



DOOSAN ROBOTICS

3Q26 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 an IFRS consolidated basis.

Chapter 1.

3Q 2026 Results

3Q 2026 Results (Consolidated)

- Consolidated revenue increased by +59% y-y, driven by strong performance in the North America Solutions business

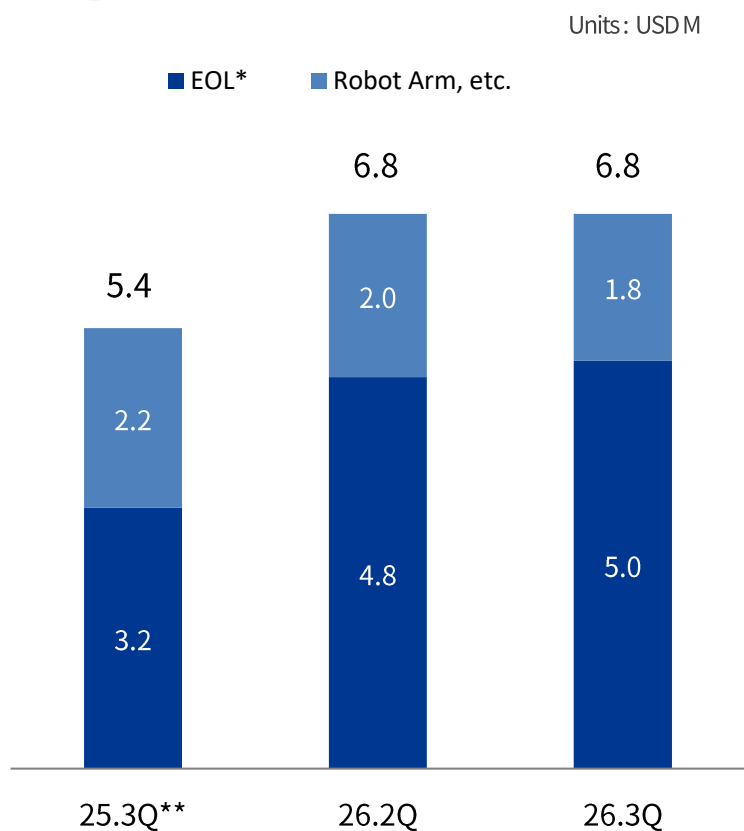
Units : KRW mn, %

	25.3Q	26.2Q	26.3Q	QoQ	YoY
Sales	10,165	17,674	16,175	-8.5%	59.1%
Operating Profit	-15,265	-14,417	-13,404	+1,013	+1,861
EBITDA	-13,358	-11,261	-10,250	+1,011	+3,108
Net Income	-12,858	-12,792	-18,301	-5,509	-5,444
Net Debt	-210,998	-202,361	-158,384	+43,977	+52,615
Liability/Equity Ratio (%)	9.7%	34.2%	33.9%	-0.4%p	24.1%p

3Q 2026 Results - Doosan Robotics Americas

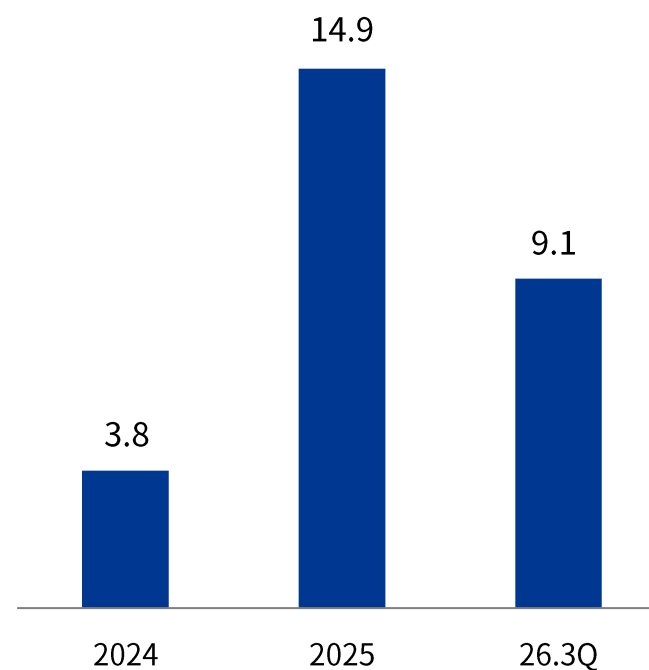
- DRA revenue increased +27% y-y backed by strong EOL performance (+55% y-y)
- 2026 sales are expected to grow over 50% y-y, supported by continued EOL growth and facility expansion/relocation

