking Event to commemorate the 99th anniversary of its founding. Approximately 200 employees participated in the event, which included a visit to the birthplace of founder Sudang Kim Yeon-su, located in Buan-myeon, Gochang-gun, North Jeolla Province, followed by a 6.8-kilometer walk along the scenic perimeter trail from the Gochang Tidal Flat Botanical Garden to the Haeri Salt Farm.

The founder's birthplace symbolizes his enduring vision of industrial patriotism, a philosophy he cherished deeply, and served as the cornerstone upon which Samyang Group was built. The Haeri Salt Farm, established by Sudang to resolve Korea's domestic salt shortage, was the first privately owned salt farm in the country and the largest of its kind at the time. Both locations carry profound historical and symbolic significance. The event was designed to retrace the footsteps of the founder, rekindling his spirit of challenge and pioneering vision, and to inspire employees to carry that same determination into Samyang's next 100 years.

Samyang Group has also embarked on defining a new vision and corporate

› The Founder's Birthplace and the Haeri Salt Farm

The birthplace of the late Chairman Kim Yeon-su, founder of Samyang, is located in Buan-myeon, Gochang County, North Jeolla Province. He lived there for twelve years, from 1896—the year of his birth—until 1907. In 1977, Chairman Kim personally restored his birthplace to its original condition at his own expense. To preserve the site's historical and architectural integrity, North Jeolla Province later designated it as Provincial Monument No. 39. Built in the 1940s, the Haeri Salt Farm was separated from its affiliates in 1956 and operated as an independent company, continuing to produce solar salt essential to the nation. In later years, Gochang County incorporated the salt farm into its ecological landscape project, acknowledging both its historical importance and environmental value.

identity for the next hundred years. To commemorate its centennial and communicate its legacy to the public, the company implemented an extensive promotional campaign across various media channels, including television. It also published a commemorative chronicle titled Samyang 100 Years, reflecting on a century of innovation and resilience, and launched an online history museum to preserve and share its milestones. Commemorative initiatives were carried out steadily, including the installation of 100th-anniversary artwork in the headquarters lobby and at the Samyang Discovery Center, the creation of heritage-promotion and business-experience spaces, and the establishment of a digital monument management system.

In 2024, with the centennial year approaching, Samyang began sharing these plans both internally and externally. The commemorative celebrations took place in two parts. The first was a centennial ceremony bringing together key figures from the business community along with major domestic and international clients. During the ceremony, Samyang unveiled its new corporate purpose and corporate identity (CI) and announced its future vision. The second, the 'New Samyang Festival,' was a celebratory event that welcomed employees and their families to take pride in the company's achievements and future.

The centennial ceremony was held on October 1, 2024, at The Shilla Hotel Seoul, with approximately 450 guests in attendance, including industry leaders, major partners, and current and former executives and employees. The event began with an opening video, followed by a welcome address from the CEO and the formal announcement of Samyang's new corporate mission: 'Beyond life's potential, innovate the future'. The program also featured the unveiling of Samyang's new CI and future vision: 'A global partner changing the future of humanity through specialty materials and solutions.' The ceremony concluded with a congratulatory performance and a commemorative banquet.

In his opening remarks, Chairman Kim Yoon expressed his heartfelt gratitude to customers, partners, and employees—past and present—who have trusted and supported Samyang over the past 100 years. He also reaffirmed his strong determination to embark on a new century of growth with a deep sense of responsibility, drawing warm applause and congratulations from the audience.

Ten days later, on October 12, the 'New Samyang Festival' was held at KINTEX in Ilsan. Designed both to commemorate Samyang Group's 100th anniversary and to mark a new beginning, the event was a resounding success, attracting approximately 4,200 attendees, including Chairman Kim Yoon, executives, employees, and their families.

The festival opened with an introductory video presented by comedian Shin Dong-yup, which received enthusiastic applause. The program continued with an introduction to the company's new mission and vision, the New Samyang performance, the debut of the New Samyang Song, and a congratulatory performance.

In his commemorative address, Chairman Kim Yoon once again expressed his appreciation, emphasizing that Samyang's century-long journey was made possible through the steadfast dedication of its members and their families in both good times and bad. He urged everyone to embrace the company's newly established corporate mission and reaffirm the direction Samyang should pursue in this new era.

Following his remarks, President and Chief Strategy Officer Kim Geon-ho introduced Samyang's new corporate mission: 'Beyond life's potential, innovate

2024.10.01. Samyang Group 100th Anniversary Ceremony Speech by Kim Yoon, Chairman of Samyang Holdings

2024.10.12. New Samyang FestivalSpeech by Kim Geon-ho, Chief Strategy Officer of Samyang Holdings

the future'. He encouraged all employees to adopt the mindset of becoming key players in writing the next 100 years of Samyang's history.

The highlight of the festival was undoubtedly the 'New Samyang Performance.' Twelve executives, including Chairman Kim Yoon, took the stage and released sky lanterns, symbolizing their hopes and aspirations for the Group's continued prosperity and growth. Attendees also joined the celebration by sending off paper airplanes carrying their own handwritten wishes. As the sky filled with glowing lanterns, a message appeared on the stage screen: 'Beyond today's 100 years, toward the next 100 years! We support Samyang's bright future!' It was a moment that marked the true beginning of a new Samyang.

Following this, two new corporate songs—'Light of the World' and 'With You, Samyang'—were unveiled, celebrating the Group's new beginning and expressing its determination to soar into the future. Both songs were written and composed by Kenzie, one of Korea's leading composers. The celebration concluded with a concert featuring some of Korea's most popular artists, bringing the evening to a joyful close as all attendees joined in singing and celebrating together.

Declaration of a New Corporate Mission and CI

The significance of Samyang Group's 100th anniversary is fully embodied in its new corporate mission. The newly declared mission is: 'Beyond life's potential, innovate the future.' The accompanying group vision is: 'A global partner

2024.10.12. Sky lanterns released at the New Samyang Festival commemorating the 100th anniversary of Samyang's founding

SAMYANG

2024.10. Launch of Samyang Group's new CI

transforming the future of humanity through specialty materials and solutions.' The establishment of this new corporate mission was the result of deep deliberation by the Board of Directors and executive management. It reflects a profound reflection on how Samyang's pioneering spirit, which began a century ago with the monumental challenge of reclaiming land from the sea, should evolve to determine the direction for leading change and innovation over the next hundred years. The answer to that question was ultimately expressed through this renewed mission and vision.

"Over the past 100 years, Samyang has brought prosperity and convenience to people's lives and contributed to the development of the national economy. In the years ahead, Samyang will rediscover the infinite potential of life and help transform the future of humanity. This declaration reflects our commitment to becoming a partner that, with greater initiative and courage, embodies a pioneering spirit, not merely responding to customer needs but boldly proposing new possibilities."

"Having begun as a farm dedicated to feeding the hungry 100 years ago, Samyang has continued to grow and innovate to this day, taking on challenges in global high-tech industries such as semiconductors and gene therapy. Across all of Samyang's business areas—including chemicals, food, pharmaceutical biotechnology, and packaging—we will pursue innovation for healthier and more convenient living, with a focus on Health & Wellness and Advanced Materials & Solutions."

Beginning with the declaration of a new corporate mission at the founding

2024. Corporate Advertisement Commemorating Samyang Group's 100th Anniversary

anniversary ceremony, Chairman Kim Yoon, together with the Board of Directors and senior executives, has consistently emphasized its meaning and the company's future vision. They also established a renewed vision and set of values for sustainable growth and progress, actively promoting this direction and commitment to the public. Accordingly, Samyang Group officially unveiled a new Corporate Identity (CI) on its founding anniversary to represent the group's image and aspirations.

The new CI was developed in collaboration with Neville Brody, a world-renowned master of branding and typography design. Among many competing proposals, Samyang's new CI was highly acclaimed for its strong expression of the company's future ambitions and determination to achieve them. The new design drew attention for its striking departure from the previous version. Unlike the earlier CI, all letters are rendered in uppercase, symbolizing trust, stability, and the heritage of a century-old company. Each letter features a wide, balanced form with generous spacing, enhancing both sophistication and legibility while projecting a forward-looking corporate image. Overall, the refined typography embodies Samyang Group's vision for the future, its determination to compete on a global stage, and the depth of expertise it has cultivated over the past hundred years.

As the face of the company, Samyang Group's new CI served as a messenger announcing the beginning of a new era for Samyang as it celebrated the 100th anniversary of its founding, positioning itself as a global partner transforming the future of humanity through specialty materials and solutions. Furthermore, Samyang Group established a unified visual system, including a new CI and font, to create a cohesive brand identity.

A corporate advertising campaign was also launched to commemorate the 100th anniversary and promote the company. In the first half of 2024, the series 'That Feeling, Perhaps It Is Because of Samyang' aired primarily on digital media. In the second half of the year, two additional campaigns—'Celebrating the 100th Anniversary' and 'Growing and Growing Again'—were released consecutively across various media, including television, capturing widespread public attention.

The Beginning of a New Century

Looking back, it has truly been a breathtaking 100 years of forward progress. Since its founding on October 1, 1924, Samyang Group has steadily grown over the past century under the vision of enriching life and making it more convenient, providing humanity with what it needs through diverse businesses in food, chemicals, pharmaceuticals, and biotechnology.

Samyang established corporate farms to modernize rural areas and laid the foundation for Korea's modern industry by reclaiming barren land in Manchuria and transforming it into productive farmland. In 1955, the company completed Korea's largest sugar refinery in Ulsan, helping to resolve the national sugar shortage and contributing to economic development. In 1969, Samyang entered the polyester business, constructing a large-scale factory in Jeonju and growing into one of the world's top ten chemical fiber producers.

In the 1980s, Samyang Group expanded into the new materials and petrochemical sectors, constructing Korea's first polycarbonate production plant in 1989 and the world's largest TPA production plant. Beginning in the 1990s, Samyang entered the pharmaceutical and biotechnology industries and achieved remarkable milestones, including the successful development of Korea's first biodegradable surgical suture in 1993 and the world's first mass production of the anticancer agent paclitaxel using plant cell culture technology in 1995.

During the 2000s, Samyang continued to evolve and innovate, consistently identifying and securing new growth engines through the expansion of its specialty, global, and emerging businesses. As a result, the company established itself as a global specialty leader, developing groundbreaking products such as the alternative sweetener allulose, the eco-friendly biobased plastic material isosorbide, and the SENS Platform, a next-generation gene therapy delivery system.

Today, Samyang Group's journey does not end here. Its next hundred years begin now. Building on a century of steady growth—and guided by the enduring spirit that defines what Samyang truly stands for—the company and its members continue to move forward with passion, awakening the potential of life and transforming the future of humanity, in alignment with its newly declared corporate mission.

APPENDIX

Samyang Group 100-Year Timeline

1924 - 2024

Samyang Group 100-Year Timeline | 1924 - 2024

1920's	1924.10.	Founded Samsusa (三水社) by founder Kim Yeon-su (Sudang)
	1924.10.	Established Jangseong Farm
	1924.11.	Distributed 1,000 seok (≈ 150,000 L) of relief rice to farmers suffering from a severe famine
	1925.05.	Established Julpo Farm
	1926.06.	Established Shintaein Farm (Jeongeup-gun, N. Jeolla)
	1926.11.	Established Myeonggo Farm (Gochang-gun, N. Jeolla)
	1926.12.	Established Gochang Farm (Gochang-gun, N. Jeolla)
	1926.12.	Opened head office (143 Eulji-ro, Jung-gu, Seoul)
	1927.05.	Began Julpo reclamation project
	1927.10.	Established Beopseong Farm (Yeonggwang-gun, N. Jeolla)
	1927.11.	Relocated head office (115 Daemun-ro 1-ga, Jung-gu, Seoul)
	1928.01.	Completed Julpo reclamation project
	1929.02.	Donated Myeonggo Farm to Jungang High School (now Jungang Middle & High School)
1930's	1931.03.	Established Yeonggwang Farm (Yeonggwang-gun, N. Jeolla)
	1931.04.	Changed company name from Samsusa to Samyang Company
	1931.09.	Began 1st Hampyeong reclamation project (Hampyeong-gun, S. Jeolla)
	1932.03.	Donated Shintaein Farm to Bosung College (now Korea University)
	1932.04.	Began 2nd Hampyeong reclamation project
	1933.03.	Completed 1st Hampyeong reclamation embankment
	1933.10.	Completed 2nd Hampyeong reclamation embankment
	1934.06.	Acquired Ok-gye Geumsan (Gangwon); sold 1935
	1934.09.	Acquired Gyeryong Geumsan (Chungcheong); sold 1939
	1934.10.	10th Anniversary of Samyang's founding
	1934.11.	Incorporated Samyang Company as a partnership company
	1936.03.	Opened Fengtian Office in Manchuria
	1936.04.	Began Haeri reclamation project (Gochang-gun, N. Jeolla)
	1936.12.	Completed Hampyeong reclamation zones 1 and 2
	1937.01.	Completed Haeri reclamation project
	1937.11.	Opened Sanseongjin Branch in Jilin, Manchuria
	1937.11.	Established Cheonil Farm in Yingkou, Manchuria
	1937.11.	Established Sonbul Farm on reclaimed Hampyeong land
	1937.12.	Established Bansuk Farm in Jilin, Manchuria
	1938.03.	Established Gyoha Farm in Fengtian, Manchuria
	1938.04.	Established Maeha Farm in Manchuria
	1938.08.	Established Haeri Farm on reclaimed land in Haeri
	1939.06.	Founded Yangyoung Foundation, Korea's first private scholarship foundation
	1939.12.	Donated Gudae Farm site to Donggwang Middle School for Korean residents in Fengtian, Manchuria
	1939.12.	Established Manbangjeok and began construction of Sogadun Factory (Fengtian, Manchuria; completed 1941)
	1939.12.	Acquired Samcheok Enterprise and began clearing virgin forest in Manchuria
1940's	1940.03.	Acquired Oriental Beer (Manchuria)

1940's	1940.05.	Established Gudae Farm in Jilin Province, Manchuria
	1941.04.	Established Samyang Trading Company
	1941.12.	Completed Sogadun Factory of Namman Spinning in Fengtian, Manchuria
	1942.01.	Opened 'Factory School' at Sogadun Plant
	1943.03.	Established Siheung Farm (Gyeonggi Province)
	1943.10.	Established Samyang Store, distributor of Oriental Beer
	1944.04.	Established Dabung Self-Sufficiency Farm (Binyang, Manchuria)
	1944.10.	20th Anniversary of Samyang's founding
	1945.07.	Relocated head office to old Samsan Elementary School in Seongbuk-dong under evacuation order
	1945.08.	Lost control of Manbangjeok and Manchurian farms after division at 38th parallel
	1945.11.	With Liberation, withdrew from Manchuria and forfeited all assets
	1945.12.	Relocated head office building to 108 Daemun-ro 1-ga
	1946.06.	Upgraded Haeri Farm to Haeri Branch; established Salt Division (later Samyang Salt Company, 1956)
	1946.06.	Began construction of Korea's largest private salt fields in Haeri (317 jeongbo over five stages; completed 1954)
	1948.01.	Opened Busan Office (upgraded to branch in Sep. 1989)
	1948.12.	Completed 1st phase Haeri Salt Field (52.7 jeongbo); first production of 8,998 bags of salt
	1949.01.	President Kim Yeon-su arrested by Special Committee for Anti-National Activities
	1949.08.	Acquitted by the Anti-National Activities Tribunal
	1949.12.	Completed 2nd phase Haeri Salt Field (42.3 jeongbo)
1950's	1950.06.	Samyang Trading dissolved
	1950.06.	All farms dissolved under the Land Reform Act
	1950.06.	During the Korean War, temporary head office established at Busan Office
	1950.10.	Resumed operation of Haeri Salt Fields
	1950.12.	Assisted evacuation of 500,000 North Korean compatriots
	1950.12.	Withdrew from Heungnam
	1951.09.	Decided to expand business into food and textile industries in addition to salt and trade
	1951.12.	Selected Ulsan Maeam-dong coastal area as site for sugar factory
	1952.02.	Began design for refined sugar, agar, and artificial ice plants
	1952.02.	Opened Tokyo Office (Japan)
	1952.12.	Completed 3rd-stage construction of Haeri Salt Fields (100.8 jeongbo)
	1953.03.	Established Samyang Trading Corporation Ltd. (coexisted with the partnership Samyang Company)
	1953.03.	Established Seosu Fishery Co., Ltd.
	1953.07.	Relocated head office back to Seoul
	1953.10.	Applied to authorities for reclamation permit of coastal land in Maeam-dong, Ulsan
	1953.12.	Completed 4th-stage construction of Haeri Salt Fields (63.5 jeongbo)
	1954.01.	Opened Ulsan Reclamation Office
	1954.03.	Obtained reclamation permit for 70,500 pyeong of public tidal land in Maeam-dong, Ulsan
	1954.06.	Introduced division system structure at Samyang for the first time following Ulsan reclamation project organization
	1954.07.	Broke ground for reclamation and factory site preparation at Ulsan
	1954.10.	30th Anniversary of Samyang's founding
	1954.12.	Completed 5th-stage construction of Haeri Salt Fields, concluding six-year project
	1955.10.	Completed facilities for agar and artificial ice production
	1955.12.	Completed Ulsan Refinery Plant (50 M/T daily capacity)

