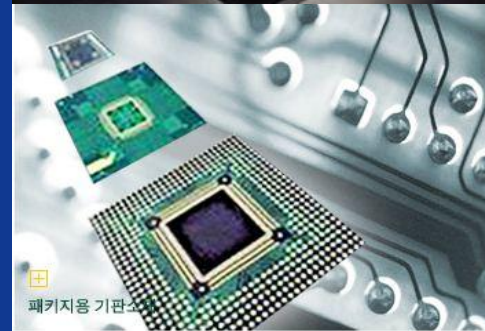
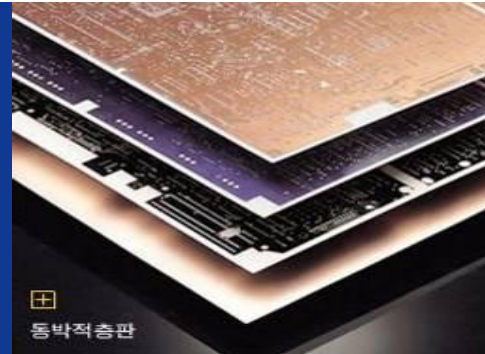




Doosan Corporation 2013 2Q Results



2013. 7. 26

Disclaimer

The information herein is provided for your information purposes only and contains preliminary figures which may be materially different from the final figures.

Forecasts and projections contained in this material are based on current business environments and management strategies, and they may differ from the actual results upon changes and unaccounted variables. We make no guarantees and assume no responsibility for the use of information provided. We trust your decisions will be based on your own independent judgment.

Financial data in this presentation is on a IFRS consolidated and IFRS parent basis.

TABLE OF CONTENTS

1 **2013 2Q Results**

2 Earning Improvement of Operating Holding Co.

3 Industrial Vehicle Overview

Appendix

2013 2Q Results Summary (Consolidated)

- 2Q consolidated sales and OP grew 13% and 55% QoQ, respectively
- OP increased 55% QoQ on the back of strong earnings of in-house businesses and subsidiaries

(Unit: KRW bn, %)

	2012 2Q	2013 1Q	2013 2Q	YoY	QoQ
Sales	6,427	5,195	5,845	-9.0%	12.5%
▪ In-house	375	401	370	-1.4%	-7.8%
▪ Subsidiaries (incl. Heavy)	6,051	4,794	5,476	-9.5%	14.2%
OP	462	247	382	-17.2%	54.8%
▪ In-house (excl. discontinued operations)	22	32	33	48.4%	1.6%
▪ Subsidiaries (incl. Heavy)	440	215	350	-20.5%	62.8%

2013 2Q Results Summary (Parent)

- 2Q sales declined 1% YoY, while OP increased 36% YoY
- In-house business OP(excluding dividend income and discontinued operations) grew 48% YoY and 2% QoQ

(Unit: KRW bn, %)

	2012 2Q	2013 1Q	2013 2Q	YoY	QoQ
Sales	375	401	370	-1.4%	-7.8%
OP *	23	70	32	35.5%	-54.7%
(%)	(6.2%)	(17.5%)	(8.6%)	(+2.4%op)	(-8.9%op)
▪ In-house (excl. discontinued operations)	22	32	33	48.4%	1.6%
- E-Ms	12	20	14	22.2%	-26.7%
- Mottrol	3	3	6	87.5%	81.8%
- I&C	10	6	7	-28.4%	25.9%
- Others	-3	3	5	TB	44.1%
▪ Dividend Income	-	37	-	-	-
▪ Discontinued Operations**	2	1	-1		

