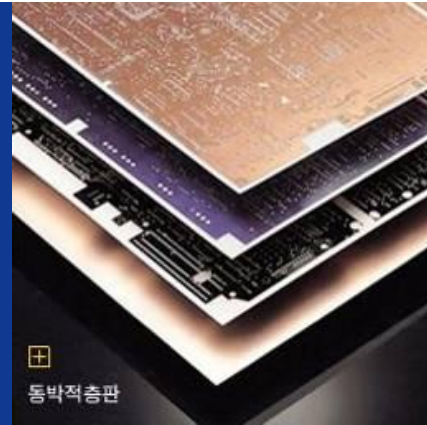


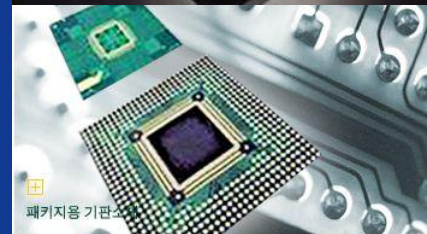


Doosan Corporation 2013 3Q Results

Oct, 2013



동박적층판



패키지용 기판



Hydraulic Components
for Construction Equipments & General Industrial Machinery



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.

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2013 3Q Results Summary (Consolidated)

- 3Q consolidated sales declined 8.8% while OP grew 13.1% YoY.
- OP increased YoY on the back of solid performance of in-house businesses and key subsidiaries such as DHI(power plant business) and DI(Bobcat).

(unit: KRW, bn, %)

	2012 3Q	2013 2Q	2013 3Q	YoY	QoQ
Sales	5,661	5,845	5,161	-8.8%	-11.7%
▪ In-house	305	334	365	19.6%	9.4%
▪ Subsidiaries (incl. Heavy)	5,356	5,512	4,796	-10.5%	-13.0%
OP	216	382	245	13.1%	-35.9%
▪ In-house	21	28	28	35.6%	0.7%
▪ Subsidiaries (incl. Heavy)	196	354	217	10.8%	-38.8%

2013 3Q Results Summary (Parent)

- 3Q sales and OP increased to 418bn and 53bn, respectively, an improvement on both YoY and QoQ comparison.
- In-house business EBIT grew, both YoY and QoQ, thanks to the launch of new products at client companies of the Electro Material division and inclusion of the Industrial Vehicles division.
- We expect continued improvements in 4Q in view of increased sales contribution of high-end products for the Electro Material division, turnaround of the Mottrol division with the upcoming high-demand season, and full reflection of the Industrial Vehicles division.

(unit: KRW, bn, %)

	2012 3Q	2013 2Q	2013 3Q	YoY	QoQ
Sales	340	355	419	23.2%	18.0%
OP	9	30	53	509.2%	76.7%
(%)	(2.6%)	(8.5%)	(12.7%)	(+10.1%op)	(+4.2%op)
▪ In-house	21	28	28	35.6%	0.7%
- E-Ms	14	14	17	21.6%	18.2%
- Mottrol	-1	6	-3	-	TR
- Industrial Vehicle			4	-	-
- I&C etc.	8	7	10	28.2%	38.9%
▪ etc. **	-12	2	25	TB	950.0%

* Transferred to Doosan Corp. in September

** Including Inter-company transaction, Dividend, Common Expense etc

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2013 4Q Outlook

1

Growth of in-house biz in 4Q

- 1 EM : Continuous growth in 4Q backed by growing sales contribution of high-end CCL, enhanced FCCL production line efficiency and expanded customers base in China
- 2 Mottrol: Turnaround in 4Q thanks to plans to increase production volume by the 3 major Korean excavator makers and growing component orders from Chinese local makers with the upcoming high-demand season
- 3 DIV : Although results of only a single month was included in 3Q, it will be fully reflected for the full quarter in 4Q. Furthermore, we expect steady performance due to new product release with the G2 engine and fleet order from the Middle East.