[Sales]



[Order backlog]

Units: USD M



* End-of-Line process, referring to the final manufacturing stage involving packing and palletizing of finished products

** 25.3Q sales include pre-acquisition ONExia revenue; 2026 sales are before inter-segment revenue adjustments

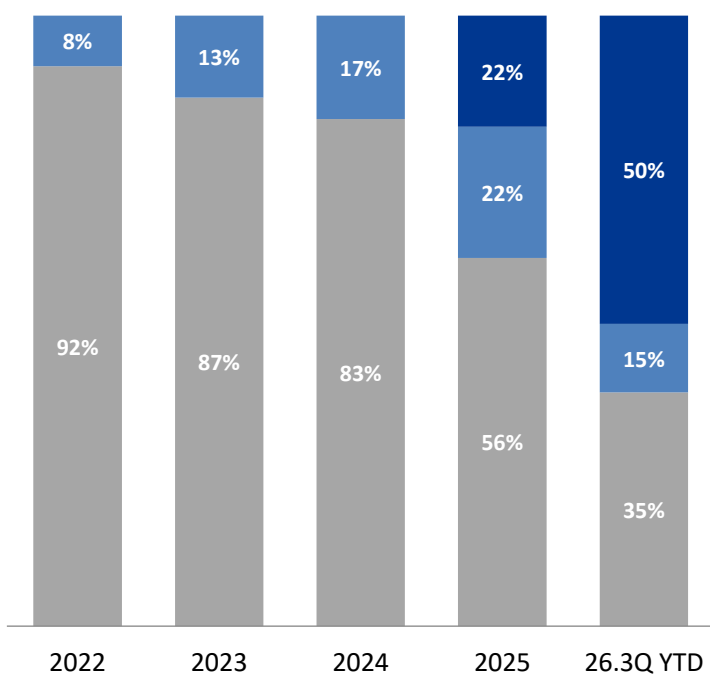
* Source: Company Data

3Q 2026 Results (Consolidated)

- North America Solutions revenue contribution increased to 55% in 3Q 2026 YTD

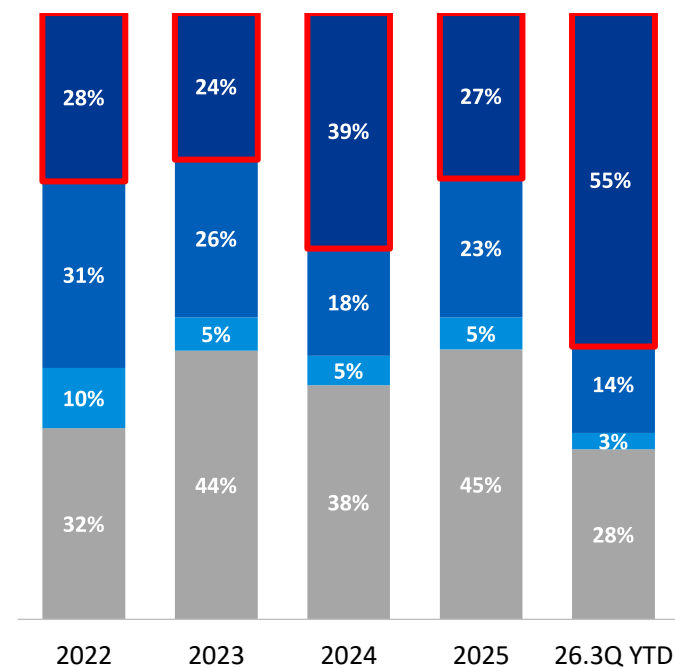
[Revenue mix by Segment]

■ Robot Arm ■ Part & Others ■ Automation Solutions (EOL/CMI)



[Revenue mix by Region]

■ Domestic ■ APAC & Others ■ Europe ■ North America



* Source: Company Data

Chapter 2.