* Including income/loss on discontinued operation of logistics business

** Equipment rental business that is scheduled to be discontinued in 3Q

E-Ms— 2Q Results and 2H Outlook

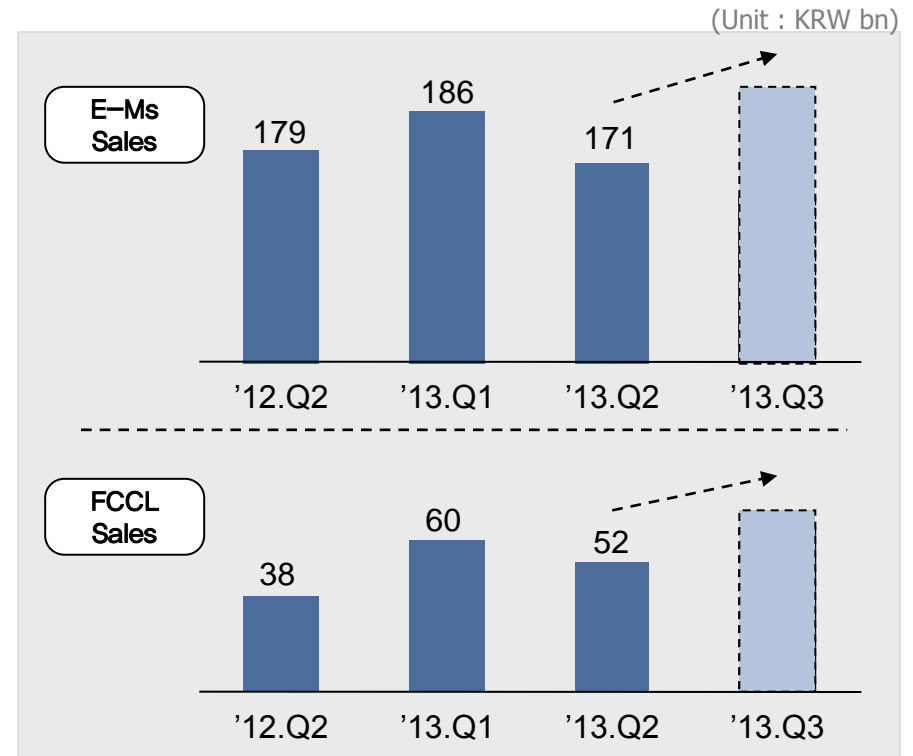
- E-Ms' 2Q sales slightly decreased YoY to KRW 171 bn, however, OP grew 22% YoY to KRW 14bn backed by strong FCCL sales
- Delay in Company A's new product launching schedule caused E-Ms sales to decline QoQ in 2Q
- Strong growth in both sales and OP are expected in 3Q from new smart phone launches

New smart devices launching plans

	Q1	Q2	2H
Company S	S4(Apr) 	Tab3(Jul) 	Note3 S4 Mini
Company A	-	5S 5S Mini Pad Mini2	Delayed to 2H Pad 5
Company L	-	-	G2

※ Source: Press

Sales trend of total sales and FCCL

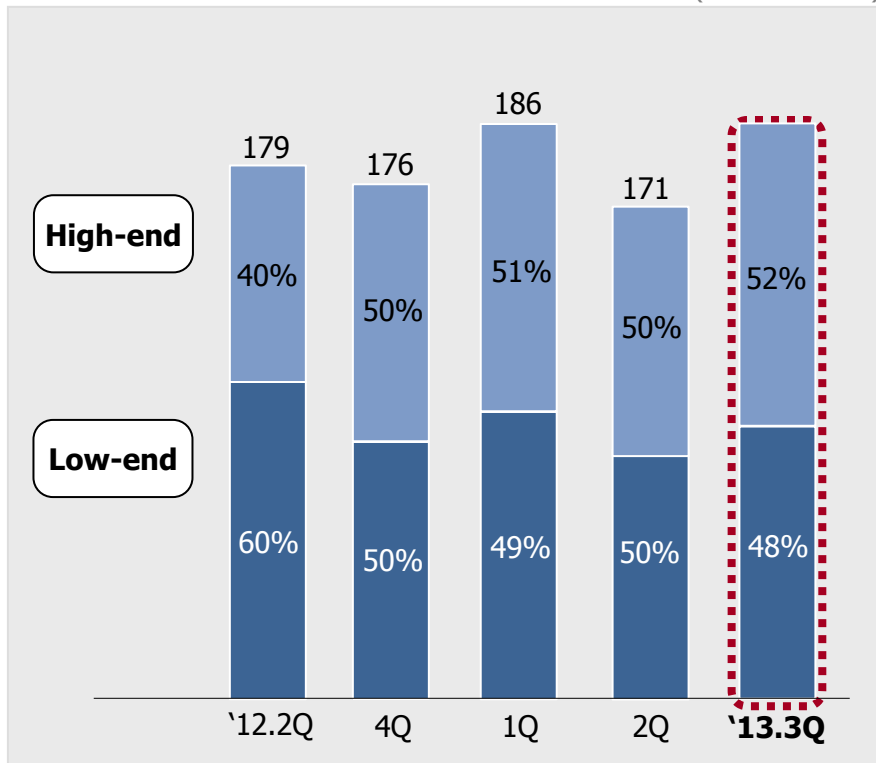


E-Ms — 2H Business Strategy

- High-end CCL sales to account for 52% of total E-Ms sales in 3Q from continuous product mix improvement
- E-Ms division will maintain high-end CCL oriented strategy in 2H to improve margins
- Additional income is expected in 2H through entering Chinese local smart phone market, diversifying client base, and expanding target markets