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1950's	1955.12.	Imported first 230 M/T of raw sugar from Cuba
	1956.01.	Began operation of Ulsan Refinery Plant
	1956.01.	Produced first 50 M/T trial batch of Samyang Sugar
	1956.05.	Fire destroyed near-complete agar and ice manufacturing facilities
	1956.06.	Major restructuring: operations of Samyang Company suspended and integrated into newly renamed Samyang Corporation
	1956.06.	Separated Haeri Branch as independent Samyang Salt Company
	1956.06.	Founded Samyang Industries
	1957.03.	Ulsan Refinery closed for 40 days due to labor unrest
	1957.05.	Completed reconstruction of agar and ice facilities at Ulsan Plant
	1958.01.	Acquired Daehan Textile Co., Mokpo Plant to build agar plant
	1958.12.	Conducted 1st asset revaluation
	1959.09.	Typhoon Sarah flooded 900 M/T of raw sugar during unloading at port
1960's	1960.04.	Began construction of Mokpo Plant (12-ton freezing, 700-ton refrigeration, 200-ton ice capacity)
	1960.04.	Expanded Ulsan sugar refinery to 100-ton daily capacity
	1961.01.	Merged Seosu Fishery into Samyang; renamed Mokpo Plant; shifted focus to seafood processing
	1962.01.	Conducted 2nd asset revaluation
	1962.05.	Established Samyang Fisheries Co., Ltd.
	1962.06.	Signed $280,000 technology loan with Escher Wyss (Sweden) for seafood manufacturing
	1962.09.	Purchased Buk-Myeon Textile Plant site in Yeosu (4,756㎡)
	1962.10.	Opened construction office for Samyang Fisheries; began Yeosu Plant construction
	1962.11.	Expanded refrigeration capacity of Mokpo Plant by 776T/D
	1962.12.	Expanded Ulsan sugar refinery to 200T/D capacity
	1962.12.	Exported 700 M/T of refined sugar to Okinawa (first export)
	1963.01.	Completed new 1,200-ton/year refined sugar facility at Ulsan Plant
	1963.02.	Registered company trademarks No. 7515 and 7516
	1963.02.	Moved head office to 92 Mugyo-dong, Jung-gu, Seoul
	1963.02.	Acquired Jeonju Spinning Co., renamed Samyang Spinning Co., Ltd.
	1963.09.	Mokpo Plant exported 7,000 kg of shrimp and mackerel to Japan ($5,000)
	1964.03.	Completed 1,080 M/T artificial sweetener 'Dalgona' production facility at Ulsan
	1964.04.	Completed Samyang Fisheries Yeosu Plant (later merged into Samyang Corp. in 1965)
	1964.04.	Exported 20 M/T frozen shark liver oil via Samyang Fisheries
	1964.10.	Purchased first domestic cargo vessels Samyang No. 51 (15t) and Yokjiho (20t) for Mokpo Plant
	1964.10.	Fire at Samyang Spinning raw-material warehouse brought under control
	1964.10.	40th Anniversary of Samyang's founding
	1964.11.	Purchased Samyang No. 52 (80t), first export trawler, assigned to Yeosu Plant
	1965.01.	Purchased Yangsan Natural Agar Plant (Yangsan-gun, S. Gyeongsang)
	1965.07.	Merged Samyang Fisheries Co., Ltd. into Samyang Corp., renamed Yeosu Plant
	1965.12.	Yeosu Plant introduced two 100-ton class trawl boats for fishing operations (three more added later)
	1966.01.	Acquired Dongcheon Natural Agar Plant (Yangsan-gun)
	1966.01.	Conducted 3rd asset revaluation
1960's	1966.06.	Established labor union at Ulsan Plant (National Chemical Union Samyang Branch)
	1966.06.	Acquired Dongcheon Natural Agar Plant (Yangsan-gun)
	1966.07.	Conducted 3rd asset revaluation
	1966.07.	Established labor union at Ulsan Plant (National Chemical Union Samyang Branch)
	1967.01.	Acquired Beopgi Natural Agar Plant (Yangsan-gun)
	1967.01.	Moved head office to 14 Daemun-ro 1-ga, Jung-gu, Seoul (Gwanggyo)
	1967.07.	Expanded Ulsan sugar refinery to 300 M/T daily capacity
	1967.07.	Built and launched Samyang No. 59 (80t), export trawler for Japan routes
	1967.07.	Obtained KS Mark certification for refined sugar; began supplying to U.S. 8th Army
	1967.12.	Discontinued artificial sweetener 'Dalgona' production at Ulsan
	1967.	Conduct the internal training
	1968.01.	Conducted 4th asset revaluation
	1968.01.	Samyang No. 5 sank off Wando coast during fishing operations
	1968.03.	Paid first stock dividend (10%)
	1968.04.	Introduced Samyang No. 6 trawler
	1968.04.	Discontinued agar production at Ulsan Plant
	1968.04.	Signed $2 million cash loan with Bank of California, N.A. for polyester plant construction
	1968.05.	Selected Jeonju Industrial Complex site for polyester plant
	1968.10.	Established Sudang Scholarship Foundation (₩80 million fund)
	1968.12.	Approved for KSE stock exchange listing and went public
	1968.12.	Ended fishing business operations
	1968.12.	Discontinued fishing business
	1968.	Held internal management training
	1968.	ntroduced 'Zero Defect (ZD)' quality movement at Ulsan Plant
	1968.	Began producing 'Mini Sugar' cube sugar for coffee and tea
	1969.01.	Dismantled refined salt facility at Ulsan Plant
	1969.10.	Erected statue of Kim Yeon-su at Gyeongseong Spinning Yeongdeungpo Plant site
	1969.10.	Established Textile Division at head office
	1969.11.	Suspended operations of Yangsan, Dongcheon, and Beopgi agar plants
	1969.12.	Completed Jeonju Plant polyester spinning/stretching facilities
	1969.12.	Labor dispute and resolution at Jeonju Plant over union formation
1970's	1970.01.	Mokpo Plant developed processed cuttlefish products
	1970.03.	Exported 50 M/T frozen processed cuttlefish to Japan for the first time
	1970.03.	Began sales of Trilon (detergent builder)
	1970.04.	Completed first-phase construction of new Busan Office building
	1970.04.	Samyang Spinning Co. discontinued worsted-yarn operations
	1971.01.	Began construction to double the sugar production facilities at the Ulsan Plant, increasing daily capacity to 600 M/T
	1971.02.	Published the first issue of the company newsletter Samyang as a quarterly magazine
	1971.06.	Expanded Yeosu Plant ice-making capacity by 30 T/D
	1971.10.	Chairman Kim Yeon-su received the Gold Tower Order of Industrial Service Merit on the 8th Commerce and Industry DayIndustry Day
	1971.12.	Co-founded Daedong Synthetic Fiber Sales Co. jointly with Sunkyung Synthetic Fiber, Korea Polyester, and Daehan Chemical Fiber

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1970's	1972.02.	Constructed A-frame raw-sugar warehouse using in-house pillar-less design technology
	1972.02.	Began construction of Daedong Chemical Industry Co. jointly with Korea Polyester
	1972.04.	Expanded Yeosu Plant with quick-freezing (20 M/T per day) and cold-storage (200 M/T) facilities
	1972.08.	Acquired Sunil Glucose Co. jointly with Cheil Jedang and Daehan Sugar
	1973.02.	Began construction of Jeonju Plant 2KYE (Synthetic Fiber #1 – 30 T/D expansion)
	1973.02.	Dissolved Daedong Synthetic Fiber Sales Co.
	1973.04.	Sold three natural agar plants — Yangsan, Dongcheon, and Beobgi
	1973.07.	Established Food Division Headquarters, forming a two-pillar structure at headquarters
	1973.11.	President Kim Sang-hong received the Iron Tower Order of Industrial Service Merit on the 10th Export Day
	1974.04.	Completed Jeonju Plant 2KYE
	1974.04.	Purchased a 1,529 pyeong (≈ 5,056 m²) lot in Yeonji-dong, Jongno-gu, Seoul, for new head-office construction
	1974.05.	Yeosu Plant began producing seasoned dried filefish and became No. 1 exporter in the category
	1974.06.	Established the Samyang Anthem and Company Motto
	1974.07.	Formed the Materials Management Committee to promote quality-control initiatives
	1974.09.	Converted polyester polymerization process from DMT to TPA method — the first in Korea
	1974.10.	Broke ground for the new head-office building in Yeonji-dong to commemorate the 50th anniversary
	1974.11.	Completed rationalization of FIL spinning and drawing equipment
	1974.11.	Published the first corporate history book 'Samyang 50 Years'
	1974.11.	Reissued the company newsletter Samyang as a 50th-anniversary commemorative edition
	1975.02.	Commissioned Korea University Electronic Computing Center to computerize personnel records – a company first
	1975.02.	Held the 23rd Annual Shareholders' Meeting and Board appointments (Kim Yeon-su Honorary Chairman, Kim Sang-hong Chairman, Kim Sang-ha President, etc.)
	1975.03.	Established the Samyang Employees' Association
	1975.06.	Began and completed Jeonju Plant 3KYE (SF #2 – 30 T/D expansion)
	1975.11.	Held the 51st-Anniversary 'Samyang Art Exhibition'
	1975.11.	Completed and opened Head-Office Building Phase 1 (1st–3rd floors) in Yeonji-dong
	1975.11.	Established the Company-wide Quality Control Committee to strengthen QC activities
	1975.12.	Acquired Samhwa Feed Co., entering the livestock-feed industry
	1975.	Reached technical agreement with Mitsubishi Chemical, decided to build ion-exchange-resin KI Plant
	1975.	Established Icheon Machinery Co. (₩50 million capital), entering the machinery sector
	1976.01.	Made Samhwa Feed Mokpo Plant a branch (became independent two years later), marking entry into compound-feed production
	1976.02.	Founded the Employee Stock Ownership Association (ESOP)
	1976.04.	Completed Head-Office Building Phase 2 (4th–11th floors) in Yeonji-dong
	1976.07.	Began and completed Ulsan Plant ion-exchange-resin KI Plant (cation-exchange-resin post-treatment facility)
	1976.07.	Achieved large-scale export of synthetic fiber (SF) and promoted high-grade polyester production
	1976.08.	Acquired Honam Electric Group jointly with seven firms, including Korea Plywood to help revitalize the Jeolla region
	1976.09.	Produced 800 container bags (1-ton capacity) to enable bulk sugar transport
	1976.09.	Completed Jeonju Plant 3KYE
	1976.10.	Jeonju Plant (Spinning Team 1-1) won Bronze Prize at the 2nd National QC Circle Competition
	1976.10.	Expanded TOP Making facility at Jeonju Plant by 1.5 T/D

1970's	1976.11.	Jeonju Plant received Minister of Commerce and Industry Award at the 2nd National Thermal Management Competition
	1976.12.	Mokpo Plant decided to suspend fresh-fish export business (finalized 1981)
	1976.	Developed internal payroll-calculation system
	1977.01.	Began construction of combined-heat-and-power facility at Jeonju Plant
	1977.04.	KI Plant I entered normal operation; launched Samyang Diaion (PK-212L, SK-1B) ion-exchange resins
	1977.06.	Established the In-house Medical Insurance Association
	1977.07.	Absorbed Samyang Textile Co, renamed it Jeonju Plant No. 2
	1977.08.	Acquired management rights of Icheon Machinery Co.
	1977.09.	Published the first company-wide QC manual Total Quality Control
	1977.10.	Completed Daegu Office Building
	1977.10.	Jeonju Plant won the Prime Minister's Award at the National Industrial Complex Landscaping Competition
	1977.12.	Jeonju Plant received Minister of Commerce and Industry Award at the 3rd National Thermal Management Competition
	1977.12.	Produced promotional film 'Samyang: Half a Century,' with a premiere screening
	1978.03.	Began and completed KI Plant II (cation-exchange-resin post-treatment facility)(–'78.08)
	1978.04.	Launched 'Trilon Monthly', a technical magazine on polyester technology
	1978.04.	Conducted first company-wide job analysis
	1978.04.	Purchased 2,167 pyeong (≈ 7,165 m²) farmland in Chilgok-ri, Hongnong-myeon, Yeonggwang-gun, for pig-farming operations
	1978.05.	Purchased an additional 88 ha of forest land in Chilgok-ri, Yeonggwang-gun, S. Jeolla
	1978.05.	Named the pig farm complex 'Yeonggwang Farm'
	1978.05.	Established the Information Systems Office
	1978.05.	Completed SAMY-2 facility at Jeonju Plant
	1978.06.	Began construction of 5KYE at the Jeonju Factory (SF 3rd-phase expansion, 20 T/D)
	1978.06.	Began construction of Yeonggwang Farm
	1978.07.	Mokpo Branch Plant reorganized as independent Mokpo Feed Plant and modernized
	1978.10.	Began pig-farming operations at Yeonggwang Farm with 80 breeding pigs
	1978.10.	Promotional film Samyang: Half a Century won Gold Prize at the 1978 Corporate Film Festival
	1978.11.	Completed Daejeon Office Building
	1978.	Icheon Machinery Co. implemented modernization of facilities
	1979.01.	Ssangbong Fisheries renamed Yeosu Plant Branch
	1979.01.	Icheon Machinery Co. renamed Samyang Heavy Industries Co.
	1979.02.	Began construction of chemical-precipitation wastewater-treatment facility (120 M/T per day) at Mokpo Plant
	1979.02.	Partially amended Articles of Incorporation (added two Executive Vice Presidents)
	1979.03.	Began construction of combined-heat-and-power facility at Ulsan Plant
	1979.04.	Opened the Samyang Comprehensive Research Center
	1979.04.	Upgraded Tokyo Office to Tokyo Branch
	1979.07.	Completed Mokpo Feed Plant wastewater-treatment facility (80 T/D capacity)
	1979.08.	Yeonggwang Farm shipped its first fattened pigs
	1979.08.	Expanded Mokpo Feed Plant pure-processing facilities to 100 T/D
	1979.09.	Jeonju Plant received the President's Award at the 4th National Energy-Saving Competition
	1979.11.	Jeonju Plant was commended as a Model Exporter on the 16th Export Day
	1979.12.	Founder and Honorary Chairman Sudang Kim Yeon-su passed away

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1970's	1979.12.	The Korean Government posthumously awarded him the Mugunghwa Order of Civil Merit
	1979.12.	Held the funeral service for the late Sudang Kim Yeon-su
1980's	1980.01.	Installed a Honeywell Series 60 Level computer at headquarters
	1980.05.	Completed the KP Plant, an integrated polymer production facility for ion-exchange resins
	1980.07.	President Kim Sang-ha announced measures to overcome the economic downturn
	1980.08.	Completed Jeonju Plant 5KYE
	1980.10.	Merged the company Medical Insurance Association with Gyeongseong Spinning's and re-established the Samyang- Gyeongseong Spinning Medical Insurance Association
	1980.10.	Completed wastewater-treatment facility at Yeonggwang Farm (600 M/T per day capacity)
	1980.12.	President Kim Sang-ha received the $100 Million Export Tower on the 17th Export Day
	1981.02.	Held the 1st Division Management Report Meetings (Food HQ Feb 7–8; Fiber HQ Feb 14–15)
	1981.05.	Expanded Mokpo Plant cold-storage capacity to 380 T/D
	1981.05.	Jeonju Plant 'Hunter QC Circle' won Bronze Prize at the National QC Circle Competition for a leak-prevention project
	1981.06.	Chairman Kim Sang-hong received the 1st Namsan Culture Grand Prize
	1981.07.	Opened New York Office
	1981.07.	Launched new sugar product 'Mini Bar'
	1981.10.	Ulsan Plant ceased ice production
	1981.10.	Began construction of Jeonju Plant SAMY-5 (FIL #3 10.5 T/D expansion)
	1981.11.	Jeonju Plant 'Big-Eye QC Circle' won Bronze Prize at the National QC Circle Competition for PAD process improvement
	1981.12.	Upgraded computer CPU memory from 265 KB to 512 KB and added four terminals
	1981.	Container Division began in-plant production at Sempio Foods' Icheon Plant
	1981.	PET resin received U.S. FDA approval
	1982.01.	Held 1982 Management Report Meetings; system revised to semi-annual basis
	1982.02.	Changed fiscal year (from Jul 1 to Jun 30 of the following year)
	1982.04.	Opened Gwangju Office
	1982.04.	Installed online terminals in the Sugar Division
	1982.08.	Mokpo Feed Plant discontinued fish-meal production
	1982.08.	Merged the Samyang-Gyeongseong Medical Insurance Association into the Seoul 20th District Medical Insurance Union
	1982.11.	Completed Jeonju Plant SAMY-5 (FIL #3 10.5 T/D expansion)
	1982.	Installed continuous solid-state polymerization equipment for polyester at Jeonju Plant
	1983.05.	Expanded Mokpo Plant quick-freezing capacity by 10 T/D
	1983.05.	Expanded Jeonju Plant TOP facility by 3 T/D
	1983.07.	Began construction of Jeonju Plant 6KYE (SF #4 20 T/D) and SAMY-6 (FIL #4 4.5 T/D)
	1983.08.	Mokpo Plant discontinued artificial-ice business
	1983.09.	Installed online terminals linking Head Office Finance/Treasury Departments with Jeonju Plant
	1983.10.	President Kim Sang-ha donated ₩40 million to the Independence Hall of Korea construction fund
	1983.11.	Completed Mokpo Feed Plant modernization (60 M/T bulk facility)
	1983.11.	Registration of a patent for the invention of a manufacturing method of a spinning pack for melt spinning (collaborative research at Samyang Comprehensive R&D Center)
	1983.	Samyang Heavy Industries turned to profit