2

Dividend & Brand Royalty

- 1 Following the dividends from DIP Holdings in 3Q, we continue to expect dividend income in 4Q.
- 2 Brand Royalty is expected to grow in '13 in line with the renegotiated higher rate & coverage to include performance of overseas subsidiaries.

3

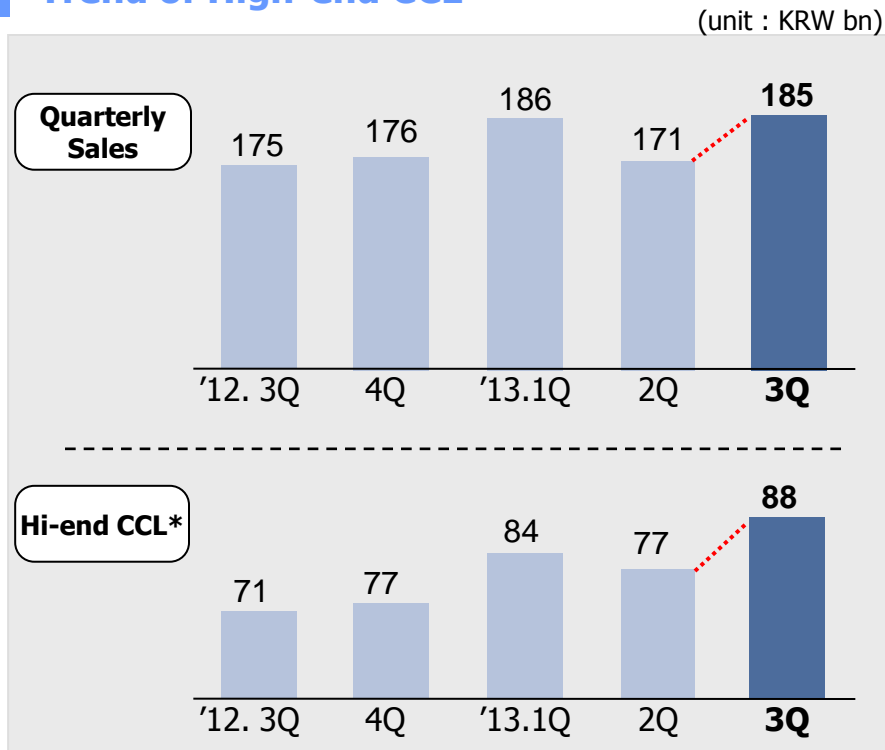
Restructuring

- 1 Additional restructuring efforts to continue in 4Q.
- 2 Cash-inflow from disposal of non-core assets will be used to improve shareholder's value and enhance financial soundness.

Electro Materials – 3Q Results and 4Q Outlook

- E-Ms' 3Q sales and OP grew 5.3% and 21.9% YoY, respectively, due to new smart phone rollouts from companies S and A.
- Expecting sales and OP to grow in 4Q due to increase of high-end products, diversification of sales channels and improvement of production efficiency.

Trend of High-end CCL



* FCCL, PKG CCL, Network board CCL

** Halogen Free
Doosan Corporation

4Q Strategy

1 Increase High-end Products / Diversify Sales Channels

- Secure new additional clients in China
 - Started to supply FCCL to Chinese company H and L
 - Expect to supply HF** to Company L as a flagship model
- Establish new office in Vietnam to respond to Japanese companies based in Southeast Asia more efficiently

