

Building Your Tomorrow Today

DOOSAN CORPORATION

Corporate Social Responsibility Report 2013



About this report

Purpose of the Report | The 2013 Doosan Corporation Social Responsibility Report (CSR) is the first CSR report published by Doosan Corp. In this report, Doosan Corp shares the corporation's CSR vision and activities, which reflects the interests and demands of its various stakeholders. Doosan Corp will share its CSR performance by publishing a CSR report each year and it will also be used as a communication channel to reflect the opinions of internal and external stakeholders.

Reporting Period | This report covers the period from January 1, 2013 to December 31, 2013, and it provides partial quantitative performance data of the past 3 years to comprehend the latest trends. As Doosan Corp newly incorporated Industrial Vehicle in 2013, the report only contains its 2013 data; however, it includes the activities of 2014 when necessary and these are marked separately.

Report Range | The reporting range of this report encompasses the domestic sites of each business operation including Electro-Materials, Industrial Vehicle, Mottrol, and Information & Communication, Glonet and Facilities Management in the Doosan Corporation.

Reporting Principles | This report was completed in accordance with the GRI (Global Reporting Initiative) G4 guidelines. The status of the reporting standards is included on page 77-78.

Third Party Verification | To improve the suitability and faithfulness of our report process, and the accuracy and reliability of the report content, this report has been audited through a third party verification assessment by DNV, an independent verification institute, and the verification statement can be found on page 75-76.

Cover Story



The cover story expresses Doosan Corporation's philosophy that 'respects and fosters people, and contributes to the local community' through the layering of the CI Motif. The three squares coming together embody Doosan Corp's will to 'grow and develop together', and the icons at the bottom represent each stakeholder. This is our today and tomorrow, the sustainable world that Doosan Corp strives to build.

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CEO's MESSAGE



Doosan has greatly contributed to the growth of Korean society over the past century, and will continue to grow with society in the coming century.

Doosan, Korea's first modernized company, has gone through a great transformation over its long history of 118 years. Especially since the 1990s, we pursued unprecedented and drastic innovation, and as a result, we solidified our position as a global company based on Infrastructure Support Business (ISB). As an ISB leader with global competitiveness, Doosan pursues its motto of 'Proud Global Doosan', and builds its foundation for the next 100 years.

Doosan not only pursues its own growth, but it also promotes the shared growth of both the corporation and the society. Doosan pays close attention to the voice of diverse stakeholders including shareholders, customers, partner companies, and environmental institutions, to reflect their valuable opinions on its managerial activities. Living up to our centennial corporate history, fulfilling social responsibility as a respectable corporation, which actively creates shared value, is Doosan's foremost duty.

A company grows within the society and with the society. Therefore, both internal and external demands on a company's social responsibility constantly increase. Doosan's management philosophy emphasizes corporate social responsibility (CSR), which is further strengthened and materialized through the announcement of 'Doosan Way' in 2012. 'Doosan Way' highlights the social responsibility of the overall corporate management in becoming a strong global leader.

Doosan is committed to establishing a foundation for the mutual growth of both the corporation and the society by pursuing social responsibility management. Doosan's social responsibility management is a pledge to everyone for the next 100 years. Doosan will live up to its commitment by growing together with all our stakeholders.

We appreciate your continued attention and support.

Sincerely,

Chairman of Doosan and CEO of Doosan Corp
Yongmaan Park

LETTER TO STAKEHOLDER



Doosan Corp, with business innovation,
builds foundations for social responsible
management that heightens stakeholder values
to become a global business leader.

My dearest stakeholders,

In building a more transparent and advanced governance structure, Doosan Corporation was converted to a holding company in 2009 and it has been 7 years since the Business Operations was established. As our businesses transformed and grew over many years, Doosan has become a socially and environmentally responsible sustainable company and we are delighted to share our management activities with our stakeholders through this CSR report.

Doosan went through many meaningful changes in our business portfolio to become a true global leader and all businesses have tried endlessly despite the ongoing economic downturn to secure the best competitiveness and to achieve sustainable growth. These efforts were stretched further beyond the Business Operations, also extending our efforts to various social areas where Doosan can have positive and constructive influence. Based on this foundation, Doosan has established a systematic social responsible management system. While emphasizing social responsibility in our corporate values under the name of 'Doosan Way', Doosan is establishing CSR governance and strategy as well as a CSR performance management system in alignment with a more systematic CSR management system. Based on this foundation, Doosan is exerting its best efforts in the areas mentioned below to maximize our stakeholders' values and to become a strong global business leader.

Creating a Sustainable Future Through People

In this management environment where the investment in talented individuals is placed at the heart of the competitive power of the company, Doosan fundamental belief is 'People are our future'. This comment in people and people development is the essence that drove the sustainable growth of Doosan for the past 100 years and will continue to ensure sustainable success in the coming 100 and more years. Doosan is making exceptional investments to cultivate the talent of people who will realize the 'future', and is providing an environment for their healthy growth. In addition, Doosan aspires to build a people-centric company, a company where its members can find the meaning of life, and a safe and healthy environment where these talented individuals can fully achieve their potential.

Practicing Responsible Management in Business Activities

In addition to environmental responsibility, various management activities, including customer satisfaction and win-win partnerships, go beyond voluntary responsibilities and are evolving into policies. Doosan is developing trusted management activities based on its green management, win-win partnership management and customer

satisfaction management commitments, in pursuit of benefits for the whole society. Doosan recognizes green management as a responsibility for all, for our family and our society, and is sharing economic and environmental values with the society through various green management activities including the development of environmentally friendly products. With continuing technological changes and innovation, we strive to provide our customers with the safest and highest quality products. And we share Doosan's management philosophy valuing quality and ethical management with our business partners and support the growth of our business partners.

Creating Values that the Community Needs

Communication with society and activities creating ties are important factors of becoming a sustainable company. Doosan's corporate community involvement activities are addressing the needs and demands of the local community, and are opening opportunities for the local community to become independent. Especially, believing that education is the leading foundation for the development of our society, we are supporting an education program, which promotes the growth of our future-generation with the theme of 'growth and independence of people'. We will be assessing the effectiveness of our programs and continue developing more efficient corporate community involvement activities.

Doosan will continue to extend our CSR management philosophy with more internal and external stakeholders. We will extend our strong beliefs in CSR management with not only our internal leaders and members but also with all those within Doosan's reach through various consensus-building programs. Furthermore, we will be publishing a CSR report every year to actively communicate our CSR achievements with our stakeholders, to participate in global initiatives including the UNGC and to internally and externally declare our strong commitments to CSR.

Dear stakeholders,
 We ask for your help and support for Doosan in our march towards the next 100 years and beyond.
 Thank you.

Doosan Corp CSR Committee Chairman, Vice Chairman

James B. Bemowski

DOOSAN

A History of Transformation



Doosan means “The little grains of sand that, all together, add up to make a mighty mountain.” It means great achievements can be made only when everyone involved joins forces. Also, just as we don’t get full after one spoon of rice, the name incorporates Doosan’s will to never stop going forward until its goals are achieved, making history every step of the way.



*Doosan II-Doo

Korea’s Oldest Enterprise

Korea’s first modern store, Doosan, went through many changes through its long history of 118 years. Doosan began in 1896 with the opening of ‘Park Seung-Jik Store,’ in Baeogae (Jongno 4 (sa)-ga), Seoul, and has grown and developed over more than a century.



Transition to an ISB-driven Business Portfolio

In 1995, one year before our 100th anniversary, we realized that a total makeover was needed based on selection and concentration to take a leap toward becoming a global corporation and began to rigorously restructure with an aim to reinvent ourselves for the 21st century. We sold flagship affiliates, including OB Beer, improved profitability by integrating 23 affiliates into 4 companies (Doosan Corporation, Doosan Engineering & Construction, Doosan Packaging, and Oricom) and introduced advanced management systems. Doosan has accomplished remarkable change and growth since 2000 through its acquisition of new growth engines, including the conversion into an Infrastructure Support Business (ISB) that includes industrial infrastructure, construction equipment, energy, national defense, and production equipment.

An ISB Leader Recognized Worldwide

Doosan has emerged as a global leader in various ISB sectors including power, seawater desalination, construction equipment and marine diesel engines. We are internationally recognized as the world’s foremost builder of seawater desalination plants now entering the multi-effect distillation (MED) sector, thereby furthering our market dominance. We are ranked first in the world for skid steer loaders and attachments, second in the world for low speed marine engines, and the Korean government has selected our steam generators for industrial and nuclear plant use as well as our forged backup rolls for plate rolling mills as “World’s Best Products” to lead the global market.

A New History as a Top-tier Global Enterprise

Doosan operates 22 domestic and 119 overseas subsidiaries. Although we have already achieved significant changes, we will continue to pursue further transformation to provide exceptional products and services that inspire trust and pride among our customers.

Group Vision



A Company with Global Competitiveness Joining the World’s Top 200 by 2020

A Company whose Talented People are the Source of its Global Competitiveness

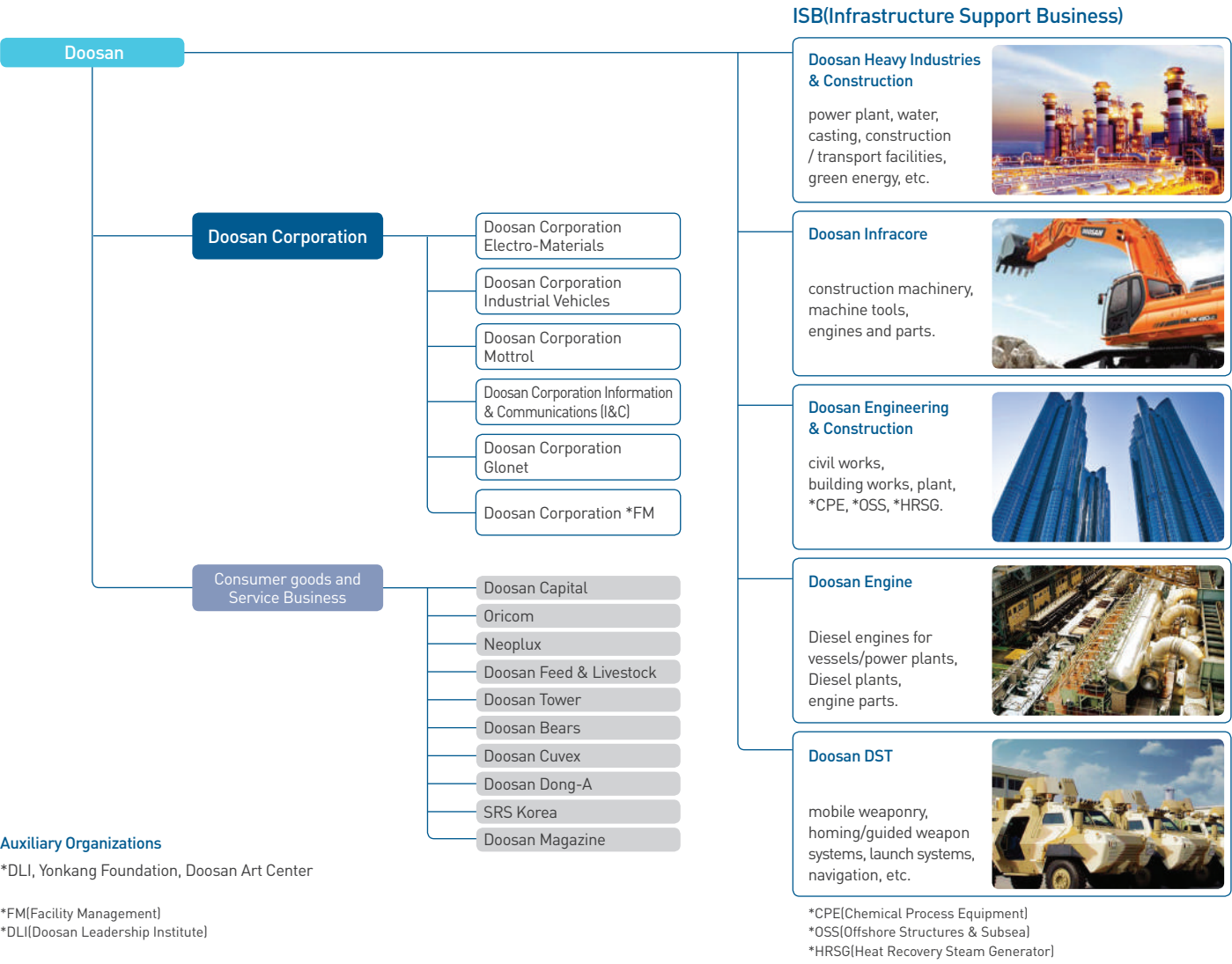
Setting a Global Standard of Business Process

2013 Financial Highlight

Unit: 100 million KRW

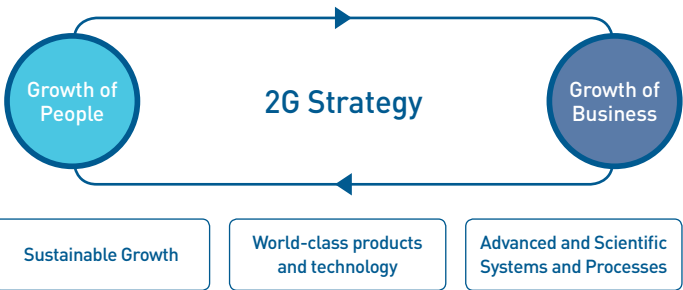


Affiliates



Management Strategy

Doosan’s strategy is based on our “2G” philosophy - Growth of Business through Growth of People. 2G is a virtuous circle in which people drive business growth, which in turn provides our people the opportunity for advancement.



The Doosan Way

Birth of Doosan Way

Doosan Group, from a domestic consumer goods business that began in 1896 and has transformed into the current corporation centered on Global ISB, went through massive change and accelerated growth. We organized our identity and values based on the group's 100 years of competency and success and its accelerated growth over the past 10 years. With this launching of the 'Doosan Way', we strive to make 'Proud Global Doosan' by sharing the Doosan Way with all the Doosan-people around the world.

Doosan Way?

The Doosan Way is our unique belief and philosophy to make 'Proud Global Doosan'. Doosan, through 'Doosan Way', is a warm group of strong people, and we aim to be a company with unique ways and a passion for cultivating people. We make an organization where members can find meaning in life and where people are at the center of the company management, and believe that Doosan's management can be sustainable and become a foundation for cultivating even more talented people.

Distinctive Traits of Doosan People

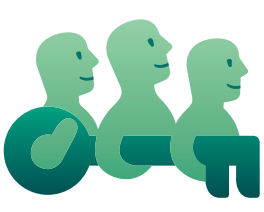
As six condensed success dispositions felt from the experience of Doosan's 100 years of management history and knowhow, and the overall structure overhaul gained from change and innovation, all members of Doosan keep the Doosan Credo in their hearts and exhibit Doosan's distinctive traits wherever they operate.



Limitless Aspiration



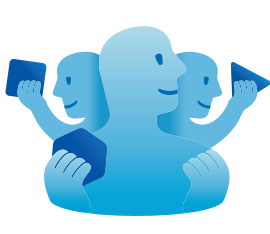
Cultivating People



Inhwa



Open Communication



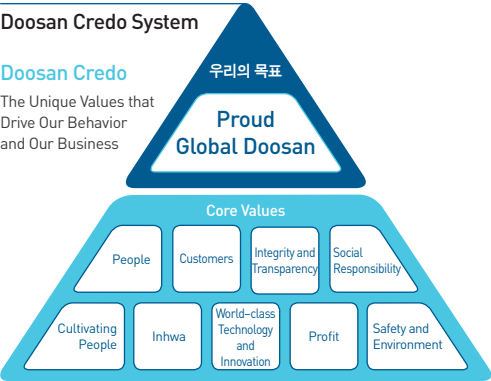
Tenacity & Drive



Prioritization & Focus

The Doosan Credo

The Doosan Credo is a set of principles that represent Doosan's philosophies and our unique way of doing business. These principles have been the foundation of Doosan's success for the past century. The Doosan Credo is integral to every aspect of our business and people, clearly guiding our decisions and the way we do business. Through the realization of these values, Doosan accomplishes its ultimate goal. The Credo consists of Doosan's "Aspirations" and "Core Values".



Aspiration

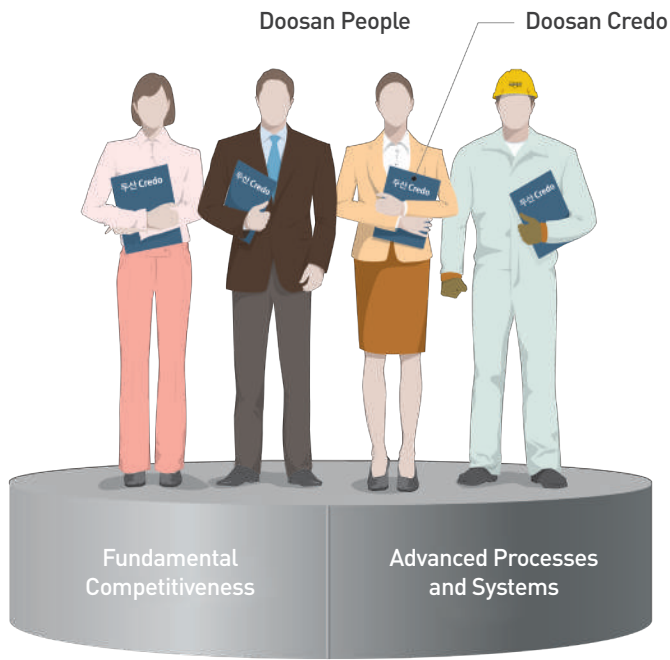
Doosan's ultimate goal is the creation of a 'Proud Global Doosan'. 'Proud Doosan' means each of our employees and all of our stakeholders are proud of their association with Doosan. Every employee takes great pride in being a member of Doosan. Each customer recognizes and appreciates Doosan's high-quality goods and services. Every shareholder values our high but fair levels of profit.

Core Values

Doosan People live the nine core values of the Doosan Credo every day. Doosan People live the nine core values of the Doosan Credo everywhere we operate to build a 'Proud Global Doosan'. These values guide the way we do business, the way we treat each other and the way we work with all of our partners.

Change Model

As foundation and framework to cultivate Doosan People and to practice Doosan Way, we promote three Change models including cultivating Doosan People, strengthening the competitive edge and developing advanced and scientific ways of work.



Doosan Credo

Our Vision

We aspire to be a Proud Global Doosan –a leading innovator of products and services that improve the quality of life for people and communities around the world.
We will achieve this by living the Doosan Credo. Guided by our Credo, we will drive our second 100 years of growth.

Core Values

Doosan’s people are our greatest asset and the key to our future.
They are at the heart of all our achievements.
Our continued and distinguished success will only be possible through developing and cultivating our talent.
Our people possess great capacity, willingness and drive to contribute to the Company.
They are relentless in enhancing their skills and capabilities.
They embrace our Core Values and demonstrate these beliefs and principles in their daily behaviors.
Cultivating people is our highest priority and a shared responsibility.
Attracting and recruiting the right talent, who understand and embrace our values, will be the foundation for developing our people.
We believe people develop and grow through performance at work and we give them the authority and responsibility that best match their capabilities.
Through experience, people develop to their maximum potential.
Fair and immediate feedback and recognition are offered as we believe this is central to self-development.
Our people are given the opportunity to develop their strengths and address areas for improvement. As a result, Doosan people are proud of who they are and respected as business professionals.
Integrity and transparency are fundamental Doosan strengths.
We make profit by creating value through fair and transparent activities.
We acknowledge our mistakes and keep our promises.
We never compromise our principles.
Inhwa best expresses who we are and provides us with a unique competitive edge.
We define Inhwa as teamwork in the truest sense of the word, grounded upon fairness and camaraderie.
By carefully following these virtues we have created One Doosan; a collective strength built on the contribution of a wide diversity of individuals.
Inhwa means we maximize our organizational strength and potential through true teamwork built on defined, transparent rules of fair play.
Selfish rivalries between individuals or departments have no place at Doosan and discrimination of any kind is not tolerated.

Inhwa means each individual contributes to the success of their colleagues and team, resulting in both excellent team and individual performances.
Inhwa also means we are open; Doosan welcomes proactive ideas and constructive criticism from everyone, regardless of seniority or position.
Our unique practice of Inhwa extends beyond the internal organization and embraces the entire Doosan community from our families to our shareholders, affiliates and partners.

Our customers are the reason Doosan exists.
The true measure of Doosan’s success is our customers’ satisfaction and respect.
Our goal is to always deliver superior value than our competitors.
We achieve this by understanding our customers’ needs and meeting or exceeding their expectations.
Embracing world-class technology and innovation is vital to our survival.
Tomorrow drives today at Doosan; we always look to the future instead of the past.
We strive to understand, and stay ahead of, change.
We continuously seek to improve our business model, products, services and methods.
We celebrate and properly reward successful risk-taking, while also respecting valuable attempts that fail.
Doosan applauds the spirit of challenge over complacency.
Our future success will be driven by seeking breakthrough ideas, knowledge, technologies and resources regardless of their origin, either internal or external.
Profit measures our success and drives our growth.
Our profit must exceed our capital cost and be sufficient to fuel our continuous growth and investment.
Our people understand how the work they do contributes to Doosan’s profit.
We recognize that long-term success is built by respecting the rights of our suppliers, distributors and partners to earn fair profits.
Creating a socially responsible enterprise is our duty to society.
We see business and society as a close partnership and an opportunity for mutual growth.
Doosan will be proactive in this partnership, contributing the time and resources required for success.
Our goal is to develop and grow alongside society, as a trusted and trustworthy partner.
Wherever we operate, we do so transparently and lawfully.
We aim to contribute to the development of talent in society.
Our community service activities promote both corporate and social development.
We provide clean and safe working environments.
Doosan maintains all our facilities to the highest possible standards.
This is the basis for superior productivity as well as being our responsibility to our people, their families, our customers and shareholders.
Environmental protection is our duty and obligation to every community where Doosan does business.
We know this ultimately results in greater value creation.

Doosan Corporation

We perform competency in various businesses based on advanced corporate governance system.

In 2009, Doosan Corporation transitioned to a holding company system to establish a more transparent and advanced corporate governance system. After 3 years of careful preparation of restructuring and resolving cross-shareholding, we established a sustainable management structure that meets global standards.

We create values as a leading business holding company.

Doosan Corporation is a business holding company that secures independent profit by operating its own business in addition to earnings from brand loyalty and dividends. We have promoted M&A and investment not only through the acquisition of Industrial Vehicle in 2013 and Doosan Mottrol (former DongMyung Mottrol) as new profit sources, but also through our transition to a holding company to intensify the competitiveness of our existing business. Doosan Corp now operates 4 business operations, Electro-Materials, Mottrol, Glonet, Information & Communications (I&C), and Facility Management (FM), along with 2 units of self-business operations.

Doosan Corp Global Management

Doosan Corp operates 13 factories, 7 subsidiaries and 4 branch offices in 10 countries. We plan to develop to the highest level of global corporation by improving our operations of securing and cultivating global talents and expanding our global business network, and also by continuously promoting the foundation of global standards of accounting criteria.

