



DOOSAN ROBOTICS

2Q25 Earnings Release

DOOSAN

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 basis.

Chapter 1.

2Q 2025 Results

2Q 2025 Results (Consolidated)

- 2Q sales down -69% y-y due to deferred and adjusted investment amid uncertainty triggered by US tariff concerns and prolonged global manufacturing slowdown

Units: KRW mn, %

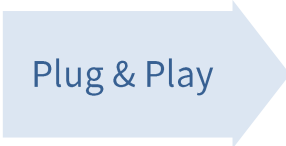



	'24.2Q	'25.1Q	'25.2Q	QoQ	YoY
Sales	14,424	5,280	4,532	-14.2%	-68.6%
Operating Profit	-7,871	-12,106	-15,650	-	-
EBITDA	-6,219	-10,626	-14,091	-	-
Net Income	-4,574	-9,418	-16,567	-	-
Net Debt	-315,329	-263,321	-253,415		
Liability/Equity Ratio (%)	3.7%	3.4%	5.0%		

Chapter 2.

AI-driven Technology Innovation

Driving AI-driven innovation for 'Practical humanoids' business

- Pursuing AI-driven innovation over the next 2~3 years and strengthening the talent pool for Humanoid entry
- Enhancing internal technological capabilities through M&A, strategic partnerships

2025 growth strategy	Roadmap	Progress status
<ul style="list-style-type: none"> • Strengthening business model to AI robot solutions <ul style="list-style-type: none"> – Integrating Arm + S/W + AI 	 <p>Plug & Play</p>	<ul style="list-style-type: none"> • Presenting 12 commercialized solutions in Automatica 2025 <ul style="list-style-type: none"> – a real-time motion control system powered by NVIDIA's simulation platform – The Voice to Real demo equipped with a 3D vision camera, LLM
<ul style="list-style-type: none"> • Advances in AI Technology <ul style="list-style-type: none"> – Securing preemptive AI & Humanoid technologies 	 <p>Future technologies</p>	<ul style="list-style-type: none"> • Mass recruitment of AI/Humanoid experts <ul style="list-style-type: none"> – First hiring completed; further hiring ongoing • Integrated R&D center to be completed in 3Q • Participation in K-Humanoid Alliance
<ul style="list-style-type: none"> • In-organic growth through M&A 	 <p>Dominant market position</p>	<ul style="list-style-type: none"> • Acquisition of ONExia Inc. (July) • Pursuing additional M&A opportunities
<ul style="list-style-type: none"> • Synergistic through Doosan Bobcat <ul style="list-style-type: none"> – Cooperation with Bobcat Channels in US market 	 <p>US sales scale-up</p>	<ul style="list-style-type: none"> • Ongoing talks with Bobcat dealers

In-organic growth strategy through M&A

- Securing core technological capabilities to drive a shift toward AI powered robot solutions business model
- Leveraging ONExia –acquired EOL solution portfolio to capture North America, the largest automation market
- Targeting USD 84.2m sales for ONExia Inc. by 2030

Purpose of acquisition

- Developing End-to-End solutions under the leadership of a global robotics company
- Leading the market with high-quality products and service

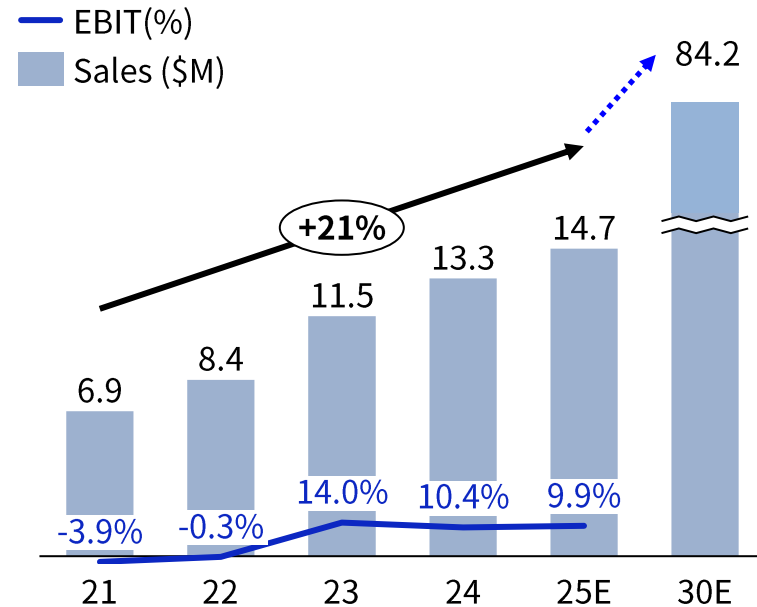
Expansion of EOL solutions market in NA

- Strengthen product and pricing competitiveness
- Expand sales opportunities through North American coverage
- Diversify the business model

M&A Info.

- Acquired 100% stake in ONExia Inc.
- Acquisition amount: USD 28.9m ~30.3m (KRW 39.8~41.7)
- To be recognized in 3Q financials statement

ONExia sales growth post - acquisition



- Targeting USD 84.2M sales by 2030 through synergies with Doosan Robotics after acquisition

[BACK-UP] ONExia Inc. Company overview

Proven track record of 25 years in collaborative robot solution for packaging EOL(End-of-Line), providing customized automation systems tailored to customer needs

Background

- A key US partner, specializing in automation solution using collaborative robot
 - Provides one-stop automation, covering system design, manufacturing, installation

Information

- Founded 1984 by Greg Selke
- HQ: Located in Exton, Philadelphia
- Size: 28,000sqft, 45 employees
 - HQ (23,000sqft), External processing plants (5,000sqft)



Core business competitiveness

1 End-of-Line (EOL) Solution Business

- Delivering EOL(End-of-Line) automation services, from system design, manufacturing to implementation
 - 3 type solutions : palletizer, case packer, case erector
- Securing Plug & Play standardized solutions
- Cost efficiency achieved through internak design and manufacturing if palletizing-related equipment

2 Customer Machine Integration (CMI)

- Customized automation across all manufacturing process – assembly, part transfer, palletizing, packaging, inspection
- Optimized automation motion based on Actuator, Sensor performance
- Customer-tailored system integration

Chapter 3.

Appendix

Financial Summary

Financial Summary

Units: KRWmn, %

	2021.12	2022.12	2023.12	2024.12	2025.06	YoY
Total Asset	29,445	62,618	456,422	421,691	395,945	-25,746
Current Asset	19,663	38,837	426,105	342,029	304,311	-37,718
- Cash & Cash Equivalent	4,390	8,119	382,006	275,216	253,415	-21,801
Non-current Asset	9,783	23,782	30,317	79,662	91,634	11,972
Total Liability	13,943	19,853	17,614	19,190	18,941	-249
Current Liabilities	11,809	14,737	13,353	15,446	10,013	5,433
- Debt	-	-	-	-	-	-
Non-current Liabilities	2,134	5,116	4,261	3,743	8,928	5,185
Total Equity	15,502	42,765	438,808	402,501	377,004	-25,497
Net debt*	-4,390	-8,119	-382,006	-275,216	-253,415	21,801
Liability/Equity Ratio	89.9%	46.4%	4.0%	4.8%	5.0%	+0.2%pt

* Net debt: Debt - Cash & Cash Equivalent