Sales trend of High-end Product

(Unit : KRW bn)



Business Strategy in 2H

1

Entering China market

- Plan to enter Chinese local smart phone market
 - Sales to Chinese local manufacturers as company H, Z, and L

2

Client Diversification

- Enlarge FCCL and PKG CCL sales to global set client
- Diversify product types as well as enter low end CCL market

3

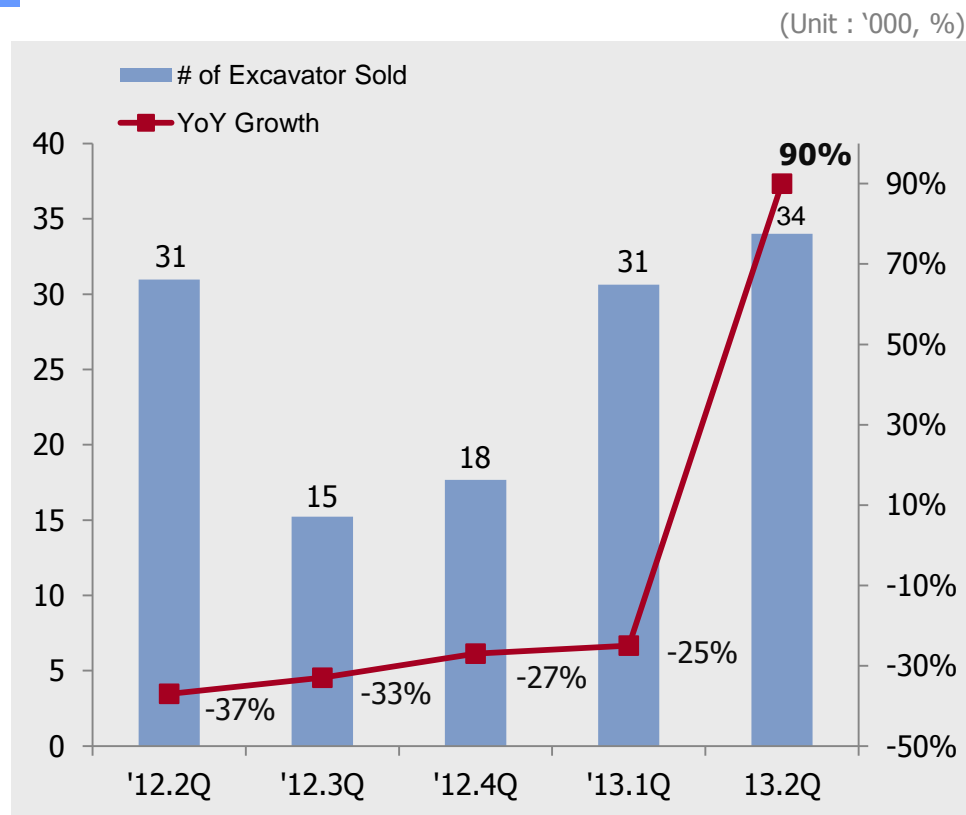
Expanding target markets

- Expand business area to Vietnam in line with our major client's production expansion

Mottrol – 2Q Results and 2H business Strategy

- Mottrol’s sales and OP grew 21% and 88% YoY, respectively
- OP growth was due to strong rebound in Chinese excavator market and sales increase to major excavator makers in China
- Sales to boost in 2H from expanding product types and entering new markets

Chinese excavator market



※ Source: China Construction Machinery Association

2H regional business strategy

1

China Market

- Expand direct dealing and creating strong client relationships
 - Direct dealing with company S and L
- Strengthen cost competitiveness
 - cost saving through local sourcing

2

Domestic Market

- Diversify product types
 - Supply swing and travelling device to large sized excavator in company D

3

Advanced and Emerging Market

- Expand product types to advanced companies
 - Supply samples of swing and travelling device
- Enter new markets
 - Search for new clients in India and Turkey