Overview

Company Name	Doosan
Date of Establishment	December 18, 1933
CEO and COO	Yongmaan Park and Jae Kyung Lee
Major Business Areas	Electro-Materials, Hydraulic Parts, Electronic Forklifts, etc
Total Assets	3.2916 trillion KRW
Total Sales**	1.6520 trillion KRW
Operating Income	195.4 billion KRW
No. of Employees	4,029
Location of Headquarter	275, Jangchungdan-ro, Jung-gu, Seoul, Korea
Countries of Business	Korea, China, US, etc

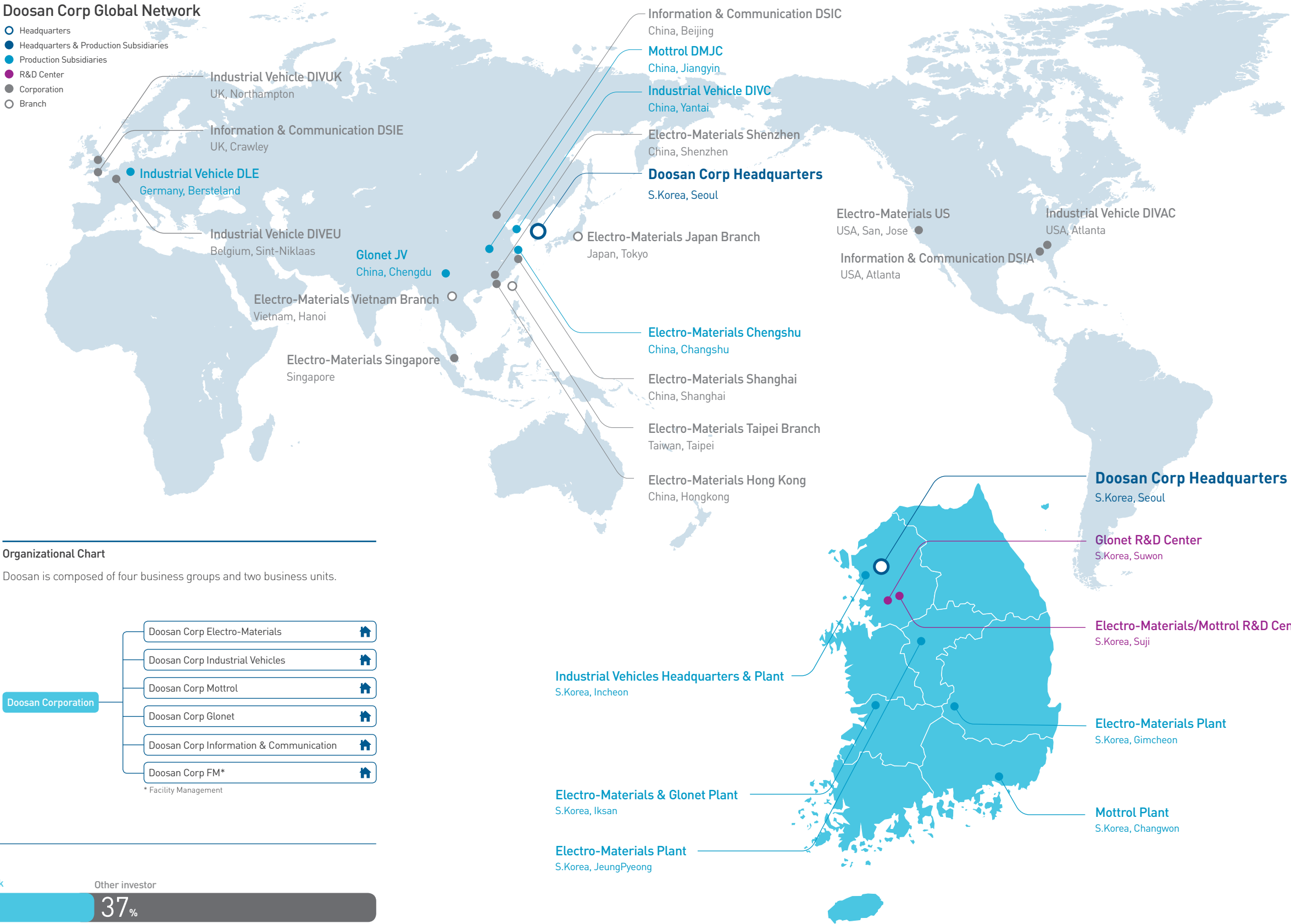
*Based on December 2013 financial statements
**Sales include dividend profit

Shareholder Constitution



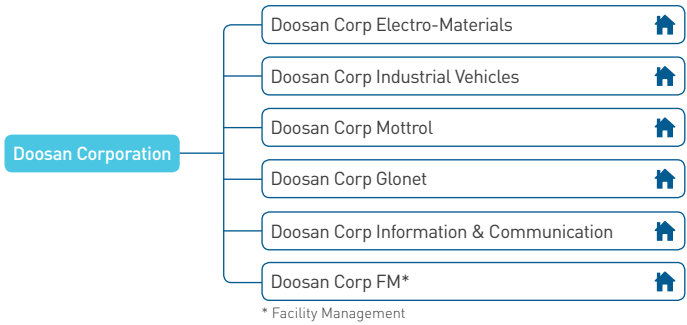
Doosan Corp Global Network

- Headquarters
- Headquarters & Production Subsidiaries
- Production Subsidiaries
- R&D Center
- Corporation
- Branch



Organizational Chart

Doosan is composed of four business groups and two business units.

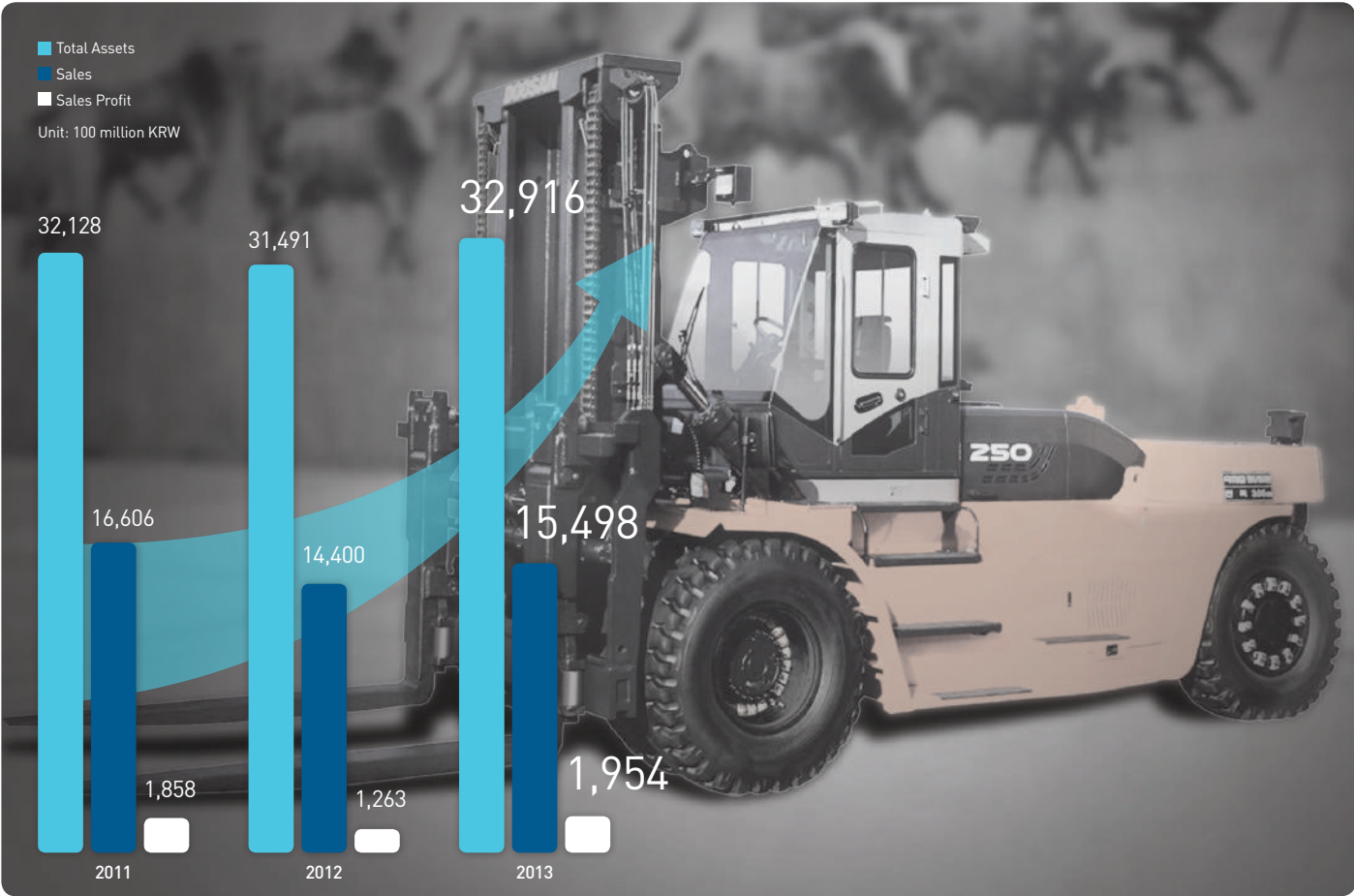


Long Term Strategy and Business Groups

Long Term Strategy

Doosan Corp, in order to achieve the corporation’s vision of becoming a “2020 Global Top 200 Company”, constantly promotes change and innovation to keep pace with the changing business environment. Doosan Corp, through maximization of creating value, will fulfill its role as a holding company that contributes to achieving Doosan’s aspirations. Doosan Corp has been facing the challenges of lower growth conditions and intensifying competition in its recent business environment. In order to improve its ability to maintain its position after overcoming these difficulties, we pursue the following long term strategies.

First, we promote an intensification of our fundamental competitiveness in the business operational areas of product, technology and quality as the essential corporate task. So we aim to build up our capability to achieve consistent competitive superiority. In addition, Doosan Corp constantly pursues rationalization of its overall business portfolio by enhancing business operation efficiency and expanding reinvestment possibility, which also includes rationalization of low profit and low growth business. Moreover, the corporation also pursues the discovery of a momentum for new growth and the establishment of a basis for new value creation. This includes the tasks of securing new growth power through M&A, advancement of business infrastructure based on ICT (Information & Communication Technology), and the creation of opportunities to enhance customer value.



*Sales of each business division is the total of its domestic and overseas sales



Electro-Materials

Electro-Materials produces and provides a worldwide supply of printed circuit CCL (copper clad laminate) board, an essential part of digital devices and home appliances which is made of copper foil, glass fabric, epoxy, and resins of polyimide. The operation engages not only in a process industry requiring large scales of plant and equipment investment, but also an advanced industry creating products with a combination of polymer chemistry and electronic materials. As the growth of high-end products from advanced countries and of low to middle- priced diffusion products from China expands as the principal feature of the electronics industry, production cost and quality are the key success factors in global business growth. Therefore, Electro Materials plans to establish its portfolio centered on such high-end products as semiconductor PKG CCL and flexible CCL for mobile devices, and, in response to the Chinese market, further to leap forward as a high-end player based on expansion of value-added products through cost innovation and a Chinese production base in Changshu. Furthermore, we plan to enhance our business value by securing new growth engine power through identifying new market opportunities.

Total Sales
Unit: 100 million KRW

7,849



Industrial Vehicle

Industrial Vehicle, which has been leading the manufacture of engine and electric forklifts in Korea, has exported its products to more than 100 countries worldwide since the production of the first Korean forklift in 1968. Along with its acquisition by Doosan Corp in 2013, Industrial Vehicle has pursued a growth strategy through constant operational innovation, eco-friendly technology development, and after-market business expansion. However, we anticipate that the technical barrier to satisfying the greenhouse gas regulations of the advanced markets in North America and Europe that comprise 48% of the world’s Industrial vehicle market will be a potential risk factor. Accordingly, Industrial Vehicle introduced a compact Tier-4 forklift truck equipped with its self-developed engine ahead of other competitors in September 2013; and it received an innovation award from FLTA (Fork Lift Truck Association) of the United Kingdom. Industrial Vehicle plans to intensify our product’s fundamental competitiveness in quality and TCO to enhance customer value, and also expand our business in the advanced markets.

*TCO : Total cost of ownership including price, fuel efficiency and maintenance cost

Total Sales
Unit: 100 million KRW

8,397





Mottrol

Mottrol is globally competitive in its production of parts such as travel devices, swing devices for excavators and of hydraulic parts such as hydraulic pumps and main control valves (MCVs). It maintains the status of its products as a domestic leader not only for its market share but also for the excellent performance and quality of its products. Mottrol also plays a vital role in the modernization of military equipment by developing and providing hydraulic parts, and electronic-hydraulic pressure systems used in various weapon systems.

However, we expect that the market competition will increase as Japanese companies who are the existing leaders of the excavator market reduce their sales price due to the decreased value of the Japanese yen and as Chinese companies develop their own equipment, along with the global construction economy recession. Therefore, Mottrol intensifies its product competitiveness through cost reduction and quality enhancement in response to the potential crisis. As a long term strategy, we further plan to focus on improving product efficiency and profitability, intensifying business competitiveness, and also intensifying product competitiveness by securing quality technology.

Total Sales
Unit: 100 million KRW

3,787



Information & Communications (I&C)

Information & Communications (I&C) provides total IT services. I&C provides a comprehensive services in IT consulting, system integration, application systems and IT infrastructure to all of the Doosan subsidiaries worldwide utilizing a wide range of IT service partners' networks established both in and outside Korea. In 2014, I&C plans to concentrate on successful support of Doosan's core business and on its role as a comprehensive manager of Doosan's IT supply. It also will secure business operational competency and maximize a synergy effect through total IT operation in both domestic and overseas operations.

Total Sales
Unit: 100 million KRW

2,499



Glonet

Glonet produces and sells functional biotechnology materials; and also develops and provides new materials such as general materials for generic pharmaceuticals, functional foods and cosmetics, as well as physiologically active substances. Glonet recently established a stable business foundation by concentrating on the Chinese market based on our specialty in lipids such as emulsifiers for medical use (PL95), and it plans to accelerate the expansion of its business within China as it completed its construction of Sichuan Kelun-Doosan Biotechnology Co., Ltd with Kelun in June 2013. Bioindustry is a technology-intensive branch of industry with higher technical barriers and bright prospects. Glonet will maintain its high growth rate by enhancing the competitiveness of core businesses and by constantly developing diverse new products to become the world's best biotechnology company providing differentiated value to customers.

Total Sales
Unit: 100 million KRW

415

*Exclusion of sales from related business due to discontinued distribution business



FM(Facility Management)

Facilities Management (FM) runs as its main business a total building management system combining maintenance of mechanical, electrical, construction and disaster prevention facilities, and building control and commissioned management of cleaning and security. It also operates construction of fire protection equipment and machinery, along with sales of fire extinguishing agent. Due to the recent increasing number of modern high-rise buildings and industrial facilities and the consequent development of construction technology, market expansion and competition within the area will be intense. Therefore, FM plans to extend its managerial efficiency by securing a differentiated management system through the adaptation of professional knowledge on building management, and by maintaining its price competitiveness through cost reduction. Starting from 2014, FM also plans to expand its business scope and profit by creating sales of fire protection and disaster prevention equipment related to improvement of risk response competency, along with enlargement of its railroad business.

Total Sales
Unit: 100 million KRW

382



Governance

Corporate Governance Establishment and Operations

Board of Directors

Doosan Corp’s board of directors is the supreme decision-making body for the corporation’s management which monitors and votes on issues related to laws and company by-laws, issues delegated to the board by the shareholder meeting, as well as on major issues related to the basic management and operation of the company. The board of directors of Doosan Corp consists of three inside directors and six outside directors for a total of nine directors on the board; also an audit committee, an internal transaction committee, and an outside director candidate nominating committee are under the board of directors for efficient decision-making.

Independence of the board

Doosan Corp appoints six outside directors to promote mutual restraint ability amongst internal management and outside directors, and to enable the board to make balanced and objective decisions. Doosan Corp restricts directors who have special interest in a particular issue from exercising their votes. The board operates three committees including the audit committee, composed of all outside directors, to maintain the independence of the board, securing the independence and transparency of the decision-making. The audit committee can demand reports on the business, inspect the financial status of the corporation, request attendance of related employees and outside auditors in meetings, and request expert counsel using corporate expenses when determined as needed to facilitate the audit process.

Inside directors	Yongmaan Park Chairman and CEO of Doosan Group Chairman of the Board	Jeong won Park Chairman of Doosan Corporation	Jae Kyung Lee Vice Chairman of Doosan Corporation
	Daewon Seo Chairman, Internal Transaction Committee Chairman, International Cooperation Sub-committee Presidential Council on National Branding	Hi-Taek Shin Chairman, Audit Committee Chairman, Outside Director Candidate Nominating Committee	Ickhyun Nam Member, Internal Transaction Committee Member, Outside Director Candidate Nominating Committee Dean of the Office of Planning and Coordination, Seoul National University
	Junki Kim Member, Audit Committee Professor & Dean, Graduate School of Public Administration, Seoul National University	Gwang-su Song Member, Outside Director Candidate Nominating Committee Advisory, Kim & Chang	Chang-hwan Kim Member, Audit Committee Member, Internal Transaction Committee Director, Busan Regional Tax Office (Previous)

Transparency and Expertise in Board of Directors Selection

Doosan Corp selects directors during shareholder meeting in accordance with relevant laws, articles of incorporation and regulations of the board of directors. We appoint inside directors with the recommendation of the board, and outside directors with recommendations from the Outside Director Candidate Nominating Advisory Panel, composed of five outside personnel, and the Outside Director Candidate Nominating Committee, composed of three outside directors. Doosan Corp enhances the board’s overall level of expertise by recommending candidates with expertise in different fields. Presently, the board holds expertise in different fields with three professors, one expert in administration and diplomacy, one law professional and one tax professional.

“Doosan has a governance system that strives for corporate management and stakeholder profit based on Doosan way.”

Operation of the Board of Directors

Doosan Corp votes on major decisions through the board of directors, reflects the collected shareholders’ opinions and employee complaints in the decision-making at shareholder meetings and IR sessions, and shares data beforehand to fully follow the decisions. The law allows all the board of directors to attend the decision-making through a means of real-time voice communication and in this case, acknowledges their attendance. Temporary meetings are held as needed, and the authority of the board of directors is delegated to any committee within the board of directors to process the issue after thorough review, for prompt and efficient decision-making. Decisions made by the board of directors are based on the presence of the majority of the board and approval by vote of the majority of the board, or the quorum, when indicated by law or regulation. Directors cannot delegate their votes and those who have special interest in the issue at hand are restricted from exercising their votes. 10 meetings of the board were held in 2013 to address a total of 30 agenda items related to major management activities. The average attendance rate of outside directors was 85%.

Evaluation and Compensation

Doosan Corp compensates the directors based on the parameters approved during the shareholder meeting, and inside directors are granted on top of their annual salary a performance salary reflecting the organization’s managerial performance. Outside directors compensations consists of an annual salary, and inside directors compensations are composed of their annual salary, performance salary and severance pay; the corporation compensates the board of directors fairly and transparently, in accordance with the executive management policy.

Communication with the Stakeholders

The board of directors communicates with stakeholders through internal and external communication channels including IR sessions and public announcements. It conducts top-level design making at the shareholder meeting and provides prompt management information to shareholders and stakeholders by publicly announcing all important management decisions immediately.

2013 Compensation Status		Unit : 1 million KRW
Inside Director (3)		
Total Compensation	6,183	Average Compensation Per Person 2,061
Audit Committee (4)		
Total Compensation	178	Average Compensation Per Person 44
Outside Directors (4)		
Total Compensation	180	Average Compensation Per Person 45
Total (11)		
Total Compensation	6,541	Average Compensation Per Person 595

Committees Within the Board of Directors

Category	Members	Role	Activities
Audit Committee	Hwi-taek Shin, Chang-hwan Kim, Junki Kim	Audit accounting & finances, Evaluation of operation condition of the internal accounting management system	Review of outside auditor’s accounting audit, consultation on non-audited services, inspection of operation condition of the internal accounting management system
Internal Transaction Committee	Daewon Seo, Chang-hwan Kim, Ickhyun Nam	Deliberation and approval of any internal transactions based on Fair Trade Laws	Doosan Tower transaction approval
Outside Director Candidate Nominating Committee	Hwi-taek Shin, Gwang-su Son, Ickhyun Nam	Recommendation of outside director candidates	Recommendation of outside director candidates

CSR Committee

Composition of the CSR Committee

Doosan Corp established a CSR Committee in December 2013 to reinforce the transparency and responsibility of sustainability management. The CSR Committee meets twice a year for discussions about sustainability management issues, and decides on the direction of operation. The CSR committee operates around the chairman, and consists of representatives from each organization and executives in charge of six areas: human rights and labor, environment, customer and product management, risk management, fair trade, and corporate community involvement. To strengthen the practicability of CSR activities, the CSR committee operates cross-structurally; executives from each area build the CSR program, establish standards for the area they are in charge of, and share them with representatives from each organization who manage the organizational sustainability management issues and conduct improvement agendas.

Operation of the CSR Committee

Doosan Corp established a sustainability management system in March 2013 and builds an internal sustainability management operation system. CSR Committee delegated the authorities to CSR team as CSR executive office, which plans and manages all activities on sustainability management and reports on the operations.

During the CSR Committee held in December 2013, the committee discussed Doosan Corp's sustainability management system and strategy direction, the external global evaluation response plan and expansion of employee awareness of sustainability management. It conducted assessments on each organization based on the group protocol for sustainability management level assessment, and voluntarily established improvement plans based on the results. Every year, Doosan Corp proceeds to enhance the level of sustainability management through this process.

Future Plans

During the CSR committee planned for July 2014, the committee will conduct final approval on the publishing of the CSR Report through the materiality test and review of each issue. It will publicly announce Doosan Corp's will for sustainability management through membership of UNGC and active support for international initiatives. In late 2014, the committee plans to consider to expand our sustainability management system to our overseas business sites, and review CSR performance in this year and direction of CSR operation in after year.



CSR Committee

“Under the CSR Goal, ‘Proud Global Doosan’, and our mission to become a ‘2020 Global CSR Leading Company: Fortune World’s Most Admired Company’, we carry out our CSR strategy and operate a CSR Committee to realize our goal.”

CSR Strategy

Doosan Corp established ‘Doosan Way’ in 2012 to make ‘Proud Global Doosan’ and it stands firmly on its will to practice social responsible management. Furthermore, we established the corporate CSR strategy to respond preemptively to the demands and evaluations about diverse, domestic and foreign social responsible management; the CSR strategy includes CSR goal, mission, 3 strategy directions, 7 CSR prioritized agendas and enablers. Doosan Corp practices CSR management based on its CSR strategy. For a more effective CSR management, Doosan Corp established a task force and built an operation system to conduct its strategic agendas in 2013.



Stakeholder's Interview

Doosan has the most desirable system to deliver CSR based on good management.

Corporate Social Responsibility (CSR) should not only be implemented socially or environmentally but needs to comprehensively consider requisites for the sustainability of a corporation. The role as a ‘Good Company’ that contributes to solving social problems by social contribution or society restoration is important; but beginning from the interests and identification of the related responsible fields and the resulting risk factors is more important. This is ‘Good Management’ that does what needs to be done first, which relates to a corporation’s risk management and value. ‘Good Management’ needs to come before ‘Good Company’. A corporation with a long-term goal should not avoid ‘responsibility’, but should sublimate it into opportunities and assets. Corporations cannot claim they are fulfilling their social responsibilities just by implementing social contribution activities.

In this context, Doosan Corp has the sufficient conditions and foundations for CSR because they have been managing each business division with a long-range goal. Doosan Corp reflects its philosophy of ‘Contributing in People and in the Future’ sufficiently in its management, therefore is in good condition to realize CSR. Doosan Corp’s CSR performance will be more effective with the establishment of a long-range CSR roadmap pointing to the right direction. Doosan Corp’s efforts in selecting CSR related agendas and accumulating them in the management system and the related departments are very highly thought of. Doosan Corp needs to engage in efforts to increase stakeholder participation by institutionalizing the process of collecting stakeholder opinions and confirming positive and negative influences through a continuous mechanism. By going beyond social responsibility, Doosan Corp will achieve fundamental social value management that elevates corporate risk factors as corporate success factors.

KAIST, College of Administration
Professor
Ahn, Byunghoon



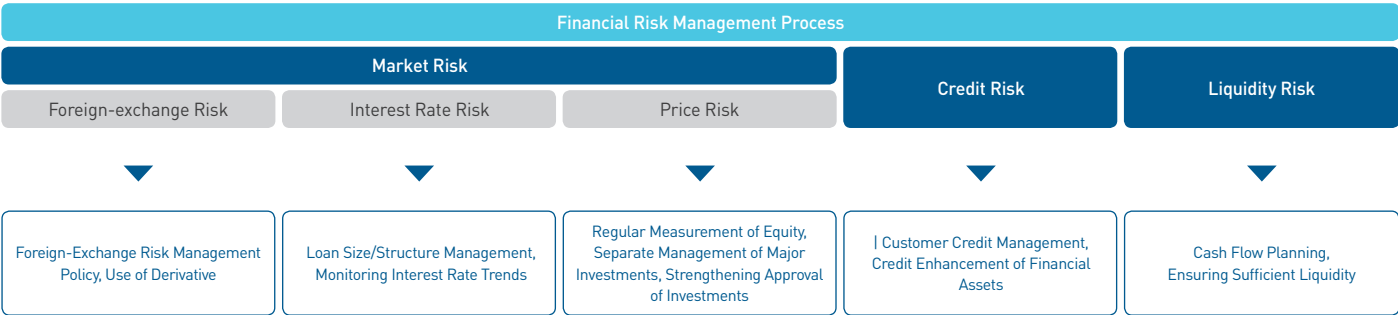
Risk Management

Risk Management Approach

To effectively respond to financial and non-financial risks that can happen during all management processes, Doosan Corp manages core potential risks. Doosan Corp focuses risk management on financial risks such as market and credit risks, environmental and safety risks that can happen during the manufacturing processes, and fair trade and internal restriction risks from internal and external transactions.