1980's	1983.	Achieved full accounting computerization
	1984.02.	Samyang Comprehensive R&D Center developed and commercialized Korea's first PBT fiber
	1984.02.	Formed the Corporate Mark Revision Committee
	1984.03.	Opened Essen Office (West Germany)
	1984.04.	Began Mokpo Feed Plant modernization project (four main-ingredient silos, 800 M/T × 4; truck lift)
	1984.05.	Developed hollow composite polyester fiber; selected as an Excellent New-Material Developer by the Federation of Textile Industries
	1984.05.	Installed online terminals at Mokpo Feed Plant, Gwangju Office, and Fiber HQ, as part of Jeolla-region revitalization
	1984.05.	Completed Masan Office Building
	1984.05.	Opened Masan Office Building
	1984.06.	Completed Jeonju Plant SAMY-6
	1984.06.	Signed commissioned-research contract with KAIST for anion-exchange-resin technology development
	1984.06.	Unveiled Sudang's bronze statue on the Jeonju Plant grounds
	1984.06.	Began sales of new product 'Golden Syrup' (Ulsan Plant)
	1984.08.	Launched new product 'Coffee Sugar'
	1984.09.	Held in-house new-material exhibition in the polyester division(~10.08.)
	1984.09.	Completed automated feed-supply system at Yeonggwang Farm
	1984.09.	Held 60th-anniversary art and literary exhibition featuring prize-winning works at HQ, Jeonju Plant, and Ulsan Plant(~10.19.)
	1984.10.	Celebrated the 60th anniversary with a company-wide sports festival (3,000 employees) at Jeonju Plant
	1984.10.	Declared 'Second Founding' at the 60th anniversary ceremony and adopted a new corporate mark (symbol & logo)
	1984.10.	Extended retirement age for employees below Grade 2 from 50 to 55
	1984.	Established a long-term development plan and undertook organizational streamlining, including creation of the Chemicals HQ
	1985.01.	Launched bimonthly publication Livestock Guide
	1985.01.	Opened Livestock Research Station at Yeonggwang Farm
	1985.02.	Signed research agreement with Korea University on PET and PBT modification
	1985.02.	Completed Ulsan Plant wastewater-treatment facility
	1985.03.	Expanded Sunil Glucose fructose-production facilities by 100 M/T
	1985.03.	Held the 1st Samyang Comprehensive R&D Center Research Presentation
	1985.04.	Expanded Sunil Glucose fructose-production facilities by 100 M/T
	1985.04.	Completed Jeonju Plant Conjugate I line
	1985.05.	Signed research contract with Korea Research Institute of Chemical Technology for engineering-plastic PET development
	1985.06.	Completed Ulsan Plant anion-exchange-resin factory
	1985.07.	Completed Jeonju Plant SAMY-7
	1985.07.	Sunil Glucose acquired Daehan Sugar Co.'s association shares
	1985.07.	Completed Sunil Glucose Okbun Plant
	1985.08.	Began drafting the Computerization Master Plan
	1985.08.	Signed plant-technology export contract with Pakistan
	1985.11.	Samyang Heavy Industries completed trademark-transfer registration
	1985.11.	Completed wastewater-treatment facility at Yeosu Branch Plant
	1985.11.	Completed Plastics Laboratory at the Samyang Comprehensive Research Center
	1985.12.	Exported polyester SF manufacturing technology to Celmex S.A. (Mexico)

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1980's	1985.12.	Completed solid-state polymerization facilities at Jeonju Plant (enabling PET production)
	1986.01.	Samyang Comprehensive Research Center received the Gold Tower Order of Industrial Service Merit for excellence in technology development
	1986.01.	President Kim Sang-ha donated ₩30 million to a year-end charity fund
	1986.01.	Yeonggwang Farm computerized its farm-log records
	1986.01.	Completed sugar silo construction at Ulsan Plant
	1986.02.	Signed second-phase research agreement with Korea University on PET and PBT modification
	1986.03.	Women's Cycling Team officially launched (inauguration ceremony held Jan 1986) and made its first appearance
	1986.03.	Developed new product 'Ice Sugar'
	1986.03.	Completed Phase 2 expansion of Ulsan Feed Plant
	1986.04.	Completed Jeonju Plant Conjugate II line
	1986.04.	Expanded Mokpo Plant cold-storage capacity by 200 Tons
	1986.04.	Monthly feed-sales volume surpassed 30,000 tons
	1986.05.	Produced and screened the corporate film 'Today's Samyang'
	1986.05.	Sunil Glucose introduced modified-starch technology from A.E. Staley (USA)
	1986.06.	Installed PET-bottle facilities (ASB-250 & ASB-650 from Nissei, Japan) in the Jeonju Polyester Plant
	1986.07.	Subsidiary Ulsan Silo Co., Ltd. commenced operations
	1986.08.	Held regular Shareholders' Meeting—President Kim Sang-ha promoted to Vice Chairman, and Executive Vice President Kim Sang-eung appointed President
	1986.09.	Introduced special-ion-resin equipment technology
	1986.09.	Samyang Comprehensive R&D Center completed its Second Laboratory Building
	1986.10.	Monthly feed-sales volume surpassed 40,000 tons
	1986.10.	Exported Trilon technology to Pakistan
	1986.10.	Exported polyester-manufacturing technology to National Fiber Ltd. (Pakistan)
	1986.10.	Published corporate history 'Samyang 60 Years'
	1986.11.	Yeonggwang Farm held dedication ceremony for its Livestock Memorial Tower
	1986.12.	Chairman Kim Sang-hong received the Gold Tower Order of Industrial Service Merit
	1986.12.	Chairman Kim Sang-hong officially announced Samyang's entry into new materials and petrochemical industries
	1986.	Sunil Glucose, in cooperation with Meiji Confectionery (Japan), developed the functional sweetener 'Sun Oligo.'
	1986.	Samyang ranked 9th among the world's top 10 chemical-fiber companies, recognized for automation and technological strength
	1986.	Samyang Heavy Industries co-developed an offset rotary press for newspaper printing with The Korea Times
	1987.01.	Established Consumer Consultation Office
	1987.01.	Completed Jeonju Plant SAMY-8 DT facilities
	1987.02.	Began fondant production and exported to Japan
	1987.03.	Registered 'Trilon' trademark in Pakistan
	1987.04.	Completed Jeonju Plant Phase 2 waste-treatment facilities
	1987.04.	Sunil Glucose, Capital increase through IPO (₩ 7 billion)
	1987.05.	Completed Jeonju Plant SAMY-8 DW facilities
	1987.05.	Began sales of new sugar-cube product

1980's	1987.05.	Signed additional agreement with Mitsubishi Chemical for CMP (anion-exchange-resin raw-material) integrated-process technology transfer
	1987.06.	Sunil Glucose completed its initial public offering (IPO) and was listed on the stock exchange
	1987.06.	Sunil Glucose, Capital increase through IPO (₩ 7 billion)
	1987.07.	Completed Jeonju Plant 5KYE renovation project
	1987.07.	Chairman Kim Sang-hong donated ₩70 million to the 'Let's Help Flood Victims' campaign
	1987.08.	Signed contract with Mitsubishi Chemical for TPA-plant technology transfer
	1987.08.	Samyang Corp. launched bimonthly magazine 'Livestock Communications'
	1987.09.	Held anion-polymer plant groundbreaking ceremony
	1987.09.	Entered the TPA (Purified Terephthalic Acid) business, establishing a new petrochemical line
	1987.09.	Concluded three-party joint-venture agreement among Samyang Corp., Samnam Petrochemical, and GS Caltex for TPA production(~'87.10.)
	1987.09.	Signed contract with Mitsubishi Chemical for PBT manufacturing and engineering-technology transfer
	1987.10.	Samyang Heavy Industries completed production of offset rotary printing press for newspapers, achieving the first domestic localization
	1987.10.	Completed Jeonju Plant SAMY-8 UDY facilities
	1987.11.	Samyang Corp. advanced into emulsion, precision, and new-materials businesses
	1987.11.	Samyang Heavy Industries received the US $1 Million Export Tower
	1987.12.	Officially launched TPA business operations
	1987.	Samyang Heavy Industries supplied offset rotary presses to chemical-fiber plants, marking the first domestic deliveries
	1988.01.	Paid-in capital of ₩3 billion for Samnam Petrochemical; held inaugural shareholders' meeting and board session
	1988.01.	Container Division (Daejeon Plant) completed in-plant facilities at Bumyang Foods, greatly expanding capacity
	1988.02.	Held groundbreaking ceremony for Cheonan Compound Feed Plant
	1988.03.	Daejeon Plant began sales of 1.5 L Coke bottles to Bumyang Foods
	1988.03.	Announced the launch of Samyang Group and transition to a Group-Chairman Management system
	1988.03.	Chairman Kim Sang-hong appointed Chairman of Samyang Group; Vice Chairman Kim Sang-ha appointed President of Samyang Corp.
	1988.04.	Established EP (Engineering Plastics) Plant at Jeonju, entering the EP business
	1988.04.	Samyang Corp. acquired Shinhan Flour Milling Co.
	1988.04.	Began computerized materials-management system at Jeonju Plant Fiber Division
	1988.04.	Completed Ulsan Plant Anion-Polymer Plant
	1988.04.	Opened Samnam Petrochemical Yeocheon Plant office
	1988.06.	Declared 'Second Founding' and reaffirmed Group identity and vision
	1988.07.	Chairman Kim Sang-hong named Honorary Member of the New generation Educational Foundation
	1988.07.	Sunil Glucose Ulsan Plant obtained grain-processing license
	1988.07.	Samnam Petrochemical selected as tenant of Yeocheon Industrial Complex
	1988.07.	Acquired Yeocheon Plant site and completed plant-construction procedures
	1988.08.	Held groundbreaking ceremony for Samnam Petrochemical Yeocheon (Yeosu) Plant
	1988.09.	Completed Phase 1 Jeonju EP Compounding Plant
	1988.09.	Held groundbreaking ceremony for Sunil Glucose Ulsan Plant
	1988.10.	Completed Jeonju EP Plant construction
	1988.10.	Mokpo Feed Plant completed pellet-feed facilities
	1988.11.	Samyang Corp. donated ₩700 million to the Saemaeul National Fund

Samyang Group 100-Year Timeline | 1924 - 2024

1980's	1988.11.	Sunil Glucose Ulsan Plant completed; began mass production of sorbitol; received the Gold Tower Order of Industrial Service Merit
	1988.12.	Samyang Corp. signed joint-venture agreement with Mitsubishi Chemical to establish Samyang Kasei Co., Ltd.
	1988.	Container Division developed heat-resistant containers, expanding into high-temperature packaging
	1988.	Established Samnam Petrochemical Co., Ltd., marking Samyang's entry into the petrochemical business
	1988.	Sunil Glucose introduced sorbitol (crystalline glucose) technology from San-Ei Sucrochemical (Japan) and began production
	1988.	Samyang Heavy Industries supplied offset rotary presses to domestic media companies
	1989.01.	Established Management Innovation Team
	1989.01.	Finalized innovation programs for production, logistics, and office operations
	1989.01.	Launched new product 'Yellow Mini Bar 7g'
	1989.02.	Completed Cheonan Compound Feed Plant
	1989.02.	Held founding shareholders' meeting for Samyang Kasei Co., Ltd.
	1989.03.	Officially established Samyang Kasei Co., Ltd.
	1989.03.	Renamed Shintanjin Plant (Container Division) to Daejeon Plant
	1989.03.	Formed joint venture with Pakistan to build a local polyester-yarn plant
	1989.03.	Jointly developed anti-fog vinyl film with Korea Research Institute of Chemical Technology
	1989.03.	Conducted first overseas training program for long-serving employees
	1989.03.	Daejeon Plant (Container Division) completed Phase 1 PET expansion (CM-RHBW, CM-24C)
	1989.03.	Introduced additional facilities from Husky (Canada) and CM (USA)
	1989.04.	Samyang Heavy Industries expanded low-frequency induction furnace casting facilities
	1989.05.	Chairman Kim Sang-hong received the Korea Management Award
	1989.06.	Samyang Kasei began construction of a polycarbonate plant in Jeonju
	1989.07.	Chairman Kim Sang-hong advocated a responsible management system
	1989.07.	Samnam Petrochemical registered as a foreign joint venture
	1989.08.	Held completion ceremony for Jeonju Plant SAMY-10 (8th filament expansion), increasing capacity by 2 million tons annually
	1989.10.	Held 65th-anniversary headquarters sports festival
	1989.	Promoted clean and visible management activities, including 'My Machine' campaigns
1990's	1990.01.	Published condensed company history 65 Years of 'Samyang – Evergreen Tree'
	1990.03.	Samnam Petrochemical began pilot production
	1990.03.	Revised position-grading system
	1990.04.	Daejeon Plant (Container Division) completed Phase 2 PET expansion (Husky-48C, ASB-650)
	1990.04.	Developed biodegradable film
	1990.04.	Samyang Heavy Industries developed Korea's first power press with built-in robot (automated transfer and extraction)
	1990.04.	Samnam Petrochemical Yeocheon Plant completed TPA plant (annual capacity 200,000 tons)
	1990.06.	Samyang Kasei, Jeonju Plant completed facility construction
	1990.07.	Began trial operation at Samyang Kasei, Jeonju Plant (annual capacity 16,000 tons)
	1990.08.	Sunil Glucose launched new product 'Sun Oligo'
	1990.09.	Established Management Innovation Office
	1990.10.	Held Management Innovation Promotion Conference
1990's	1990.11.	Published management-innovation magazine My Best 2000
	1990.11.	Yeonggwang Farm officially closed operations
	1990.	Built high-tenacity yarn production line in cooperation with Viscose Suisse and EMS Inventor, producing tarpaulin and seat-belt yarns
	1990.	Container Division began operations at the Jincheon Plant PET production facility
	1990.	Sunil Glucose exported 150 tons of anhydrous crystalline glucose for pharmaceutical use
	1990.	Designated 'Meeting-Free Wednesdays' and 'Organizing Saturdays' as part of the management-innovation campaign
	1991.02.	Samyang Chemical completed Jeonju Polycarbonate Resin Plant
	1991.02.	Formed Group Management Strategy Team and reorganized to establish long-term strategic planning
	1991.03.	Container Division Daejeon Plant completed 3rd and 4th PET-facility expansions (ASB-650, CM-24C, SBO-10)
	1991.03.	President Kim Sang-eung received the Iron Tower Order of Industrial Service Merit
	1991.05.	Samyang Chemical began commercial production
	1991.05.	Chairman Kim Sang-ha elected 14th Chairman of the Korea Chamber of Commerce and Industry
	1991.05.	Held Daedeok R&D Complex groundbreaking ceremony
	1991.07.	Launched new edible-oil brand 'Matchorong'
	1991.07.	Began TV commercials for 'Matchorong'
	1991.08.	Completed SEP plant expansion
	1991.09.	Completed anion-plant modernization and expansion
	1991.10.	President Roh Tae-woo visited Jeonju Plant for completion ceremony
	1991.10.	Launched new dairy-feed product 'Dry cow feed'
	1991.11.	Published the 200th issue commemorative collection 'Stepping Stones' of the company magazine Samyang
	1991.11.	Samyang Heavy Industries received the US $5 Million Export Tower
	1991.12.	Published cultural journal Samyang Culture
	1991.	Samyang Heavy Industries completed replacement of quenching facilities
	1991.	Sunil Glucose Incheon Plant built cogeneration power plant to strengthen cost competitiveness
	1991.	Launched EP feed for breeding dogs
	1992.02.	Samyang Corp. developed anti-static odor-resistant fiber
	1992.02.	Samyang Heavy Industries completed Pakistan Dewan Salman Fiber Plant
	1992.03.	Co-developed and commercialized Korea's first biodegradable surgical suture with KIST Materials Division
	1992.03.	Conducted 1st overseas logistics rationalization training under the logistics-innovation program
	1992.04.	Reorganized Food Division (BU) — established Marketing Team and Sales Planning Dept., adopting region-based sales structure
	1992.04.	Added Jeonbuk Investment Finance Co., Ltd. as an affiliate
	1992.04.	Established Samyang Medicare Co., Ltd.
	1992.05.	Decided to enter the PP (polypropylene) spun-bond market
	1992.06.	Published Samyang Group 21st-Century Management Framework
	1992.06.	Developed 'Solaray,' a heat-retaining, thermal-storage specialty yarn
	1992.07.	Established ICM Co., Ltd., a professional information-processing company
	1992.07.	Daejeon Plant (Container Division) expanded with new facilities (two SBO-10 units, SRCF-6/10, Husky-48C, etc.)
	1992.08.	Implemented Phase 1 logistics information system at Cheonan Plant
	1992.08.	Launched three-year training-system plan, centered on in-house instructor development
	1992.08.	Held Regular Shareholders' Meeting—expanded to six business divisions and introduced Division CEO system
	1992.09.	Established Overseas Business Division