TABLE OF CONTENTS

1 2013 2Q Results

2 Earning Improvement of Operating Holding Co.

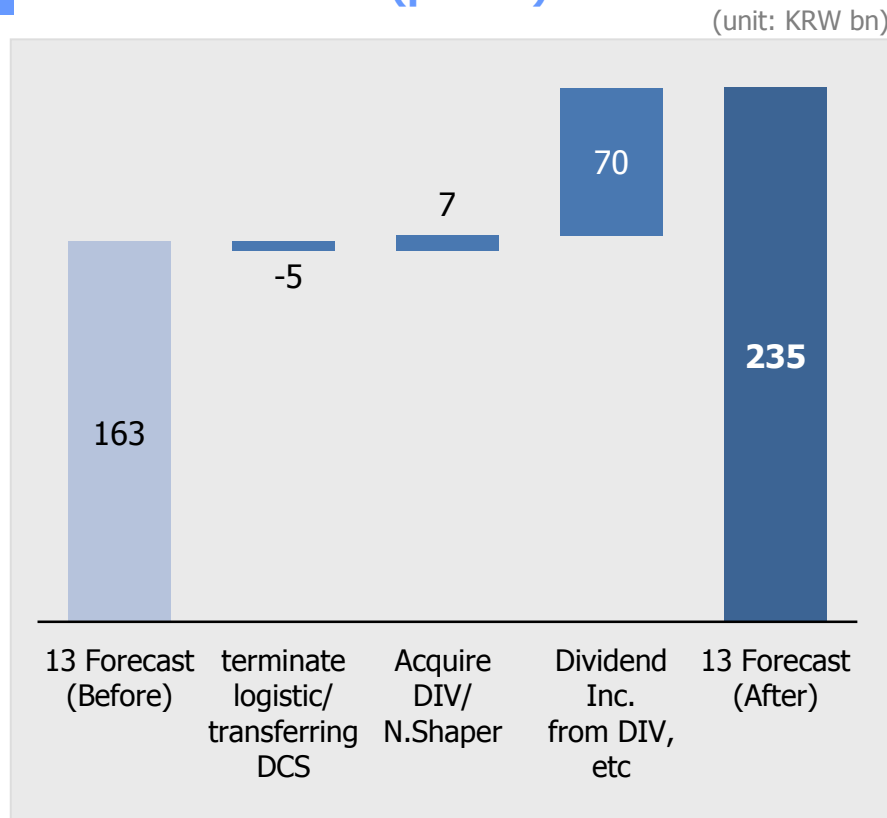
3 Industrial Vehicle Overview

Appendix

Strengthened in-house business portfolio

- As a part of its efforts to attain stability and growth in-house, Doosan Corp. has taken the following business portfolio restructuring measures
 - Acquiring Doosan Industrial Vehicle, terminating logistics business and transferring equipment rental business to Doosan Heavy Industries via investment in kind.

'13 EBIT Forecast (parent)



1

Acquisition of Industrial Vehicle(DIV)

- Acquired to secure growth other than E-Ms and Mottrol
- '12 Sales KRW 672bn, OP KRW 36 bn

2

Termination of Logistic Business

- Terminated to focus on high margin business
- '12 Sales KRW 316 bn, OP KRW 0.9 bn

3

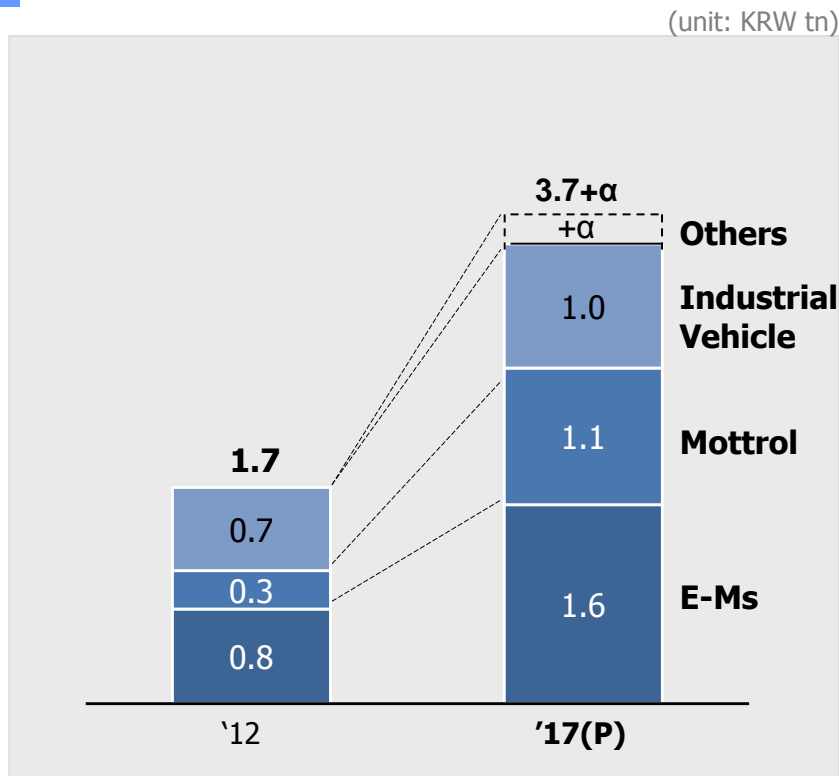
Transfer of Equipment Rental(DCS) Business