Financial Risk Management

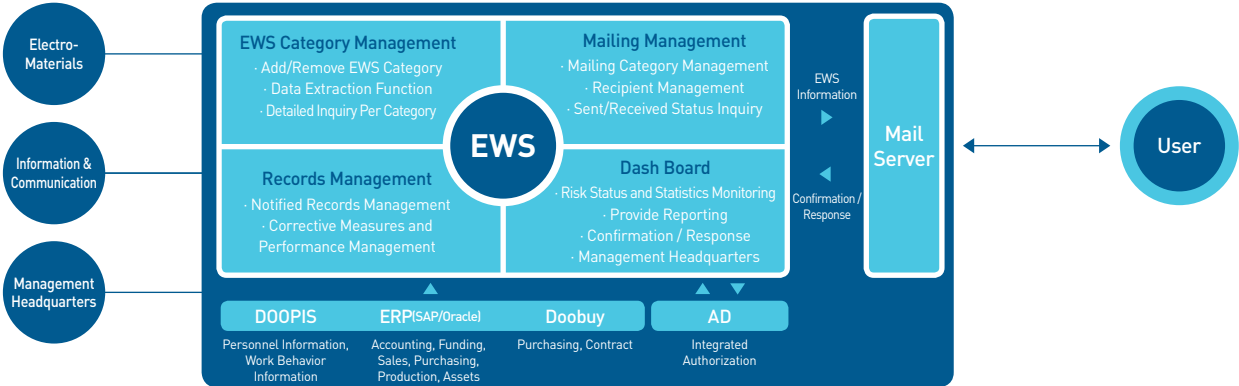
In order to create stable and continuous management performances under various financial risks, such as market, credit and liquidity risks, Doosan Corp focuses on improving financial structure and enhancing efficiency of financial management. The treasury department performs most of the financial risk management activities, such as identification, evaluation and hedging with the close cooperation of the relevant departments. It also focuses on minimizing the effect of financial risk through regular monitoring.



Building an Early Warning System for Efficient Risk Management

Doosan Corp, to prevent risk elements and to respond promptly during unexpected situations in the working process, rolled out an Early Warning System (EWS) at Electro-Materials, Information and Communication (I&C) and Administrative headquarters in February 2014. EWS is a risk prevention system that sends warnings of abnormality to the employee in charge when an abnormality occurs on items predefined, and therefore allows for early response. Doosan Corp will continue to improve the EWS to eliminate inefficiencies such as excess time and money that arise post-occurrence, and to prevent and manage risks.

EWS Frame work



EHS Risk Management

Environmental Risk Management

Doosan Corp built and operates an EHS management system on the grounds that respect for human life and protection of the environment are responsibilities and core values for all of us, for our families, and for our society. Doosan Corp, based the Doosan Credo and corporation EHS guideline, establishes and abides by its EHS policy. We abide by global standards on environmental and sustainable management, and put our best efforts to promote safety of our employees, regions and communities around all of our businesses. In order to minimize environmental impact and management risks and to continuously improve EHS, Doosan Corp conducts, analyzes, and manages EHS technology development and environmental impact evaluations; and monitors and reflects related regulations and policies on its business to respond to political and economic risks such as domestic and foreign environmental regulations and pollution prevention. We acquired an ISO 14001, an environmental management system certification at each plant, and maintain sustainable environmental improvements and environment-friendly management through PDCA (Plan-Do-Check-Action).

Health and Safety Risk Management

Doosan Corp, with increased numbers of business fields handling heavy objects, and internal and external interests in EHS, implements health and safety risk management to prevent accidents and to minimize damage caused by accidents. To manage risks, Doosan Corp builds health and safety management system and regularly inspects on-sites of operation to prediscover risk factors. We conduct Health and Safety education targeting all employees to instill safety awareness and to establish an autonomous Health and Safety system; and especially to prevent major accidents, we established and conducted a specialized education program in cooperation with an external agency. Doosan Corp establishes EHS management processes for our suppliers to prevent all EHS risks that can occur between the supplier selecting stages and the completion stages. Doosan Corp establishes an EWS abiding culture through specification of the responsibilities and roles of suppliers that are subjects of managing, inspection of supplier's EHS activities, and review of the propriety of the use of occupational health and safety expenses.

Fair Trade Risk Management

Doosan Corp, in order to practice its business principles of fair and transparent management activities more effectively, manages fair trade related violation risks. We conduct regular monitoring instances of violation, and conduct violation prevention education. In terms of education, we assist in employee understanding by conducting various programs including cyber (online), visits, and collective and special programs.

Internal Control Assessment System

Doosan Corp, as the internal and external demands for reinforcement of internal account and internal control increases, established and operates an internal control system to reinforce the transparency of information and to enhance public confidence. Doosan Corp, in its definition of control activities, include internal control for internal accounting management policy, demanded by law, and management efficacy and compliance for managing risk factors; also it conducts evaluations on all departments, including financial, sales, purchasing, production through the DICAS (Doosan Internal Control Assessment System). After evaluation of each team, Doosan Corp inspects the internal control team's execution, and reports the evaluation to the audit committee and the board of directors after CFO/CEO review, in accordance with the law on internal accounting management policy and external audit.

Internal Control Assessment Process and Executive Authorization Structure



Identifying Material Issues

► Evidence of 'Relevance'

To identify 'Relevance' in terms of the CSR and our corporate business, Doosan Corp identified and evaluated its corporate growth strategy, CSR strategy, media analysis, and issues in each industry. The results are as follows.

<h3>Relevance of Vision and CSR Strategy</h3> <ul style="list-style-type: none"> Doosan Corp analyzed various documents including Doosan's growth vision and CSR strategy, and as a result, we confirmed cultivation of talent, corporate community involvement that considers the needs of the local community, health and safety activities, and quality innovation as major issues in the CSR context. It selected long-range growth strategies including strengthening of the competitiveness of all business divisions including R&D, and the establishment of One Doosan Corp. Investigated contents: medium and long range strategy, corporate CSR strategy, sustainability management report of all affiliates, etc. 	<h3>Identify Issues of Allied Industries</h3> <ul style="list-style-type: none"> We identified CSR trends and issues of each industry by analyzing CSR content (report and strategy) of leading companies, and as a result, we identified the following industry specific issues as major issues in the industry: responsible SCM, health and safety, environmentally friendly technology and solution, and product responsibility. Subject of Analysis: 14 Corporations including 3M, SIEMENS, Samsung Electric, IBM, HP, Caterpillar
<h3>Global standard and guideline analysis</h3> <ul style="list-style-type: none"> We identified recent CSR trends and issues by analyzing sustainability management and global standards, and determined that the following contents are emphasized: identification of the expanded impacts extended across supply chains and value chains, civil and labor rights, and compensation of executives and boards of directors. Subject of Analysis: GRI G4, DJSI, ISO26000, UNGC 	<h3>Media Analysis</h3> <ul style="list-style-type: none"> We identified Doosan Corp's major CSR Issues shown through the media; as a result, we identified issues about economic performance creation through business restructuring and corporate community involvement activities in local communities. Period of Analysis: January 1 2013 ~ December 31 2013 [Total of 12 months] Medium: 20 high ranked daily newspapers in 2013

► Materiality Assessment Results

We selected a total of 9 issues, in consideration of stakeholders' influence and business and CSR relevance, and prioritized reporting on these issues. We reported selected core issues on separate pages, and other important issues that a corporation needs to handle were also taken into account.

Results of Stakeholder Survey

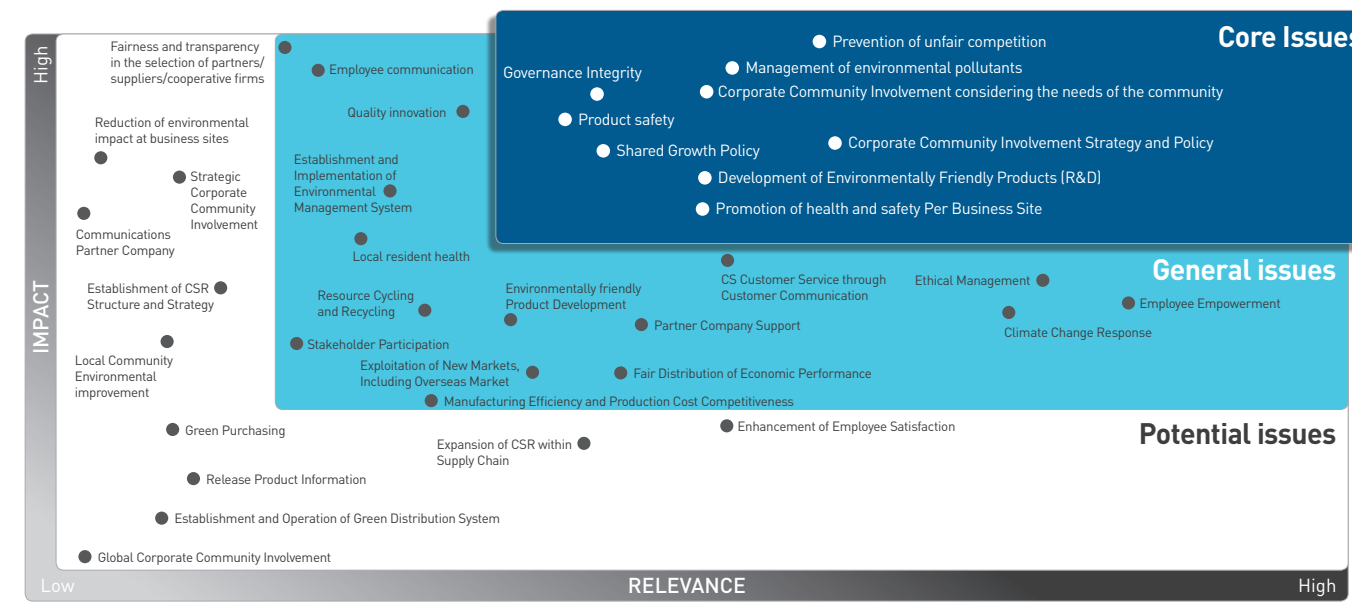
Internal and external stakeholders responded that Doosan Corp needs to consider its customers, namely product assurance, foremost to become a sustainable corporation. They also evaluated that CSR in general, and activities around partner companies(cooperative firms) are also important areas to become a lasting corporation.

In detail, Doosan Corp identified 'fairness and transparency in the selection of partner companies(cooperative firms)', 'maximizing customer value through quality innovation', 'securing product safety' as the most important issues; and plans to consider them above all in implementing future CSR activities.

Average response on the issues Doosan Corp needs to consider to become a sustainable corporation, in the order of importance

Issue	Average Response
Customer	4.39
CSR in general	4.33
Partner Companies (cooperative firms)	4.24
Employee	4.19
Environment	4.13
Local Community	3.91

Total Survey Period: January 21 2014–January 27 2014 / Survey Method: Online Survey



Internal and External Boundaries and Effects of Issues

Doosan Corp focuses its CSR report on the core issues and general issues identified from the materiality test. We define each issue based on internal and external boundaries and manage its impacts, and manage issues in affiliation with our corporate CSR strategy.

● Direct Effect

● Indirect Eddict

○ Developing People

□ Reliable Operating

△ Responsible Engagement

Core Issues	Page	Doosan Corp's internal, External influences					Aspect	우선순위 과제	전략 방향성
		Customer	Partner Companies	Employees	Local Community	Shareholders and Investors			
Promotion Health and Safety in Each Facility	38, 39		●	●	●		Occupational Safety and Health	Establishment of a Humanity Respect Oriented GWP	●
Development of Environmentally Friendly Products (R&D)	44, 45			●	●		Products and Services	Minimizing environmental impact through green management	■
Management of environmental pollutants	49		●	●	●		Water, Wastewater and Waste		■
Prevention of unfair competition	56		●	●			Regulation of Competition	Reinforcement of Fair Operations	■
Shared Growth Policy	53		●						■
Securing Product Safety	62	●	●				Customer health and safety , labeling of Product and service	Strengthening product and service responsibility	■
Corporate Community Involvement Strategy and Policy	67				●		Local Community	Participation and Development of Strategic community	▲
Corporate Community Involvement Considering the needs of the community contribution to society	67, 69				●				
Healthy Governance	18, 19			●		●		Strengthening stakeholder Participation	▲

General issues									
Talent acquisition and employee empowerment	31		●	●			Training and Education	Strengthening of human resources development within the corporation's influence	●
Strengthening of employee communication	36			●			Labor practice grievance system	Establishment of a Human Respect Oriented GWP	●
Climate Change Response	46, 47		●	●	●		Energy, emissions	Minimizing environmental impact through green management	■
Resource cycling and recycling	48		●	●			Water, Wastewater and Waste		
Fairness and transparency in the selection of partner companies	55		●	●			Anti-corruption	Reinforcement of Fair Operations	■
Partner companies Support	53, 54		●						
Expansion of ethical management activities	57		●	●			Anti-corruption		
Maximizing customer value through quality and innovation	61	●	●					Strengthening product and service responsibility	■
Customer Service through customer communication	63	●					Marketing Communications and Customer Privacy		
Manufacturing efficiency	59		●	●					
Local resident health	50, 51				●		Local Community	Participation and Development of Strategic community	▲
Stakeholder Participation	24	●	●	●	●	●		Strengthening of employee communication	▲
Distribution of economic performance	24	●	●	●	●	●	Economic performance		

Developing People

“Faith in People” is the origin of competitiveness that has led Doosan Corporation for the past 100 years and that will continue Doosan Corp’s sustainable success for another 100 years or more.

Strengthening the Cultivation of Talents within the Corporation's Area of Influence

Our Business & Social Context

Due to the continuing global economic crisis and the rapidly changing business environment, corporations engage in efforts to find new technologies and business strategies. The success or failure of these efforts is determined by the 'talented people' a corporation retains. Therefore, cultivating talent is an issue as important as discovering talent. Global corporations employ specialized strategies by proposing a talent cultivation vision promoting the mutual growth of the organization and the individual.

Our Approach

Doosan Corporation supports the talents so they can grow through performance from the selection process and realize self development through their tasks. The corporation includes this process in the cultivation of talents, and it prioritizes all investment in cultivating a talent.

- Cultivation of all members to become 'Doosan People' through sharing of values and culture
- Cultivation of professionals to strengthen the conduct of business
- Cultivation of future generation leaders who will lead change and innovation
- Cultivation of talents who will pay a leading role in global business

Our Efforts

Doosan Corporation provides specialized educational programs for each occupational group and job.

- Leadership Program
- Professional Program
- Advanced Special Programs

Future Action

Doosan Corporation plans to not only reinforce the employee education system, but also expand the educational boundaries to Doosan Corp's area of influence, including its suppliers.

- Establishment of performance information for employee competency development
- Education plan, development, operation, and monitoring for partner company's task competence reinforcement
- Sharing Best Practice of people cultivation and assessment of competency improvement

Stakeholder's Interview

Doosan Corporation actively supports 'growth through work' through job competency and systemized evaluation based on the 'Doosan Way'.

Doosan Corporation, to enhance the competence of its employees, realizes 'growth through work' by operating a range of educational programs and development plans (DP). Reviewing how education helps actual work performance and how it changes the employees is important; therefore, we constantly conduct evaluation and feedback on leaders. This process is now Doosan Corp's unique culture to realize its educational philosophy of 'Growth through Work' through job competence education and a systematic evaluation system based on the 'Doosan Way'. Therefore, Doosan Corp promoted a foundation of job competence system and running road map, and it expects that employees' satisfaction with education will increase. We received feedback that 'job training directly helps work performance' and opinions regarding its intensive courses. We also provide Junior MBA programs for engineering major personnel for them to become managers. Doosan Corp conducts this program utilizing a showcase method in which employees share their individual visions; and as the program continues, more employees participate in it. In 2014, Doosan Corp plans to cultivate talent systematically and achieve leader-oriented on-site operations by expanding the program to its employees in China. We also plan to establish and operate various study clubs to invigorate our internal educational program. In addition, we plan to adopt a 'Running Credit' system throughout Doosan Corp to increase employees' voluntary participation rate in education and to create an atmosphere of concentrating on self-development. Doosan Corp, based on a solid educational system, plans to actively support its employees to become 'Doosan People' who achieve 'growth through work'.

Doosan
HRD Personnel
Director
Lee Seungwon



Reinforcement in the Cultivation of Talent

Principles for the Cultivation of Talented People

Doosan Corporation prioritize all investments in cultivating talent because of the belief that a sustainable performance is only achievable through 'people'. This applies both to the corporation and the individual. Individuals continuously worry and strive for their self-development and the corporation provides various opportunities to support individual growth in the business on-site.

Functional Competency System and Learning Road Map

In order to strengthen fundamental competitiveness and to achieve advancement and scientification of task, an operation establishing FC(Functional Competency) Modeling is in progress across overall Doosan Corp. Doosan Corp completed the modeling of R&D and production quality category; and the corporation established the Learning Program Map(LRM), and it further develops and operates an internal program. The LRM includes all educational and learning solutions, including on the job training (OJT), internal and external group training and, online programs, which are by level of competency. In 2014, we finished the FC modeling for all functional groups, are in process of developing LRM in order, and further plan to continuously operate internal group training with internal lecturers.

Doosan Corporation Education Organization					Corporation Conducted		Doosan Corporation Conducted					
Doosan Leadership College	Orientation Program		Executive		Team Leader		Team Manager		Team Member			
			Doosan Way Online Programs									
			New Executive Course		New Team Leader Course		New Manager Course		New Assistant Manager Course			
			External Recruit Course		Experienced Recruit Course				New Recruit Course			
	Anchor Program		Exec. Insight Program		Team Leader Insight Program		Manager Insight Program		Junior Insight Program			
			Executive Coaching		Coaching Sharing Workshop I							
					Coaching Sharing Workshop II		Management Leadership Program I					
							Management Leadership Program II					
			STEPS Exec.		STEPS				STEPS Junior			
	Buildup Program	Building D.Talent	BD1	Things Seen When Paid Attention								
			BD2	Master Coach School								
		Inhwa	IH1	How to Cheer Up								
			IH2		A-Team Building							
		Openness	OP1	Active Communication								
			OP2			Reporting A to Z						
		Innovation	IV1			SMART Goal Setting						
			IV2	Breakthrough								
		Execution	EX1	Work Smarter								
			EX2		Project Management							
		Priority Focus	PF1		Strategic Decision Making							
			PF2	Business Simulation								
Winning Team Program		Winning Team Workshop										
				Winning Doogather-Team								
								Winning Doogather-Jr.				
		Diverse Management Special Lecture		Gender Partnership Workshop								
						Women's Network Committee						
Expert Program		Executive		Team Leader		Team Manager		Team Member				
				CFO School								
				HR School								
				Purchasing School								
				Functional Specialty Education								
Faculty Program						Faculty Academy						
Global Program		Change Champion										
		Expat. Leadership		Expat. Candidate Program								
Core Talent Program								Junior MBA				
Ethical Management Education		Ethical Management Education										
Technical	Technical		Production Leadership Training I						New Recruit OT Program			
			Production Leadership Training II									
			Grievance Counseling									

Leadership Program

Coaching Sharing Workshop

To practice the 'Doosan Way', Doosan Corporation conducts Coaching Sharing Workshops for team leader-level employees. During our weekly meetings, we improve coaching skills by sharing coaching cases and knowhow gained from experience in the on-site. In addition to considering the cultivation of their team members during the process, team leaders can use this opportunity for self-examination and as a place for healing and refreshment.

Management Leadership

The main purpose of the 'Influence' process of the management leadership program is to establish a collaborative relationship in the team by passing on individual influence and persuasive skills to the others. The 'Coaching' process is a process to demonstrate coaching skills according to trainees' characteristics and circumstances through the understanding of characteristics and roles of coaching, which improves the team leader's leadership competency.

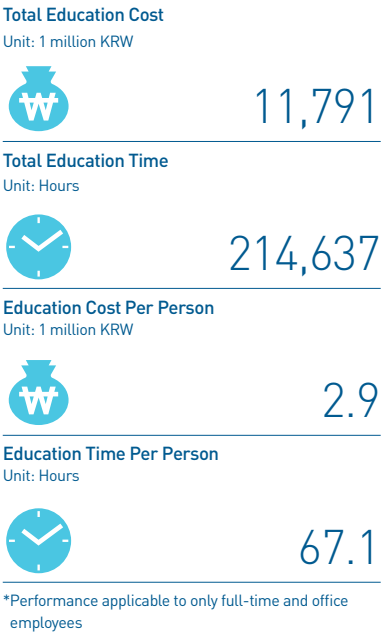
STEPS™

Doosan Corp cultivates different problem-solving and strategic intellectual competencies for each position through STEPS (Strategic Thinking Enhancement through Problem Solving) training, the corporation's unique problem-solving procedure.

Executive Coaching

Executive Coaching is a training program aimed at strengthening leadership competency targeting new executives. Doosan Corp practices the program so that a new executive learns his or her new role, paradigm, and recognition change through one-on-one coaching sessions, and also to increase collaboration and organizational synergy among executives by providing a customized individual change process along with group coaching. Executive Coaching is also a process for internalizing the coaching of leaders by setting corporate common goals and individual goals. It is held 10 times (biweekly) over 4 months.

Education Performance(2013)



Learning Coaching Skills through 'Consensus' and 'Healing'

Doosan Corporation conducts Coaching Sharing Workshop (CSW) to enhance team leaders' coaching skills and to adopt a coaching culture. Six team leaders from each business present their goals and share cases from the on-site as a group; they then attempt to learn each other's knowhow to improve their coaching skills. The most important characteristic of the CSW is that each member takes turn as a leader despite its form of group coaching. The trainees of the CSW learn their necessary competence for expanded Dialogue Based Communication after practicing the Doosan Way as the CSW was developed so that anyone can perform it based on carefully composed

guidelines and contents. Participants unanimously commented that, "It was a great opportunity to talk about coaching skills that I felt I lacked or were insufficient", and "It was an opportunity to learn different skills from other team leaders and I would recommend to others as well." They also added, "It seems like every team leader shares the same concerns", and that "Other team leaders' efforts in practicing the Doosan Way was a huge motivation for me." Doosan Corp will continue supporting the competency cultivation of leader-level employees in order to drive them to become leaders and to adopt the Doosan Way.



Coaching Sharing Workshop

Professional Program

Jr. MBA

Doosan Corp cultivates next generation professional leaders by establishing an MBA program for junior level employees. The purpose of our education is to help such employees acquire comprehensive and integrative views and business insight cultivation based on the understanding of basic managerial knowledge. We also attempt to lead the trainees toward a more self-driven learning atmosphere as the trainees are elected through voluntary participation and selection by HR and the directors' committee. The program runs with an online pre-study once a month (2 days) and with an offline study of Blended Learning for 7 months, which helps Doosan People to understand in depth about their corporation's structure and essential strategy.

Target Oriented Special Programs

Reinforcement of Technical Field Leadership

Doosan Corp established a TF (Task Force) for 7 business operations as technical employees' HR system improvement was selected as the 11th task of the Doosan Way along with the 2012 Doosan Way announcement. Therefore, we set improvement plans for overall HR and operated 5 sessions (97 participants) of on-site manager leadership enhancement and new recruit training. As a result, our leadership training for technical employees was successful, and we could attain self-esteem as proud Doosan People through a module that helps understand the concept of the right people for Doosan Corp. In particular, we could create an awareness and a consensus among leaders' roles from field directors who serve as the spreaders of the Doosan Way. In 2014, we plan to focus on strengthening task adaptation skill by additionally establishing and providing stress counseling.

Reinforcement of Global Recruitment Competency

Doosan Corp's Chinese branch requires task competency development of its employees for its operational normalization and global competiteness establishment. So, from the end of 2012 to the beginning of 2013, we prepared a training system for Changshu and Jiangyin branches in China, and carried out training for HR personnel. In 2013, Doosan Corp focused on intensifying training performance and established a cooperative system between each business operation of Korea HQ and Chinese branches. We efficiently identified the situation and issues in China and agreed to supporting requirements, and we provided training focusing on task, duty, and legal contents. In 2014, we plan to focus on training local instructors to maximize the effects of our education, and also on improving local directors' competence in association with a return plan for dispatched employees.



Jr. MBA

Establishment of Human Respect Oriented GWP

Our Business & Social Context

Creating an environment in which employees can perform to the best of their ability is as important as setting a strategy for talents focused on securing and cultivating those talents. We acknowledge that vitalizing communications for talents to develop their ability and expanding the systematic basis are the important factors; therefore, we not only provide enhancement on corporate competitiveness, but also perform risk management to prevent exposure of our talents. Furthermore, balance between work and life, family friendly management, and a female friendly working environment are emerging social issues in Korea, and external pressures related to these issues are also increasing.