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1990's	1992.09.	Renamed Samyang Comprehensive Research Center to Samyang Group Research Center and established Pharmaceutical Research Center
	1992.09.	Samnam Petrochemical completed 4th silo construction
	1992.10.	Expanded Daegu Branch Delivery Center as part of logistics rationalization
	1992.10.	Samyang Machinery introduced paper-machinery technology
	1992.10.	Samyang Machinery renewed and newly obtained ASME 'U' Stamp certification
	1992.12.	Completed Mokpo Refrigeration Center
	1992.	Developed Sun Oligo M500 and Sunil Maltitol
	1992.	Began domestic production of high-purity dextrose monohydrate as sorbitol feedstock
	1993.01.	Obtained license for design/construction of general-waste treatment facilities
	1993.01.	Designated a model company for environmental management by the Environmental Administration
	1993.01.	Shinhan Flour Mills Asan Plant obtained large-scale flour-milling license
	1993.02.	Group Chairman Kim Sang-hong designated 1993 as 'Year to Build a Solid Leap-Forward Base'
	1993.02.	Launched in-house audio broadcasting 'SYBS'
	1993.02.	Dispatched 1st training group to Japan's Keisam Electric (management-innovation program)
	1993.02.	Completed Jeonju SAMY-11
	1993.03.	Expanded/reshuffled Overseas Business HQ; opened Ho Chi Minh Office (Vietnam)
	1993.03.	Decided to build Dewan Salman Fiber's 2nd plant (capacity from 40k → 80k tons)
	1993.03.	Samyang Machinery held New-3 Campaign rally
	1993.03.	Samyang Machinery installed DT-14 15-Draw Winder equipment
	1993.04.	Completed Jeonju 7KYE OB and automatic-packing facilities (logistics rationalization)
	1993.05.	Sunil Glucose signed export contract with Japan's Meiji Confectionery for Oligo-P products
	1993.06.	Automated small/large sugar-bag packaging line at Ulsan (logistics rationalization)
	1993.06.	Published Samyang Culture training text
	1993.06.	Won 'Longest-Lived Enterprise Award' at Korea Management Awards (KMA)
	1993.07.	Began Phase-2 logistics rationalization; integrated sales & production-procurement management and started building info systems
	1993.07.	Filed trademark 'MillMax'
	1993.07.	Overseas Business Division set up SY Textile JV with Younghwa Textiles in Vietnam
	1993.08.	Held opening of Samyang Group Research Institute and relocated Sunil Research Institute
	1993.08.	Regular shareholders' meeting created R&D HQ, expanding from 6 to 7 business HQs
	1993.09.	Established Flour-Milling Technology Center
	1993.09.	Opened Samyang Information Management System LAN
	1993.09.	Medical Research Institute's synthetic absorbable suture selected as 'New Domestic Technology' and received KT Mark
	1993.09.	Sunil Glucose developed INP protein (world's second)
	1993.09.	Completed Jeonju FIL Pilot Plant and TOP 1KYE remodeling
	1993.09.	Sunil Glucose developed 'Sun Oligo P,' a 95% high-purity oligosaccharide (Korea's first)
	1993.10.	69th Anniversary ceremony and sports festival (to Oct. 15)
	1993.10.	Won Logistics Grand Prize (Information Division) at 1993 National Logistics Conference (for logistics rationalization)
	1993.12.	Developed processing oil suitable for polyester staple used in ink wicks

1990's	1993.12.	Completed Jeonju 'Tribon' PP spunbond plant (3,500-ton scale)
	1993.12.	Sunil Glucose developed and launched Galacto-oligosaccharide (Sunoligo L500), the first of its kind in Korea (exported to Japan and France)
	1993.12.	The Pharmaceutical and Biotechnology Research Institute developed Micro Bead, a specialty ion-exchange resin and the first in Korea
	1994.01.	Developed Korea's first antibacterial and deodorizing fiber (Boxstrong-P) and acquired the SF hygiene-processing certification mark
	1994.01.	Samyang Group R&D Center developed Korea's first aromatic synthetic fiber (GreenTree) that offered forest-bathing effects
	1994.01.	Sunil Glucose signed shared-patent agreement with Sunil/Doosan for oligosaccharide-manufacturing enzymes
	1994.03.	Launched new product 'Box-Strong-P'
	1994.03.	Samseok Petrochemical held groundbreaking for TPA expansion (Yeosu; 200k-ton scale)
	1994.03.	Held open dialogue between employees and Vice Chairman Kim Sang-eung (direct communication with top management)
	1994.04.	Sunil Glucose Ulsan Plant obtained manufacturing license for 'Sunlight' line
	1994.04.	Sunil Glucose registered patent for 'method of producing polydextrose'
	1994.04.	Samyang Corp. introduced Group-wide CTO role for technology oversight
	1994.05.	Samyang Corp. received Silver Tower at 2nd Industrial Peace Awards (labor stability, industrial peace, productivity)
	1994.05.	Jeonju Plant received Prime Minister's Award as environmental-merit company
	1994.05.	Sunil Glucose signed joint research/tech-transfer contract with U.S. PPI on anticancer agent 'Paclitaxel'
	1994.05.	Signed T-Project tech-transfer agreement ceremony with PPI (USA)
	1994.06.	Opened electronic approval (e-sign) system
	1994.07.	Developed ultra-high-speed composite spinning multi-tone meter SMT
	1994.07.	Shinhan Flour Mills Asan Plant completed and began full-scale production (MillMax)
	1994.07.	Began Korea's first mass-production of silk-like yarn 'Broya'
	1994.08.	Launched MillMax in Seoul/Gyeonggi/Gangwon regions
	1994.09.	N. Jeolla Investment & Finance converted to a comprehensive finance company and was renamed Samyang General Finance
	1994.10.	Samyang General Finance held celebration for conversion to comprehensive finance
	1994.10.	Chemical Research Center won patent/technology award for 'Suture'
	1994.10.	Held 70th Anniversary ceremony
	1994.10.	Held 70th Anniversary art/literature exhibition
	1994.10.	Held 70th Anniversary Samyang Family Unity Rally
	1994.11.	Developed Korea's first 'Glycolide' raw material for absorbable surgical sutures; won Central Patent Award
	1994.11.	Samyang Corp. won Top Enterprise Award at Korea HRD Awards
	1994.11.	SY Textile (Vietnam JV) held completion ceremony for polyester-fabric plant
	1994.12.	Signed tech-transfer with U.S. PTI for 'recycling used PET bottles'
	1994.12.	Expanded Samyang Kasei polycarbonate plant (additional 30,000-ton annual capacity)
	1994.	Created Information & Communications Business Team; entered wireless-communications business
	1995.01.	Opened Group EIS (Executive Information System)
	1995.01.	Samyang General Finance joined the Bank of Korea payment network
	1995.01.	Samyang General Finance signed JV with three foreign financial firms
	1995.02.	Sunil Glucose developed Korea's first 'biodegradable packaging-easing material'
	1995.03.	Established the Pharmaceuticals Division
	1995.04.	Samyang Corp. built a company-wide integrated synchronous network

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1990's	1995.04.	Established textile dyeing/finishing affiliate Samyang Tex Co., Ltd. (vertical integration: raw materials → yarn → fabric → processing)
	1995.04.	Launched two fortified MillMax flour products (strong and medium flours)
	1995.06.	Established Samyang Data Systems Co., Ltd. (Executive Director Park Jong-heon appointed CEO)
	1995.06.	Samyang Corp. expanded high-tenacity polyester-yarn production capacity by 4,000 tons per year
	1995.06.	Samyang Corp. signed technology-import agreement with Ensum (Australia) for advanced jet-type fluidized incineration technology
	1995.06.	Dewan Salman Fiber expansion plant began production
	1995.06.	Published corporate history 'Samyang 70 Years'
	1995.06.	Samyang Polyester 'Trilon' entire product line obtained ISO 9002 certification
	1995.07.	Began integrated purchasing of logistics materials (part of logistics rationalization)
	1995.07.	Samyang Group Research Institute won Central Patent Technology Award for 'Cool-Feeling Fiber'
	1995.07.	Ulsan Plant recorded highest-ever raw-sugar daily input of 1,517 tons
	1995.07.	Ulsan Plant achieved cumulative sugar production of 5 million tons
	1995.07.	Samyang Data Systems completed construction of Samyang Corp.'s new management-information system
	1995.08.	Adopted group innovation slogan 'WIN 2000'
	1995.09.	Established new Siwha Plant and Cheongwon Plant organizations
	1995.09.	Broke ground for Korea's first DDS-specialized pharmaceutical plant, Daedeok Pharmaceutical Plant (KGMP-compliant facility)
	1995.09.	Completed Samnam Petrochemical's 250,000-ton-per-year TPA expansion
	1995.09.	Changed Sunil Glucose's name to Samyang Genex, and Sunil Research Institute became Samyang Genex Biotechnology Research Institute
	1995.09.	Began operation of Cheongwon PET Plant
	1995.09.	Samyang Genex achieved world's first mass production of anticancer drug Genexol® using plant-cell culture technology
	1995.10.	Obtained conditional pharmaceutical-manufacturing license from Ministry of Health and Welfare
	1995.10.	Opened divisional Executive Information System (EIS)
	1995.10.	Samyang Data Systems received SI (System Integration) business license from the Ministry of Information & Communication
	1995.10.	Samyang General Finance increased paid-in capital to ₩30.2 billion and obtained investment-trust license
	1995.11.	Established factoring company Samyang Finance
	1995.11.	Completed Siwha PET-bottle recycling plant
	1995.11.	Won US $500 million export award (US $640 million in 44th term)
	1995.12.	Automated shipping management at Samnam Petrochemical Yeocheon Plant (part of logistics rationalization)
	1996.02.	Jeonju Plant designated as first 'Environment-Friendly Enterprise' in fiber industry; selected 4 consecutive years as Model Company for Environmental Management since 1992
	1996.02.	Samyang Data Systems signed technical-cooperation agreement with ORSI (Italy) for plant automation technology
	1996.03.	Samyang Data Systems established affiliated Information & Communication Research Center
	1996.03.	Created Information & Communication Planning Division
	1996.03.	Implemented organizational reform and launched SBU (Strategic Business Unit) system
	1996.03.	Signed technology-import contract with TTI (USA) for Estran combination patch
	1996.03.	Samyang Genex started operation at Samyang Techhill Ansan Plant
	1996.03.	Samyang Data Systems won contract to automate Jeonju Plant's Spinning 9KYE line
	1996.03.	Signed joint development and sales agreement with Vivorx (USA) for Genexol® formulation
	1996.04.	Samyang Data Systems signed technology-partnership agreement with Zydacron (USA) for imaging equipment
	1996.04.	Entered U.S. wireless-cable-TV business via WCSI (USA), first in the domestic industry
	1996.04.	Held 1st 'Love Nature, Blue Heart' Drawing & Writing Festival
	1996.04.	Established Daejeon dyeing and finishing plant of Samyang Tex
	1996.04.	Samyang Genex held completion ceremony for new factory (20-year-old facility replacement) and 'Best Factory' resolution rally
	1996.05.	Began publication of R&D newsletter Focus
	1996.06.	Samyang Machinery completed 859 m² press-assembly plant and began medium/large press manufacturing
	1996.07.	Developed Korea's first high-elasticity polyester yarn for apparel, 'Neopa'
	1996.07.	Samyang Data Systems selected as Korea Telecom ISDN pilot operator
	1996.08.	Began construction of premix production plant
	1996.08.	Honorary Chairman Kim Sang-hong appointed Group Chairman; Kim Sang-ha promoted Group Chairman; Kim Sang-eung appointed President of Samyang Corp.; Kim Yoon appointed CEO
	1996.09.	Completed Jeonju PBT solid-state polymerization plant
	1996.10.	Samyang Data Systems built corporate firewall for Samyang Corp.
	1996.10.	Launched new product 'Premix'
	1996.10.	Held Centennial Commemoration for Founder Sudang Kim Yeon-su and published biography Pioneer of Modern Korean Enterprise
	1996.10.	Established Vietnamese textile-dyeing affiliate SY Vinatex
	1996.11.	Elected first C&C Board member
	1996.11.	Daedeok Pharmaceutical Plant designated KGMP-compliant (Patch form)
	1996.11.	Established Samyang Telecom Co., Ltd. (capital ₩2 billion); signed CDMS MOU with Hewlett-Packard
	1996.12.	Released male-hormone deficiency therapy Androderm
	1996.12.	Completed Daedeok Pharmaceutical Plant
	1996.	Samyang General Finance launched Korea's first Asia Conversion Crisis Fund
	1996.	Released new suture product Trisorb®
	1996.	Began operation of new Daejeon Plant (No. 2) of Container Business Division
	1996.	Established Fiber Division's environmental-management policy and introduced ESM/PSM systems
	1997.01.	Samyang Data Systems signed domestic-supply contract with U.S. Video Server Inc. for multi-conference system (M.C.U.)
	1997.01.	Established joint logistics company Resco Co., Ltd.
	1997.01.	Launched 'Management Crisis Overcoming Action' campaign across Group
	1997.01.	Samnam Petrochemical surpassed 2 million tons of TPA production
	1997.02.	Samyang Telecom signed contract with Hewlett-Packard for digital two-way LMDS equipment
	1997.03.	Samyang Data Systems formed satellite-communications partnership with VITACOM (U.S.) and entered satellite business
	1997.03.	Developed smoking-cessation aid Nicostop®
	1997.03.	Daedeok Pharmaceutical Plant obtained license for hygiene-product manufacturing
	1997.04.	Surgical suture Trisorb won Jang Young Sil Award and began full-scale export(~'97.05.)
	1997.05.	Daedeok Pharmaceutical Plant additionally designated KGMP-compliant
	1997.06.	Samyang Telecom received equity investment from Korea General Technology Finance
	1997.06.	Samyang Telecom joined government's high-speed pilot-network project (Ministry of Information & Communication)