- Transferred to enhance on-site competitiveness of Doosan Heavy Industries
- '12 Sales KRW 52 bn

Enhanced fundamentals to lead to organic growth of in-house business

- More than KRW 500 bn is expected in EBIT in '17 thanks to in-house businesses with growth and stability
- Sales to reach KRW 3.7 tn in '17 backed by growth of core E-Ms, Mottrol, and Industrial Vehicle businesses
 - Expect sales and OP to grow dramatically by securing fundamental competitiveness

Mid/Long-term Sales Forecast



Mid/Long-term Strategy

- E-Ms**
 - **KRW 1.6 tn Sales in '17 by focusing on Hi-end CCL and OLED business**
 - Increase sales contribution from high-end products
 - Strengthen global market position, launch new products
- Mottrol**
 - **KRW 1.1 tn Sales in '17 by diversifying market and products**
 - Strengthen relationship with leading players in China
 - Expand supply to Bobcat and enter developed market
- Industrial Vehicle**
 - **KRW 1 tn Sales in '17 by targeting emerging markets and expanding business scope**
 - Target new markets such as Brazil, Turkey, Saudi
 - Penetrate high-margin businesses such as rental and used-car markets

TABLE OF CONTENTS

1 2013 2Q Results

2 Earning Improvement of Operating Holding Co.

3 Industrial Vehicle Overview

Appendix

Industrial Vehicle – Overview

- A leading forklift producer in Korea

Outline

- Established year: 1968
- '12 Performance: Sales KRW 672 bn,
EBIT KRW 36 bn
- Market share : rank 1st in Korea (M/S 51%)
- Number of employees: 831 (Domestic 548,
Overseas 283)

Production Capa & Site

- Production Capa. : 29,900 units
 - Domestic 23,900, Overseas 6,000
- Production Site :
 - Incheon(KR), China, Germany
- Sales Network : Domestic 33, Overseas 356
(Incl. 3 sales agencies)

Product Line up

Engine Type
(Class 4,5)



Electric Type
(Class 1)



Electric Reach
Type / Pallet
truck
(Class 2,3)



Industrial Vehicle – Competitiveness

1 Global Sales Network

- Strong local dealer network & market leadership
- Global sales network that covers 100 countries around the world
 - Operating 3 sale corporations in NA & EU, 2 production & sale corporations in China & Germany

2 Outstanding Technology

- Technology to produce durable and high power vehicles
- Award winner of 'Human engineering design Award' in 2005, 'Red Dot Award', 'iF design Award' in 2011