Our Approach

‘Inhwa’, a meaningful teamwork based on confidence and warmth, is Doosan Corporation’s strongest unique competitiveness and Doosan Corp’s face, which also allows Doosan Corp to create pleasant and safe workplaces.

- Advanced and scientific ways of work, and intensification of fundamental competitiveness for the realization of the ‘Doosan Way’
- Open communication and realization of ‘Inhwa’.
- In addition to a health and safety management system, fulfillment of social responsibilities through improvement activities, disaster prevention activities, law observance and public health and safety management

Our Efforts

Doosan Corporation, in addition to activities based on its management philosophy, the ‘Doosan Way’, strives to create an organization in which people are made happier by focusing on improving organizational culture, fostering a happy workplace, and ensuring a healthy and safe environment.

- The ‘Doosan Way’ realization activities
- Improvement of organizational culture
- Pleasant workplace
- Creation of a healthy and safe workplace

Future Action

Doosan Corporation, to improve employees’ quality of life, plans to develop and operate a two-way feedback system.

- Establishment of a feedback collecting channel to improve employees’ quality of life.
- Development, utilization, and monitoring of a mapping system measuring quality of life
- In addition to the operation of a health and safety leadership program for management level, reinforcement of overseas company’s health and safety advanced infrastructure [procedure establishment and IT system advancement]

Stakeholder's Interview

Doosan Corporation’s Information & Communications (I&C) proceeds to strengthen organizational competency through establishment of a self-motivated employees’ learning culture.

Under the purpose of balanced settlement of ‘growth through work’ and ‘growth through learning’ rooted in the ‘Doosan Way’, Doosan I&C forms a self-driven learning culture by operating a Community of Practice (CoP). CoP is an active learning ground where employees create every learning process, from subject selection to operation; I&C operates a total of 27 CoPs (as of 2013) covering subjects from licensing and certification, foreign languages and reading, to professional technical areas; and one-third of the employees, participate in the study group with great interest. I&C conducts various activities such as sharing educational information and discovering cases of success on the company board in order to maintain and develop the study culture, along with fulfilling the desires of employees. Furthermore, the CoP provides a ground for sharing knowledge related to technology, trend, and work experiences among members with their own goals and sense of responsibility; employees’ development of individual competency through CoP extends to organizational competency, thereby enabling effective resolution of task issues. For instance, the SAP intensification and improvement CoP solved an SAP joint module connection issue and was selected as an excellent case of the Doosan Way. In addition, in the fast changing IT field, Doosan Corp’s I&C is in progress of expanding its learning culture to various stakeholders including clients and partner companies. As a result, I&C’s efforts to enhance mutual professionalism and fellowship through a process of project precedents research by way of a learning group is an exemplary model. Doosan Corp’s I&C, to establish a self-driven learning culture, will continue to achieve strategic performance with continuous effort and support, and it anticipates that this will further become a ground for sharing knowledge with small-medium companies and local society. In 2014, Doosan Corp’s I&C plans to conduct the following three main activities: creating strategic CoP, vitalizing workplace learning, and creating liaison with company seminars. I&C plans to categorize the goals of the CoP into ‘basic - sharing knowledge’, ‘intensive - solving issues’, and ‘professional - solving problems’ based on the organization’s strategic relevance, it will assign internal experts or the leader of the department as sponsors, and enhance the problem solving competency of its employees by assigning them as facilitators. Furthermore, Doosan Corp’s I&C, in order to provide its employees with an environment to become field-centric talents, will expand support for the establishment of field learning activities.

I&C HR Team
Kim Jihee



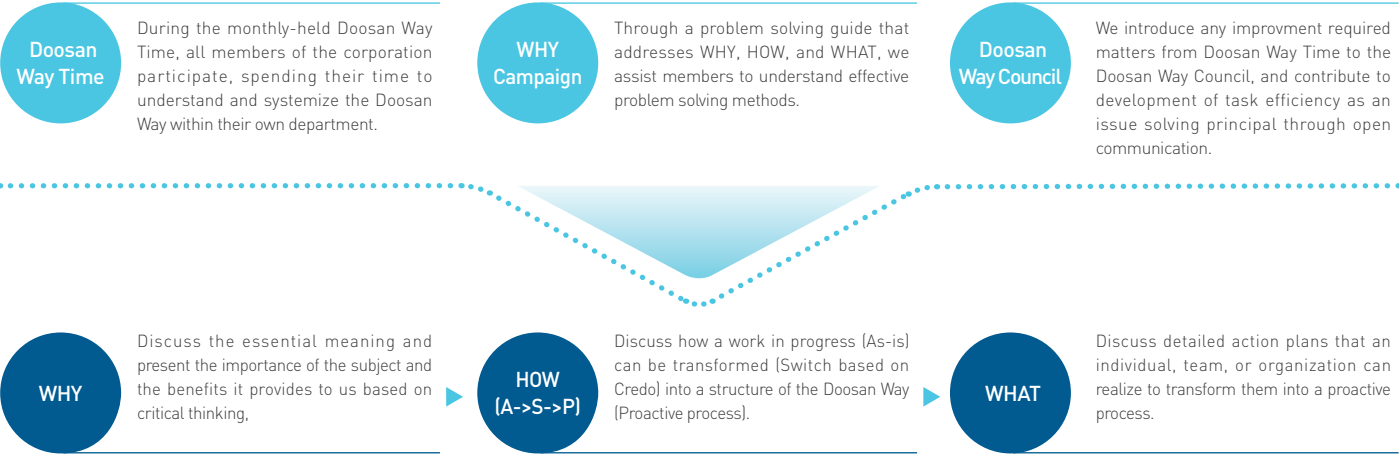
‘Doosan Way’ Realization Activities to Work Wisely

Determination of the Improvement Direction through Organization Diagnosis

To consider the needs and to identify the ways the organization can support the realization of the Doosan Way, Doosan Corp annually conducts the Doosan Way Survey targeting all employees. By deriving improvement plans in which the members, who are the subject of change, participate to change the improvement areas identified by the survey, everyone engages in efforts to build a more progressive organization.

Advanced Processes and Systems to Strengthen Fundamental Competitiveness

Through the Doosan Way Survey, Doosan Corp identified that achieving smooth communication through advancement and scientification of the work process is the most important factor in strengthening fundamental competitiveness. By conducting the most effective communication, Doosan Corp concentrates on enhancing work efficiency and competitiveness, and proceeds to aim for the same goal with all members.



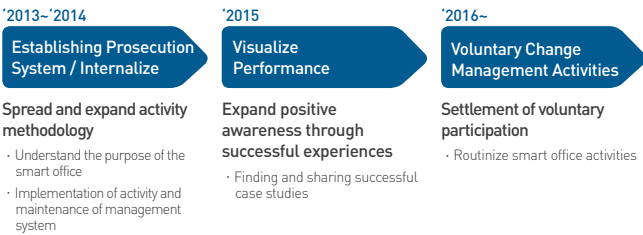
Leadership Taking Initiative to Form Doosan Way Realization Consensus

Each year, Doosan Corp’s chairman and CEOs in and out of the country gather in a group in order to hold Doosan Way Day. The corporate chairman and CEOs elect a business operation, a team, and a member who are exemplary for the Doosan Way, and reward them with compensation and encouragement. In order for the leaders to have time for discussion on their duty to perform the Doosan Way, we plan to continue to hold Doosan Way Day.

Changing the Ways of Working through Smart Office

Since 2013, Doosan Corporation has been conducting the ‘Smart Office’ program to pioneer in changing the way of working. Smart Office eliminates or improves on any unnecessary and inefficient processes, and provides a working environment helping concentration on more valuable work, strengthening individual competitiveness and inspiring advanced/scientific systems. We are in the process of building up a Smart Office execution system and spreading a Smart Office program to each subsidiary company, in stages. To establish Smart Office as a sustainable office employee change management program we focus on internalizing this process into the organization.

Smart Office Prosecution Roadmap



Improving Organization Culture

Activities for Communication, Winning Doogather

To improve communication culture, Doosan Corp conducts ‘Winning Doogather Team’ workshops for teams with the most frequent communications and Winning Doogather Junior workshops to encourage the active voice of ‘juniors’ who are the main target of cultivation and to improve the organization’s satisfaction. The Winning Doogather Team workshop provides a ground for honest communication and basic training on communication through regular workshops. The Winning Doogather Junior workshop provides an opportunity to communicate freely through a junior-only meeting, and it helps them to find the meaning of their duty and to enhance competency through sharing knowhow. Besides the Winning Doogather Workshops, Doosan Corp also operates new recruit meetings led by the CEO and various communication programs led by leaders of business operations.

Forming Consensus with the Women Leadership, W Project

Doosan Corporation created a strong foundation for growth of corporate communication by analyzing the factors that hold back female employment and growth and by identifying solutions through the W Project since 2013. In 2014, Doosan Corp plans to systematically operate workshops in order to create an organization growing together by sharing differences in gender through communication, and also to develop a learning community that cultivates leadership competency to support growth of its female workforce and builds solidarity for mutual exchanges.

Sharing Labor - Management Culture

Doosan Corp engages in efforts to establish a more stable labor-management culture through open communication between the two. Based on trust and respect between the labor and management, Doosan Corp proceeds to share and negotiate on major issues by collecting employees’ opinions through various communication channels such as the Labor-Management Council and the Labor-Management On-site Council. The corporation, labor-management on-site management council, and labor unions plan and operate jointly labor-management cohesive events, community services, and new recruit events to vitalize communication between the corporation and employees.

Labor-Management Communication Channel

Category	Item	Details
Labor-Management Communication Channel	Labor-Management Council	· Comprises equal numbers (minimum of 3 and maximum of 10 from each) of labor and management, and held quarterly · Discusses management performance and business plans, productivity improvement and distribution of performance, manpower management plans, improvement in employees’ welfare and working environment, and changes in wages and work conditions complying with law amendments.
	Labor-Management On-site Council	· Directors of production and all executives of labor union participate and operate frequently · Discuss improving the working environment and plans to solve issues, and inspect issues during the regular meetings of the Labor-Management Council
Management Information Sharing Channel	Management Briefing Sessions	· Conducts every quarter targeting all employees · Shares management environment, business performance and long-range strategies

Let’s Learn Together! - An Educational Organization Growing Together

To establish a self-driven learning culture, Doosan Corporation Information & Communications (I&C) operates a CoP (Community of Practice), an employee study group. Through the CoP, employees, regardless of senior-junior relationship, share knowledge, experience and opinions, and are thus motivated to grow and develop greater trust and confidence in each other. Employees freely suggest CoP subjects and recruit participants, and plan and conduct activities around its members. Furthermore, I&C establishes a learning atmosphere across the organization by sharing good CoP activity knowhow and contents, and Doosan

Corp promotes events that officially encourage and recognize excellent CoPs. A total of 27 CoPs were conducted in 2013 and had a high attendance rate, with almost everyone participating in at least one CoP. I&C, to make CoP grounds for the ‘Doosan Way’ talents that practice ‘cultivating people, open communication, and tenacity and drive’, plans to continue the CoP more systematically.

Happy Workplace

Diverse Welfare System

Doosan Corporation operates various welfare policies to improve the work efficiency of its employees by maintaining a work and life balance. Based on each business operation’s characteristics, Doosan Corp operates a range of programs including summer resorts for families, flexible commuting, cultural performances, and luncheon for the parents of new recruits.

Details	Category
Leisure Life Support	Summer vacations (vacation cost support), year-end vacations, ‘refresh’ vacations, provision of membership condominium, club activities, backpacking overseas, anniversary gifts, birthday parties
Maternity-Childcare Support	Operation of child daycare center/ women’s lounge, provision of scholarship and childbirth gifts
Housing-Life Stability Support	Financial aid on housing allowance and lease fee for non-homeowners and singles, housing expenses for moves to a different region, provision of dormitory, and support on family events (mutual aid for funerals, congratulations and condolences, event leaves)
Medical Healthcare Support	Medical expenses, health examination, group accident insurance, flu shots, fitness center operation and support
Etc.	Provision of reward for long service, holiday gifts (New Year, Thanksgiving, Establishment Day, Labor Day), uniforms, children reference books, transportation expenses and commuter bus

Activities for the Happiness for All: the Corporation and the Family

Family Friendly Program

To enhance employees’ pride in their job, and to expand cultural experiences, Doosan Corp invites their families to concerts at the beginning of every year; further, it also plans for families to visit the corporation and participate in diverse events on Children’s Day. Electro-Materials, Industrial Vehicle, and Glonet set a specific day as ‘Family Day’ to encourage employees to enjoy their individual activities after leaving the office early, and they also promote employees’ health by holding a ‘Healthy Drinking 119 Campaign’ and operating a fitness club.



2013 Children’s Day Festival - Hanmaeum Family Sports Program

Maternal Instinct Protection System

Doosan Corporation deploys various maternal instinct protection programs to help solve the low birthrate issue and to promote harmonious coexistence of home and work. Doosan Corp operates maternity and childcare support systems for its female employees, and operates a childcare center and women’s lounge at each work site so that female employees can anticipate a long-term corporate life.

Retirement Support

Doosan Corporation operates a retirement pension plan for a stable post-retirement for employees. It also operates a long-term savings system as a fail-safe mechanism to guarantee a secure post-retirement by providing savings bonuses monthly. Doosan Corp also runs a rehiring system of retirees based on their duties, to prevent the experience of severance and to promote the passing down of knowhow.

Improvements in Employee Satisfaction through Employment Stability

Doosan Corporation, for the sake of employment stability, engages in efforts to decrease its temporary workforce, and has gradually been switching the temporary workforce to a regular one since 2013. Also from 2014, Doosan Corp

plans to increase the retirement age to 60, even before the implementation of law amendment to prohibit discrimination based on age and to expand senior citizen employment.

Returning to work rate after maternal leave (2013)



90%

Making a Safe and Healthy Workplace

Health and Safety Principles

Doosan Corporation reinforces activities aimed at improving health and safety risk elements at worksites and preventing major accidents. Doosan Corp, with its Health and Safety management system, tries to improve employees’ and stakeholders’ health and quality of life by preventing accidents, supporting both internal and external partners, and creating a safe and accident-free work environment.

Health and Safety System

Doosan Corporation builds and operates a Health and Safety system centered on the three agendas of ‘Cultivation of people’, ‘Fundamental competitiveness’ and ‘Advanced processes and systems’. We educate and train all of our staff and executives periodically so all abide by the laws and by its health and safety management system. In the case of Electro-Materials, we reinforce the competency of on-site managers through cross-checking between business fields. We are also increase health and safety awareness of employees and partner companies by training them for emergency response with professional facilities and equipment. In addition, we reinforce fundamental competitiveness by sharing successful case studies and amending health and safety work processes. Doosan Corp’s entire business fields throughout the nation such as the Electro-Materials plants in Jeungpyeong, Gimcheon, and Iksan have set up an advanced system with certification of a Health and Safety management system (KOSHA/OHSAS18001)

Health and Safety Committee

Doosan Corporation holds health and safety committee meetings 4 times a year, the membership consisting of a 50:50 ratio of labor and management representatives. Through this committee, members share health and safety issues arising on and off the business fields and collect opinions and suggestions from business fields. Also, this committee contributes on workplace Health and Safety development by establishing business plans, and mutually reviewing work environment, health examination, safety equipment, and personal protection equipment.

Accident Management Process

Doosan Corporation engages in efforts to revise and supplement the accident management process to minimize damage and prevent reoccurrence in the case of an unanticipated accident. We are preventing reoccurrence of accidents and creating a safe working environment by planning early response in advance and minimizing damage before the accidents, and by preparing countermeasures through analyzing the root causes. Glonet’s Iksan plant, for instance, received a certificate of excellence for risk evaluation from the Korea Occupational Safety and Health Agency on November 28th, 2013 and also received a 20% tax cut for its occupational accident insurance. We are also periodically training with real-life scenarios to prepare for emergencies such as fire and explosions, chemical spills, and cardio-respiratory arrest patients. This is to minimize damage and emergency response time. Doosan Corp’s Industrial Accident Rate in 2013 was 0.24%, (mostly from falls, cuts, and stabs), slightly increased since 2012. All of its employees will continue to identify the risk elements on-site and systematically improve on their response to them.

Establish a Health and Safety Management Process with Partner Companies

Doosan Corporation engages in efforts to prevent any health and safety risks that may occur, from the beginning process of company selection to the end, by establishing a Health and Safety management process for partnership construction companies. We deliver its Health and Safety demands and intentions beforehand and review its partners’ Health and Safety management competency. We define the roles and responsibilities of the internal operations which increases the executive power of the partner company by stipulating the limitations related to health and Safety, and establish a culture of abiding by Health and Safety, checking the validation of Health and Safety requirements following the completion of the project.



Industrial Worker Health and Safety Committee

Occupational Accident Rate(2013)



Health Promotion Activities for Employee

Doosan Corporation encourages employee participation in the health promotion programs. We not only encourage our employees to improve their lifestyles with such programs as ‘quit smoking funds’, and ‘obesity escape’, but also encourage them to develop their health through “healthy exercise”, “the health experience center”, and “the labor and management supervised health improvement program”. We also support strengthening post management of high-risk groups, health check-ups and physical therapy programs to prevent cardiovascular diseases and muscular-skeletal disorders for the on-site workers.

Three Prosecuted Agendas

01Cultivation of People	Management EHS Leadership Reinforcement	· Semiannually · Special EHS lectures and speeches for executives and team leaders in EHS related operations
	Inspire EHSAwareness of Staffs & Executive, Partner companies	· Semiannually · EHS Realization activities with employees, their families and partner companies · Host golden bell quiz event and competitions for EHS posters, slogans and UCC
	Strengthening of EHS working-level staff and on-site director competence by cross-checking plants	· Monthly · Strengthening of competency through cross-checking between plants for on-site managers · touring of manufacturing businesses, cross-checking health and safety and hygiene, announcement of improvement performance
	Reinforcement of office-worker competence through Fire Fighting Training	· Semiannually · Under the motto, ‘Prevention is the best countermeasure to fire’, reinforce firefighting competency by conducting firefighting training at Seoul Firefighting School · Use of firefighting facilities, CPR, and training escape using safety line, etc.
	Management of total personal competence through EHS department	· Yearly · Cultivation of talented individuals through EHS HR management and systematical management

02Fundamental Competitiveness	Share EHS Best Practice	Introduction of EHS Best Practice	
		· Quarterly · Method: Introduce EHS Best Practice on People Doo, Doosan Corporate Magazine	
	Improve / Amend the EHS Job Process	Improvement/Amendment of the Process	Contents
		· Establish a management system for environmental costs · Establish a management system for forklift operating · Amend electrical safety guide	· Calculate the costs of environmental activities · Establish standards for the management and the operation of forklifts · Establish standards for the use of electrical machines and appliances to prevent electrical accidents

03Advanced Processes and Systems	Sending Relay EHS SMS	Inspire EHS awareness and fast announcement and response in case of emergencies	
		· Sender : Relay by Biz Leader, Executive, and Team Leaders · Receiver : Office-workers and on-site managers · Weekly	
	EHS Collaboration	Arrange a EHS information for work efficiency and open communication	
		· Process collaboration · sharing of education/work documents and big-sized video/animation files · sharing weekly trends and monthly accident rate · share internal and external accident case studies	

2014Main Agenda		
1. Cultivating People	2. Fundamental Competitiveness	3. Advanced Processes and Systems
· Continue EHS Leadership in management-level · Develop and operate office-worker EHS education programs · Cultivate professional EHS faculties	· Registration and evaluation of chemical substances, reinforce competency to conduct Chemical Control Act · Following laws and standards by identifying and improving the problem · Reinforcement of EHS Issue prevention	· Establish a common rule & procedure in Business Operations · Continue management of change in the IT System

A photograph of three Doosan employees in a factory setting. A woman on the left and two men on the right are focused on a large, complex mechanical assembly, likely a gear or turbine component, which is mounted on a workbench. They are wearing dark blue work jackets with '두산산업차량' (Doosan Industrial Vehicle) patches. The man on the right is wearing white gloves and is adjusting a part of the machinery. The background shows industrial equipment and a bright light source, creating a professional and technical atmosphere.

Reliable Operating

Doosan Corporation's social responsible
management pursues interests of the
society as a whole.

Minimizing Environmental Impact Through Green Management

Our Business & Social Context

Green Management is not just ‘responsibility’ but it is now an essential factor in business management activities. Along with increasing global environment regulations, the Korean government now limits greenhouse gas emissions under the ‘Low Carbon Green Growth Act’. In the case of corporate evaluation, the government reflects the environmental performances of companies such as greenhouse gas emissions and water usage, and furthurs its value and reputation. Moreover, nations over the world are strengthening environmental regulations. However, this crisis factor is rather an opportunity because companies seize on it as a new growth motivation by developing their green technology to create energy efficient products.

Our Approach

As green management is a responsibility for all of us, our family, and our society, Doosan Corp aims for prevention of pollution, minimization of pollutant emission, compliance with regulation, public green management, and climate change response.

- Green Culture: enhancement of green management strategies and systems, and encouragement of employee participation
- Green Value: response to climate change, development of green products, minimization of environmental pollution, infrastructural foundation such as IT systems.
- Green Communication: enhancement of external communication by publicizing information and participating in global initiatives.

Our Efforts

Doosan Corporation performs a proper green management for each business. In particular, in 2013, it not only increased both economical and environmental value by developing environmentally friendly products with high energy efficiency, but it also established the basis of climate change correspondence for the ‘Emission Trading Scheme’.

- Environmentally friendly product development: reduced energy use, environmentally friendly materials
- Climate change response
- Reduction of environmental impact and pollutant control

Future Action

Doosan Corp constantly improves its activities from infrastructure development for green management to environmentally friendly technology for minimum environmental impact.

- Technology development for minimizing environmental impact
- Reinforcement in green management department and management system upgrade (securing necessary competency and improving the EHS IT system)
- Development, operation and monitoring of green management program (improving performance and expanding awareness)
- Response to objective management on greenhouse gases, and registration and evaluation of chemical substances
- Intensification of Chemical Substance Control capacity

Stakeholder's Interview

Doosan Corporation's environment improvement activity is another driving force for local community development.

Doosan Corporation's Electro-Materials has a firmly organized internal environmental management system, along with well supervised on-site management. Especially, its active treatment on toxic substances, industrial wastes, and waste water for environmental development in its surround community is highly valued. As for Gimcheon where Doosan Corp's Electro-Materials facility is located, ‘water management’ is the biggest issue. In order to sustain a clean water supply to Gimcheon, known as the town of ‘Samsan Yisoo’ (three mountains and two streams: the collaboration of the beauty of nature)’, companies need to put their efforts into environmental development. If the companies in the community including Doosan Corp participate in maintaining clean water, they can set an excellent precedent of mutual coexistence between the local community and corporations. Preserving river ecosystems, protecting common species and river purification campaigns are some of the good examples. Therefore, Doosan Corp minimizes environmental impacts on the community by maintaining excellent environmental management, and also continues to participate with the government in the ‘one company one stream (or one stream) campaign’ for local environment preservation. Likewise, with its excellent environmental management system and experience, Doosan Corp's Electro-Materials will be a driving force to enhance the community's environmental development, instead of Gimcheon city's sole effort. Doosan Corp's Electro-Materials expects to contribute not only to the environmental field but also to local community growth as a precedential role considering local community characteristics.

Action Officer,
Environment
Maintenance,
Gimcheon City Hall
Choi Jaehong



Green Management System

Green Management Strategy

Doosan Corporation established ‘3G Practice and 15 To Dos’ based on the three strategies in green management (Green Culture, Green Value, Green Communication) to improve the quality of life of communities and human beings all over the world. Therefore, we planned a road map (Introduction – Growth – Top Tier Entry) with the target being ‘Global Top Green Company’ of 2020. In addition, Doosan Corp constructed a task force and plans for each department concerning the 3G green management strategy, and systemized the responsibility and role of related departments (production, purchase, product quality, management, R&D).

Green Management Structure

Along with the creation of environmentally friendly facilities, Doosan Corp has put EHS (Environment, Health, and Safety) exclusive force in place to practice more systematic and advanced green management since 2007. Furthermore, Doosan Corp constituted a stable EHS organization by assigning an executive for each department, and it also structured a professional work force system by constructing an EHS team with members who achieved professional qualifications. In addition, Doosan Corp minimizes environmental impact using the sequence of PDCA (Plan, Do, Check, Action) from establishment/revision of EHS policy to management review annually, and it has now the basis for a green management leader by pursuing consistent environment development and green management activities.