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1990's	1997.06.	Samyang Telecom held Korea's first two-way digital LMDS demonstration
	1997.06.	Samyang Telecom selected as transmission-network operator for 3 cable TV zones (N.Chungbuk, N.Jeolla, S.Jeolla)
	1997.06.	Samnam Petrochemical installed automated wastewater-analysis system
	1997.07.	Samyang Telecom selected as transmission-network operator for three CATV zones
	1997.07.	Samnam Petrochemical obtained ISO 14001 certification
	1997.07.	Completed Samnam Petrochemical Samnam Pier construction
	1997.08.	Samyang Genex completed Daejeon anticancer drug Genexol® plant
	1997.09.	Samyang Telecom signed domestic supply contract with Nera (Norway) for microwave equipment
	1997.09.	Samyang Machinery became first in Korea to obtain CE mark for all press models
	1997.09.	Began sales and TV commercial for smoking-cessation aid Nicostop®
	1997.10.	Samnam Petrochemical completed K-3 Plant (1 million-ton TPA capacity; opening ceremony Nov.)
	1997.10.	Samyang Corp. received Presidential Citation at 1997 Logistics Awards
	1997.10.	Samyang Corp. began domestic mass production of special polycarbonate resin for bottled-water containers
	1997.10.	Fiber Research Lab's Elastic-Yarn Team won Grand Prize at the 13th Jang Eun Technology Awards (PET-based high-elasticity yarn 'Neopa')
	1997.10.	First in Korea to produce clothing from recycled PET-bottle chips
	1997.11.	Invested in Korea Resochem, a photoresist manufacturer for semiconductors; entered semiconductor-materials industry
	1997.12.	Samyang Machinery and Jeonju Plant obtained ISO 14001 certification
	1997.12.	Participated in national '10 Million Signatures to Revive the Economy' campaign
	1997.	Installed automation systems for starch-product and ion-exchange-resin processes
	1998.01.	Began sales of domestically produced special polycarbonate resin for bottled-water containers
	1998.03.	Introduced annual-salary system for manager-level employees and above
	1998.03.	Issued US $20 million overseas convertible bonds in Hong Kong
	1998.04.	Held groundbreaking for Korea Resochem Cheonan Plant
	1998.04.	Jointly established semiconductor photoresist manufacturer Korea Resochem
	1998.04.	Samyang Machinery localized large-automotive-part forming press – first in Korea
	1998.04.	Developed world's first new micro-textile material 'Twinskin'
	1998.04.	Samyang Data Systems signed affiliate agreement with Korea SSA to supply BPCS ERP package
	1998.05.	Attracted US $10 million foreign capital from Mitsubishi Chemical (Japan)
	1998.05.	Samyang Data Systems signed UniERP business-partnership contract with Samsung SDS
	1998.05.	Developed Korea's first two-way stretch fabric 'Pentol'
	1998.05.	Samyang Genex launched Korea's first sales of high-quality sugar 'Trehalose'
	1998.05.	Container Division obtained ISO 9002 certification
	1998.06.	Samyang Genex obtained both ISO 9002 and ISO 14001 certifications simultaneously
	1998.06.	Developed knitted fabric 'Shangra' with natural-suede texture
	1998.07.	Executive Group donated ₩9.5 billion of personal funds to the company
	1998.07.	Developed interior fabric 'Inspa' with natural-leather look
	1998.07.	Smoking-cessation aid Nicostop® selected as 1998 First-Half Hit Product by Kukmin Ilbo / Segye Ilbo
	1998.07.	Introduced production-traceability labeling (producer / date) on flour products
1990's	1998.08.	Samyang Machinery developed 800-ton 4-point link-motion press and obtained CE mark certification
	1998.10.	Samyang Machinery gained foundry-process plant approval from German Lloyd's Register (GL)
	1998.10.	Completed Ulsan Plant cogeneration power facility
	1998.10.	Samyang Corp., Kohap, and SK Chemicals formed sales JV Asia Performance Fiber with Allied Signal (USA)
	1998.10.	Sold Samyang Finance (factoring subsidiary)
	1998.11.	Liquidated Samyang Telecom business
	1998.11.	Launched Korea's first finished suture product SurgySorb
	1998.11.	Senior Advisor Kim Sung-wan (Pharmaceutical Division) received Dale Wurster Award from American Pharmaceutical Association (AAPS)
	1998.11.	Signed sales and distribution agreement with Daewoong Pharmaceutical for Nicostop
	1998.12.	Established joint venture SYSKO Ltd. with Honeywell SISCO (USA) for high-tenacity fiber sales
	1998.12.	Participated again in '10 Million Signatures to Revive the Economy' CSR campaign
	1998.	Injected ₩37 billion paid-in capital increase into Shinhan Flour Mills, Samyang Tex, and Samyang Medicare
	1998.	Container Division obtained ISO 9001 certification
	1999.02.	Established Allied Signal SYSKO Ltd. joint venture
	1999.02.	President Kim Yoon presided over the first monthly company assembly
	1999.02.	Samyang Machinery received foundry-process plant approval from Bureau Veritas (France)
	1999.03.	Formed strategic alliance with Chong Kun Dang Pharmaceutical for production & sales of Rheumastop (contract manufacturing began Apr.)
	1999.04.	Samyang Machinery developed Korea's first large-scale 14-inch Yankee Driver
	1999.04.	Biodegradable periodontal-tissue regeneration membrane BioMesh obtained U.S. FDA approval
	1999.05.	Released household premix product Millmax
	1999.06.	Held opening ceremony for Fiber Technology Research Center at Jeonju Plant
	1999.07.	Samyang Data Systems signed domestic-supply contract with Polvcom (U.S.) for imaging systems
	1999.07.	Samyang Genex implemented ERP system
	1999.07.	Held completion ceremony for Cheonan Plant of Korea Resochem (joint venture with Mitsubishi Chemical)
	1999.08.	Daedeok Pharmaceutical Plant obtained KGMP certification for medical devices (BioMesh / Polyplus / SurgySorb)
	1999.08.	BioMesh produced at Daedeok Plant obtained ISO 9001 certification
	1999.08.	Donated ₩100 million to Dong-A Ilbo for flood-relief fund (CSR)
	1999.08.	Honorary Chairman Kim Sang-hong appointed Chairman of Yangyoung Foundation and Sudang Scholarship Foundation
	1999.09.	Samyang Genex's anticancer drug Genexol® won IR52 Jang Young Sil Award
	1999.09.	Samyang Genex reached annual production of 500,000 tons
	1999.09.	Samyang Genex won the 8th Corporate Ethics Award for Economic Justice
	1999.10.	ntroduced in-house venture program for employees
	1999.11.	Held sales agreement signing ceremony with Daewoong Pharmaceutical for Nicostop
	1999.11.	Samyang Data Systems signed supply agreement with JD Edwards for One World ERP package (SYC ERP)
	1999.11.	Received Excellence Award in Corporate PR category for TV ad 'My Man' at 1999 Kyunghyang Advertising Awards
	1999.11.	Honorary Chairman Kim Sang-hong published his autobiography With an Unchanging Heart
	1999.12.	Signed distribution agreement with 3M Korea for cast tape product Tricast
	1999.12.	Began export of injectable anticancer drug Genexol
	1999.	Released new suture Monosorb
	1999.	Began group-wide ERP implementation project

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1990's	1999.	Released new household premix products (Muffin Mix, Cheese Cookie Mix) under Millmax brand (Aug.)
	1999.	Samyang Machinery developed 800-ton link press and obtained GE mark certification
2000's	2000.01.	Opened groupware electronic-approval and document-management systems
	2000.01.	Samyang Corp. and Daewoong Pharmaceutical formed strategic alliance in pharmaceutical sales
	2000.02.	Fiber Division completed expansion of compound production line
	2000.03.	Samnam Petrochemical awarded Silver Tower Order of Industrial Service Merit on Commerce Day
	2000.03.	Plastics Division obtained ISO 9002 recertification
	2000.04.	Food and Fiber Divisions obtained ISO 9002 and ISO 14001 certifications
	2000.04.	Opened first Mix & Bake shop at Kyungbang Phil Department Store
	2000.04.	Samyang Genex and Prof. Lee Bok-ryul's team (Pusan National University College of Pharmacy) developed world's first diagnostic agent for systemic fungal infection
	2000.05.	Kim Kyung-won, CEO of Samyang Kasei , received Bronze Tower Order of Industrial Service Merit for labor-management harmony
	2000.05.	Introduced new 'Club Support Fund' system for employee clubs
	2000.05.	Received 9th Corporate Ethics Award for Economic Justice (Fiber / Apparel category)
	2000.05.	Formed Samyang Corp. Vision Team and signed consulting contract with McKinsey & Company
	2000.05.	Won the 8th Chosun Ilbo Environmental Award in Resource Recycling category
	2000.06.	Received Excellence Award in Resource Recycling at the 4th Seoul Environmental Awards
	2000.06.	Developed hormone-replacement therapy patch Combitran
	2000.06.	Samyang Genex signed strategic-alliance agreement with Daedeok Bio Co., Ltd.
	2000.06.	Donated ₩3 billion to Korea University development fund (CSR)
	2000.07.	Developed resin for automotive headlamp lenses
	2000.07.	Samyang Corp. and SK Chemicals held polyester-integration signing ceremony
	2000.07.	Formed Samyang–SK Chemicals Polyester Integration Promotion Committee
	2000.07.	Food Division signed exclusive import-and-sales contract with Carapelli (Italy) for olive oil
	2000.08.	Conducted organizational restructuring into 14 Business Units and 49 teams
	2000.09.	Sold Samyang Techhill
	2000.09.	Samnam Petrochemical achieved cumulative production + sales of 5 million tons
	2000.09.	Transferred Jeonju Plant's polymerization, staple-fiber, and filament operations to new integrated corporation Huvis (while retaining EP and industrial-yarn businesses)
	2000.10.	Renamed Samyang Group Research Institute as Samyang Central Research Institute
	2000.10.	Fair Trade Commission approved establishment of Huvis joint venture between Samyang Corp. and SK Chemicals for polyester-fiber business
	2000.11.	Huvis Co., Ltd. officially launched, integrating chemical-fiber divisions of Samyang and SK Chemicals
	2000.11.	Samyang Genex signed technology-introduction agreement with its Biotechnology Research Institute
	2000.12.	Mix & Bake products launched on online shopping mall
	2001.01.	Samyang Data Systems developed Internet-based HR system
	2001.01.	Samyang Broadcasting System (SYBS) resumed corporate broadcasting
	2001.01.	Group Chairmen donated ₩80 million to aid underprivileged neighbors (CSR)
	2001.02.	Published 'Twelve Years of Quiet Leadership: Kim Sang-ha, Chairman of Samyang Group' photo essay book
	2001.03.	Samnam Petrochemical completed K-3 Plant rationalization (added 100,000 tons OTA capacity)
2000's	2001.04.	Completed ERP system buildout; began trial and full operation (Apr – Jul 2001)
	2001.05.	Signed MRO e-Marketplace agreement with LG Distribution for MRO cooperation
	2001.05.	Daejeon Plant completed 6th PET expansion (SBO-14, HUSKY-48C lines)
	2001.06.	Reorganized Samyang Central Research Institute, integrating Central and Pharmaceutical Research Labs
	2001.06.	Group Chairman Kim Sang-ha donated funds to 'Send Water Pumps to Rural Areas' campaign (CSR)
	2001.06.	Donated LMDS equipment to Korea University (CSR – Talent Development)
	2001.07.	Sold Vietnamese textile affiliate SY Vina
	2001.08.	Samyang Data Systems signed outsourcing agreement with Kyungbang Co., Ltd.
	2001.08.	Launched Samyang Group online web newsletter <Together We Are Samyang>
	2001.08.	Appointed Kim Won as Executive Vice President, Head of Management Division
	2001.08.	Established group MRO materials online-procurement site
	2001.09.	Samnam Petrochemical selected as Excellent Labor-Management Culture Company
	2001.09.	Samnam Petrochemical obtained KOSHA 2000 program certification
	2001.10.	Samyang Machinery split into four independent companies (spin-off)
	2001.10.	Corporate advertisement 'Met Samyang Again Today' won 2001 Advertising Award
	2001.10.	Samnam Petrochemical received Presidential Award (SME category) at 8th Corporate Innovation Awards
	2001.10.	Sold Samyang Medicare
	2001.11.	Samyang Genex recorded 40% increase in Q.One operating profit
	2001.12.	Samyang Data Systems entered the ERP market
	2001.12.	Samyang Corp. donated ₩50 million to support neighbors in need (CSR)
	2001.12.	Samyang Data Systems entered remote image-education business
	2001.	Obtained product licenses for Genexol PM inj. (1,000mg) and (30mg)
	2002.01.	Produced new corporate advertisements featuring themes of environment, life science, and chemistry
	2002.01.	Samyang Corp. implemented new HR system, reorganizing job grades and assignments
	2002.02.	Genexol® PM anticancer agent received IND (Investigational New Drug) approval from the U.S. FDA
	2002.03.	Revised employee welfare system under the new HR policy
	2002.03.	Donated ₩100 million to Seoul National University Cancer Research Institute (CSR)
	2002.04.	Insoluble drug delivery system won Jisuk Award for Patent Technology (sponsored by JoongAng Ilbo)
	2002.04.	Began headquarters building remodeling project (contractor: Doosan Construction)
	2002.05.	Introduced new salary structure under revised HR system
	2002.05.	Established pharmaceutical research corporation Samyang Research Center (SRC) in Utah, U.S.
	2002.06.	Opened Shanghai Representative Office, China
	2002.06.	Geogrid selected as one of Korea's Top 100 Excellent Patented Products (by Korea Times and KIPO)
	2002.07.	Launched new home-baking products under Millmax: Chocolate Cake Mix and Pound Cake Mix
	2002.08.	Introduced employee mentoring system for new hires
	2002.10.	Received Main Award in Corporate Advertisement category at Korea Times Advertising Awards
	2002.11.	Developed food-family brand Q.One
	2002.11.	Pharmaceutical BU signed Nicostop® technology-transfer agreement with Lavipharm (Greece)
	2002.12.	Opened Guten Morgen, an organic-food specialty store (Hyundai Department Store, Mia Branch)
	2002.	Developed Korea's first Multi Laver Pet product
	2003.01.	Launched newspaper and TV ads for Q.One brand
	2003.01.	Published 300th issue of company magazine Together We Are Samyang

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2000's	2003.01.	Trigrid® received KIPO Commissioner's Award (Grand Prize) at the 2002 Top 100 Excellent Patented Products Awards
	2003.02.	Donated ₩100 million to support victims of the Daegu subway disaster (CSR)
	2003.02.	Genexol® Injection obtained KFDA approval for ovarian and node-positive breast cancer
	2003.04.	Samnam Petrochemical established annual TPA production capacity of 1.5 million tons
	2003.04.	Began exporting Genexol® Injection to Indonesia (Kalbe Farma)
	2003.04.	Samyang Corp. established Shared Services Organization
	2003.05.	Samnam Petrochemical completed K-4 Plant (QTA 400,000 tons), achieving 1.5 million-ton annual TPA capacity
	2003.05.	Samyang Central Research Institute reorganized, integrating all group research centers
	2003.05.	Introduced new research organization and program structure (established R&D Planning Team and Clinical Pharmacology Office)
	2003.05.	Exported Nicostop® smoking-cessation patch technology overseas
	2003.06.	Genexol® Injection received approval in Hungary
	2003.06.	Completed CRM system implementation
	2003.07.	Opened first bakery café Café Mix & Bake (Olympic Branch)
	2003.08.	Samyang Corp. launched web-based One World HR system
	2003.09.	Completed headquarters building renovation
	2003.09.	Donated ₩200 million to aid flood victims (CSR)
	2003.10.	Donated ₩2 billion to Korea University for construction of the Sudang Academic Information Center
	2003.10.	Established Clinical Pharmacology Department within the Research Institute
	2003.10.	Introduced headquarters customer service and meeting-room reservation systems
	2003.10.	Opened headquarters fitness center
	2003.11.	Opened Beautiful Store Dongdaemun Branch to mark the 80th anniversary (supported ₩200 million)
	2003.11.	Samnam Petrochemical won the US$ 500 million Export Tower at the 2003 Trade Day Awards
	2003.12.	Group newsletter won Federation of Korean Industries Chairman's Prize at the Corporate Communication Awards
	2003.12.	Donated ₩100 million to support the underprivileged (CSR)
	2003.	Yangyoung and Sudang Scholarship Foundations renamed as Yangyoung Foundation and Sudang Foundation
	2003.	Genexol® PM Phase II clinical trials for lung cancer began at Seoul National University Hospital
	2003.	Conducted the second clinical trial for breast cancer at Seoul National University Hospital
	2004.01.	Broadcast second Q.One TV commercial episode 'Cookie for My Husband'
	2004.03.	Opened Sudang Academic Information Center
	2004.03.	Vice Chairman Kim Yoon appointed Group Chairman
	2004.03.	Kim Ryang appointed CEO of Samyang Genex
	2004.03.	Sold shares in Dewan Salman Fiber (Pakistan)
	2004.04.	Donated ₩10 million to 'Send Hope Soccer Balls to Iraq' campaign (CSR)
	2004.04.	Delivered relief supplies (Surgisorb®, flour) for victims of the Ryongchon explosion in North Korea (CSR)
	2004.04.	Established Samyang Engineering Plastics (Shanghai) Co., Ltd. in China
	2004.04.	Shinhan Flour Mills held groundbreaking ceremony for new premix plant (capacity 1,500 tons per month)
	2004.04.	Samyang Kasei achieved threefold zero-accident record (900 days through Jun. 2004)
	2004.05.	Geogrid became the first industrial-textile product to obtain Reliability Certification R-Mark (from Ministry of Commerce, Industry & Energy)
	2004.06.	Environmental Business BU signed ion-exchange resin OEM agreement with Suqing Chemical (China)
2000's	2004.06.	Samyang Kasei received Minister of Commerce, Industry & Energy Award
	2004.06.	Headquarters building won Grand Prize (Renovation Category) at Seoul Love Citizen Awards
	2004.07.	Donated electric wheelchairs to low-income people with severe disabilities (CSR)
	2004.07.	Opened Jaedong Building
	2004.08.	Environmental Business BU signed Asahi Project contract with Nihon Enshu Co. (Japan)
	2004.08.	Samyang Corp. and Samyang Genex acquired Korea Heinz Processed Oils Business Division
	2004.09.	Launched new Q.One TV advertising campaign
	2004.10.	Established Samyang Wellfood
	2004.10.	Opened Group Integrated Procurement System
	2004.10.	Announced Vision 2010 and introduced new corporate CI
	2004.10.	Held Samyang 80th-Anniversary Commemorative Ceremony (including Chairman's address)
	2004.10.	Hosted Samyang 80th-Anniversary University Biz Fair
	2004.10.	Renamed Shinhan Flour Mills to Samyang Millmax
	2004.11.	Held Samyang Foundation Symposium commemorating the Group's anniversary
	2004.11.	Samyang Kasei achieved cumulative production of 500,000 tons
	2004.11.	Samnam Petrochemical won US$ 800 million Export Tower at Trade Day Awards
	2004.12.	Launched new corporate TV advertisement campaign
	2004.12.	Group CI won Gold Prize (Identity Design) at 2004 Korea Design Awards
	2004.12.	Company newsletter and website received Corporate Communication Award
	2004.	Conducted clinical trials of Genexol® PM for secondary breast cancer
	2005.01.	Began ERP Upgrade Project
	2005.01.	Donated ₩50 million to aid South Asia earthquake victims (CSR)
	2005.01.	Held 'Beautiful Sharing Bundle' donation event (CSR)
	2005.01.	Produced new Samyang Group badge
	2005.02.	Opened Knowledge Management System
	2005.04.	Samnam Petrochemical and Yeosu Association for the Disabled co-hosted Festival for People with Disabilities (CSR)
	2005.04.	Samyang Engineering Plastics (Shanghai) Co., Ltd. began full-scale production and sales (Lines 1–3 completed)
	2005.04.	President Park Jong-hyun of Samyang Corp. received Gold Tower Order of Industrial Service Merit
	2005.05.	Donated to Korea University's Graduate School of International Studies Development Fund (CSR)
	2005.05.	Samyang Millmax held completion ceremony for new premix plant
	2005.06.	Conducted management workshop to redefine and promote corporate culture
	2005.08.	CASCO Co., Ltd., a joint venture among Samyang Machinery, LS Cable, and Doosan Engine, officially launched
	2005.08.	Samyang Genex Daejeon Plant won final EU patent ruling in favor of Genexol® (U.K.)
	2005.08.	Samyang Genex Daejeon Plant obtained KDMF certification (API approval)
	2005.09.	Aired TV advertising series 'Dinner Time, Swimming and Weekend Trip'
	2005.10.	Established Samyang Values Emblem (Trust · Challenge · Innovation · People)
	2005.10.	Donated earthquake-relief funds for Pakistan (CSR)
	2005.10.	Chairman Kim Yoon named one of Korea's Most Respected CEOs 2005
	2005.11.	Merger approval for ADAMS Technology Co., Ltd., manufacturer of organic chemical materials for LCDs
	2005.11.	Corporate advertisement won Seoul Advertising Awards Grand Prize (Corporate PR Category)
	2005.11.	Samnam Petrochemical received US$ 1 billion Export Tower and Silver Tower Order of Industrial Service Merit on Trade Day
	2005.12.	Samyang Kasei received US$ 100 million Export Tower at the 42nd Trade Day Awards