3 Client-oriented Quality Service

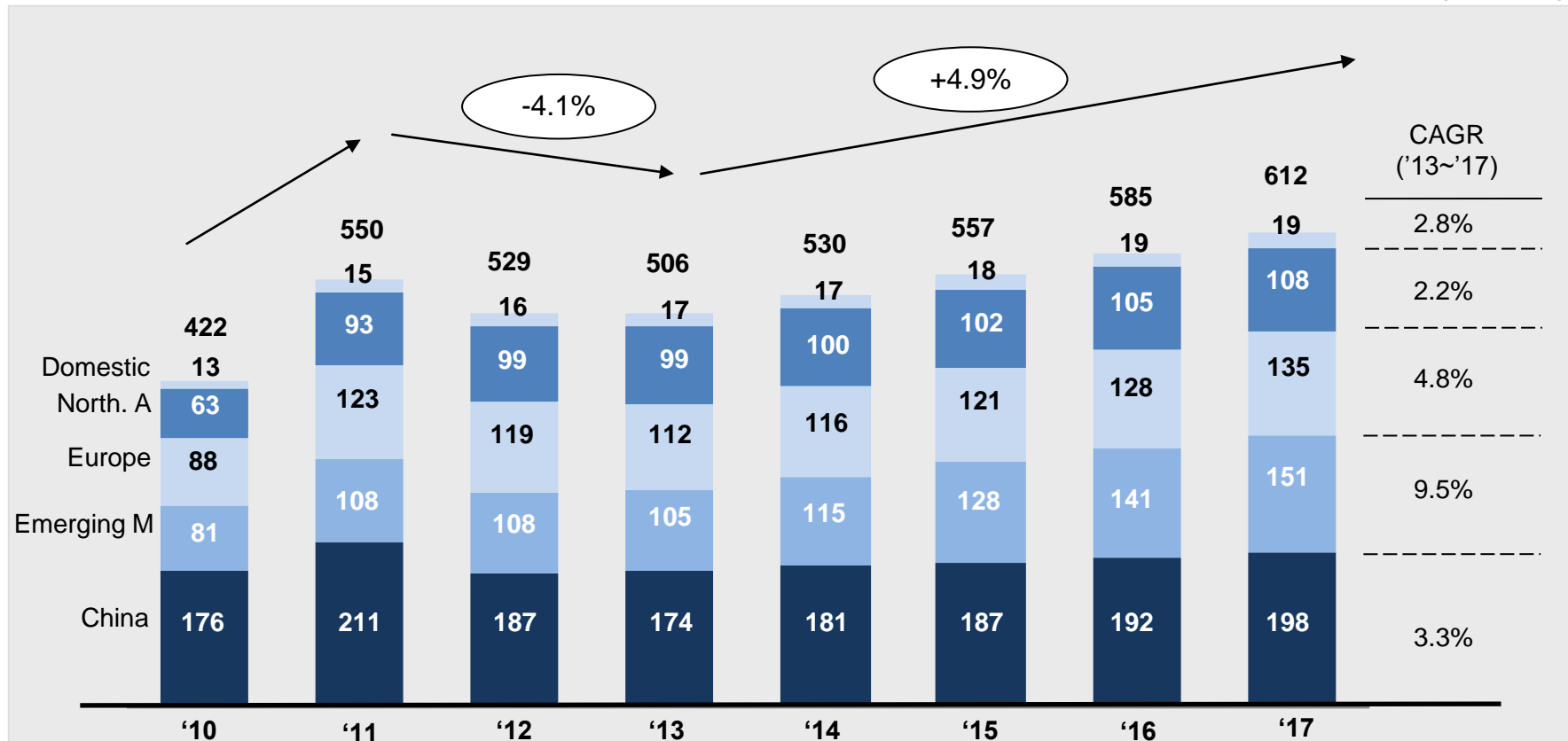
- Industrial Vehicle and its partners received ISO9001 certification through building quality assurance infrastructure and aiming cooperatives to improve product quality

Industrial Vehicle — Forklift Market Forecast

- Global forklift market is expected to grow CAGR 4.9% from '13 to '17, and higher growth of emerging market is expected than developed market
- Higher growth of Emerging market as Mid-east, Asia, and South America is expected given its high projected economic growth

Global Forklift Market Size

('000 units)



Industrial Vehicle — Earning Forecast

- Industrial Vehicle's OP has grown continuously through expanding domestic M/S and entering new markets since the spinoff from Infracore
- KRW 1.6 tn of sales and KRW 89 bn of OP are expected in '17 from market and product diversification as well as M/S expansion in emerging market by fully utilizing its global sales network channels