Green Management System

Doosan Corporation, to practice green management, has established a green management system along with various bases for green management. Doosan Corp also practices this management system in order to minimize environmental impacts from activities in work place, products, and services, and has established a management system based on both domestic and foreign environmental guidelines from acquiring not only ISO 14001 environmental certification for Jeungpyeong, Gimcheon, Iksan, Changwon, and Incheon branches, but also OHSAS18001 and KOSHA18001 safety and health verification for each business operation. Moreover, Doosan Corp puts its best efforts into prevention activities by assigning manpower to every business operation and work place.

Green IT System | In 2013, Doosan Corporation invested KRW 1 billion in consolidating the system of EHS real-time information infrastructure securement and integrated information management so that it could supplement its sustainability management supply system through green IT system construction. In addition, Doosan Corp is in the process of promoting data computerization and process simplification by rapidly and systematically sharing environmental information such as greenhouse gas inventory, and environment accounting. Internal data are reported from once a day to once a month depending on the types of the reports.



* Circle indicates 'present'.

Development of Environmentally Friendly Products

Approach on Environmentally Friendly Products

The industry overall has a consensus of minimizing the environmental impact from products, and all nations throughout the world are strengthening their environmental regulations. Doosan Corp, therefore, proceeds to reduce environmental effect from the phase of development. For each type of business, Doosan Corp aspires to development of eco-friendly products, from products that reduce energy use to those with environmentally friendly materials.

Reduction of Energy Use By Improvements in Fuel Efficiency

In the present-day Industrial vehicle industry, price, sales network, and services, on top of the quality of the product, emerge as major competitive factors. In addition to price, performance, service and sales network, provision of total service and total cost of ownership (TCO) including vehicle repair and maintenance are emerging as competitive factors as well. Many corporations cooperate with dealers in different countries to improve the TCO, and research to materialize ideas into products that arise during the process. Corporations also establish brand image by developing products that satisfy environmental regulations and by reinforcing marketing. Industrial Vehicle reduced their products' environmental impact through innovation, such as by selecting a high-efficiency engine that still complies with the enforced regulations on exhaust fumes, but it uses less fuel and engine oil by improving fuel efficiency compared to current models. Industrial Vehicle achieved energy efficiency and realized engine downsizing by switching to the tier-4 engine from the standard tier-3 Diesel engine.



MODEL: D25S-7

Mottrol, by improving the efficiency of its hydraulic part, reduces exhaust fumes and increases fuel efficiency; therefore, it minimizes environmental impact. By realizing optimization of the rotation part in the hydraulic section through interpretations and tests, Mottrol continuously improves the efficiency of the hydraulic section, which is directly connected to fuel efficiency and exhaust fumes. Through innovation it contributes to conserving the environment, and reduces social costs by reducing fuel use at this time of high oil prices.

Mottrol is also developing hydraulic pumps, which act as the hearts of excavators. A hydraulic pump is one of the most important parts of the excavator, and its efficiency is directly connected to the efficiency of the excavator. Demand for smaller hydraulic pumps that join with the engine increased due to the limited space in the engine room of the excavator. So, Mottol contributes to the innovative reduction of greenhouse gas emission by decreasing the volume and weight of the hydraulic pump in the design stages, reducing the size of the excavator itself, and increasing fuel efficiency.

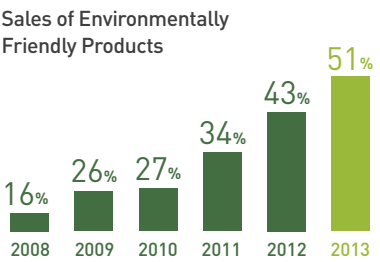
Development of Environmentally Friendly Products for Customer's Health and Safety

Both domestic and foreign electronics industry customer demand for environmentally friendly products increased as a consequence of the European RoHS (Restriction of Hazardous Substances) announced in 2006; as a response to their demand, Electro-Materials is engaged in efforts to develop such environmentally friendly products as halogen free and ECHA-SVHC1) free products. The halogen-free market is continuously growing and national certification of and interest in toxic chemicals is increasing, as the intention of customers to be environmentally friendly, and their interest in health and safety increases. Electro-Materials therefore fulfills customer demands by developing products that conform to REACH, and also increases the environmental values of products. Electro Materials is becoming a leader in regulated substances by acquiring a QC-080000 certification in China, the largest market in the world, and it reflects the certification on all of its Chinese businesses as a leader in the management of regulating substances.

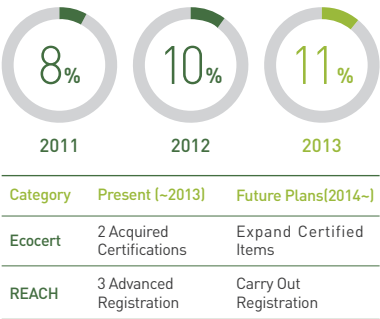
1) ECHA : European Chemicals Agency / SVHC : SVHC Substance of very high concern
2) REACH : Registration, Evaluation, Authorization and Restriction of Chemicals
(applicable to all chemical substances produced or imported more than 1 ton in the EU)

Product Development Using Environmentally Friendly Materials

Doosan Corporation, with the growing interest in, and demand for, environmentally friendly products from its domestic and overseas customers, increases customer satisfaction in various fields by establishing response systems reflecting customers' demands. Doosan Corp's Glonet engages in efforts such as developing environmentally friendly functional cosmetic materials and bioactive substances. Both the organic cosmetics market itself and the certification for it are continuously increasing with the increase in environmentally friendly oriented customer trends and interests in health and safety. Glonet develops products that comply with 'Ecocert', the largest European organic certification agency, and the European certificate of new chemical substance management, 'REACH', thereby fulfilling customer demand, and enhancing the environmentally friendly values of products. In addition, Glonet, through its own research and development, received a public announcement of environmental friendly organic material from the Rural Development Administration in Phospholipid which exists in the cell membrane, and the company provides its products to customers who attempt to produce high quality agricultural products. Glonet will continue to provide customers worldwide with safer and more nutritional products by discovering new effects of products and by developing new products.



Sales of Functional Cosmetics Materials
(Limited to Cosmetics Material Sales)



Responding to Climate Change

Climate Change Policy

As climate change emerges as an issue and international attempts to reduce it expand, Korea has also passed the Low Carbon/ Green Growth Act. Its effect on industry is now serious since the government designates a company as a controlled business (or workplace) if the company exceeds the standard amount of greenhouse gas emission and energy usage; the company has to reach government sanctioned goals. As part of its 3G green management strategy, Doosan Corp is actively responding to global warming and climate change, and it is also preparing response teams and systems for climate change in case of its being selected as controlled business in 2014.

Climate Change Response System

To build a foundation for climate change response, Doosan Corporation operated teams and work processes and organized a specialized TF to establish a greenhouse gas inventory and to identify policy direction. Based on this, Doosan Corp investigated and checked the greenhouse gas emissions and energy usage for the past three years and established a facility greenhouse gas measuring and reporting system. In order to manage greenhouse gas emissions effectively, Doosan Corp sets next year’s emission and energy usage goals earlier (in August of the preceding year) which increases the effectiveness of its management. In addition, Doosan Corp strengthens its management roles by reviewing various methods for energy management and management systems, and to secure extra response capabilities by identifying options and capability for reducing greenhouse gas emission. In 2014, Doosan Corp plans on engaging in a statement assurance, a third party verification of its energy and greenhouse gas collection methods and measurements, and also plans to secure reduction measures through consistent management and feedback from external public announcements, and by submitting goal management and implementation plans.

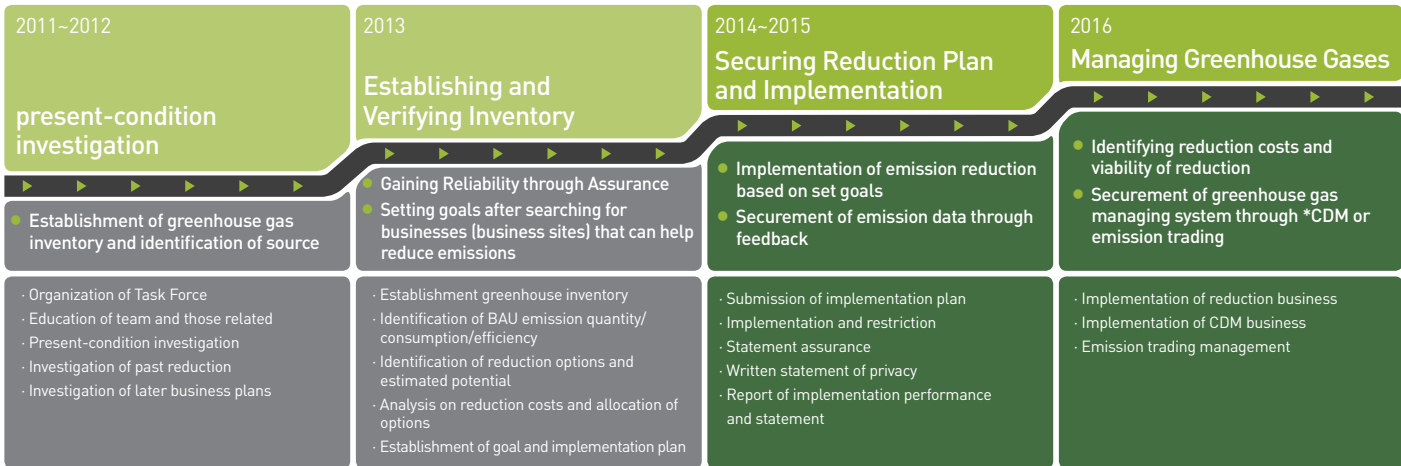
Support of Global Initiatives

For 4 years since 2009, Doosan Corporation has reported to CDP, the global project that requests major companies around the world for information about strategies of response to the climate change issue and carbon emission status, and about greenhouse gas reduction policy and response strategy.

Efforts to Reduce Energy Use

Doosan Corporation engages in a range of efforts to reduce energy use for each business operation. The total energy use in 2013 was 1,593 TJ and the total greenhouse gas emission was 78,722 tCO2eq. Mottrol reduces its energy usage by operating a summer/winter energy saving policy. For high capacity and operation necessity equipment, it is developing power saving programs such as power stoppage, temperature control in air conditioning, and power time settings with priority.

Greenhouse Gas And Energy Goal Management System



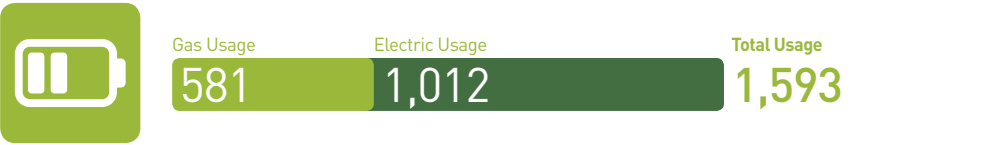
* CDM footnote: Clean Development Mechanism: a system to reduce greenhouse gas to relieve global warming

Mottrol also switched to high efficiency bulbs and conducted energy saving campaigns in its offices as part of its efforts to save energy. Industrial Vehicle, following the government’s energy saving policy, saved more than 1 million kWh of energy use in 2003 only by limiting air conditioning, reducing energy use, and running equipment effectively.

Greenhouse Gas Emission (2013, Unit : tCO2eq)



Energy Usage (2013, Unit : TJ)



* Data collection range : Electro-Materials, Industrial Vehicle, Mottrol, Glonet business.

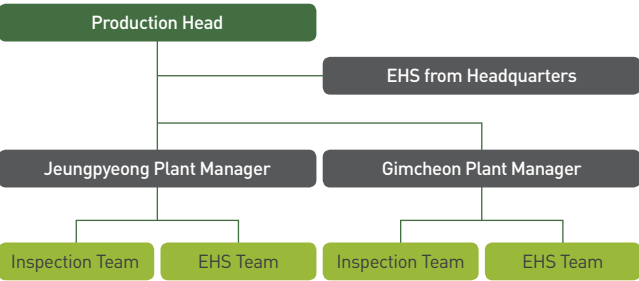
Green Purchase Activities

Doosan Corporation established a green purchasing system through a purchasing agency in March 2012. This system includes a request function to purchase green products to prevent pollution and resource waste through purchasing environmentally friendly products, and these products are easily identified with green product marks which include certification marks. The purchase agency also supports its green purchase activities by establishing green purchase guidelines for Maintenance, Repair, Operation (MRO) and its supply chain management system. Doosan Corp regularly monitors its performance for the expansion and improvement of green product purchase, and separately summarizes performance in ‘high efficiency materials’, ‘top class energy efficiency products’ and ‘energy saving products’ in the energy department, and ‘recycled products’, and ‘environmental labeling products’ in the environmentally friendly product department for expansion and improvement .

Electro-Materials’ Climate Change Response

Doosan Corporation’s Electro-Materials responds systematically to climate change. With the implementation of the Low Carbon Green Growth Act in April 2010, the Jeungpyeong and Gimcheon plants were designated as subject to management by objectives in 2012 and are fulfilling the requirements. Since the designation, Electro-Materials established greenhouse inventories and conducted a third party verification to secure reliable data. It also submits statements, consults reduction goals, and submits implementation plans. Doosan Corp plans to solidify its climate change response system by expanding its greenhouse gas and energy management system to all business operations, beginning with the establishment of a greenhouse gas inventory at the Iksan facility. Electro-Materials also installed one RTO (Regenerative Thermal Oxidizer) to reduce LNG usage at its Jeungpyeong and Gimcheon facilities, and continues to explore methods to reduce LNG and energy use.

Operating Organization



Efforts to Save Resources and to Recycle

Efforts of Business Operations to Save Resources and to Recycle

Doosan Corporation practices green management by engaging in efforts to save resources and to recycle during all of its processes. Electro-Materials expends great efforts to minimize environmental impact by reduction of pollutants and waste, and to increase separate disposal of waste and recycling. The Iksan facility operates a wash tower for the waste NMP Gas from the FCCL process to reduce air pollutants. The waste of remaining solvent is recycled (entrusted) which saved the company KRW 480 million in 2013. Industrial Vehicle continues their recycling efforts and improvement activities by finding recycling facilities for wastes of oil, batteries, and timber.

Collection of Used NMP



Mottrol extended the efficiency of hydraulic fluid by more than five times by installing a hydraulic fluid filtering device on their performance equipment used for performance tests. It also recycles 95% of its cleaning oil by installing a decompression evaporation concentrator, and also reduces the waste oil generated from the manufacturing process by more than 30% every year by installing a centralized manufacturing chip collection device. Along with this, Mottrol reduced wastes of synthetic resins and timber by more than 20% by improving the materials delivery box and made efforts to maximize its resources and recycling by improving collection bins and installing collection sites for separate disposal of waste. Glonet operates a disposal management policy for effective collection and recycling of all the wastes from its workplace. It operates freezers and condensers for recovery of solvent which is the major raw material; therefore, it recovers and recycles more than 80% of solvents annually. In accordance to the manufacturer responsible recycling policy, Glonet recycled 1,976kg of aluminum can, 3,206kg of container and trays, and 2,175kg of film used in product packaging. As a result of these efforts, Glonet recycles 88% of raw materials and 75% of its waste. For waste reduction and increase of recycling, Glonet makes necessary plans and improvements by including them as major environmental issues in its internal environmental impact evaluation.

Efforts to reduce the industrial water use

Mottrol broke away from the traditional method of disposing cooling water after indirect cooling, and reduces water use by reusing the cooling water used in the hydraulic equipment by installing a cooling tower. It also engages in efforts to reduce industrial water use, such as preventing leaks through regular maintenance and preventive activities and by fixing leaks immediately.

Environmental Impact Management

Environmental Impact Evaluation

Doosan Corporation, before conducting investment or construction with environmental risks, is reducing risk cost by minimizing the environmental impact and by creating safe work environment through EHS effect evaluation. In the development planning stages, Doosan Corp is securing trust in basic design by setting development goals concerning environmental impact along with target quality (Q) and target cost (C), so that the basic design embodies environmental concerns. Also in the development completion stages, Doosan Corp reviews and evaluates plans objectively in consideration of environmental impact and collects opinions for future steps.

Waste Management

Doosan Corporation not only protects the environment through efficient management of wastes, but creates economic and social value by saving resources. Mottrol especially is creating both economic and environmental value by redesigning packaging containers and methods used in outsourcing companies. Timber, paper box, synthetic resin, and packaging vinyl waste were generated from containers and packaging and caused muscular skeletal diseases due to excessive packaging. Mottrol went through an approval process for the production of delivery boxes, and made standardized boxes with consideration for safety, environmental impact and usability. As a result, amounts of synthetic resin and timber waste are continuously decreasing. Industrial Vehicle conducts daily inspections to prevent any leaks, and to manage the storage of harmful chemical substances and separated collection of waste. Glonet recycles 75% of all wastes and continues to engage in efforts to reduce waste generation.

Preventing Air Pollution

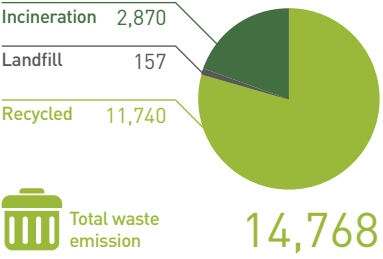
Doosan Corporation strictly manages air pollutants generated from its manufacturing process to fulfill its own standards, which exceed the legal standards. Industrial Vehicle monitors eighteen of its emission and prevention facilities to manage air pollutants. In 2013, Doosan Corp concentrated on reinforcing the monitoring of a specific air pollutant to abide by the relevant laws, and made efforts such as investing additional fees for measurement. Mottrol installed concentrated catalyst oxidation equipment and activated carbon equipment to safely handle air pollutants generated from its facilities. It conducts regular maintenance and monitoring through an outsourcing company for more efficient management of the equipment, changing parts promptly as needed. Mottrol also installed a central ventilation system at all processes at the non-discharging manufacturing facility, minimizing the discharge of pollutants through a filtering system and electric precipitator to remove any oil mist generated. Glonet identified the source of the odor for each process to reduce odor and solve any odor-related complaints, and as a result, it changed the refrigerant of the condenser and increased the capacity of the odor prevention system. Glonet plans to react preemptively through identifying regulations and establishment of other matters, as the surrounding areas are designated as order control areas.

Preventing Water Pollution

Doosan Corporation not only conserves the environment but also protects the ecosystem around its facilities by effectively managing water wastes. Industrial Vehicle systematically prevents industrial water waste leak related accidents by installing one collective sump for waste water to minimize any leaks of water pollutants and damage. Industrial Vehicle also reinforced the pollutant management standards through a special water pollutant measurement, and installed five additional oil-water separators to prevent damage expansion in case of unexpected pollutant leaks. Glonet strictly keeps the level of COD at less than half of the legal standards and minimizes water pollution by handling water pollutants properly. The company invested in equipment to control the pollution level of the influent water, and plans to engage in additional improvement activities. Mottrol installed additional waste water treatment facilities to properly dispose of water wastes generated during the production process, and it disposes less than 50% of the legal standard. An oil-water separator is installed in the waterway into the waste water collection tank and pollutants are removed from the waste water before it is discharged. Two separators are also installed at the end of the waterway, acting as oil storage tanks in case of emergencies and removing and discharging pollutants in the waterway.

Waste Emission(2013)

Unit: Ton



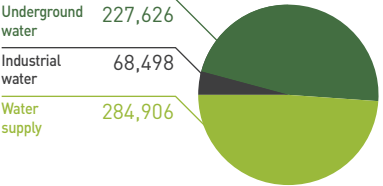
Hazardous waste emission(2013)

Unit: Ton



*Data collected range: Electro-Materials, Industrial Vehicles, Mottrol and Glonet business operations

Usage of Water Resources (2013)



Water waste generated(2013)

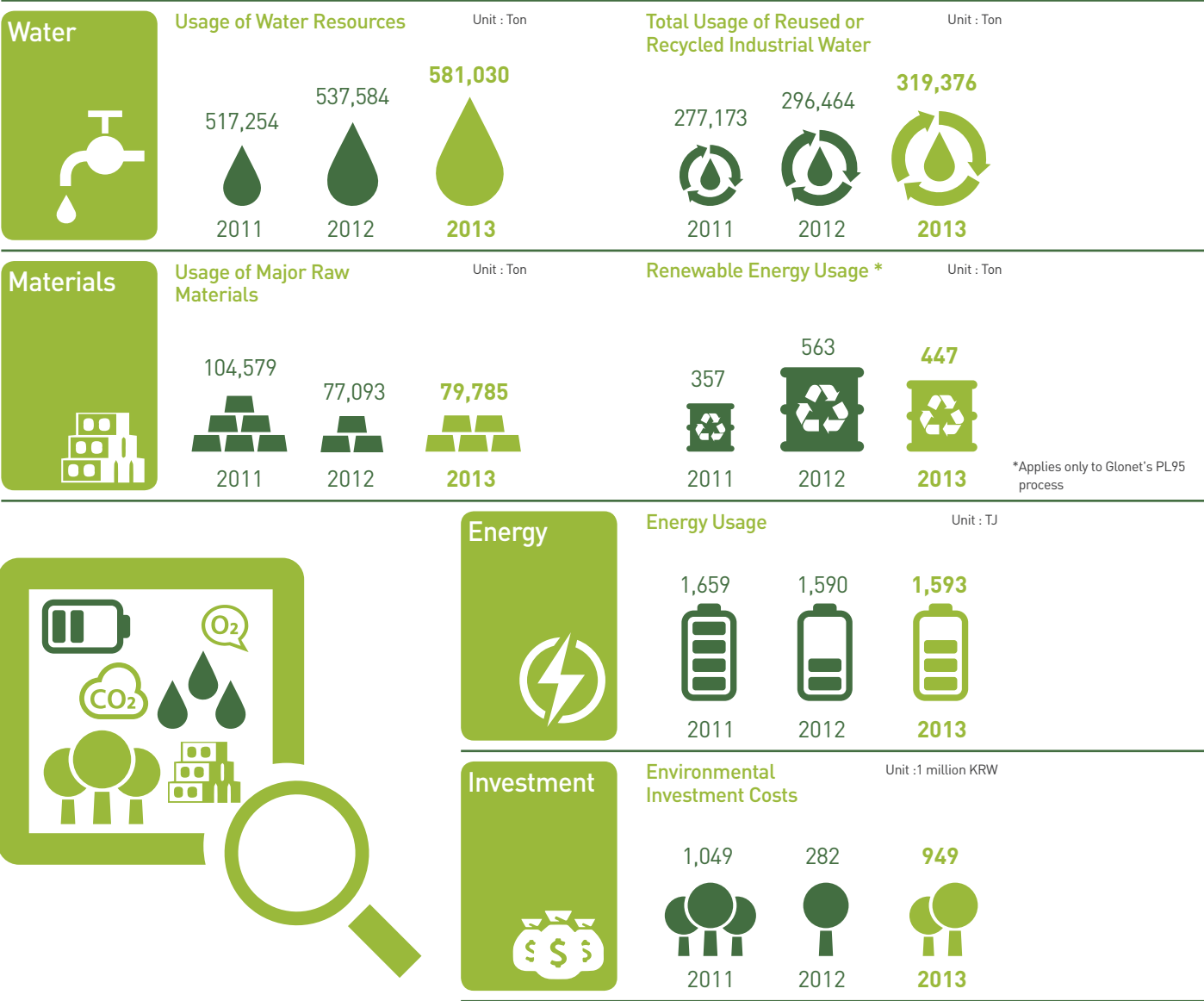
Unit: Ton



*Data collected range: Electro-Materials, Industrial Vehicles, Mottrol and Glonet business operations

ENVIRONMENTAL PERFORMANCE

INPUT



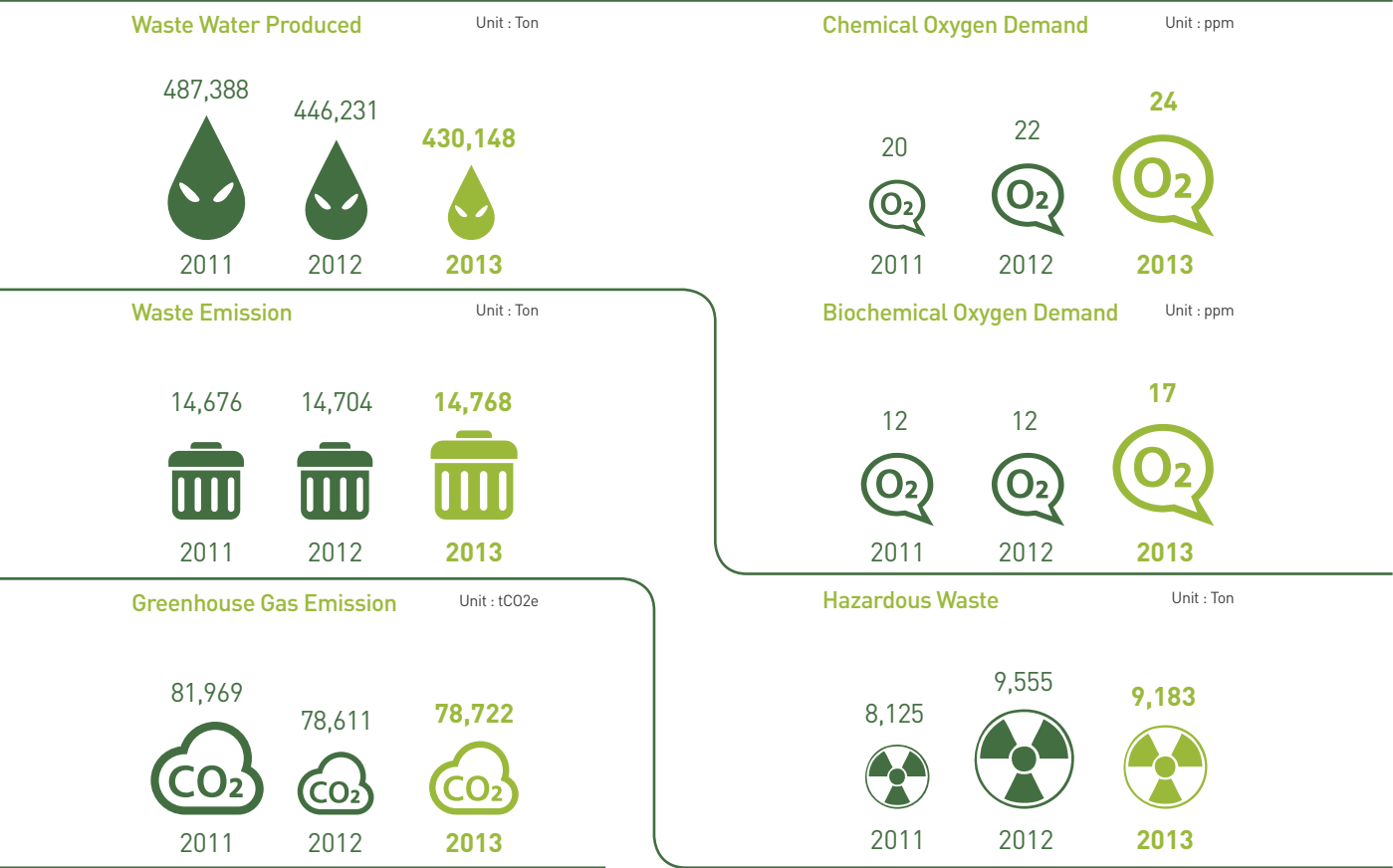
*Data collection range: Electro-Materials, Industrial vehicle, Mottrol and Glonet business operations

Green Communication with Partner Companies

Doosan Corporation, to flexibly respond to all of the environmental regulations on all supply processes related to products and services, supports suppliers' implementation of green management systems and clean production systems, and also contributes to achieving mutual partnerships with its suppliers through maintenance and guidance. Electro-Materials supports the green management of suppliers by providing small local suppliers with environmental technical support, including inspection and guidance. In addition, in order to increase suppliers' environmental management capacity

and to raise employees' awareness, it is increasing communications online to activate a partnership management related board (to share in Doosan Corp's green management activities and major environmental issues), and it is also distributing data to shift awareness (guidebook or poster). Moreover, Doosan Corp operates a compensation system to reward two of the top cooperative firms once a year in the course of a board session.