Industrial Humanoid

Driving AI-led technology innovation for 'Industrial humanoids'

- Scale up North America solution business leveraging ONExia acquisition
- Lead the Physical AI market with Industrial Humanoid embedding with Cobot Arm with skilled worker-level intelligence
- Continued in-organic growth to strengthen leadership in Physical AI

2026 growth strategy	Roadmap	Progress status
<ul style="list-style-type: none"> • Strengthening business model to AI robot solutions <ul style="list-style-type: none"> – Plug & Play Integration; Arm + S/W + AI • Expanding competitiveness in North-America solution market 	AI Solutions	<ul style="list-style-type: none"> • Technology collaboration w/NVIDIA based on Agentic Robot OS <ul style="list-style-type: none"> – Started physical AI collaboration in Jun 26; technical workshop held in Sep – Plan to unveil an Agentic Robot OS solution in 2027 • Developing new intelligent solution processes
<ul style="list-style-type: none"> • Enhancing Cobot ARM competitiveness <ul style="list-style-type: none"> – Product quality improvement and next-generation models development 	ARM	<ul style="list-style-type: none"> • Next-generation robot arm development <ul style="list-style-type: none"> – Enhancing performance and developing safety feature
<ul style="list-style-type: none"> • Establishing proprietary AI platform & data infrastructure <ul style="list-style-type: none"> – Advancing AI task intelligence models 	Industrial Humanoid	<ul style="list-style-type: none"> • Developing an Agentic OS-based industrial humanoid • Government robot support program (KRW 100bn) <ul style="list-style-type: none"> – Secured two Korean physical AI government projects – Initial application in logistics, manufacturing, and nuclear power equipment
<ul style="list-style-type: none"> • In-organic growth through M&A 	In-organic	<ul style="list-style-type: none"> • Exploring additional technology acquisition opportunities through M&A and partnerships

[BACK-UP] Government-funded robot Industry support program

- Secured two government-funded physical AI projects worth over KRW 100 billion
- Building an integrated Korean physical AI collaborative robot platform

K-on –device AI semiconductor technology development project

- Supervision : Ministry of Trade, Industry and Energy, Korea Planning&Evaluation Institute of Industrial Technology(KEIT)
- Project : Development of next-generation collaborative robot based on On-Device AI Semiconductor
- Overview : Integrating Neural Processing Unit(NPU), real-time communications, and control into a domestic AI System-on-chip(SoC) for cobot controller
- Use cases : Logistics, Manufacturing
- Budget : KRW 85.7bn
- Period : 54 months
- Consortium : Doosan Robotics (lead), domestic companies, research institutions, and university

Robot industry technology development project

- Supervision : Ministry of Trade, Industry and Energy, Korea Planning&Evaluation Institute of Industrial Technology(KEIT)
- Project : Collaborative robot and AI welding solution technology development
- Overview : Combining expert-trained AI and digital twin technology in a mobile collaborative robot to automate welding and enable nuclear-grade multilayer welding.
- Use cases : Nuclear power, shipbuilding, plants, defense; initial demonstration at Doosan Enerbility
- Budget : KRW 15.8bn
- Period : 45 months
- Consortium : Doosan Robotics(Lead), domestic companies, and University

Chapter 3.

Appendix

Financial Summary

Financial Summary

Units: KRW mn, %

	2022.12	2023.12	2024.12	2025.12	2026.09	Change
Total Asset	62,618	456,422	421,691	399,370	407,993	8,623
Current Asset	38,837	426,105	342,029	266,961	253,722	-13,239
- Cash & Cash Equivalent	8,119	382,006	275,216	197,138	208,384	11,246
Non-current Asset	23,782	30,317	79,662	132,409	154,271	21,862
Total Liability	19,853	17,614	19,190	50,775	103,185	52,410
Current Liabilities	14,737	13,353	15,446	27,821	19,268	-8,553
Non-current Liabilities	5,116	4,261	3,743	22,954	83,917	60,093
- Debt	-	-	-	-	50,000	50,000
Total Equity	42,765	438,808	402,501	348,595	304,807	-43,788
Net debt*	-8,119	-382,006	-275,216	-197,138	-158,384	38,754
Liability/Equity Ratio	46.4%	4.0%	4.8%	14.6%	33.9%	+19.3%pt

* Net debt : Debt – Cash & Cash Equivalents