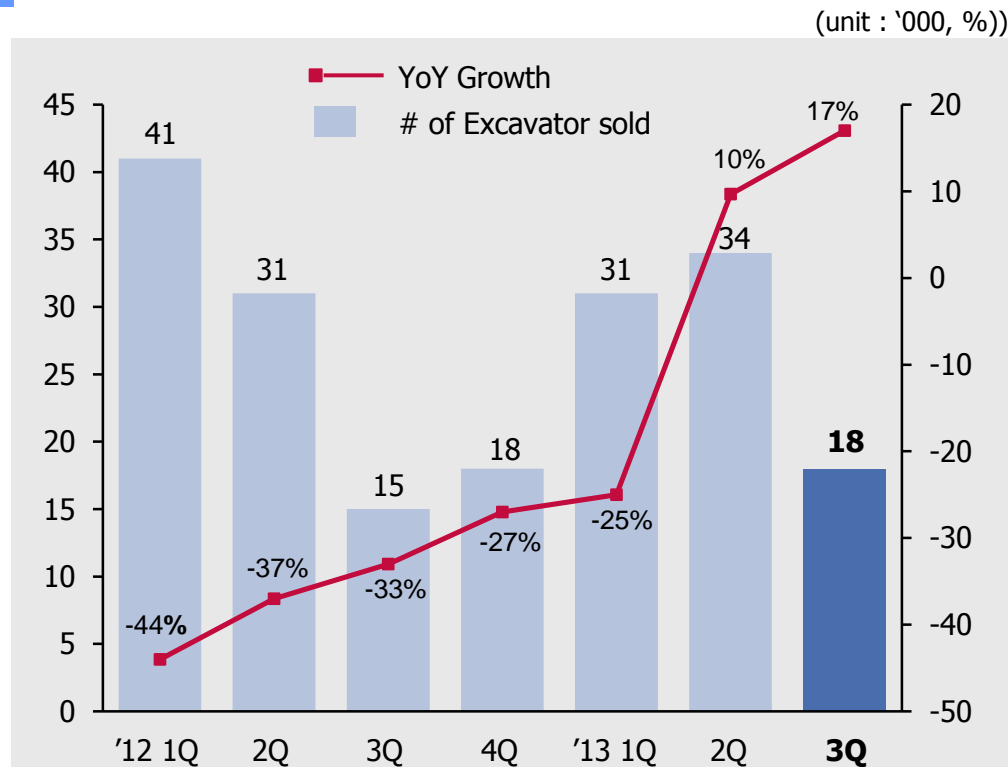
2 Improve Production Efficiency

- Improvement of FCCL production efficiency, which has the effect of 2 additional production lines
- Profitability improvement via cost reduction efforts

Mottrol – 3Q Results and 4Q Outlook

- Due to slow season in Chinese excavator market, Mottrol's sales and OP decreased to 69bn and -3bn, respectively .
- However, OP is expect to turn profitable in 4Q for the following reasons :
Pre-orders from Chinese local makers for '14 peak-season production, increased direct transactions with Chinese local excavator makers, diversified client base and markets.