OUTPUT



Green Communication with Local Communities

Doosan Corporation conducts green activities with stakeholders around its facilities. Electro-Materials takes the lead on activities with partner companies, related agencies and various stakeholders in activities, including service in the local community, cleaning streams, and planting trees, and additionally conducting meetings on environmental issues such as the First 'Environmental Technology Committee'. Industrial Vehicle registered with the voluntary Environmental Committee in Dong-gu, Incheon, to create smooth communication with local stakeholders, and participates in monthly environmental cleaning activities and cooperates to improve air pollution in preparation for the 2014 Incheon Asian Games. Also, Industrial Vehicle forms a consensus with residents around its facilities by exchanging local business environment information, and it also strengthens the social position of the company by exchanging on environmental issues and environmental improvement activities. Glonet consistently participates in environmental activities by registering with the Iksan Environmental Committee to provide solutions for climate change and local environmental issues, both as a company and as an individual. In 2013, Glonet engaged in efforts to improve the local environment by participating in the local tree planting event, mountain cleaning activity and stream cleaning activity affiliated with the river refurbishment network, and henceforth, will continue these activities.



Strengthening Fair Trade Operation

Our Business & Social Context

Anti-corruption and fair competition, which have been emphasized since the Enron scandal, are now at the heart of business operation and CSR. They have taken place beyond voluntary compliance, but are used as a standard for countries and governmental agencies for evaluating a company. With global business expansion, and importance of networks between companies being emphasized, ethical management is an issue extended to the company's area of influence, including its suppliers. In Korea, besides economic democratization, shared growth and relationships with subcontractors are vigorously discussed, and social demands, including the government's fair trade laws and subcontracting laws, are increasing.

Our Approach

Based on the firm's integral value, 'Doosan takes honesty and transparency as fundamental strengths, and we make fair profits. We acknowledge our mistakes and keep our promises.' Doosan Corporation conducts ethical and mutually beneficial management based on its group's core values.

- Establishment of 'Virtuous Circle Partnership' system that makes possible shared growth with suppliers
- Fair trade based on guidelines for selecting and managing suppliers such as advisable agreement guidelines between large corporations and small and medium businesses for win-win partnerships.
- Transparent and fair company activities complying to global standards, based on the compliance program
- Realization of the company's social responsibilities, and increasing competitiveness through Inhwa, our customer-oriented management philosophy; transparent management and innovation

Stakeholder's Interview

Shared Growth Program through communication with suppliers is Doosan Corporation's biggest strength.

Woojin E&G has been in a cooperative relationship with Doosan Corporation Industrial Vehicle and Doosan Subsidiaries related to construction machines since 1988. Doosan Corp is not only an important partner in our business but a companion in company management, whom we can learn much from. I think that the company culture of emphasizing the importance of communication is Doosan Corp's biggest strength. The flexible and rational communication between all employees, including the CEO, and the way that suppliers' opinions are reflected in company management are aspects we need to learn. Based on this communication culture, the various shared-growth programs operated by Doosan Corp are positive influences that promote sincere partnerships. A positive relationship through communication is more integral than systematic relationships in on-site development activities. In that sense, Doosan Corp's on-site improvement consulting program becomes an opportunity to learn how to move even our employees' minds through sincere communication. The on-site instruction sessions were very effective and optimistic, encouraging on-site employees and executives to identify the problems of the facility together and drawing improvement measures. Effective inventory management and on-site environments were improved through programs like these and with decreased defects and inventory, we were able to increase our productivity by 30%. Doosan Corp's shared growth activities not only give financial support but are opportunities to reinforce suppliers' competency together with support activities allowing improvements internally. My anticipations are that Doosan Corp will continue lead shared growth through various programs that promote shared growth with suppliers.

Woojin E&G,
CEO
Seo Jungbeom



Our Efforts

Doosan Corporation achieves transparency management through ethical management and compliance programs (CP), and also continues its supportive activities for shared-growth

- Support Shared Growth: Support strengthening competitiveness, financial Support, joint overseas expansion, reinforcing communication
- Conducting Fair Selection and Evaluations for Suppliers
- Compliance Program
- Operation and Establishment of Code of Conduct

Future Action

Doosan Corporation is strengthening its anti-corruption, CP, supply chain CSR activities more than ever.

- Development guidelines for anti-corruption of suppliers and education encouragement
- Establishment of a supplier selection process considering fair competition in purchasing policy and CSR
- Operation and promotion of CSR in supply chain

Shared Growth

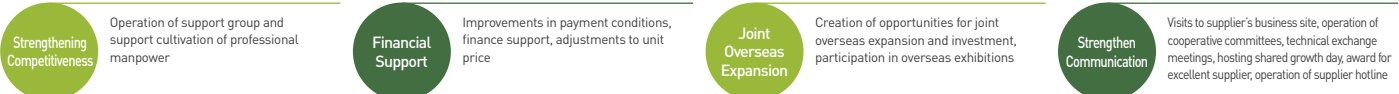
Shared Growth Principles

Doosan Corporation, for enhancement of global competitiveness and shared growth, engages in efforts to grow as a global corporation by establishing a virtuous circle partnership system that allows for shared growth with its suppliers. The 'virtuous partnership' system means that Doosan Corp will operate one system encompassing all suppliers in its technology, quality and management systems that are unique to Doosan Corp, such as strengthening of technological competency and advanced business systems. Through shared growth with suppliers, Doosan Corp engages in efforts to realize a 'virtuous partnership' by enhancing system competitiveness across sustainable production and supply chains and by building concrete systematic monitoring system.

Shared Growth System

Doosan Corporation supports product innovation, management guidance/support and educational programs to suppliers to achieve innovation in production price, quality, supply and demand, based on trust and cooperation. Doosan Corp conducts various support programs in four areas, strengthening competitiveness, financial support, joint overseas expansion, and strengthening communication.

4 Areas of Shared Growth



Strengthen Competitiveness

Operation of Competitiveness Reinforcement Team for Suppliers

Doosan Corporation operates a supplier reinforcement team for suppliers comprising internal experts and technical advisors for the enhancement of its suppliers' competitiveness. This team operates special themed programs customized for each supplier to enhance process and quality. Mottrol conducted a 3R 5S* hands-on workshop and supported the establishment of a R&D lab for enhancement in technical management processes and protection of technology. Mottrol also proposed measures to fundamentally improve defective casting material through analyzing the defective data, grasping the current status and applying advanced technology. Doosan Corp Industrial Vehicle is in the process of building a customized LEAN program for each supplier, guided and supported by public officials and technical advisors with focused enhancement programs to strengthen the production competitiveness of its suppliers. The reinforcement team is receiving good feedback from suppliers for contributions to the enhancement of suppliers' quality and facility environment, and Doosan Corp plans to expand its competitiveness reinforcement support business.

*3 Jeong (right position, right product, right quantity) / 5S (arrangement, cleanup, cleanliness, and habituation) activities

Support Supplier Learning

Doosan Corporation provides a diverse range of educational programs for its suppliers to bolster the competency of their employees. Industrial Vehicle collaborated with Inha University and conducted seven job training courses with 49 suppliers and 104 employees, and enhanced the competency of suppliers with four sessions of FTA country of origin management course and four sessions of EU REACH Regulation Response education. Mottrol collaborated with Changwon University to conduct seven job-training courses including FTA hands-on management, hands-on innovation and quality assurance system. And in 2014, Mottrol plans to continue its affiliations with Changwon University and operate eight job-training courses including a customized production site measuring system.

Accompanied Participation at Overseas Exhibitions for Overseas Expansion

Industrial Vehicle participated in the British IMHX 2013 Exhibition with four suppliers as a part of the shared growth program. This provided an opportunity for their employees to understand industrial trends through the designs and technology of the various distribution equipment, learn new technological information on their subject of interest, and find improvement ideas.



Competitiveness Reinforcement Support Agreement Ceremony



Financial Support

Supporting Operating Costs of Suppliers

Doosan Corporation Mottrol provides direct and indirect financial support to suppliers for their financial and managerial stability. Mottrol supported KRW 4.5 billion in network loan for operational costs and KRW 600 million to 36 suppliers for the development and improvement of their production equipment (mold and jig). In addition, Industrial Vehicle supported 172 sets of production equipment to its suppliers worth KRW 2 billion for development of new models, localization of parts and increase in production. Doosan Corp plans to create more funds to support its suppliers and to continuously expand financial support through checking the validity.

Reinforcing Communication

Visiting Suppliers

Each leader of Doosan Corporation business operations engages in efforts to reinforce communication by visiting suppliers with a view to enhancing mutual understanding and trust. Doosan Corp engages with its suppliers through regular council operated events, such as general and exchange meetings, educational programs and workshops. Mottrol especially promoted communication with suppliers by hosting a Shared Growth Day in December 2013 to emphasize the meaning of shared growth and conducting management briefing sessions, presenting technology awards, a CP implementation proclamation, and rewarding outstanding suppliers.

Operating Supplier Hotline

Doosan Corporation opened and now operates a 'supplier hotline' to reinforce communication with suppliers. The supplier hotline acts as a window for any complaints on trading and inquiries/consultation/ proposals related to the shared-growth program.

Providing Health Exams for Supplier Employees

Together with Chungang University Hospital, Doosan Corporation provided free health examinations for its suppliers' employees. Doosan Corp covered 50% and the hospital covered with 50% of the cost of the examinations. Doosan Corp plans to expand these benefits to its secondary suppliers as well.

Supplier(cooperative firms) Event Details(2013)	
Cooperative Committees General Meeting	2
Workshop Cooperative Committees Workshop	7
Cooperative Committees Exchange Meeting	5
Cooperative Committees Education Program	14

*Based on Mottrol and Industrial Vehicle

Shared Growth Program for Reinforcement of Communication with Suppliers

Industrial Vehicle established the 'Doosan Corporation Industrial Vehicle Cooperation Committee' in August 2011 with 50 suppliers, and holds quarterly meetings to share exemplary shared growth cases and complaints. In March 2013 a general meeting was held at the Songdo Convensia in Incheon with 51 suppliers, where Industrial Vehicle introduced business and operation plans. Industrial

Vehicle also delivered appreciation plaques and rewards to its outstanding suppliers. Industrial Vehicle also promotes shared growth in other ways, encouraging executives and dealer representatives to share cooperation plans through mutual engagements.



Fair Supplier Selection and Evaluation

Establishing a Supplier Management Guide

Doosan Corporation specifies and conducts the supplier selection standards and since 2009, has operated measures in the purchasing guidelines, reflecting and complying with them in the 'DooBuy' process, Doosan Corp's purchasing system.

Advanced Supplier Selection Process

Following consultation on of Doosan Corporation's purchasing process, it established the New 'DooBuy' purchasing system in the procurement, development purchasing, and SRM (Supplier Relationship Management) sectors in 2013 to reinforce the selection and evaluation of suppliers, and it has been applied and operated since March 2014. Doosan Corp makes it possible for suppliers to request to register for trading through the New 'DooBuy', and designates those who have put in a request as potential suppliers through a fair process, by classifying, and registering suitable suppliers as new suppliers through pre-evaluation and registration evaluation.

*DooBuy: Used by Electro-Materials, Mottrol, Doosan I&C, Glonet, Doowin: Industrial Vehicle,

Supplier Selection Process



Establish a Supplier Evaluation System

Suppliers, even after registration through the New Doobuy, are managed by conducting routine evaluations. Depending on the evaluation results, good suppliers are cultivated and supported while bad suppliers should get feedback and additional support to improve on their shortcomings. Doosan Corp operates a differentiated management strategy to manage the performance of suppliers, which combines analysis of strategy per category with evaluation of the performance.

Small Business Purchasing

Doosan Corporation is increasing small and medium business purchasing to support those businesses. It makes early payments to small businesses twice a year, at the New Year and Thanksgiving holidays, to help the businesses secure funds. Doosan Corp converted all bank bill payments (of less than 60 days) into cash payments to meet capital demands on holidays. It completed 1,017 early payments for the holidays in 2013. Doosan Corp plans to continue this early payments program every New Year and Thanksgiving holiday to help satisfy the need for funds of small and medium businesses. Doosan Corp will continue establishing virtuous circle partnerships through win-win cooperation between large corporations and small and medium businesses.

Participation of Large · Small Business Purchasing Counseling and Discovering New Suppliers

Mottrol discovered new suppliers by participating in the 2nd Large/Small Business Purchasing Counseling hosted by the National Commission for Corporate Partnership in 2013. This event was held at Busan Bexco on 19th June to give a chance for large corporations and small businesses to meet together. The 20 large corporations and government agencies and 130 small businesses who participated shared company and product information and evaluation methods. Doosan Corporation business operations, including Mottrol, shared about the shared growth program and purchasing details, and about supplier requirements and processes, and spent time discovering new partners.



Small and Medium Business Purchase Ratio(2013)

Unit: %



51.3

Small and Medium Business Holiday Pre-Payment Amount(2013)

Unit: 1 million KRW



1,020

Small and Medium Business Total Purchase Amount

Unit: 1 million KRW



*Data collection range: Electro-Materials, Industrial Vehicles, Mottrol, Glonet, I&C, FM

Reinforcement of Fair Trade Compliance Programs

Under the Doosan credo, “We practice business ethics through transparent and fair management activities, and promote shared growth of the company and society”, Doosan Corporation engages in efforts to grow as a global corporation through fairness and transparency. Doosan Corp adopted the compliance program (CP) for fair trading in June 2004, and has constantly engaged in efforts to establish the foundations for shared growth through a healthy corporation eco-system, and to realize the ‘Doosan Way’. Doosan Corp delivered the CEO’s wish for compliance through a CEO declaration of fair trading CP in May 2013. The status of the fair trade compliance program is reported twice a year to the board of directors.

Operating the Voluntary Compliance Program for Fair Trade

Support CP Adoption and Management Standards

For the establishment of a voluntary compliance culture for fair trading, in 2013, Doosan Corporation published and distributed the 4th edition of the ‘Voluntary Compliance Program Manual for Fair Trading’, reflecting the changed business contents and amendments since the manual’s first publication and distribution in September 2004. It also wrote a ‘Voluntary Compliance Pledge for Fair Trading’ for those employees in departments at high risk of violations. In addition, Doosan Corp continues to anticipate any risks by adding detailed sanction standards for those employees who violate the law in the CP operational regulation, which lays out the basic processes and standards for law abidance related to fair trading. Doosan Corp also runs education programs for employees at invested companies, and supports CP adoption and operation at suppliers to disseminate a fair trading culture.

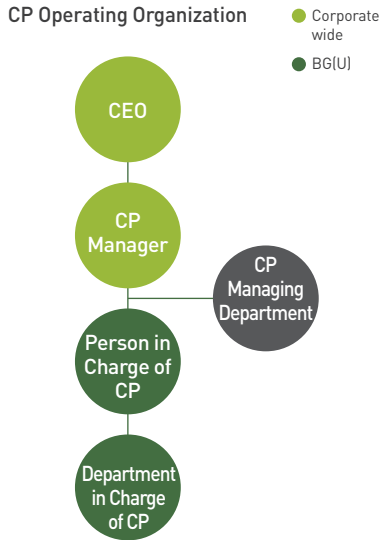
Educational Program

Doosan Corporation runs various forms of education programs - group training, visit training, specialized training and online training - to raise awareness of fair trading. Doosan Corp continues to engage in efforts at prevention education since the fair trading online program for employees opened in 2005, and in 2013, conducted fair trading programs targeting new recruits and related employees. The department in charge engages in efforts to improve efficiency in CP operations through exemplary case studies and in-house fair trading workshops, and by participating in external CP forums. In 2014, Doosan Corp plans to improve the contents of the current online program, and to develop and operate programs appropriate to business and departmental characteristics to enhance more than ever the level of the educational program related to fair trading.

Voluntary Compliance Monitoring

Doosan Corporation, since the establishment of the pre/post monitoring system in September 2004, has been pre-monitoring for sections that run risks of violating the law, conducting voluntary inspections on departments doing subcontract trading and inspecting sites of departments in charge of CP. In 2013, Doosan Corp reinforced the inspection system of voluntary compliance in fair trading. An inspection was conducted across all subcontract trading in cooperation with an outside expert. Doosan Corp had one count of Fair Trade Law violation in 2013, violation of Restriction of Holding Company (holding shares of a financial subsidiary), and paid the fines and distributed all relevant shares.

CP Operating Organization



CP Education Performance(2013)

Unit: Hours

	Education Hours	Education Hours Per Person
	3,345	13.2

* Based on those who are subject to compulsory CP education

Ethical Management

Code of Ethics

Doosan Corporation, for its continuing growth, established and enforces a Code of Ethics to strengthen competitiveness and to fulfill social responsibilities through Inhwa, its customer-oriented management philosophy, transparent management, and innovation. Doosan Corp applies this Code of Ethics to all employees and also recommends third parties such as its suppliers to abide by it.

Ethical Management Activities

Ethical Management Education

In order to enhance employee’s awareness of ethical management, Doosan Corporation conducted ethics management education introducing Doosan Corporation’s ethics management policies, violation cases, and requests for practice through collective training, new/experienced/transferred employee training, and specialized training for vulnerable division employees to a total of 2,353 employees in 2013. Henceforth, Doosan Corporation will conduct training as needed whenever an organization or situation needing continuous ethical management training arises; and in 2014, it plans to expand ethical management training to its suppliers and companies overseas.

The Whistle-blowing Policy and Cyber Accusation Center

The whistle-blowing policy considers as subjects to report employee violations of law and internal regulations such as the Doosan Way and the Code of Ethics, and other instances of unfair conduct; it ensures that the identity of the person filing the complaint is kept confidential and that they do not suffer any disadvantage due to the lodging of the complaint. Doosan Corporation reports the investigated content to the CEO and if it is major, reports it to the audit committee as results of an accounting or job audit. Doosan Corp receives reports/claims on employee violation of its Code of Ethics or the law, and on unfair practices from outsiders, by opening a cyber-reporting center within the corporation website. It registers complaints with or without a name, through various channels, by phone, email, letter, or fax, or in person. In 2013, Doosan Corp received a total of two claims through the cyber accusation center, and following an internal audit, issued a warning notice about one claim.

Code of Ethics Agreement and Conflict of Interest Statement

All employees, including new and career recruits, submit a Code of Ethics Agreement. Members of management above leader-level compose and sign a statement of understanding conflict of interest every year to reaffirm the law standards themselves.

White Paper Policy

Doosan Corporation operates a White Paper Policy with goals to prevent reoccurrence of similar problems by analyzing the fundamental causes of a problem, and identifying and sharing improvement plans. A White Paper is written when the management determines it is necessary for prevention of reoccurrence or for job improvement, on major issues that occur during internal audits or management processes.

Ethics Management Education Performance (2013)

Unit: Hours

Ethics Management Education	
Education Hours	Education Hours Per Person
2,392	0.7
Sexual Harassment Prevention Education	
Education Hours	Education Hours Per Person
2,392	0.7

Shared Growth Day – Voluntary Compliance for Fair Trade Proclamation Ceremony

Doosan Corporation Mottrol held a proclamation ceremony on December 20, 2013, supporting the supplier’s adoption of CP to expand the voluntary compliance culture of small business with fair trading. A total of five suppliers participated in this celebration, which targeted those suppliers with a higher evaluation grade three and yearly sales of KRW 2 billion who wished to participate. These companies will be supported with CP related educational programs and consulting, a CP manual for small businesses, and establishment of CP regulations. Doosan Corp anticipates prevention of law violation by its primary suppliers through fair trading between primary and secondary suppliers, and also through stabilization of supply and demand of parts and quality.



*Code of Conduct

Inhwa	Doosan Corporation’s Inhwa is meaningful teamwork grounded on confidence and warmth, Doosan People believe people are the foundation of our competitiveness, and we respect individuality.	Integrity and Transparency	Integrity and transparency are values that must be kept in all aspects of our organization and business.	Fair Competition	Doosan People compete fairly in accordance to the principles of free competition and observe related laws.
Customer-oriented Innovation and Growth	Doosan People believe our customers are the reason we exist, we judge and think from our customers’ perspective, and promote sustainable growth through endless innovation.	Community Development, Safety and Environment	Doosan People engage in efforts to make a trusted corporation promoting shared growth with society. As members of society, we are responsible for the protection of people’s lives, safety and the environment.		

*Full version of Doosan’s Code of Conduct is posted on website of Doosan

Strengthen Product · Service Responsibility

Our Business & Social Context

The importance of quality of product and production costs continue to be emphasized due to intensified global competition, and quality and technology have emerged as potential risks for the growth of business. Countries, as well as corporations, are paying close attention to quality enhancement with the intensification of the competition in securing energy and resources, and the reinforcement of product environment and safety standards in nations. The US, European nations and China continue to invest in R&D every year. Product safety issues, including recent large-scale recalls, are prominent in the industry, and communication activities to solve these are emerging as major issues.

Our Approach

Doosan Corporation's world-best technology and innovation guarantees Doosan Corp's survival, as it provides better products and services with continuous technological change and innovation.

- Differentiated high quality product R&D, including modernizing and miniaturizing, to expand customers' benefit and value creation
- Establishing infrastructures such as the reinforcement of the quality inspection process and cultivating managing experts, and product innovation through exchange activities with stakeholders
- Development of quality and safety guaranteed products and product quality responsibility activities to provide products possessing customer convenience and safety
- Providing high value through communication, information protection and increased satisfaction to its customers

Our Efforts

Doosan Corporation continues product R&D and quality innovation to provide its customers with safer and higher quality products. Doosan Corp also supports its suppliers so that they can achieve the highest quality products.