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2000's	2005.12.	Samyang Genex established Qinhuangdao Samyang Genex Food Co., Ltd. (starch-sugar plant in China)
	2005.	Released Monopass® surgical suture
	2006.01.	Split Samyang Central Research Institute into three centers (Pharmaceutical, Fiber, and Industrial Technology Labs)
	2006.01.	Implemented Group organizational restructuring
	2006.01.	Launched Document Security System
	2006.01.	Established Samyang EMS and entered electronic-materials business
	2006.01.	Donated ₩100 million to support snow-disaster victims (CSR)
	2006.02.	Completed ERP upgrade project
	2006.03.	Held Genexol® Injection launch symposium in Vietnam
	2006.03.	Held completion ceremony for EP Plant of Samyang Engineering Plastics (Shanghai) Co., Ltd.
	2006.04.	Distributed Samyang Values Handbook company-wide
	2006.04.	Acquired family-restaurant chain Seven Springs
	2006.05.	Shanghai EP Plant obtained ISO 9001 certification
	2006.05.	Donated ₩30 million to Seoul National University for opening of the Clinical Practice Training Center (CSR)
	2006.05.	Sudang Foundation held the 15th Sudang Prize Ceremony (renamed Sudang Science Award → Sudang Prize)
	2006.06.	Seven Springs incorporated as Samyang Corp. affiliate
	2006.06.	Integrated Group Food Research Institutes
	2006.06.	Published corporate history 'Samyang 80 Years'
	2006.07.	Held inaugural ceremony for Samyang Food & Dining Co., Ltd.
	2006.07.	Chairman Kim Yoon received KITA (Korea International Trade Association) Meritorious Service Plaque
	2006.08.	Donated ₩150 million in flood-relief funds (CSR)
	2006.08.	Samyang Genex Daejeon Plant installed new injection-production facilities
	2006.09.	Samyang Data Systems signed domestic supply agreement with Citrix Systems (USA) for Application Networking Group products
	2006.09.	Samyang Data Systems won contract to build new HR Information System for Dongbu Life Insurance
	2006.09.	Produced new Group PR film and presentation materials
	2006.10.	Samyang Data Systems built multi-video & document-conference system
	2006.11.	Donated Braille information terminals to the visually impaired (CSR)
	2006.12.	Participated in FKI Hope 2007 Love Sharing Charity Concert (CSR)
	2006.12.	Participated in FKI Hope 2007 Love Sharing Charity Concert (CSR)
	2006.12.	Samyang Genex opened first health-food specialty shop Goodssome
	2006.12.	Aired new corporate TV advertising campaign
	2006.12.	Held completion ceremony for surgical-suture factory
	2006.12.	Genexol® PM Injection received Minister of Health & Welfare Award
	2006.12.	Won Korea Communication Awards Grand Prizes — Together We Are Samyang (company magazine) and Samyang 80 Years (corporate history)
	2006.	Launched Neosorb® surgical suture
	2006.	Genexol® PM received marketing approval for lung and breast cancer indications
	2007.01.	Samyang Genex opened first regional Goodssome store (Ulsan Shinjeong Branch)
	2007.01.	Samyang Data Systems supplied wireless-LAN security solution
	2007.02.	Launched Genexol® PM Injection and received Excellence Award at Korea New Drug Development Awards

2000's	2007.02.	Terminated J/V with PF Sysco for high-tenacity yarn sales; Samyang Corp. resumed direct operations (Sancha Sales Team 1)
	2007.02.	Qinhuangdao Samyang Genex Food Co., Ltd. began trial production and first sales
	2007.02.	Held TRIGRID® EX facility completion ceremony
	2007.02.	AM BU obtained General Motors global material approval for PC, PC/ABS, and TPEE materials (~'07.03.)
	2007.03.	Honorary Chairman Kim Sang-hong granted scholarships to underprivileged youth (CSR)
	2007.03.	Chairman Kim Yoon awarded Gold Tower Order of Industrial Service Merit
	2007.04.	Engineering Plastics Division opened San Diego Office (USA)
	2007.04.	Donated funds for P'ilam Seowon Poetry Contest in memory of Ha-seo Seonsaeng (CSR)
	2007.04.	Achieved Korea's first localization of CVJB (auto part) materials
	2007.05.	TRIGRID® EX acquired European CE mark certification
	2007.05.	New employees donated ₩5.3 million to Gochang Inchon Village after the Newcomers' Night event (CSR)
	2007.05.	Samyang Data Systems built Samsung Securities mobile WAP portal
	2007.05.	Published Study of Samyang Corporate Management History
	2007.06.	Samyang Data Systems supplied video-conference system to Yonsei University
	2007.06.	Samyang Data Systems signed exclusive distribution agreement with Applied Identity (USA) for integrated access-management solution
	2007.08.	Began Q.One radio advertising campaign
	2007.08.	Samyang Machinery signed ₩2.1 billion special-refining equipment supply contract with Samyang Corp.
	2007.09.	Samyang Engineering Plastics (Shanghai) Co., Ltd. commenced 100 % plant operation
	2007.09.	Qinhuangdao Samyang Genex Food Co., Ltd. began official supply to Coca-Cola
	2007.09.	Launched new newspaper and radio ads for Nicostop®
	2007.10.	Samyang Machinery signed ₩2.06 billion construction contract
	2007.10.	Samyang Machinery signed additional ₩2.7 billion refining-equipment contract with Samyang Corp.
	2007.10.	Opened Q.One brand mini-homepage
	2007.10.	Held completion and dedication ceremony for Daejeon Daedeok Pharmaceutical Plant (Injection Plant)
	2007.11.	Donated to Korea University Business School Development Fund (CSR)
	2007.11.	Aired new Nicostop® TV commercial
	2007.11.	Samyang Data Systems built HR-information system for Avalon Education
	2007.12.	Samyang Machinery signed ₩3.2 billion equipment-supply contract with Samyang Corp.
	2007.12.	Samyang Data Systems hosted e-HR Seminar
	2007.12.	Samyang Data Systems signed strategic-business MOU with Eoullim Information Technology
	2007.12.	Won Labor-Management Culture Grand Award — Samyang Kasei (Presidential Prize) and Samnam Petrochemical (Prime Minister's Prize)
	2007.	Samyang Genex expanded Goodssome health-food store network nationwide
	2007.	Q.One launched new products: Green Tea Hotteok Mix, Hotteok Mix Set, Pumpkin Almond Cookie Mix, Pumpkin Hotteok Mix, etc.
	2008.01.	New employees joined volunteer cleanup at Taean oil-spill site (CSR)
	2008.02.	Genexol® PM Injection obtained IND approval for ovarian cancer
	2008.02.	Absorbable suture Neosorb® received manufacturing license
	2008.03.	Samyang Data Systems won ITO contract with Korea District Heating Corporation
	2008.04.	Aired new corporate TV ads — Chemistry · Food · Pharmaceutical series
	2008.04.	Introduced Family Day (second Wednesday each month)
	2008.04.	Expanded monthly all-hands meeting to Group-wide format

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2000's	2008.04.	Samyang Data Systems launched cybersecurity-training program for hacking-response experts
	2008.04.	Held 1st Q.One Homemade Festival
	2008.05.	Chairman Kim Sang-ha received Japan–Korea Businessmen's Conference Merit Award
	2008.05.	Signed FDT technology-partnership agreement with Daewon Pharmaceutical
	2008.06.	Began official supply to Pepsi Cola (Beijing)
	2008.06.	Held Column Spacer shipment-ceremony
	2008.06.	Received IND approval for Docetaxel PM
	2008.07.	Samyang Data Systems won contract to build Southlink e-HR system
	2008.09.	Samyang Data Systems constructed English-only classrooms using video-conference technology
	2008.09.	Won Gold Prize at National Quality Circle Competition
	2008.10.	Samyang Kasei expanded PC-resin production to 120,000 tons per year
	2008.10.	Established Group Food Research Institute
	2008.11.	Received multiple honors at National Quality Management Convention — Iron Tower Order of Industrial Service Merit, Presidential Citation, and Excellent QC Circle Award
	2008.11.	Conducted Love Coal Briquette Sharing volunteer service (CSR)
	2008.11.	Docetaxel PM Injection received IND approval for Phase I clinical trial
	2008.11.	Samyang Genex held corporate IR sessions in London and New York
	2008.12.	Samyang Data Systems signed cooperation agreement with Sejong Cyber University
	2008.12.	Group donated ₩200 million in neighbor-aid funds (CSR)
	2008.12.	Samyang Engineering Plastics (Shanghai) Co., Ltd. obtained ISO 14001 certification
	2008.12.	TRIGRID® EX product earned Japan PWRC certification
	2008.	Shanghai plant obtained ISO/TS 16949 certification
	2008.	Samyang EMS began supplying 5G color spacer (CS) to Dongwoo Fine-Chem
	2009.03.	Samyang Data Systems launched official CHFI Digital-Forensics Expert Certification program
	2009.03.	Samyang Machinery renamed Samyang Entech Co., Ltd. at 37th Regular Shareholders' Meeting
	2009.04.	PoligoGel (anti-adhesion agent) received IND approval
	2009.05.	Opened Beijing Office
	2009.06.	Opened Q.One Homemade Plaza
	2009.06.	Samyang Corp. received A+ credit rating from Korea Ratings
	2009.06.	Opened Sudang Library at Bongam Elementary School
	2009.06.~07.	Genexol® PM approved in Vietnam and India
	2009.07.	Integrated Group grain-purchase organization
	2009.07.	Opened reference library 'G Plus (智*)'
	2009.08.	Produced new Q.One advertisements (1 image, 2 product spots)
	2009.08.	Published comic biography 'The Life of Sudang Kim Yeon-su'
	2009.09.	Samyang Genex began construction of Docetaxel anticancer drug plant
	2009.09.	Signed joint-venture agreement with Mitsubishi Corporation (Japan) for BPA business
	2009.09.	Samyang Genex entered super-cassava raw-material business
	2009.09.	Signed supply contract with European multinational pharma for Genexol®
	2009.09.	Launched Monolene® polypropylene suture
2000's	2009.09.	Launched Vision 2015 Project
	2009.09.	Held 85th anniversary ceremony
	2009.10.	Samyang Data Systems hosted 1st EC-Council Members' Day (CEH Day)
	2009.10.	Broadcast Q.One Baro-Baro Well-being Hotteok Mix TV commercial
	2009.10.	Samyang Genex exported Genexol® anticancer drug to Europe
	2009.10.	Established Samyang Innochem Co., Ltd. (capital ₩350 million)
	2009.10.	Company newsletter Together We Are Samyang featured on KBS TV Fairy Tales program
	2009.12.	Samyang Innochem approved for entry into Gunsan Free Trade Zone
	2009.12.	Company newsletter Together We Are Samyang won Planning Award at Korea Communication Awards
	2009.12.	Samyang Data Systems signed exclusive video-conference distribution deal with Tandberg
	2009.12.	Samnam Petrochemical carried out home-repair and coal-donation volunteering (CSR)
	2009.	Docetaxel PNP IND approved
	2009.	Container Division began in-plant production at Coca-Cola Gwangju Factory
	2009.	Samyang EMS started supplying 6th-generation color spacers to BOE (China)
2010's	2010.01.	ERP Upgrade Project kick-off
	2010.01.	Samyang Innochem signed technology-introduction agreement with Mitsubishi Chemical Corp.
	2010.02.	Established Samyang EP Hungary Ltd.
	2010.05.	Honorary Chairman Kim Sang-hong passed away
	2010.05.	Ulsan Plant obtained Korea's first Carbon Growth Label certification in its industry
	2010.06.	Held ceremony commemorating 500th anniversary of Haseo Kim In-hoo's birth
	2010.06.	Launched Group integrated e-HR system 'In Plus'
	2010.07.	Opened Group mobile portal
	2010.08.	Chemical Division reached cumulative TPA production & sales of 20 million tons
	2010.08.	Pharmaceutical Plant obtained German GMP approval for two injection products
	2010.09.	Began new corporate advertising campaign
	2010.09.	Started mass supply of 4.5-generation column spacers to Chinese clients
	2010.09.	Launched new Q.One advertisements and concept-car event
	2010.09.	Established Food Consumer Business Division and new Business Unit
	2010.10.	Held 86th-anniversary Vision 2015 Resolution Hike and anniversary address
	2010.10.	Samyang Entech signed ₩5.61 billion SBPA project contract with Samyang Innochem
	2010.10.	Formally adopted and announced Vision 2015
	2010.10.	Completed and opened new versions of ERP and GAINS systems
	2010.11.	Samyang Innochem held groundbreaking ceremony for BPA plant in Gunsan Free Trade Zone
	2010.11.	Samnam Petrochemical received Minister of Public Administration and Security Award at Korea Safety Awards
	2010.11.	Samyang Kasei selected as excellent company in MOE's Voluntary Agreement for Chemical Emission Reduction (Ministerial Citation)
	2010.12.	Anticancer-drug cell-culture technology selected among Korea's Top 100 Technologies
	2010.12.	Group Research Center acquired KOLAS accreditation
	2010.12.	Began production on second aseptic line
	2010.12.	Samyang Kasei achieved record output of 123,408 tons (highest since founding)
	2010.12.	Engineering Plastics sales surpassed 100,000 tons
	2010.	Samyang Genex Incheon Plant and Samyang Wellfood received Excellent Environmental Management Company citations

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2010's	2011.01.	Genexol® API obtained European CEP certification
	2011.02.	Yangyoung and Sudang Foundations held 2011 scholarship award ceremony
	2011.03.	Established Executive Management Council centered on three CEOs (Chairman Kim Yoon; Vice Chairmen Kim Ryang and Kim Won)
	2011.03.	Signed joint research and license agreement with Takeda Pharmaceutical (Japan) for siRNA delivery technology
	2011.04.	Sudang Foundation hosted 20th Sudang Prize Selection and Award Ceremony
	2011.04.	Samyang Pharmaceutical BU held joint signing ceremony with Takeda on siRNA development
	2011.05.	Held 1st-anniversary memorial service for late Honorary Chairman Kim Sang-hong
	2011.05.	Identified and selected Top 20 projects for achieving Vision 2015 goals
	2011.05.	Q.One launched 'Real Fruit in Milk' beverage mix
	2011.06.	Food Division held STEP-Sales (organizational capability program) workshops and briefings
	2011.06.	Aired Q.One Homemade TV commercial
	2011.07.	Q.One Homemade launched '100 Secrets of Delicious Rice' product
	2011.07.	Q.One Homemade launched 'Make-Your-Own Ice Cream' kit
	2011.07.	Samnam Petrochemical completed K3/K4 rationalization (OTA 100 K tons) → TPA annual capacity 1.8 M tons
	2011.08.	Held STEP-Sales manual training and workshop
	2011.08.	Approved transition to a holding-company structure
	2011.08.	Completed construction of Samyang EP Hungary Plant
	2011.08.	Held management workshop to establish new management system
	2011.09.	Honorary Chairman Kim Sang-ha received Korea Entrepreneurship Grand Prize
	2011.10.	Siwha Plant's recycled PET facility received National Assembly Environment & Labor Committee Chairman's Award at the Korea Eco-Friendly Awards
	2011.10.	Ulsan Plant earned Carbon Footprint Certification from MOE for six Q.One sugar products
	2011.11.	Completed conversion to holding-company structure → launched Samyang Holdings; operating firms Samyang Corp. and Samyang Biopharm spun off
	2011.12.	Ion-Exchange Resin BU began Korea's first commercial production of ultrapure-water ion-exchange resins
	2011.12.	Launched diet-food brand Q.One BD Lab (withdrawn 2014)
	2011.12.	Samyang Holdings increased capital of subsidiary Samyang Biopharm by ₩5.5 billion
	2011.12.	Samyang EMS received $10 Million Export Tower
	2011.12.	Samyang Holdings listed after spin-off; Samyang Corp. relisted
	2011.	Introduced Business-Group system and reorganized management structure
	2012.01.	Completed and opened ERP systems for Samyang Genex, Samnam Petrochemical, and Samyang Kasei
	2012.01.	Food Consumer Goods BU launched STEP-Sales Project
	2012.02.	Decided to establish Samyang Genex Bio via corporate split
	2012.03.	Samyang Innochem shipped pilot BPA and held commemorative ceremony
	2012.04.	Held 1st Samyang Innovation R&D Fair 2012
	2012.04.	Samyang EMS turned profitable five years after venture acquisition
	2012.04.	Held completion & start-up ceremony for Samyang Innochem Gunsan BPA Plant(~'12.05.)
	2012.05.	Q.One Homemate TV commercial launched; opened official Facebook page
	2012.05.	Launched New Value Up 30 initiative and briefing session (part of Vision 2015)
	2012.05.	Held 2nd-anniversary memorial service for late Honorary Chairman Kim Sang-hong