Trend of Chinese Excavator Market



※ Source : CCMA

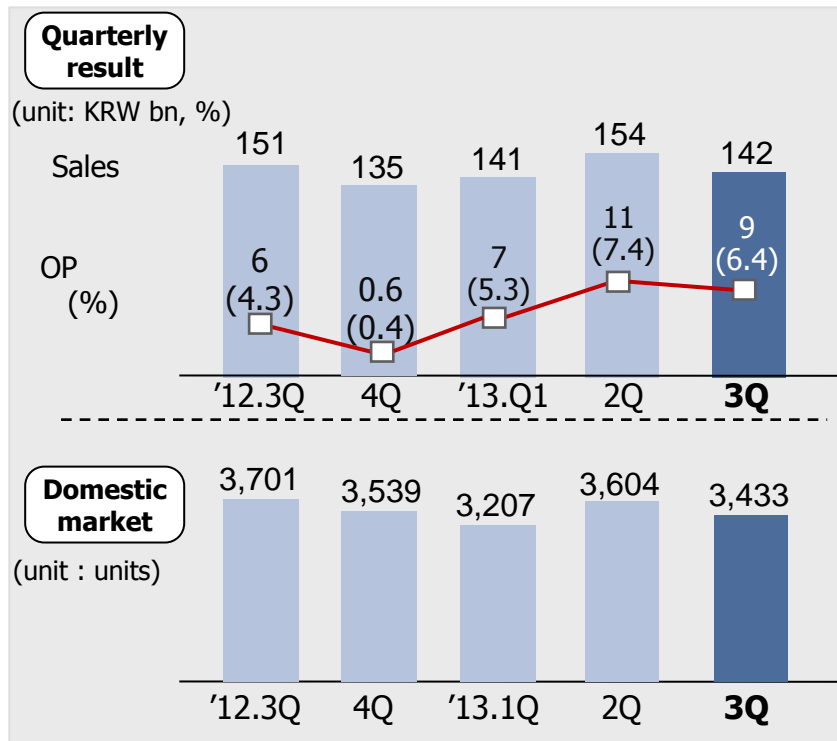
4Q Strategy

- Chinese Market**
 - Increase direct transaction
 - Set-wise promotion
 - Strengthen cost competitiveness
 - Local sourcing in China
- Domestic Market**
 - Supply swing devices and pumps for large-size excavator
- Advance/Emerging Market**
 - Diversify line-up and product development for leading excavator makers
 - Increase supply to advanced companies such as new order from company J
 - Enter new markets
 - India, Turkey

Industrial Vehicle – 3Q Results and 4Q Outlook

- Despite the slow domestic market in 3Q, OP increased 42% YoY, due to increase of M/S and product price hike.
 - Domestic M/S : 50.4% in '12. 3Q → 51.2% in '13. 3Q
- Stable profit is expected in 4Q from launch of new product in domestic market and fleet deal from overseas market.

Sales Trend & Market Trend



※ Source : KOCEMA, Doosan Industrial Vehicle

4Q Strategy

1

Domestic Market

- Launch of mid-size product with G2 engine
- Strategically supply 2.5 ton diesel & electric type products to major clients
 - Maximize orders to major logistic companies

2

Overseas Market

- Target Chinese market with production in China
- Supply Fleet deal to major regions
 - Initiate supply to Oil company A in Saudi Arabia
 - Fleet Deal to Venezuela Agricultural Cooperative Federation and large US rental company

Completion of China Factory (Industrial Vehicle)

As part of our global production footprint and further penetration into the growing Chinese market, we have newly established a plant in China and now our global production capacity stands at 33,000 units/annum.



- **Schedule**
 - Began in Dec. 2012
 - Completed in Oct. 2013
- **Purpose**
 - Export / Domestic
- **Area**
 - Land 38,000 m², Factory 12,200 m²
- **Production Capacity**
 - 7,000 units / annum
- **Investment Amount**
 - KRW 12 bn
- **Location**
 - Yentai, China

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Appendix 1. Our Value Stemming from Corporate Social Responsibilities

Doosan Group was rated #1 Korean conglomerate in corporate governance and social responsibilities in 2013 as a result of our efforts to strive for excellence in transparency and shareholders' value.

Doosan Group : #1 in ESG Ranking

Overall ESG Score : A

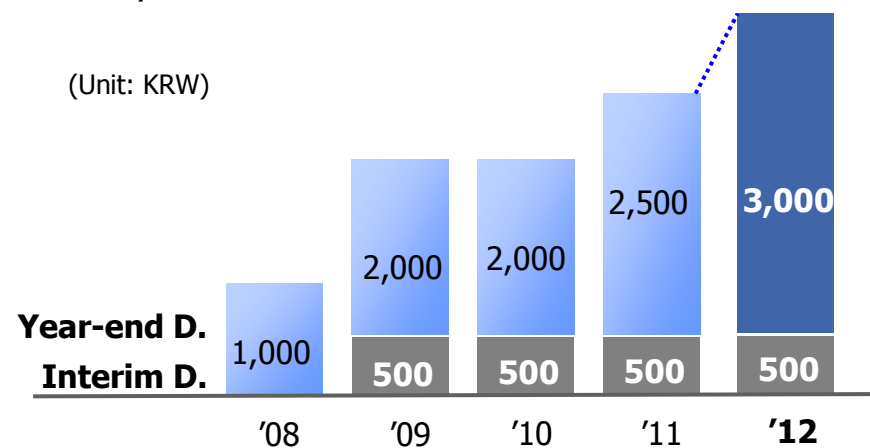
- ✓ Corporate Governance A
- ✓ Environment A
- ✓ Social Responsibility A

Focus on shareholders' value

- Dividends
 - : Interim + Year-end dividend payment.
 - : Average dividend yield for the past 3 years was 2.2%, relatively higher than its peers.
- Treasury shares policy
 - : Cancelled half of treasury shares via capital reduction on May '12
 - : In process of purchasing KRW 30 bn of treasury shares.