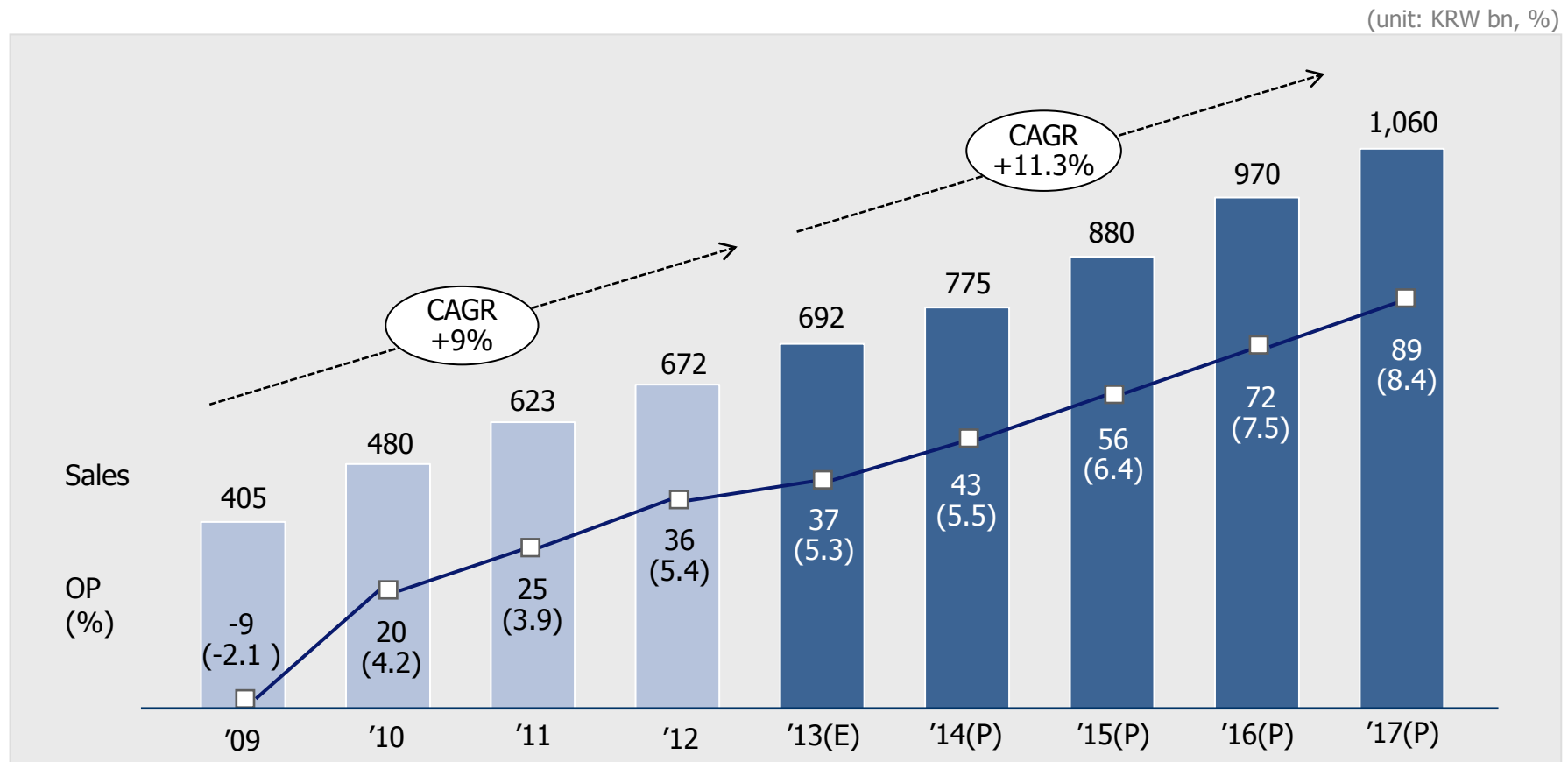


TABLE OF CONTENTS

1 2013 2Q Results

2 Earning Improvement of Operating Holding Co.

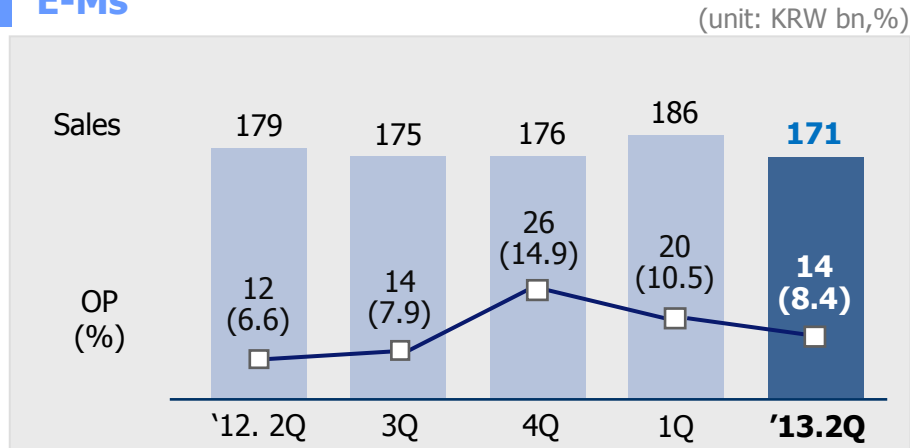
3 Industrial Vehicle Overview

Appendix

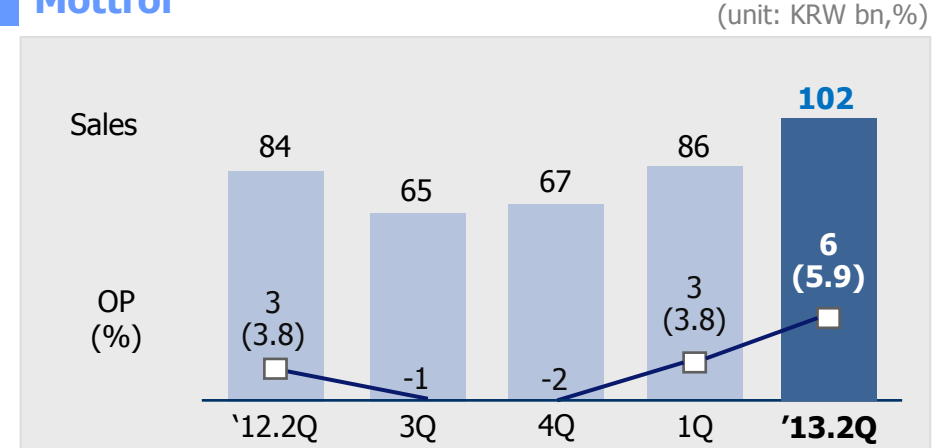
Appendix 1. 2013 2Q Results – In-house Businesses (Parent)

