Investor Relations 2025

DOOSAN ROBOTICS

3Q25 Earnings Release

DOOSAN

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

Chapter 1.

3Q 2025 Results

3Q 2025 Results (Consolidated)

- 3Q sales up +124% q-q driven by strong domestic demand, despite deferred investments amid the economic slowdown and tariff impact
- 3Q SG&A expense rose, reflecting new hires and one-off costs from ONExia acquisition

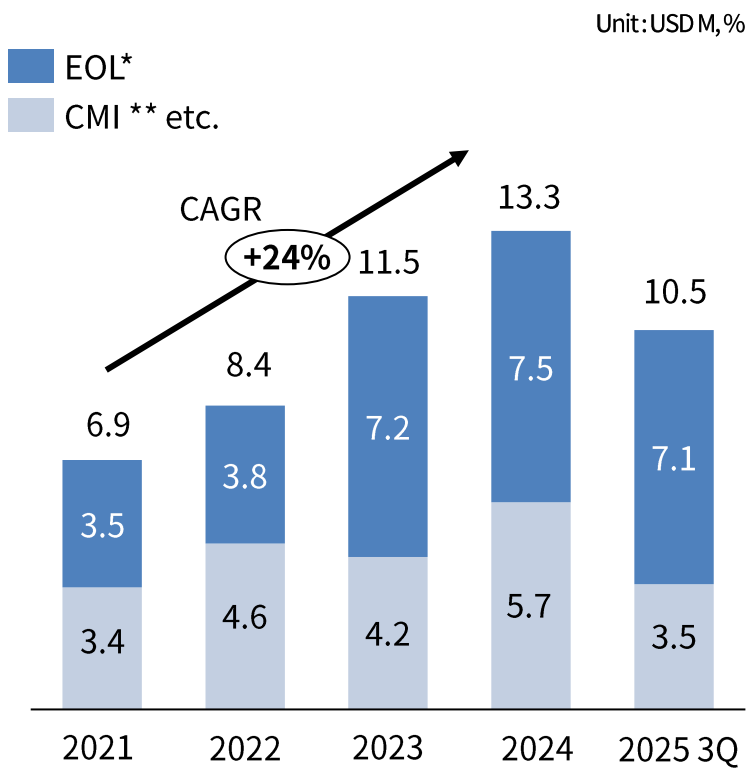
Units: KRW mn, %

	'24.3Q	'25.2Q	'25.3Q	QoQ	YoY
Sales	10,034	4,532	10,165	124.3%	1.3%
Operating Profit	-9,588	-15,650	-15,265	-	-
EBITDA	-7,964	-14,091	-13,358	-	-
Net Income	-6,882	-16,567	-12,858	-	-
Net Debt	-294,213	-253,415	-210,998		
Liability/Equity Ratio (%)	4.5%	5.0%	9.7%		

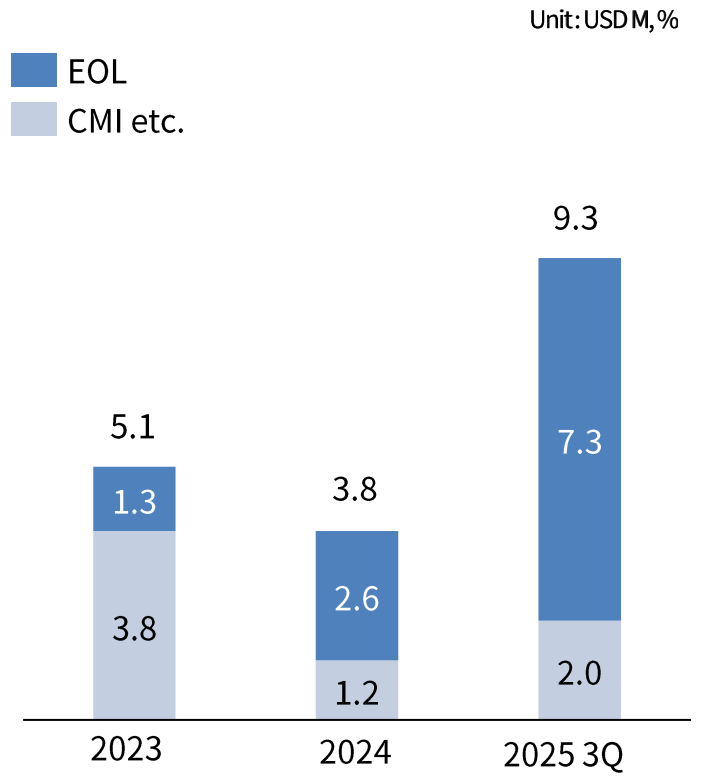
3Q 2025 Results - ONExia

- 3Q cumulative sales increased 9% y-y to USD1.05m, supported by solid growth in Cobot EOL segment
- Driven by increased order backlog from large-scale contract in Sep, sales growth is expected to accelerate in 2026

Sales



Order backlog



* End-of-Line process, referring to the final manufacturing stage involving packing and palletizing of finished products
** Custom Machine Integration (CMI) refers to SI(System Integration)

* Source: Company Data

[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 standarized solutions
- Cost efficiency achieved thriugh internak design and manufacturing if palletizing-related equitement

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 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
• **Strengthening business model to AI robot solutions** – Integrating Arm + S/W + AI	Plug & Play	• **Showcasing AI solution model 'Scan & Go'** – Physic-informed AI and advanced 3D vision applied to robot arm-AMR integrated platform – Won CES 2026 Best innovation Award (AI) and Innovation Award (Robotics)
• **Advances in AI Technology** – Securing preemptive AI & Humanoid technologies	Future technologies	• **Opened Innovation R&D center (Sep)** – Korea's largest robot research center • **Participation in government-robotics programs** – fully autonomous robots, humanoids, and AI semiconductors
• **In-organic growth through M&A**	Dominant market position	• **Deal closing for ONExia acquisition (Sep)** • **Ongoing review of additional M&A opportunities**
• **Synergistic through Doosan Bobcat** – Cooperation with Bobcat Channels in US market	US sales scale-up	• **In Ongoing discussions with Bobcat**