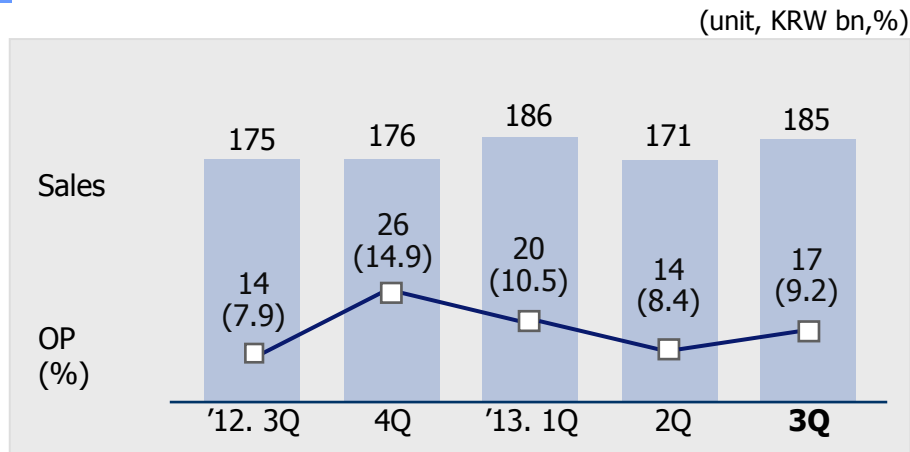
Transparency

- Doosan Corp. is a holding company with a non-circular ownership and no guarantees legally permitted for subsidiaries, which implies transparent governance and management stability.
- It also has an excellent BOD structure with more external board members than internal to oversee key decision-makings.

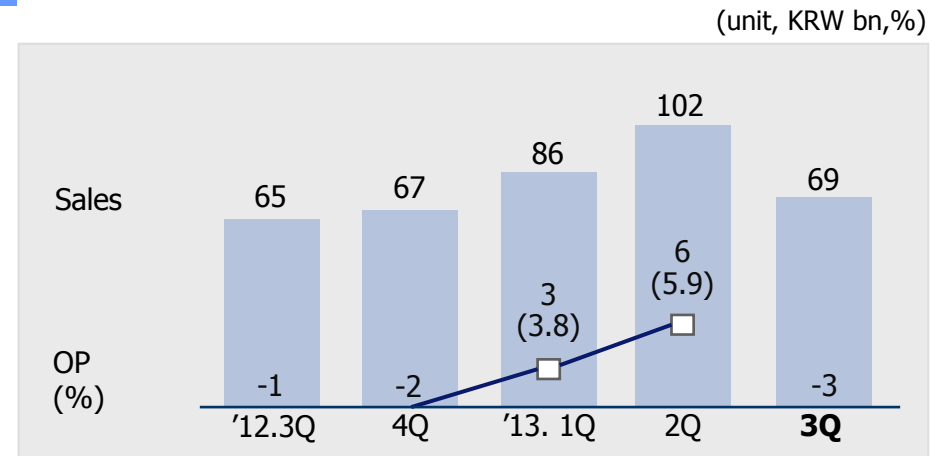


Appendix 2. Trend of In-house Businesses (Parent)