- E-Ms OP increased YoY on the back of growing sales of high-end CCL
- Mottrol sales grew both YoY and QoQ from expanding supply to China

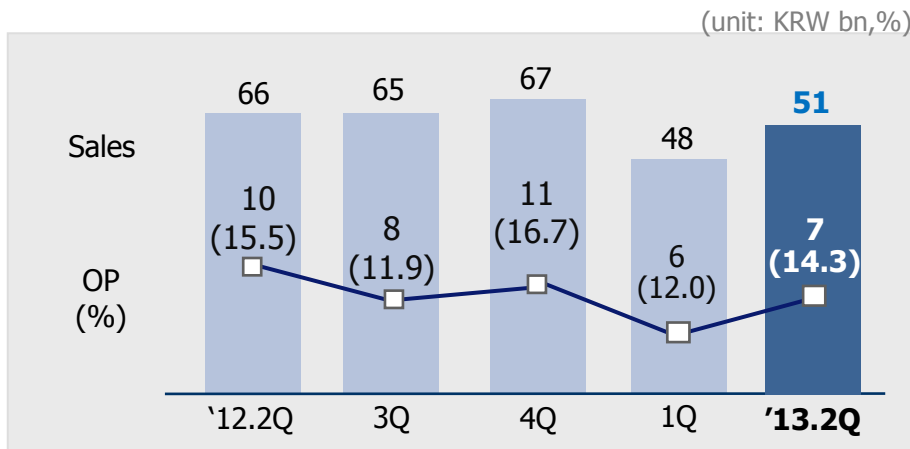
E-Ms



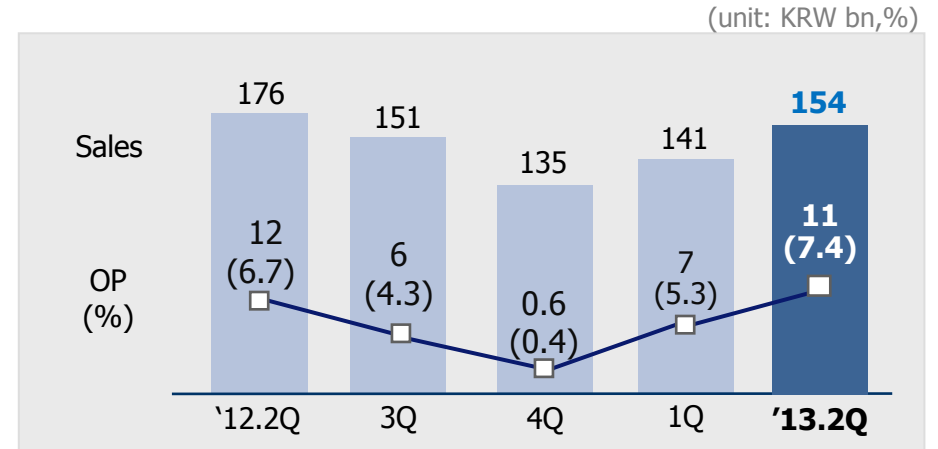
Mottrol



I&C



Industrial Vehicle (to be transferred in Sep 1)



Appendix 2. Financial Summary

Financial Summary (B/S)

(unit: KRW bn)

Items	B/S(Parent)	
	1Q13	2Q13
Current Assets	555	543
Non-current Assets	2,521	2,511
Total Assets	3,076	3,053
Current Liabilities	482	496
Non-current Liabilities	670	620
Total Liabilities	1,153	1,116
Paid-in Capital	133	133
Equity	1,923	1,938
L/E Ratio	60%	58%

Debt

(unit: KRW bn)

Items	Parent	
	1Q13	2Q13
Bank	131	117
Corp. Bonds	470	470
Others	53	53
Total Debt	654	640
Cash	48	41
Net Debt	606	599
Net D/E Ratio	32%	31%