[BACK-UP] CES 2026 : Showcasing new AI robot solution model

- ‘Scan & Go’ is an intelligent robot solution model featuring a plug-and-play AI robot solution ready for on-site deployment
- Won CES 2026 Innovation Awards Best of innovation (AI) and Innovation Award (Robotics)

AI robot solution ‘Scan & Go’

Core Technologies

Application

- Physic-informed AI and advanced 3D vision applied to robot arm-AMR integrated platform
- Scans complex structures such as turbine blades, aircraft fuselages, and building exteriors to generate optimal work paths and perform inspection, sanding, and griding tasks

Key features

- Saves work time by eliminating the need for separate design drawings for complex tasks
- 0.1mm work precision
- Real-time force control enabled by torque sensors on 6-robot arm axes
- Industry-leading reliability (Ple, Cat4)

[BACK-UP] Launches state-of-the-art R&D Center

Opened Korea's largest robot research institute center 'Doosan Robotics Innovation Center'

Information

Facility

- 71,000-sqft R&D center
  - –Development of core robot parts, including high-performance drive modules
  - –AI-based motion research and new solution development(palletizing, welding, etc.)
  - – Testing space for robot quality validation
- 80 researchers on site

Location

- Bundang (near Ori station), Seongnam, Gyeonggi Province

Key initiatives of Innovation center

Developing AI robot solutions, humanoid technologies

Advancing hardware refinement

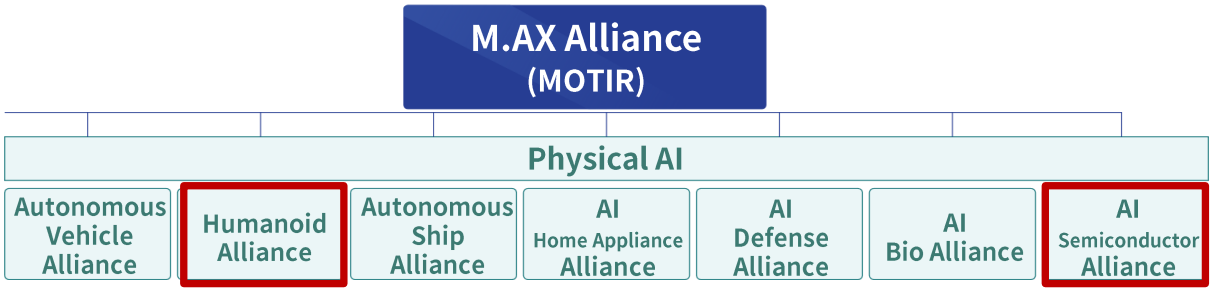
Developing artificial intelligence (AI)

Strengthening software capabilities

Through the integration of all essential R&D resource, Enable to real-time collaboration among researchers, fostering faster development of new technologies and products

[BACK-UP] Participation in government-backed robotics support programs

- Leading participation in government-led development programs for fully autonomous robots, humanoids, and AI semiconductors



Background : Transforming manufacturing with AI, Creating KRW 100tn in added value by 2030

[M.AX – Humanoid Alliance]

- Target : Mass production of humanoid robots by 2029 (1,000+ units per year)
- Support scale : TBD
- DR Role : Steering Committee (Robot manufacturers group)
- Launch : Sep. 2025
- Next steps : Launch of 25 projects in 2026

[M.AX – AI Semiconductor Alliance]

- Target : Development of industry-specific on-device AI semiconductor prototypes by 2030
- Support scale : KRW 1tn over 5 years
- DR Role : Anchor company in Robotics
- Launch : Sep. 2025
- Next steps : 7 projects to be announced in 2026

Physical AI Global Alliance

- Organized by Ministry of Science and ICT
- Background : Securing global leadership in physical AI through industry - academia –research - government collaboration
- Support scale : TBD
- DR role : Head of fully autonomous robot division
- Project : Implementation of fully autonomous robots in manufacturing and service areas
- Launch : Sep. 2025
- Next steps : Identifying sector-specific demand and project opportunities in Nov.

* M.AX : Manufacturing AX ** MOTIR : Ministry of Trade, Industry and Energy

Chapter 3.

Appendix

Financial Summary

Financial Summary

Units : KRW mn, %

	2021.12	2022.12	2023.12	2024.12	2025.09	YoY
Total Asset	**29,445**	**62,618**	**456,422**	**421,691**	**399,953**	**-21,738**
Current Asset	19,663	38,837	426,105	342,029	263,373	-78,656
- Cash & Cash Equivalent	4,390	8,119	382,006	275,216	210,998	-64,218
Non-current Asset	9,783	23,782	30,317	79,662	136,580	56,918
Total Liability	**13,943**	**19,853**	**17,614**	**19,190**	35,476	16,286
Current Liabilities	11,809	14,737	13,353	15,446	18,113	2,667
- Debt	-	-	-	-	-	-
Non-current Liabilities	2,134	5,116	4,261	3,743	17,363	13,620
Total Equity	**15,502**	**42,765**	**438,808**	**402,501**	364,477	-38,024
Net debt*	-4,390	-8,119	-382,006	-275,216	-210,998	64,218
Liability/Equity Ratio	89.9%	46.4%	4.0%	4.8%	9.7%	+4.9%pt

* Net debt : Debt – Cash & Cash Equivalent