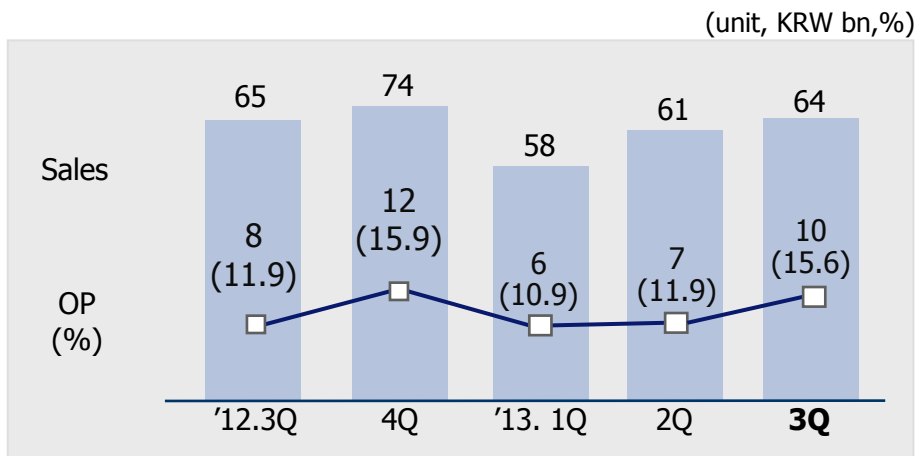
E-Ms



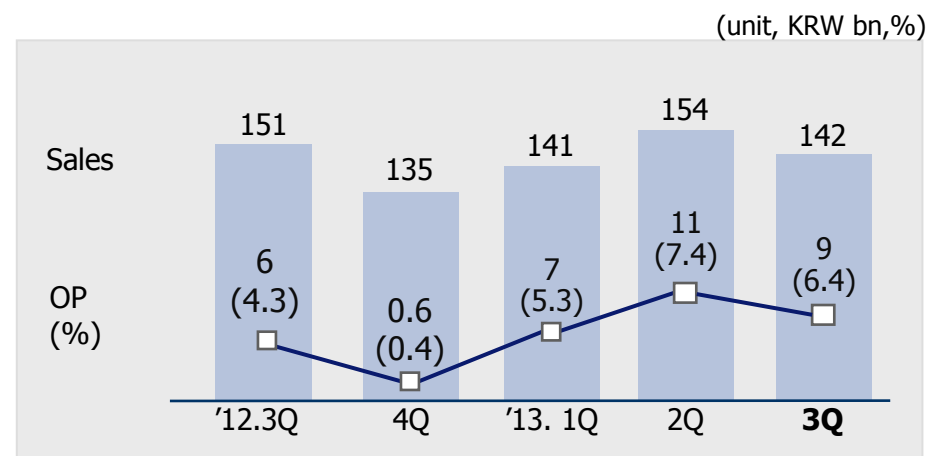
Mottrol



I&C etc.



Industrial Vehicle (transferred in Sep 1)



Appendix 3. 2013 3Q Gap Analysis between Plan (Parent)

(unit: KRW bn, %)

	Plan (Acc)	3Q13 (Acc)	3Q12 (Acc)	Plan(%)	YoY
Sales	1,135	1,160	1,131	+2.2%	+2.6%
OP	114	150	103	+30.9%	+45.9%
- (%)	10.1%	12.9%	9.0%	+2.8%P	+3.9%P
EBITDA	149	184	132	+23.4%	+39.4%
Pre-tax	89	114	80	+27.5%	+42.8%
- Net Financial cost	20	25	23	+20.1%	+8.4%
NP	80	114	70	+41.9%	+64.2%

Appendix 4. Financial Summary

Financial Summary (B/S)

(unit : KRW bn)

Items	B/S(Parent)	
	2Q13	3Q13
Current Assets	543	726
Non-Current Assets	2,511	2,624
Total Assets	3,053	3,350
Current Liabilities	496	567
Non-Current Liabilities	620	912
Total Liabilities	1,116	1,479
Paid-in Capital	133	133
Equity	1,938	1,871
L/E Ratio	58%	79%

Debt

(unit : KRW bn)

Items	Parent	
	2Q13	3Q13
Bank	117	321
Corp.Bonds	470	570
Others	53	53
Total Debt	640	944
Cash	41	121
Net Debt	599	822
Net D/E Ratio	31%	45%

E O D