2010's	2012.05.	Samyang Corp. selected among 'Korea's 50 Most Admired Companies'
	2012.05.	Began Group document-management innovation project (knowledge asset centralization)
	2012.05.	Aired Q.One BD Lab TV commercial
	2012.06.	Conducted Creative PMI training (process-innovation program)
	2012.06.	Samyang Biopharm and Samyang Genex Bio obtained Innovative Pharma Company Certification
	2012.06.	Launched Q.One BD Lab Rice Noodles (2 varieties)
	2012.07.	Samyang Innochem made first BPA export
	2012.07.	AM BU held STEP Sales Kickoff Briefing
	2012.07.	Samyang Genex Bio obtained European approval for Nexatin® injection
	2012.08.	Samyang Biopharm Daedeok Plant received Medical-Device GMP compliance certification
	2012.08.	Held company-wide document-centralization briefings
	2012.08.	Released Q.One BD Lab Cookies (2 varieties)
	2012.10.	Held 88th-anniversary events (hiking, ceremony, commemorative address)
	2012.10.	Samnam Petrochemical received Silver Tower Order of Industrial Service Merit on Chemical Industry Day
	2012.10.	Samyang Genex launched integrated health-and-beauty brand 'About Me'(~'12.11.)
	2012.12.	Samnam Petrochemical received US $2 Billion Export Tower award
	2012.12.	Samyang Biopharm achieved cumulative sales of 100,000 km of surgical sutures
	2012.12.	Food Business (B2C/B2B) launched new products including Ice Cream Mix, Shortening, Processed Oils, Cheesecake Mix, and Yogurt Mix
	2013.01.	AM BU began Korea's first commercial production of Silicon Polycarbonate (Si-PC)
	2013.03.	Samyang Genex Investment Division spun off and merged into Samyang Holdings
	2013.04.	Sudang Foundation hosted 22nd Sudang Prize Selection and Award Ceremony(~'13.05.)
	2013.04.	Held 2nd Samyang Innovation R&D Fair 2013
	2013.05.	Chairman Kim Yoon received Korea Management Award
	2013.05.	Held Samyang Group Ethical-Management Declaration Ceremony
	2013.07.	Pharma Group merged Samyang Biopharm and Samyang Genex Bio (ceased being subsidiary of Samyang Holdings)
	2013.07.	Samyang Corp. merged with Samyang EMS
	2013.07.	Launched food-service distribution brand ServeQ
	2013.07.	Renewed websites for Samyang Holdings, Samyang Corp., and Samyang Entech
	2013.07.	Signed MOU with Mitsubishi Chemical (Japan) for joint venture on ion-exchange resins
	2013.07.	Launched Group STEP-Process Project
	2013.08.	Held 1st open-communication event 'Candid Talk with CEO'
	2013.09.	Samyang Innochem and Mitsubishi Chemical held technical exchange meeting
	2013.09.	Chairman Kim Yoon hosted 'Lunchbox Talk' with employees
	2013.09.	Participated in youth mentoring camp Blue Manitto Hope Plus
	2013.09.	Held 90th-anniversary Baekdudaegan trek
	2013.10.	mplemented simplified work attire to mark 90th anniversary(~'14.10.)
	2013.11.	Held mid-term review of STEP-Process Project
	2013.11.	Vice Chairman Kim Ryang received Silver Tower Order of Industrial Service Merit at 39th National Quality Management Convention
	2013.12.	Opened websites for Samyang Biopharm and three affiliates
	2013.12.	Samyang EP Hungary declared Ethical Management
	2013.12.	Completed Phase 1 of STEP-Process Project (final report meeting held)

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2010's	2013.12.	Held 10th-anniversary event for Beautiful Store Dongdaemun Branch
	2013.12.	Samyang Innochem received US $100 Million Export Tower award
	2014.01.	Samyang Corp. merged with Samyang Wellfood
	2014.01.	Seven Springs renamed Samyang F&B
	2014.01.	Established Samyang Fine Technology (joint venture with Mitsubishi Chemical for ion-exchange resins)
	2014.02.	Chairman Kim Yoon became 12th President of the Korea-Japan Economic Association
	2014.02.	Conducted Check & Balance training program
	2014.03.	Launched S&OP System Development Project (kick-off)
	2014.04.	Samyang Genex began commercial production of eco-friendly bio-based plastic Isosorbide
	2014.04.	Held mid-term review for STEP-Process Phase 2
	2014.04.	Sudang Foundation hosted 23rd Sudang Prize Selection and Award Ceremony(~'14.05.)
	2014.05.	Held S&OP system project sharing session
	2014.06.	Held 3rd Samyang Innovation R&D Fair 2014
	2014.07.	Held final review of STEP-Process Project (achievements presentation)
	2014.07.	Launched construction of Samyang Fine Technology Ion-Exchange Resin Plant
	2014.08.	Samyang Holdings merged Samyang Entech (absorption merger)
	2014.08.	Created 90th-Anniversary Emblem
	2014.09.	Chairman Kim Yoon received Most Admired Business Leader Award
	2014.10.	Held 90th-Anniversary Ceremony
	2014.10.	Completed 90th-Anniversary Baekdudaegan Trekking(~'13.09.~'14.10.)
	2014.10.	Concluded 90th-Anniversary Simplified Work Attire Campaign(~'14.10.)
	2014.11.	Samyang Corp. merged Samyang Millmix
	2014.11.	Spun off container and recycling business divisions to create Samyang Packaging
	2014.11.	Held joint-investment signing ceremony with SCPE for packaging business
	2014.12.	Samyang Packaging merged with Hyosung Packaging Business Unit
	2015.01.	Aired Q.One 'Easy Tomorrow Hangover Relief' TV Commercial
	2015.03.	Samyang Holdings reported subsidiary Samyang Biopharm operating profit up 77.5 %
	2015.04.	Published Baekdudaegan Trekking Record titled 'Challenge Toward the Next Century'
	2015.04.	Launched Regulation / Standards Re-establishment and Work Manual Project
	2015.04.	Sudang Foundation hosted 24th Sudang Prize Selection and Award Ceremony
	2015.05.	Held 5th-anniversary memorial service for late Honorary Chairman Kim Sang-hong
	2015.06.	Samyang Biopharm introduced tumor-penetration technology from Complement Pharmaceuticals (U.S.)
	2015.06.	Held 4th Samyang Innovation R&D Fair 2015
	2015.07.	Samyang Packaging completed merger with Asepsis Global (former Hyosung Packaging PU) and held flag-raising ceremony
	2015.08.	Samyang Corp. launched Q.One Oligosaccharide
	2015.08.	Hosted Korea-Japan High-School Exchange Camp celebrating 50 years of diplomatic relations
	2015.09.	Opened Group Integrated Business-Intelligence (BI) Analytics System
	2015.10.	Held 91st-Anniversary Commemorative Hike and Ceremony (address included)
	2015.10.	Chairman Kim Yoon attended BIAC General Assembly as Korean representative
	2015.10.	Samnam Petrochemical carried out volunteer project to build Windmill Village
	2015.11.	Samnam Petrochemical completed Yeosu Windmill Village CSR project
	2015.11.	Samyang Biopharm launched absorbable hemostat SurgiGuard®
	2015.12.	Samyang Innochem received US $200 Million Export Tower (KITA)
	2015.12.	Samyang Holdings, Samyang Corp., and Samyang Genex obtained Family-Friendly Certification
	2015.12.	Samyang Fine Technology shipped its first products
	2015.	Participated in various exhibitions (Aquatech, China Plus, Medica)
	2015.	launched Churros Mix
	2016.01.	Samyang Corp. merged with Samyang Genex
	2016.01.	Samyang Biopharm signed co-promotion contract with Boryung Pharmaceutical for anticancer drug Genexol®
	2016.02.	Held Vision 2020 and New CI Proclamation Ceremony
	2016.03.	Vice Chairman Kim Won appointed Chairman of KCCI International Trade Committee
	2016.03.	Samyang Corp. Incheon Plant 1 obtained HACCP Certification for starch sugar products
	2016.04.	Launched corporate advertising campaign for Samyang Group
	2016.04.	Completed Pangyo Samyang Discovery Center (SDC)
	2016.04.	Held completion ceremony for Samyang Fine Technology next-generation ion-exchange resin plant in Gunsan
	2016.05.	Launched Samyang Group WIN Program (executive workshop integration)
	2016.05.	Samyang Holdings (Environmental Business Team) won contract for refining facilities
	2016.06.	Aired new Q.One Easy Tomorrow Hangover Relief TV commercial
	2016.06.	Conducted on-site promotions for Easy Tomorrow at pharmacies
	2016.07.	Samyang Corp. received government approval for Allulose (alternative sweetener)
	2016.07.	Acquired composite-material venture company CryChem
	2016.07.	Transferred Pharmaceutical & Bio Research Institute and Food Research Institute to the Pangyo Samyang Discovery Center (SDC)
	2016.07.	Incheon Plant 2 conducted industrial-safety and HACCP training
	2016.08.	Samyang Holdings (Environmental Business Team) won another refining-facility order
	2016.08.	Opened SDC Childcare Center
	2016.08.	Ion-Exchange Resin BU launched its first new product line (commemorative ceremony held)
	2016.09.	Samyang Corp. Food Group and Samyang Biopharm relocated to SDC Headquarters
	2016.09.	Published corporate history Samyang 90 Years
	2016.10.	Held 92nd-Anniversary Hike (Deogyusan) and Commemorative Ceremony
	2016.10.	Held 5th Samyang Innovation R&D Fair 2016
	2016.11.	Samyang Corp. Incheon Plant 1 obtained HACCP certification
	2016.11.	Transferred Industrial Materials Technology Division operations to Huvis
	2016.11.	Corporate advertising campaign won 53rd Chosun Ilbo Advertising Awards Grand Prize
	2016.11.	Received Korean Red Cross CSR Commendation
	2016.11.	Held groundbreaking ceremony for Ulsan Plant 1 Functional Mixed Sugar Plant
	2016.	AM BU received Best Supplier Award at 1st TE Korea Supplier Awards
	2016.	Expanded Ion-Exchange Resin business in China; signed MOU with HYPSR
	2017.01.	Held WIN Program Orientation for executives and team leaders (two sessions~'17.02.)
	2017.02.	Opened official Samyang Group SNS 'SAY SAMYANG'
	2017.03.	Vice Chairman Kim Won received Bronze Tower Order of Industrial Service Merit
	2017.03.	Ulsan Plant 1 Functional Mixed Sugar Plant completed and began commercial production(~'17.05.)

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2010's	2017.04.	EMS BU delivered its first column spacers to Samsung Display (commemorative event)
	2017.04.	Samyang Corp. launched two TruSweet Allulose liquid products (low-calorie sweeteners)
	2017.06.	Food Research Institute received Technology Award from the Korean Society of Food Science and Technology (for sugar-reduction initiatives)
	2017.06.	Held Samyang Discovery Center Completion Ceremony (followed by July symposium)
	2017.06.	About Me brand launched five Skin Tone-Up and Peeling Massage Cream products(~'17.07.)
	2017.07.	Signed MOU with Aryzta AG for frozen bakery business collaboration
	2017.07.	Samyang Biopharm's Pharmaceutical Plant underwent GMP audit by German BGV (approved)
	2017.07.	Held 1st Samyang Seeds University Student Supporters Launch Ceremony
	2017.08.	Food Group launched 2020 Vision Action Plan Kickoff
	2017.08.	Chemical Group held 2020 Vision Strategy Sharing Session
	2017.08.	Samyang Corp. released TruSweet Oligosaccharide with highest domestic dietary-fiber content
	2017.10.	Acquired medical-synthetic chemical manufacturer Medichem
	2017.10.	Held 93rd-Anniversary Hike and Commemorative Ceremony (address emphasized)
	2017.10.	Held 6th Samyang Innovation R&D Fair 2017
	2017.11.	SDC (Pangyo Samyang Discovery Center) received the Grand Prize at the Korea Green Architecture Awards
	2017.11.	Samyang Group (Samyang Corp.) entered the frozen-bakery business
	2017.11.	Incheon Plant 2 (frozen bakery) obtained HACCP certification
	2017.11.	Samyang Packaging listed on the Korea Exchange (Main Board IPO)
	2017.11.	Chairman Kim Yoon received EY Entrepreneur of the Year – Master Award
	2017.12.	About Me Skin Tone-Up Massage Cream sales exceeded 25 million units – commemorative set released
	2017.12.	Acquired personal-care raw-material company KCI Co., Ltd.
	2017.	About Me launched Super Aqua and Moisturizing Hand Therapy (Citrus) product lines
	2018.01.	Samyang Biopharm won patent litigation on Palzeron Injection
	2018.01.	Samyang Biopharm signed nanoparticle immuno-oncology technology transfer agreement with KIST
	2018.01.	Samyang Biopharm developed new IV anticancer drug candidate for tumor removal
	2018.01.	Samyang Group hosted 'Dream Together Future Science Camp'
	2018.01.	Q.One Easy Tomorrow package design renewed
	2018.02.	Samyang Corp. Chemical Research Lab signed composite business technology R&D partnership agreement
	2018.03.	Samyang Packaging Gwanghye-won Plant achieved 10 million-bottle export milestone to Java Prima (Indonesia)
	2018.03.	Samyang Corp. Ulsan Plant 2 achieved first commercial sale of Allulose
	2018.06.	Samyang Packaging began Korea's first eco-friendly CartoCan (paper can) commercial production
	2018.06.	Ulsan Plant 2 underwent GMP inspection and recertification
	2018.06.	Samyang Biopharm launched PDMS System Build Project (kick-off and completion)(~'18.08.)
	2018.07.	Samyang Biopharm began annual sponsorship of the MDS Foundation (Boston)
	2018.07.	Samyang Packaging became first in Korea's beverage industry to obtain Halal Grade A Certification from MUI (Indonesia)
	2018.08.	Q.One Easy Tomorrow reached 10 million packs sold in H1
	2018.08.	Established Samyang Biopharm USA Inc. in Boston
	2018.09.	Group Management Division hosted Samyang Group Production Innovation Exchange Meeting
2010's	2018.09.	Samyang Biopharm's Genexol (Paclitaxel) became No. 1 anticancer drug in Korea
	2018.09.	Samyang Packaging exceeded 3 billion bottles of aseptic beverage production
	2018.09.	Established Samyang EP Vietnam Co., Ltd.
	2018.10.	Samyang Biopharm launched Desirid Injection with dose variations
	2018.10.	Held 94th-Anniversary Hike and Commemorative Ceremony
	2018.11.	Held 7th Samyang Innovation R&D Fair 2018
	2018.11.	ServeQ signed frozen-bakery supply contract with Pokis Brand
	2018.11.	Samyang Biopharm received US $50 Million Export Tower and Bronze Tower Order of Industrial Service Merit
	2018.12.	Samyang Biopharm launched Rheumastop-S® (adhesive patch for arthritis)
	2018.12.	Samyang Packaging received US $10 Million Export Tower on Trade Day
	2019.01.	Chairman Kim Yoon attended CES 2019, reaffirming commitment to digital innovation
	2019.01.	Samyang Corp. SC PU earned Halal Grade A Certification (Indonesia MUI)
	2019.03.	Samyang Group held 1st 'Growth Talk' Idea Pitching Day
	2019.03.	Samyang Biopharm hosted Innovative New Drug Salon and promoted Open Innovation
	2019.04.	Q.One Easy Tomorrow Stick-Type launched
	2019.04.	Samyang Corp. introduced specialty EP brand 'Metalinus'
	2019.04.	Gwanghye-won Plant began operation of Aseptic Line 4 (inaugural and safety ceremony)
	2019.05.	Chairman Kim Yoon attended Business at OECD conference
	2019.06.	Easy Tomorrow cumulative sales surpassed 50 million packs
	2019.07.	Samyang Group accelerated bioplastic raw-material (Isosorbide) business
	2019.07.	Samyang Innochem signed agreement with N. Jeolla Province and Gunsan Plant for Isosorbide-facility expansion
	2019.07.	Samyang Corp. Chemical Group launched Integrated Environmental Permit Project (kick-off)
	2019.09.	Easy Tomorrow maintained No. 1 brand ranking for two consecutive years
	2019.10.	Samyang Biopharm Daejeon (Pharmaceutical) Plant renewed EU GMP certification and expanded CDMO business
	2019.10.	Developed Korea's first knotless barbed suture
	2019.10.	Held 95th-Anniversary Hike and Commemorative Ceremony
	2019.11.	Samyang Biopharm's biodegradable surgical suture selected as World Class Product of Korea
	2019.11.	Held 8th Samyang Innovation R&D Fair 2019
	2019.12.	Samyang Biopharm USA signed co-development and in-licensing agreement for immuno-oncology drug candidate
	2019.	Samyang Biopharm USA formally began operations with two global oncology experts
	2019.	Easy Tomorrow promotions targeted youth at university festivals (Ultra Korea, Hiphop Playa, Sangkwae Hot Stay, etc.)
2020's	2020.01.	Samyang Biopharm USA signed technology-transfer agreement for metabolic anticancer drug candidate
	2020.03.	Samyang Corp. Allulose obtained U.S. FDA GRAS certification, accelerating global expansion
	2020.04.	Samyang Corp. merged CryChem
	2020.05.	Samyang Group launched ERP re-engineering project to accelerate digital transformation
	2020.06.	Samyang Corp. expanded domestic application of Allulose amid 'guilt-free' trend
	2020.06.	Established Daejeon EP Co., Ltd. (former CryChem)
	2020.06.	Samyang Biopharm Croquie® entered 12 Middle East and North Africa markets
	2020.06.	Opened R-Ladin (RPA Portal) for robotic process automation
	2020.07.	Began Office 365 pilot adoption (DX and office innovation)
	2020.07.	Held 2020 Samyang Group General Meeting
	2020.07.	Samyang Biopharm and U.S. academic society established Dr. Kim Sung-wan Memorial Award