- Efforts for Product Innovation
- Customer Oriented R&D
- Efforts to Secure Product Safety
- Efforts for Customer Satisfaction

Future Action

Doosan Corporation, in addition to establishing product and service responsibility strategy and policies, plans to reinforce product responsibility through education for product efficiency and the release of health and safety information.

- Releasing product and service health and safety information.
- Energy saving operation education targeting dealers within Korea

Stakeholder's Interview

Daeduk Electronics' qualifications as an ideal partner are fast payment and high quality products.

Doosan Corporation Electro-Materials engages efforts to satisfy its demands on fast payment and high quality. But, not all payment due dates are met and perfect products are delivered on all trading. What makes Doosan Corp Electro-Materials different from other companies is its fast response to problems. I can feel that Doosan Corp Electro-Materials always thinks from their customers' perspective when they respond with assertion, and fast communication to solve any issues when a quality issues when they comes up. I also think highly of their communication efficiency. Doosan Corporation Electro-Materials hosts tech seminars and market briefings which provide for mutual sharing of market status and latest technology, and also propose what Doosan Corp and we, as suppliers, have to consider, from short term market responses to long term perspectives. Mutual relationships with suppliers bring job satisfaction and shared growth through diverse communication channels looking at the market in the long-term. In addition to delivering basic payment conditions and high quality, Doosan Corp should become a company that thinks one step ahead and from the customer's perspective.

Daeduk Electronics
Department Head
Kim Yoosuk



Quality Management

Quality Management Principles

Doosan Corporation establishes customer satisfaction as its foremost value and engages in efforts to maximize customer satisfaction through quality innovation based on technical competitiveness. Doosan Corp's business operations will solidify quality competitiveness by enacting quality management policies, and by establishing and practicing specific quality strategies to abide by these policies.

Quality Management Principles

Electro-Materials



With the pursuit of customer satisfaction based on quality established as its basic principle, Electro-Materials builds a quality culture by practicing the following: zero defects generation through quality assurance, high quality achievement through maximizing quality limit, uniform quality insurance through statistical process management, zero process failure and customer dissatisfaction from raw materials, and quality consciousness on the part of all employees.

Mottrol



Based on the quality policy pursuing customer satisfaction through best products and services, Mottrol considers both the safety and the environment conservation aspects of products and services to all stakeholders including customers. Mottrol established and operates a quality management system that fulfills quality policy, and engages constantly in its best efforts to enhance quality.

Industrial Vehicles



To realize world's best quality that touches customers, Industrial Vehicle pursues a strictly customer-oriented quality management policy including management innovation and parts quality training, improvement activities, quality assurance infrastructure and activities improving reliability, and implementation of a quality management system audit.

Information & Communication (I&C)



Regarding major projects, I&C contributes to quality enhancement by establishing a pre-quality guide and by conducting quality inspection at the completion stages to check and maintain company standard observance and inconsistencies in quality beforehand.

Quality Management System

Doosan Corporation engages in efforts to acquire and maintain quality certification that satisfy the demands of global customers. Electro-Materials operates a quality management system based on the ISO9001, and continues to manage quality based on it. Industrial Vehicle supplemented the existing TQC System and rebuilt an ISO9001 quality management system, and all major partner companies acquired the ISO9001 quality management system certification. Mottrol and Glonet continue to retain the ISO 9001 quality management system since acquiring the certification, and the I&C operates a quality management system based on ISO9001 and ISO20000, and has also implemented a ITSM system to maximize customer value.

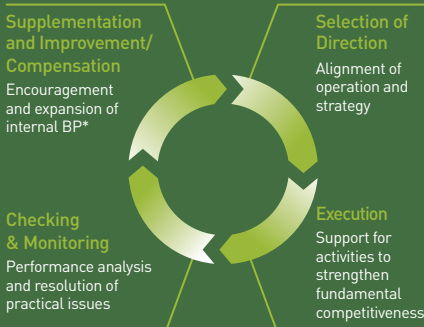
*ITSM(Information Technology Service Management): Provide services that satisfy IT system users and maintain and improve service quality though continuous maintenance activities

Strengthening Operation Competitiveness through Operational Innovation

Operational Innovation System | Doosan Corporation, by expanding and reorganizing the Operation Excellence Team in September 2013, strengthens operational innovation. Employing operational innovation experts, Doosan Corp is deriving and supporting core initiatives to strengthen quality, cost, and delivery competitiveness for each subsidiary; and Doosan Corp conducts supporting activities pursuing the fundamental competitiveness of each subsidiary. It operates a regular communication channel between the corporation center and its subsidiaries to continuously monitor operational innovation goals and the level of implementation, thereby promoting internalization of capability.

Securing Sustainability of Operational Innovation | To strengthen fundamental competitiveness and realize advanced processes and systems promoted in the 'Doosan Way', Doosan Corporation develops various operational innovation activities along with change programs to spread the innovative mind and to continue positive change in the actual business on-site such as 'technical employee group activities'. The excellent operational competency secured through these programs allows for continuous performance creation and will become the foundation for endless growth. As part of the vitalization and internalization of operational innovation, Doosan Corp will host 'Operational Innovation Best Practice Exchange Meeting' in November 2014 to stimulate operational innovation. This event is in association with Doosan Corp's drive for operational innovation. It will level up the operational competency standard of Doosan Corp and thereby contribute to securing a consistent and continuous growth engine.

Operational Innovation Cycle



*BP: Best Practice

Innovation in Product R&D

The Present of R&D Investment

Doosan Corporation continues its efforts to cater to differentiated customer values. It strives endlessly for technology development as an ISB leader what provides high quality products to increase profits and to create value for its customers. To provide these products with the price competitiveness that the market demands with a more concentrated R&D competency, Doosan Corp invested KRW 34.7 billion in R&D in 2013, 40% more than the previous year.

Contribution to Industry Advancement Through Electron Material Advance

Electro-Materials developed the OLED and board material for circuit printing which are the essential materials for the smart device and display industry, so it contributes to Korea's competitiveness in the electrical industry by mass producing and distributing to worldwide electronic companies. Also, by fulfilling customer needs by launching highly functional FCCL used in smart phones and tablet PC's, Doosan Corp achieved first place in global market share. With the need for fast and large data transport due to the recent growth in smart devices, Doosan Corp is in process of planning for the launch of a core material needed in data servers (communication network equipment) onto the market.

1) OLED: Organic Light Emitting Diodes

2) FCCL: Flexible Copper Clan Laminate

Product Innovation by Miniaturizing

Mottrol conducts ongoing product development and product quality enhancement, and its traveling mechanism for excavators has been acknowledged as a 'World-Class Product' by the Ministry of Trade, Industry and Energy. In particular, the DPA Series, a hydraulic pump which is a core part in construction equipment, is a space saving product, 14% shorter l -length and 23% lighter than competitors' products, and this was achieved by the optimization of the the swash plate angle control mechanism and the shaft connection structure. The DPA series is an environmentally friendly product with its shorter length saving the material cost and reducing space making it suitable for the compact design of construction equipment; it is also designed to reduce noise.

Development of Medical Materials

Glonet researches and develops highly purified phospholipids based on its accumulated biotechnology. The medical emulsifier extracted and refined from egg yolk was designated as a 'World-Class Product' by the Ministry of Trade, Industry and Energy, and acknowledged as the safest emulsion for the solubilization of poorly water soluble substances, including medical fat emulsion and fat soluble anesthetics, satisfying the diverse demands of customers and markets. Glonet continues to innovate by entering new markets such as enteral nutrition, an emerging category in this aging society.



Efforts for Quality Innovation

Systemized Cultivation of R&D Workforce

We carry out functional improvement activities by registering customers' demand on a VOC database through the corporate VOC Daily Report. Electro-Materials reviews the response history from various perspectives through the corporate Quality Review Board (QRB), hosted by the tech director and participated in by the sales and development director, production director, and the quality and technology center chief, and it discusses technology/quality details. The CEO's monthly QRB performs not only a status inspection on the improvement process and balancing process, but also on major decision making, aiming to fully satisfy the demands of customers.

Cultivating Quality Management Experts

Doosan Corp engages in efforts to cultivate quality management experts to reinforce internal competency, which is the foundation for securing quality. Electro-Materials engages in efforts to cultivate experts in foreign substance management, statistical analysis, reliability, and audit, to provide customers with stable quality products through management of raw materials, processes and products. In addition, Electro-Materials plans to promote quality management awareness throughout the company by conducting product quality education programs by job-level, and a worker verification system in 2014. Mottrol conducts four introductory programs including the ISO 9001 program and two intensive programs including SPC (Statistical Process Control) for its internal quality control personnel. Mottrol also has employees working in production quality control participate in the following programs: precision measurement, quality inspector qualification skills, basic quality management, and using the knowledge learned to contribute to improving quality issues and establishing processes.

Process Quality Improvement Activities

Doosan Corporation improves its process quality through quality audit on all production processes. Electro-Materials inspects the process quality such as 3R 5S management and SPC management, through the CAR (Corrective Action Request) process, and remedies shortcomings by publishing an 'inadequate data' report for those in charge. Mottrol operates a CTQ (Critical to Quality) process management on those products or processes that need focused management to fulfill customers' demands. Also, it has been strengthening the management on relevant processes, analyzing and managing the performance on those processes for which quantitative data can be collected. Mottrol adopted the new MES (Manufacturing Execution System) in December 2013, establishing a real-time statistical process management system, collecting data about production processes and quality management.

Innovation in Product R&D Infrastructure

Efficiency of the R&D organization | Doosan Corporation engages in efforts for organization efficiency to develop technologies and products that rapidly lead the market. Electro-Materials operated the business-oriented product development R&D and research-oriented advanced development R&D in good balance, and Mottrol provides products with performance, quality and price competitiveness that the market demands based on its focused organization competency made by regrouping R&D teams by technology. Glonet, with a R&D Project Management System specialized for bio-businesses, established step-by-step goals and execution plans, and continues to optimize systems and processes.

Systemized Cultivation of R&D Workforce | To secure superiority in technological competition with advanced corporations, attraction of talented individuals is needed together with the cultivation of researchers. Since 2013, Electro-Materials promotes technology forums and a creative R&D culture to enhance researcher competency along with the establishment of a job competency system, and further prepares for a customized educational program for individual competency through evaluation. Industrial Vehicle plans to expand educational opportunities for stronger early cultivation of its R&D workforce, and to reinforce the current training systems by utilizing the Functional Competency Model, a researcher job matrix.

A Technical Information Exchange Meeting for Product Improvement with Partner Companies and Customers

Electro-Materials conducts regular technology exchange meetings with suppliers and clients for product quality improvement. Electro-Materials held quarterly meetings with its main raw material suppliers and shared improvement activities and evaluation results to narrow down an improvement direction. Electro-Materials registered chronic defects as improvement tasks on both companies, and engaged in efforts to make substantial improvements on the raw materials, cross checking the improvement performances. Also, to be equipped with an advanced product quality system for product quality enhancement pre-delivery,

Electro-Materials takes part in product quality improvement exchange meetings with clients every year. The 40 exchange meetings conducted in 2013 not only led to information sharing but apprehending customer demands pre-delivery and reflecting them onto the QDP (Quality Development Process) and increasing the development of customer-satisfied products.

Securing Product Safety

Provide a System for Product Liability

Doosan Corporation has a product responsibility system to fulfill safe product and quality assurance. Mottrol operates product assurance activities, emphasizing the following basic product quality assurance activities: CTQ process, 4M change point management process, production self-inspection, process quality audit.

Products go through PDI (Pre-Delivery Inspection), checking performance, measurements and exterior before reaching customers for safe and verified product distribution. Also, Glonet voluntarily operates an internal auditor system to find and fix needs for improvement within the production process, as required by Quality Management System. This system is the key activities to improving products and processes by pre-emptive action to prevent inappropriate processes and production.

1) CTQ(Critical To Quality) : Pruducts and processes needing focused management to satisfy customer demands
2) 4M Change Point Management: Process model where 4M, man, machine, material and method, are the centers of change.

Activities Reinforcing Product Safety

Doosan Corporation conducts a number of reinforcement activities to secure product safety. Industrial Vehicle conducts quality cross-checks when making a new model using the same method as when the quality of mass produced vehicles is checked, conducting comparative evaluations with current mass produced vehicles and on plan specification satisfaction. During the process, production strategy technology, production and the service team who have expert knowledge on the vehicle and the working environment collaborate to find the problems that can occur with long-term use, complaints that customers might have during maintenance and maintenance convenience, before reaching its customers. Industrial Vehicle follows this process with endless modifications and supplements to remedy those problems identified. Mottrol also operates the 'NPD Process' which prevents problems at each stage of development from continuing on to the next stage. Through this, assurance of safety and quality can be achieved at each stage, from the development stages until the product reaches the customers. Mottrol ultimately increases customer satisfaction by 'launching products with safety and quality assurance'.



Activity reinforcing industrial vehicle safety.

Improving Safety Through Product Information

Doosan Corporation prevents damage to the customer caused by safety accidents, providing information on technology and safety for all products within the product manual. Electro-Materials releases information on technology and regulated materials on all products, making yearly updates on the regulated materials available. Glonet draws up a report on all information since the beginning of development of a new product at its research institute and provides the MSDS (Material Safety Data Sheet) for each product to customers.

Efforts for Customer Satisfaction

Customer Satisfaction Activity Principles

Customers are the reason for Doosan Corporation to exist. Therefore, Doosan Corp endlessly tries to provide customers with more exceptional value than its competitors. Doosan Corp listens closely to its customers' opinions and respecting them, makes great efforts to meet their expectations. Doosan Corp will continue to work aggressively to provide reliable products and offer prompt service.

Direct Communication Channels with Customers

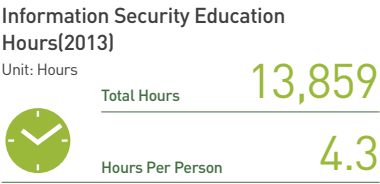
Doosan Corporation takes measures for prompt communication with customers through various channels. It provides real-time after-sales service through its website and call centers, dividing them into separate service areas so they can quickly respond inquiries whenever and wherever. Once a VOC (Voice of Customer) is registered, the VOC is then redirected to representatives for each product, and also registered on the website. The numbers, nature of VOCs from all businesses, and the customer information and TAT (turn around time) can be monitored real time on the VOC website. An internal intranet VOC website is also operated and the VOCs are shared across the corporation. Using this, Electro-Materials reinforces the 'customer response mind' through substance management education, which determines the quality of the electro-material, and education and improvement activities for quality management. Industrial Vehicle reinforces customer communication by paying visits to customers worldwide, and through operation of an online customer service center in Korea. Doosan Corp also continues its efforts for customer satisfaction through a general meeting system on customer satisfaction collected through different channels once a month.

Enhancing Customer Satisfaction

Doosan Corporation operates effective response through voluntary product quality inspection and customer satisfaction surveys every year. Mottrol went a step further in 2013 by breaking down the survey content by category and conducting online surveys alongside with offline surveys to collect diverse and objective evaluations. Electro-Materials responds with immediate improvement activities by analyzing customer evaluations by category and by level, and requesting solutions to the related team for those requiring internal improvements. It also makes efforts to increase customer satisfaction with a customized response matrix, managing the customer satisfaction KPI by product and by customer type in a company internal index. Doosan Corp will continue its efforts to satisfy its customers by promptly meeting customer demands, expanding customer survey targets, and conducting more frequent surveys.

Enhancing Information Security

Doosan Corporation established and runs 'Doosan Information Security Policy' to protect its customers from any personal information leakage. It performs legal compliance review through regular performance inspections for customer information protection, and conducts programs to raise the security awareness of all employees. Also, by fundamentally blocking any outward leakage of our customer information, we have never found any complaint related to customer information protection or loss of customer data in 3 years.





Responsible Engagement

Doosan Corporation shares a warm heart
and cultivates new hope to make a
sustainable society everyone dreams of.

Strategic Community Participation Development

Our Business & Social Context

Corporate community involvement, a firm’s most sincere way of communicating with a local community, has taken its place as an essential element in corporate management. Corporate community involvement is more than a simple act of donation or community service, but it is the company’s means of solving issues with the society, and it also offers another opportunity for the company to pursue profit. The company, through corporate community involvement, not only fulfills its duty as a corporate citizen, but also creates positive influence by sharing its corporate philosophy with the local community and by increasing fellowship among employees.

Our Approach

Doosan Corp considers corporate community involvement a fundamental duty of any member of society, and the corporation, reflecting its own characteristics, plays a role as an exemplary member by developing and supporting essential corporate community involvement to the community. The corporation, in addition to solicitude or sharing action for the less privileged, attempts to contribute to society in order to create a bright future by resolving fundamental social issue using its most confident approach.

- Educational activities supporting the holistic growth of the future generation with the theme of 'Growth and independence of people', under our belief that education is the leading foundation stone of the development of our society
- Focus on solving a fundamental social issue utilizing a corporate philosophy and business characteristics after identifying issues of the local community.
- Creation of a voluntary Corporate Community Involvement culture through direct participation of employees in community service and donations

Our Efforts

Doosan Corp, with its belief in “investment and management in advance for the future”, provides long-term corporate community involvement towards the target to enhance society’s future competitiveness through human growth.

- Development and operation of new forms of educational programs such as <The Time Traveler> and <University Student Mentoring Program>, targeting youth, the future leaders
- Support activities in various areas of life and independence of less privileged people, cultural development, and international relief by identifying issues within a local community
- Voluntary community services and donations based on corporate citizenship

Future Action

Doosan Corp plans to identify the needs and demands of the local community, and further to perform authentic corporate community involvement activities that provide practical assistance to the local community for its sustained growth. Starting in the year 2014, the corporation intends to concentrate on proposing a blueprint which enhances future competence of the local community based on the social contributive brand, 'Doosan Community Blueprint'.

- Development and operation of a long-term program that can strengthen the independent power of a local community
- Establishment of a performance management system to objectively evaluate and examine the effects of corporate community involvement on the local community
- Expansion of participation opportunities in corporate community involvement and arrangement of support system for employees
- Network formation and coordination around local community stakeholders

Stakeholder's Interview

Doosan Corporation is concern for what is really needed in our community and engages in corporate community involvement activities for the future.

The Art & Community Network expands young people’s perspectives on humanities, and provides support in each business of culture and art education by producing and executing a range of educational programs. Since 2012, along with Doosan Corp, we have practiced a joint culture and art program. While corporate community involvement usually target children, Doosan Corp targets youth groups under its philosophy of talent cultivation, therefore fitting in with our 'Art & Community Network'. Personally, it was very helpful and worthwhile to work with Doosan Corp, which considers the need for the local community and attempts to perform authentic corporate community involvement. We are now proceeding with educational activities for the youth on history, the environment, and the community through the medium of photography. Our joint program is now in the process of design and progress to broaden the young peoples' sight on the humanities and to provide a sense of fulfillment through exhibitions. We also attempt to bring out change and growth of those youths with defensive characteristics and low self-confidence. First class education with 60 participants began in the districts of Jung-gu, Jongno-gu, Dongdaemun-gu, where Doosan Corp’s head office is located; it is now expanding over all areas of Seoul as it has received a positive response. We believe that it is a plausible outcome for Doosan Corp’s continuous effort to provide high quality education by researching and developing new curriculums every year. Moreover, we expect further growth as we make efforts to stimulate students to lead in voluntary changes during the classes.

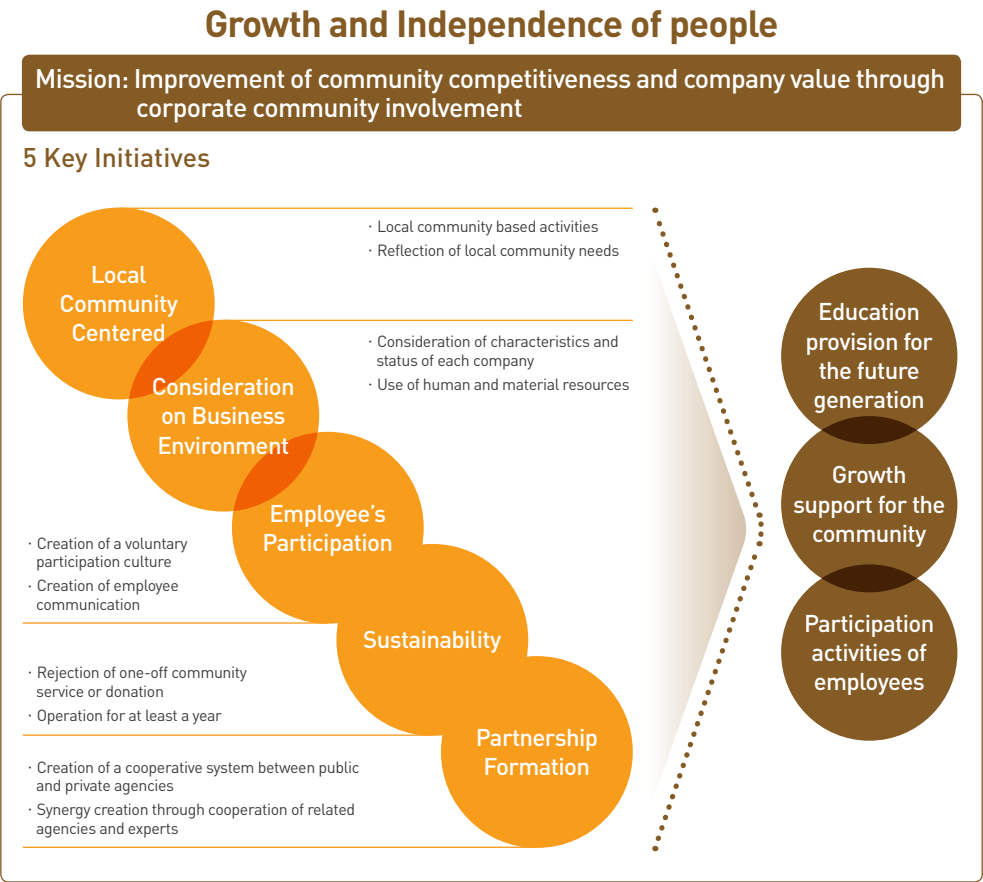
Art & Community Network
Team Manager
Jang Raejoo



Corporate Community Involvement Direction and Performance

Strategy and Implementation

Doosan Corp set 'Growth and Independence of People as its main theme based on its corporate philosophy, and it continues strategic and sustainable corporate community involvement activities. With the 5 key initiatives as the center, the corporation pursues a mutual development of the firm and of society by conducting ongoing activities in the local community, and it also considers the community’s need and demand in the whole process of corporate community involvement from planning to evaluating and supplementing. In addition, Doosan Corp increases the effect of corporate community involvement by deploying its maximum resources and by intimately cooperating with stakeholders in the local community. Recently, Doosan Corp strengthened the performance management which had previously be neglected in existing corporate community involvement activities, and it now enhances the value of corporate community involvement by constantly monitoring the process and by objectively analyzing the effect on local community.



Performance of Social Constitution

Doosan Corp invested KRW 8 billion in 2013 for community growth, including future generation education support, community growth increase and employee participation, with an annual increment in the investment amount. The range of corporate community involvement investment, which used to be limited to philanthropic donation, expands to various social contributing programs such as <The Time Traveler>, <Environment Reformation Project>, and <University Student Mentoring Program>. Employee donations continuously increase with the promotion of employee donation activities; along with this, employee’s participation is growing annually as well. During the year 2013, a total of 1,684 employees participated in community service for 9,241 hours; the content of the community service also expands from basic labor services to diverse areas including talent sharing and mentoring.

Corporate Community Involvement Performance

Unit : One million KRW



Number of Participants in Corporate Community Involvement(2013)



Participation Hours in Corporate Community Involvement(2013)



Doosan Corporation’s Representative Program,
Teen Emotional Sensibility Development Project

“The Time Traveler”

Starting with the Community’s Demands and Needs | Doosan Corp’s representative corporate community involvement activity, <The Time Traveler>, is a program to cultivate sights and independent will among middle and high school students with concerns on their unstable family environment and uncertain future. From the beginning phase of the program, Doosan Corp was concerned with the resolution to the issues above, and it came to the conclusion that an essential but insufficiently met need of current teenagers is ‘emotional cultivation’ through consulting with stakeholders of government, local governments, and schools. Doosan Corp thereby began developing <The Time Traveler> to offer improvement on ‘emotional cultivation’ of teens through the consultation and participation of experts in different specialties.



(Student Work) We need photosynthesis

“There is a kid playing games on his phone every break.
He is really fat and weak.
He plays LOL at home and Cookie Run at school.
He lacks Vitamin D because he doesn’t get any sun.
The kid needs to photosynthesize.
Like those flowers.”