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2020's	2020.07.	Samyang Corp. Allulose obtained Kosher and Halal certifications
	2020.07.	Samyang Biopharm announced plan to build biodegradable suture plant in Hungary (investment briefing)
	2020.07.	Everose® Tablet obtained product approval
	2020.08.	Ulsan Plant 2 held groundbreaking and safety ceremony for specialty integrated production plant
	2020.09.	Ulsan Plant 2 received Minister's Commendation for Resource-Circulation Excellence Enterprise
	2020.10.	Samyang Innochem selected as recipient of Corporate Vitality Law support for eco-friendly projects
	2020.10.	Held 10th-anniversary memorial ceremony for late Honorary Chairman Kim Sang-hong
	2020.10.	Samyang Biopharm strengthened aesthetic marketing for Croquie® (SAB and webinars)
	2020.11.	Held 9th Samyang Innovation R&D Fair 2020
	2020.11.	Samyang Biopharm began construction of Hungary MD Plant (Suture Plant #2) (safety ceremony)
	2020.11.	Samyang Corp. localized core materials for nuclear-power plant water-treatment systems
	2020.11.	Launched Neosorb® Plus, an antibacterial biodegradable suture (domestically produced)
	2020.12.	Samyang Biopharm approved absorption merger of Medichem
	2020.12.	Azarid® Injection (Azacitidine) entered the EU market
	2020.12.	Bendarid® Injection received product-approval license
	2020.	About Me × Easy Tomorrow collaboration product 'Easy Tomorrow Mask' launched
	2020.	Expanded global webinars and online seminars for overseas engagement
	2021.01.	Held 2021 Samyang Group Digital New-Year Ceremony (online) with CEO message
	2021.01.	Honorary Chairman Kim Sang-ha passed away
	2021.01.	Samyang Fine Technology renewed 2021 MUI Halal Certification (42 ion-exchange-resin items, Grade A)
	2021.01.	Easy Tomorrow cumulative sales surpassed 100 million packs
	2021.01.	Samyang Biopharm merged Medichem
	2021.03.	About Me renewed as clean-beauty brand
	2021.03.	Samyang Biopharm hosted Southeast Asia anticancer webinar
	2021.03.	Samyang Biopharm held Genexol® PM Injection global seminar
	2021.03.	SYDS achieved CMMI Level 3 certification
	2021.04.	Samyang Holdings merged Samyang Biopharm
	2021.04.	Samyang Holdings Biopharm signed mRNA COVID-19 vaccine development agreement with MQurex
	2021.04.	Sudang Foundation selected and awarded 30th Sudang Prize winners(~'21.05.)
	2021.05.	Samyang Corp. received New Excellent Technology (NET) certification for 3D-printing technology
	2021.05.	Developed biodegradable polycarbonate
	2021.05.	Incheon Plant obtained dry-process certification
	2021.07.	Held 1st Dr. Kim Sung-wan Memorial Samyang CRS Award Ceremony
	2021.07.	Samyang Corp. developed new biodegradable plastic using Isosorbide
	2021.07.	Held Food · Chemical · Pharma-Bio Vision-Sharing Conference
	2021.07.	Samyang Biopharm achieved domestic production of Monofix® (monofilament suture)
	2021.08.	Held 2021 Samyang Group Digital General Meeting and CEO message introducing Vision 2025
	2021.08.	Samyang Biopharm signed sustained-release injection development agreement with G2GBIO
	2021.08.	Samyang Biopharm USA conducted Open Innovation program (Dr. Hyun-Sung Lee / Spain CSIC~'21.09.)
	2021.10.	Held 97th-Anniversary Digital Commemorative Ceremony (online address)
2020's	2021.11.	Daejeon Pharmaceutical Plant obtained PSM Grade S Safety Certification
	2021.11.	Held 10th Samyang Innovation R&D Fair 2021
	2021.11.	Samyang Holdings Biopharm obtained product license for Rapulen® (PCL filler for aesthetic use)
	2021.11.	Signed acquisition agreement for semiconductor material company NC Chem
	2021.12.	Completed acquisition and integration of subsidiaries NC Chem and CT Chemical
	2021.12.	Samyang EMS held first column-spacer shipment ceremony
	2021.	Established mid-to-long-term 'Vision 2025' strategy
	2022.01.	Established mid-to-long-term 'Vision 2025' strategy
	2022.01.	Held 2022 Samyang Group Digital New-Year Ceremony (online) with CEO message
	2022.01.	Samyang Packaging expanded plastic-recycling business as part of ESG management
	2022.02.	Samyang Group began parallel open and regular recruitment to secure talent
	2022.03.	Samyang Corp. ServeQ launched AOP Charentes-Poitou Butter Croissant frozen-bakery product
	2022.04.	Samyang Corp. established Eco Platform for Ion-Exchange Resins, Korea's first eco-friendly resin project
	2022.04.	Ulsan Plant 2 made first shipment from new specialty production plant (commemorative event held)
	2022.04.	NC Chem absorbed CT Chemical through merger
	2022.04.	Samyang Corp. showcased crystalline Allulose at webinar
	2022.05.	Samyang Corp. exhibited Allulose and Prebiotics (Specialty products) at IFIA Japan 2022
	2022.06.	Chemical Group began joint project for electrolytic ion-exchange device business
	2022.07.	Samyang Corp. started full-scale mass production of eco-friendly transparent flame-retardant polycarbonate without additives
	2022.07.	Held 2022 Samyang Group General Meeting (off-line resumed) with CEO message
	2022.07.	Samyang Group abolished regular public recruitment to secure talent year-round
	2022.07.	Samyang Corp. developed and launched global Allulose brand 'Nexweet' targeting world markets
	2022.07.	Samyang Innochem signed eco-friendly bio-materials joint-development agreement with Kukdo Chemical
	2022.08.	Samyang Innochem developed eco-friendly adhesive for electric vehicles using Isosorbide
	2022.08.	Samyang Corp. entered recycled fishing-net business, accelerating eco-initiatives
	2022.08.	Samyang Group (incl. Sejong Plant) issued its first Sustainability (ESG) Report
	2022.09.	On the 98th anniversary, CEO message declared goal to 'Advance as a Global Specialty Solutions Company.'
	2022.10.	Held 98th-Anniversary environment-protection event (Plogging)
	2022.10.	Hosted 'Blue-Heart Nature-Loving Drawing Festival' online (2020–2021 included)
	2022.11.	Ulsan Plant 1 obtained HACCP certification for all food categories
	2022.11.	Ulsan Plant 1 received Minister of Environment Commendation
	2022.11.	Held 11th Samyang Innovation R&D Fair 2022
	2022.11.	Samyang Innochem completed Korea's first Isosorbide plant for eco-friendly white bio materials
	2022.12.	Samyang Packaging created Samyang Ecotech through physical division
	2022.12.	Samyang Corp. developed Korea's first eco-friendly polycarbonate with 90% recycled plastic content
	2022.12.	Ulsan Plant 1 won Minister of Environment Award for Green Finance Excellence
	2022.	Rapulen® PCL filler entered the domestic aesthetic market in earnest
	2023.01.	KCI won EcoVadis ESG Gold Medal, ranking in the top 5% globally
	2023.01.	Held 2022–2023 Outstanding CoP / Patent R&D Awards and SIRF twice throughout the year, ~'23.01.~12.)
	2023.02.	Yangyoung & Sudang Foundations awarded 2023 scholarships
	2023.02.	Samyang Corp. Q.One launched 'Easy Tomorrow Booster' drink-type hangover-relief product, surpassing 1 million bottles sold within 2 months(~'23.03.)

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2020's	2023.04.	Samyang Holdings signed anticancer-drug development partnership with LG Chem
	2023.04.	Samyang Corp. developed Korea's first high-transparency polycarbonate for automotive daytime running lights (DRLs)
	2023.04.	Sudang Foundation selected and awarded 32nd Sudang Prize winners(~'23.05.)
	2023.05.	Samyang ServeQ launched Korea's first frozen dough 'Pastry Salt Bread'
	2023.06.	ServeQ released new products from exclusive bakery brand Hees Tang
	2023.06.	KCI held new-office opening and research-advisory symposium
	2023.06.	Samyang Holdings completed construction of Hungary suture plant, expanding European market presence
	2023.06.	Samyang Group published 2022 Sustainability Report highlighting ESG vision and achievements
	2023.07.	Samnam Petrochemical Yeosu Plant earned PSM Grade P twice consecutively in safety evaluation
	2023.08.	Samyang Corp. AM BU received Hyundai-Kia approval for recycled PA from discarded fishing nets
	2023.09.	AM BU obtained Hyundai-Kia approval for high-transparency PC for headlamp light guides
	2023.09.	ServeQ opened official online mall, strengthening e-commerce capabilities
	2023.09.	AM BU applied TPEE materials to Hyundai-Kia next-gen EV eM platform (Spring Pad)
	2023.09.	Samyang Corp. and Korea Fiber co-developed eco-friendly lightweight EV battery-pack case using recycled fishing nets
	2023.09.	Samyang Innochem obtained new-product certification for Isosorbide
	2023.09.	Samyang Group × Huvis held the 25th Blue-Heart Nature-Loving Drawing Festival—first offline event in four years
	2023.09.	Samyang Group held Centennial Commemoration for Honorary Chairman Kim Sang-hong's 100th birthday
	2023.10.	Held 99th-Anniversary 'Heritage Walking' event
	2023.10.	Samyang Corp. Women's Cycling Team won medals at the Hangzhou Asian Games and ranked #1 overall at the National Sports Festival
	2023.10.	Samyang Corp. received Minister of Trade, Industry and Energy Award at the 2023 Materials, Parts & Equipment Tech Expo (10.18.~20.)
	2023.11.	Samyang Group conducted '99 RUN' charity campaign for its 99th anniversary, donating ₩40 million toward Lou Gehrig Hospital construction
	2023.12.	Samyang Innochem obtained ISCC PLUS international eco-certification for white-bio material Isosorbide
	2023.12.	Samyang Corp. secured global eco-certification for recycled-fishing-net plastic materials
	2023.12.	Chemical Group launched LCA system for product-level carbon-emission assessment
	2023.12.	Samyang Corp. verified PFAS-free status of its eco-friendly transparent flame-retardant polycarbonate
	2023.12.	Samyang Holdings acquired U.S. specialty-chemical company Verdant Specialty Solutions
	2023.12.	Samyang Corp. WS PU won KHNP ion-exchange-resin bid
	2023.	Catalyst Business Unit secured LG Chem BPA spec-in and EOIES bid, pioneering new applications and sourcing
	2023.	Chromatography Business began supply to Novasep, the world's #1 engineering firm
	2023.	HRC 100th-Anniversary TF and Communications Team launched full-scale centennial preparations and projects
	2024.01.	Held 2024 Samyang Group New-Year Ceremony, declaring transformation as 'New Samyang'
	2024.01.	Samyang Corp. launched zero-calorie hangover-relief drink 'Easy Tomorrow Booster Zero'
	2024.01.	Samyang Corp. AM BU began mass production of EV battery-carrier materials for Rivian
	2024.02.	AM BU started mass sales of Metalinus materials for KP Tech metal-decor film
	2024.02.	AM BU obtained ISCC PLUS certification for compound and polymer materials
	2024.02.	Yangyoung & Sudang Foundations held 2024 scholarship ceremony
	2024.02.	KCI earned EcoVadis Platinum Medal, placing in the global top 1%
2020's	2024.03.	AM BU supplied eco-friendly PC/ABS materials to KMC Georgia (USA) for large EV SUV EV9a door trim and cockpit
	2024.03.	Samyang Corp. joined the UN Global Compact (UNGC)
	2024.03.	Samyang Corp. debuted at Natural Products Expo West (NPEW) in the U.S. (Mar 13–16)
	2024.03.	Samyang Corp. launched solid-state battery business, signing ₩3 billion investment contract with Solidionics
	2024.03.	Samyang Corp. appointed actress Go Yoon-jung as new model for Easy Tomorrow
	2024.03.	Samyang Holdings presented Croquie lifting-thread techniques and cases at AMWC 2024 (Monaco, Mar 27–29)
	2024.03.	Samyang Kasei Jeonju Plant obtained ISCC PLUS certification for PC materials
	2024.04.	Samyang Corp. released new CF for Easy Tomorrow Booster Zero
	2024.05.	Celebrating its 100th anniversary, Samyang Group launched new corporate campaign featuring musician Jang Ki-ha
	2024.05.	Opened 'Blue Express' Easy Tomorrow pop-up store
	2024.05.	Opened Samyang Group Online History Museum commemorating 100 years
	2024.05.	Sudang Foundation selected and awarded 33rd Sudang Prize recipients
	2024.05.	Samyang Innochem showcased eco-friendly motor-core adhesive using Isosorbide for EVs at CWIEME 2024
	2024.06.	Samyang ServeQ launched four new Mutti Tomato Pesto products
	2024.06.	Samyang Group published its 2023 Sustainability Report highlighting ESG achievements
	2024.07.	AM BU began mass supply of Si-PC compound materials to Samsung Medison
	2024.07.	Samyang Corp. AM BU received SK On approval for mPPE material used in EV battery components
	2024.07.	Samyang Group opened its 100th-Anniversary Special Exhibition 'Hello 100', running through Dec 31
	2024.07.	AM BU obtained LG Energy Solution approval for PBT material applied to 4680 cylindrical battery components
	2024.08.	AM BU began mass sales of high-transparency PC materials to Indian automotive OEMs
	2024.08.	Samyang Holdings won the 'Most Promising Cell & Gene Therapy Pipeline Award' at KBEA 2024
	2024.08.	Held 2024 Samyang Group General Meeting, pledging growth through change and innovation for the centennial year
	2024.09.	Samyang Corp. completed Specialty Plant construction, establishing Korea's largest Allulose production facility
	2024.10.	Samyang Group marked its 100th anniversary by proclaiming a new corporate mission and corporate identity (CI)
	2024.10.	Samyang Holdings signed joint-research agreement with Jincore for gene-therapy development
	2024.10.	Samyang Corp. reinforced its secondary-battery materials business, relocating and expanding Solidionics solid-state battery plant (as its second-largest shareholder)
	2024.10.	Samyang Group held 100th-Anniversary 'NEW SAMYANG FESTIVAL', celebrating a century of innovation
	2024.10.	Samyang Corp. Allulose obtained world's first Novel Food approval in Australia and New Zealand
	2024.10.	KCI developed Encap-guard, a skin-care active-delivery technology

100-Year History of Samyang Compilation Committee

Steering Committee	Samyang Holdings	Head of Staff Group	**Taeung Eom**
	Samyang Holdings	CSO and Head of Chemicals Group 2	**Gunho Kim**
	Samyang Holdings	Head of CSR	**Jisub Kim**
	Samyang Corporation	Head of Foods Group	**Naghyun Choi**
	Samyang Corporation	Head of Chemicals Group 1	**Hosung Kang**
	Samyang Holdings	Head of Biopharm Group	**Kyungjin Kim**
	Samyang Packaging	President	**Jaehong Kim**
	Samyang Holdings	Head of Corporate Center	**Seokhwan Yoon**
Working Group	Samyang Holdings	Head of HRC	**Soobeom Lee**
	Samyang Corporation	Head of General Affairs	**Jaeman Yang**
	Samyang Holdings	Head of Strategic Finance	**Hyeonmi Kim**
	Samyang Data System	President	**Sanguk Kim**
	Samyang Holdings	Team leader of Corporate Planning	**Sechang Hwang**
	Samyang Holdings	Team leader of HRP	**Yonghun Kim**
	Samyang Holdings	Team leader of Communication Team	**Hyungkuk Lee**
	Samyang Holdings	Team leader of Design Team	**Munhwa Kim**
	Samyang Holdings	Team leader of Biopharm Planning	**Changgyun Woo**
	Samyang Corporation	Team leader of Chemical Strategy	**Joonhyung Kim**
	Samyang Corporation	Team leader of Food Business strategy	**Suhyun Kang**
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삼양 100년사

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A CENTURY OF CHALLENGES

1924 – 2024

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