Objective Effect Verification | The results of the joint research with Chung-Ang University on the effect of <the Time Traveler> over two years showed that teenagers who participated in the program not only improved their self-esteem, self-efficacy, sociality, and emotional empathy, but they also showed a stress index reduced by 30% or more; therefore, we confirmed that the program actually helps teenagers’ emotional development. We plan to run quantitative and qualitative tests continuously to keep track of any transitions in the teenagers, and further improve the overall quality of the research by interviewing those who are close to the students such as parents and teachers.



<The Time Traveler> Exhibition

Support on Consilience Education through the Medium of Photography | <The Time Traveler> provides teenagers with an opportunity to review themselves from various perspectives by combining humanities, which have the power to look into the root of a person or an object, and the medium of photography, which allows us to express ourselves freely. We cultivate the quality of education by developing a curriculum with writers, Byung Woo Bae and Joong Man Kim, professors, Dae Hwe Ahn, Byung Ju Shin, Byuing Yi Yang, and a dancer, Eun Mi Ahn. We also lead teenagers’ interest and active participation through diverse activities such as discussion, outdoor photo shoots, camping, community service, and exhibitions. Since the program’s launch in July, 2012, the total of 155 middle and high school students successfully completed all of the 30 courses, and in two exhibitions in 2012 and 2013, they also shared their photographs and essays with more than 10,000 viewers.



(Student Work) Mom

“I thought about my mom while taking this picture.
Whenever I’m flustered, or shaken,
She always directed me to the right place with advice and spanking.
Wouldn’t the ship be thankful to the sail?
In that way I thank my mom.”

Education Support for Future Generation

Doosan Corp, with its belief that education is the basis of both individual and corporate, and even national development, provides support for the holistic growth of the future generation based on the theme of ‘growth and independence of the people’. The corporation also offers activities programs such as emotional cultivation, scholarship, vocational education, and mentoring in order to give the future generation with an uncertain future and an inflexible educational environment an opportunity to grow into healthy members of society. In the case of Doosan Corp’s representative program, <The Time Traveler>, it performs objective verification of the effects of corporate community involvement on participants and even on society at large, and it is constantly supplemented and improved on in order to maximize the effect of the program.

Stepping Stones for Environment Reformation Project

Doosan Corporate FM, with its advantage as a business, provides support for the growth of the future generation in a pleasant and safe environment by repairing and renovating deteriorated facilities of local community children’s centers, community centers, and orphanages. We plan to take advantage of our business and continue to provide practical contributions to local communities.

University Student Mentoring Program

Doosan Corp engages in activities to bolster the will of youths at their most important stage of becoming members of the society. For the mentoring program targeting Chung-Ang University students, the employees of Doosan Corp play role of mentors, concern students’ future career and employment with them, and provide active advice and direction of their life. We provide one-on-one matching between a mentor and student according to different categories of job, gender, and age through survey, and allow them to share knowledge and experience.

Scholarship and Supplies Provision

Doosan Corp helps talented individuals realize their dreams through scholarships. In 2013, we provided development funds for both Chung-Ang and Seoul National Universities. The corporation also supports child/youth facilities such as community children’s centers and community centers located near its business facilities with supplies of computers, books, and office supplies in order to improve children’s educational environment. Furthermore, Doosan Corp provides funds for school uniforms and meals so that the students can adapt easily to school life.



Representative Program <The Time Traveler>



Environment Reformation Project

Supporting Community Growth

Local Community Support

Doosan Corp engages in aid activities for less privileged individuals such as children of low-income families, children raised by grandparents, and seniors living alone to have healthy lives. Along with the voluntary participation of employees, the corporation and local governments together provide rice, clothes, and briquettes to the less privileged class. In addition, we sponsor many non-profit organizations to help sick members of local communities.

Promotion of Culture

Doosan Corp, with the acknowledgement of cultural activity's influence on the community, continuously sponsors various cultural areas of sports, music, and humanities. We provide support on cultivation of future gymnasts and Korea Special Olympic for sports area, and further provide cultural promotion through support on mecenat project, exhibitions, and museum operations.

International Relief

Doosan Corp joins in international relief activities to fulfill our social role as a global corporation. We spare no expense in providing medical supplies, necessities, and restoration costs to international emergency relief missions arising after yearly natural disasters such as the tsunami in Philippines. We also continue our support for international social responsibility by participating in international water aid for African refugees through global NGOs.

Sending Tea with Love

Doosan Corp has conducted 'Sending Tea with Love' for 23 years since 1991 to thank soldiers on the frontline. We provide an annual encouragement activity by visiting our twinned troops, providing such necessities as tea, coffee, and heating supplies, as well as having conversations. Moreover, we provide books, PDPs and TVs, and establish libraries in barracks, in order to support their cultural activities.



Tea with Love



Delivering charcoal briquettes

Employee Participated Activities

Employee Fund Business

Employees of Doosan Corp create a corporate community involvement fund by donating a fixed amount of their monthly salary, and through the Matching Grant system, the corporation develops its Community Involvement by donating the same amount as the employees. Doosan Corp, instead of spending employee funds as a simple donation or community service expense, appoints and operates its Community Involvement business through a fund committee composed of employee representatives. Starting with <Single Moms' Independence Support Project> through the 2012 Community Chest of Korea, we provided aid to the <Youth Growth Scholarship Project> with Seoul Scholarship Foundation and <Single Moms' Independence Support Project> through the foundation of Babo Nanum. In line with a decision made by fund committee, we continue to pursue funds in 2014 with the linked foundations of 2013.



Share-a-Meal

Regular Outreach Program

Nowadays, teenagers are under a lot of stress due to the competition-based educational environment. In particular, low-income children and teenagers require emotional support in addition to physical aid for their unstable family environment. Doosan Corp supports regular community service for the emotional cultivation of low-income children and teenagers by annually developing new cultural programs. In 2013, our new genre of cultural art project 'Shadow Play' not only comforted the bodies and minds of local children, but it also provided them an opportunity to express themselves openly. Moreover, we provided a meaningful experience to fulfill achievement and worthiness by hosting at the end of the year a performance show by our employees and those children.

Volunteer Week

Since 2013, Doosan Corp designates one week as 'Volunteer Week' when all its business operations participate in community service for the improvement of local community welfare. We have been well-received by local communities for improving single mom care facility (flower garden construction, mural drawing, facility repair, etc.), providing a first birthday photo service for single moms' babies, preserving cultural assets, and offering food service for homeless or for seniors who live alone. We elicited employees' voluntary participation by letting them choose which activity to be a part of. Doosan Corp plans to expand joint corporate community involvement activities to create synergy among different business operations.



Single Mom's Fund Delivery Ceremony



Drawing Murals

Appendix

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Economic data

Creation of Economic Performance

(Unit: 1 million KRW)

Category		2011	2012	2013
Balance Sheet (Financial Status)	Total assets	3,212,763	3,149,139	3,291,631
	Current assets	699,148	567,179	571,884
	Non-current assets	2,513,616	2,581,960	2,719,748
	Total liabilities	1,198,100	1,165,531	1,323,744
	Current liabilities	562,604	438,272	487,660
	Non-current liabilities	635,496	727,259	836,084
	Total Capital	2,014,663	1,983,608	1,967,887
	Capital Stock	154,295	132,778	132,894
	Additional Paid In Capital	712,269	729,523	638,682
	Other capital adjustments	(343,704)	(333,675)	(368,033)
	Other Accumulated income (loss)	(1,493)	16,050	39,434
	Earned Surplus	1,493,296	1,438,932	1,524,910
Total Liabilities and Capital		3,212,763	3,149,139	3,291,631
Income Statement (Business Performance)	Operating Income	1,730,330	1,487,631	1,652,025
	Sales	1,660,490	1,439,962	1,549,828
	Dividends profit	69,840	47,669	102,196
	Operating costs	1,544,545	1,361,343	1,456,584
	Cost of sales	1,297,049	1,104,020	1,187,253
	Sales Cost and Administrative Expenses	247,496	257,323	269,330
	Operating Profit	185,785	126,288	195,441
	Non-operating Profit	46,450	33,415	37,631
	Non-operating Expense	68,390	62,614	74,657
	Profit (loss) before Corporation Tax	163,845	97,089	158,415
	Corporation Tax Expense	13,758	23,973	19,173
	Continuous Operating Profit	150,087	73,115	139,242
	Discontinuous Operating Profit	5,180	12,292	10,446
Net Income		155,267	85,407	149,688

Economic Performance Sharing

(Unit: 100 million KRW)

Stakeholder	Content	2011	2012	2013
Investors	Interest expense	315	357	375
Shareholders	Dividends	579	653	743
Customers	Sales	16,605	14,400	15,498
Partner companies	Purchase Expense	10,633	8,773	12,794
Employees	Employee wages, retirement payment, welfare expenses (Based on financial statement)	2,034	2,037	2,828
Government	Tax and dues and corporate tax expense based on Financial Statement	159	273	224
Local Community	Donation and corporate community involvement activity expenses	-	69	80
Total		30,326	26,562	32,542

R&D

Category	Unit	2011	2012	2013
R&D Investment	1 million KRW	20,954	24,752	34,667
R&D Investment / Sales ratio	%	1.26	1.72	2.24

Credit Rating

Category	2011	2012	2013
Korea Investors Service Inc.	A+	A+	A+
Korea Ratings Corporation	A+	A+	A+
NICE Information Service Co.	A+	A+	A+

Social Data

Employment and welfare status

Category		Unit	2011	2012	2013
Total Employees		people	3,073	3,353	4,038
Employee of each Business Operations	Electro-Materials	people	1,377	1,404	1,477
	Industrial Vehicles	people	-	-	528
	Mottrol	people	604	559	592
	Glonet	people	235	253	102
	Information and Communication	people	509	541	569
	Facilities Management (FM)	people	-	252	263
	Business operations, management headquarters	people	348	344	498
Employee Status	Permanent employee	people	2,771	3,107	3,716
	Temporary employee	people	302	246	313
Gender	Male	people	2,614	2,881	3,477
	Female	people	459	472	552
Employment diversity	Disabled (Handicapped/Disadvantaged)	people	32	34	39
	Veteran	people	22	25	33
New Recruit	Permanent employee	people	365	363	124
	Temporary employee (excluding dispatched employees)	people	464	245	288
Turnover rate*		%	4.5	4.9	3.3
No. of employees who received proper performance evaluation*		%	99.4	99.5	99.3
Labor union membership status**	Membership rate	%	99.5	97.0	98.8
Maternity Leave	No. of employees who used maternity leave	people	7	22	10
	No. of employees who returned from maternity leave	people	6	19	9
	No. of employee who worked for 12+ months after returning from maternity leave	people	4	15	5
Retirement Support	Operational Cost	1 million KRW	-	22,739	51,580
	Defined Benefit Retirement Pension(DB)	people	-	2,972	3,656
	Defined Contribution Retirement Pension(DC)	people	-	-	3

* data collection range : Office worker
**data collection range : Electro-Materials ,Industrial Vehicles, Mottrol Production technical post

A total of 4,029 employees contribute to Doosan Corp's future. We recruit through various channels, including regular open recruitment, rolling experience recruitment, internships and industry-education scholarships; and operate a fair selection policy based on competency, removing family information and grade submission from the hiring process. We operate a fair and rational HR policy without any discrimination on grounds of nationality, gender, religion, ethnicity, age, or education.

Employee Education

Item		Unit	2011	2012	2013
Employee Training	Total Cost	1 million KRW	11,921	18,855	11,791
	Total Time	Hours	167,214	185,619	214,637
	Educational cost per person	1000 KRW/person	3,879	5,623	2,927
	Educational hours per person	hour/person	74	73	67
Ethics and Information	Ethics Management Education Hours	hour/person	0.3	0.4	0.7
Safety Education	Sexual Harassment Prevention Education Hours	hour/person	0.8	0.7	0.7
	Compliance Program Hours	hour/person	-	-	13.2
	Information Safety Education Hours	hour/person	7.8	8.0	4.3

Shared-Growth

Item		Unit	2011	2012	2013
No. of Major Supplier		units	113	120	227
Total Supplier Purchase Amount		1 million KRW	10,633	8,773	12,794
Major Supplier Purchase Amount		1 million KRW	5,182	3,827	8,235
Small and Medium Business Total Purchase Amount		1 million KRW	4,758	3,722	6,568
Small and Medium Business Holiday Pre-Payment Amount		1 million KRW	552	783	1,020

Corporate Community Involvement

Item		Unit	2011	2012	2013
Corporate Community Involvement Investment Amount		1 million KRW	-	6,871	7,972
Corporate Community Involvement Participation Status		persons	-	1,354	1,684
Corporate Community Involvement Participation Hours		hours	-	7,045	9,241

Environmental Data

Item		unit	2011	2012	2013
Raw Materials		Ton	104,579	77,093	79,785
	copper foil	Ton	11,937	10,599	9,598
	Glass Fabric	Ton	23,635	23,793	24,559
	epoxy resin	Ton	13,999	12,963	12,517
	phenol	Ton	4,063	2,277	883
	methanol	Ton	8,228	4,696	2,402
	Steel Plate	Ton	-	-	4,549
	casting	Ton	42,039	21,748	24,476
	egg yolk lecithin	Ton	275	378	295
	ethanol	Ton	176	244	213
	acetone	Ton	227	396	293
Recycling materials (ethanol and acetone)	amount	Ton	357	563	447
	use ratio	%	52.7	55.3	55.8
Energy intensity (amount / sales)		TJ/1 billion KRW	1.0	1.1	1.0
Energy		TJ	1,659	1,590	1,593
	Electricity	TJ	1,035	989	1,012
	Gas	TJ	623	602	581
Water resources		Ton	517,254	537,584	581,030
	water supply	Ton	220,873	210,487	284,906
	underground water	Ton	220,918	250,907	227,626
	industrial water	Ton	75,463	76,190	68,498
Total Reused and Recycled Water		Ton	277,173	296,464	319,376
Waste Discharge		Ton	14,676	14,704	14,768
	Recycled	Ton	11,262	11,711	11,740
	landfill	Ton	134	93	157
	Incinerated	Ton	3,281	2,901	2,870
Hazardous waste		Ton	8,125	9,555	9,183
Greenhouse gas emission		tCO ₂ e	81,969	78,611	78,722
	Scope 1	tCO ₂ e	31,396	30,318	29,264
	Scope 2	tCO ₂ e	50,572	48,293	49,458
Greenhouse gas intensity (amount / sales)		tCO ₂ e/100 million KRW	4.9	5.5	5.1
Greenhouse gas emission per Business Division	Electro-Materials	tCO ₂ e	68,468	67,126	62,857
	Industrial Vehicles	tCO ₂ e	5,014	4,583	3,665
	Mottrol	tCO ₂ e	11,576	9,230	9,813
	Glonet	tCO ₂ e	1,925	2,255	2,386
Water Waste Generated		Ton	487,388	446,231	430,148
Chemical oxygen demand(COD)		ppm	20	22	24
Biochemical oxygen demand(BOD)		ppm	12	12	17
Environmental Investment Amount		1000 KRW	1,048,950	281,910	948,750

*Data collected from: Electro-Materials, Industrial Vehicle, Mottrol, Glonet business divisions in Korea
**includes the recycling materials ratio of ethanol and acetone.

Third Party Verification Statement

Introduction

Doosan Corporation commissioned DNV GL to perform third party verification of the ‘2013 Corporate Social Responsibility Report’ (‘the Report’ hereafter). The verification focuses on the management and reporting processes related to the information presented in the Report.

Doosan Corp holds all responsibility for the collection, analysis, gathering and reporting of all information presented in this Report. The contract limits the responsibilities of DNV GL during the verification to the job scope listed on the contract. DNV GL conducted the verification under the assumption that all data and information provided are complete, sufficient, and true. The readers of Doosan Corp’s CSR report are its stakeholders.

Verification Range

The verification duty of DNV GL includes data from 2013. The verification range is the headquarters and business operations located in Korea. Verification engagement undertaken is as follows:

- Evaluation of sustainability report content and the defining principles of quality in accordance with GRI G4
- Evaluation of accountability principles presented on AA1000 Accountability Principles Standard (APS) 2008 according to the AA1000 Assurance Standard (AS) 2008 (Type 2, mid-level guarantee).
- Verification of the content released on ‘in accordance’ - Core in the GRI G4 Guideline (verification of high-level data and activities related to sustainability from January to December 2013)
- DNV GL conducted verification at Doosan Corp HQ and its 5 business operations’ business on-sites from April 2014 to May 2014.

Limitations

This report does not cover sustainability management, performance and report processes of organizations, suppliers, partner companies and third parties mentioned in the report outside Doosan Corp’s control. DNV GL does not conduct interviews with external stakeholders during the verification process. This verification does not include Doosan Corp’s business report, official documents from 2013-2014 and financial-related evidentiary materials. Comparison with Doosan Corp’s internal documents and financial information audited by financial audit agency verified the economic performance including financial data, and the verification team reviewed and tested the data collection and assessment process for economic performance. A confirmation method of collected data verified social and environmental data. DNV GL specifies that it has no obligation of liability or joint responsibility for an individual or organization that makes a decision based on this statement.

Verification Methodology

DNV GL performed the verification in accordance with the VeriSustainTM, a verification protocol for sustainability management reports, and the AA1000AS (2008). The verification team confirmed the texts and claims related to sustainability presented in this report, and evaluated the flow of information and solidity of the regulation. The verification team reviewed documents, data and other information provided by Doosan Corp and confirmed by conducting interviews with the person in charge. It also collected information and technological data generated from a certified management system and conducted verification using a sampling screening method on the items stated below:

- Process determining materiality of report contents
- Quantitative and qualitative data generation, collection and management process included in the report
- The accuracy of the data subject for verification

Conclusion

After verification, DNV GL concluded that Doosan Corp’s 2013 sustainability management strategy, management system and performances presented in the report are fair. Additional suggestions about the principles specified on the AA1000APS (2008) are explained below.

Inclusivity: Doosan Corp conducted inclusive participation of its stakeholders on issues related with sustainability management. There are 6 stakeholder groups identified in this report: shareholders and investors, customers, partner companies, employees, local community, and government, and the report present major suggestions and communication channels for each of these groups. Each business department use direct and indirect methods to identify stakeholders’ major concerns, and carries out active communication and participation. Doosan Corp also reflected the online stakeholder surveys on its materiality test, and reflected the interests and anticipations of its stakeholders on this report.

Materiality: Doosan Corp identified a pool of major issues after analyzing global standards, benchmarking competitors, analyzing media and reviewing internal documents, and prioritized sustainability issues reflecting stakeholder opinions confirmed through interviews. Doosan Corp reports 2013 performances related to materiality.

Responsiveness: Doosan Corp prepared stakeholder opinions, concerns and anticipations in the report and reflected them in systemizing the corporation’s sustainability management. Doosan Corp presents its CSR strategy and governance through the report. Doosan Corp established a CSR Committee to implement sustainability management and built foundations for strategy execution. In the stakeholder participation section, the report presents and reports the anticipations and demands of each stakeholder group to increase responsiveness.

Identified issues related to specific performance information: In addition to the evaluation of Doosan Corp’s abidance by AA100APS (2008) principles mentioned above, DNV GL verified the reliability of information and data (Type 2 Verification). We conducted interviews with persons in charge, heard about the data handling process, and confirmed the collection and work process, and base documents and records. DNV GL conducted a detailed type 2 verification on the environmental, health and safety data. After analysis and evaluation of Doosan Corp’s processes of specific information and data generation, the verification team confirmed that the information and data published are the results of stable and repetitive activity.

Recommendations

Below is a summary of observations and recommendations provided to Doosan Corp’s management. The following do not affect the verification results, and are provided to promote continuous improvement:

- Setting goals by CSR priority, adoption of performance index and report strategy execution status for the execution of the CSR strategy presented in the report
- Systematic management of major processes (data collection, analysis, report editing, etc.) through documented procedures for publication of the report
- Implementation of a periodic internal verification to enhance data and information quality using the verified management system
- Reinforcement of process to reflect stakeholder suggestions identified in the constant stakeholder participated activities in the materiality assessment

Eligibility and Independence

DNV GL provides various sustainability management services including sustainability management report verification. DNV GL’s environmental and social assurance professionals are active in 100 countries. DNV GL, excluding the current statement, did not engage in any duties associated to the technical details or data preparation in this report. DNV GL maintained neutrality during stakeholder interviews during the verification process.

June 2014
Seoul, South Korea

Inkyun Ahn
CEO and Director



GRI Indicators

*Reported : ●Reported, ●Partially Reported						
Category	Index	Core	Content	Reported	Page	Verified
1. General Standard Disclosures						
Strategy and Analysis	G4-1	Core	A statement from the most senior decision-maker of the organization	●	2~5	●
	G4-2		Key impacts, risks, and opportunities	●	2~5, 14~17, 21, 22~23, 25~27	●
Organizational Profile	G4-3	Core	Name of the organization	●	12	●
	G4-4	Core	Primary brands, products, and services	●	14~17	●
	G4-5	Core	Location of the organization's headquarters	●	12, 13	●
	G4-6	Core	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	●	12, 13	●
	G4-7	Core	Nature of ownership and legal form	●	12	●
	G4-8	Core	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	●	12, 13	●
	G4-9	Core	Scale of the organization (Total number of employees, net sales, total capitalization, products and services)	●	12~17	●
	G4-10	Core	Total number of employees	●	75, Business Report 22~27, 232	●
	G4-11	Core	Percentage of total employees covered by collective bargaining agreements	●	75	●
	G4-12	Core	Describe the organization's supply chain	●	24, 52~55, 76	●
	G4-13	Core	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	●	about this report Business Report 12~13	●
	G4-14	Core	Report whether and how the precautionary approach or principle is addressed by the organization	●	22, 23	●
	G4-15	Core	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	●	84	●
	G4-16	Core	Memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization	●	85	●
Identified Material Aspects and Boundaries	G4-17	Core	Entities included in the organization's consolidated financial statements or equivalent documents	●	7, 12, 13	●
	G4-18	Core	Process for defining the report content and the Aspect Boundaries	●	25~27	●
	G4-19	Core	Material aspects identified in the process for defining report content	●	27	●
	G4-20	Core	Report the Aspect Boundary within the organization	●	25~27	●
	G4-21	Core	Report the Aspect Boundary outside the organization	●	25~27	●
	G4-22	Core	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	●	First Published Report	●
	G4-23	Core	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	●	First Published Report	●
Stakeholder Engagement	G4-24	Core	List of stakeholder groups engaged by the organization	●	24	●
	G4-25	Core	Basis for identification and selection of stakeholders with whom to engage	●	24	●
	G4-26	Core	Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	●	24~27	●
	G4-27	Core	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	●	27	●
Report Profile	G4-28	Core	Reporting period for information provided.	●	about this report	●
	G4-29	Core	Date of most recent previous report	●	about this report	●
	G4-30	Core	Reporting cycle (such as annual, biennial)	●	about this report	●
	G4-31	Core	Contact point for questions regarding the report or its contents	●	about this report	●
	G4-32	Core	The 'in accordance' option the organization has chosen.	●	about this report	●
	G4-33	Core	Organization's policy and current practice with regard to seeking external assurance for the report	●	about this report, 78, 79	●
Governance	G4-34	Core	The governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	●	18, 19, 20	●
	G4-35		The process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	●	20	●
	G4-36		Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	●	20	●
	G4-37		Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	●	20	●

Category	Index	Core	Content	Reported	Page	Verified	
1. General Standard Disclosures							
	G4-39		Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	●	18	●	
	G4-40		The nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	●	18	●	
	G4-41		Processes for the highest governance body to ensure conflicts of interest are avoided and managed	●	18, 19, Business Report 219, 222, 225	●	
	G4-42		The highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	●	18, 19, 20	●	
	G4-43		Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	●	18	●	
	G4-45		The highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities.	●	18, 19, 20	●	
	G4-46		The highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	●	18, 19, 20	●	
	G4-47		The frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	●	19, 20	●	
	G4-48		The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered	●	20	●	
	G4-50		Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	●	19	●	
	G4-51		Remuneration policies for the highest governance body and senior executives for the below types of remuneration	●	19	●	
	G4-54		Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country	●	Business Report 232, 233	●	
Ethics and Integrity	G4-56	Core	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	●	57, homepage*	●	
	G4-57		Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	●	57	●	
	G4-58		Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	●	55	●	
Category	Index		Content	Reported	Page	ISO 26000	Verified
2. Specific standard disclosures							
Economy							
Economic performance	G4-EC1		Direct economic value generated and distributed	●	24, 73, 74	6.8.1-6.8.2, 6.8.3, 6.8.7, 6.8.9	●
	G4-EC2		Financial implications and other risks and opportunities for the organization's activities due to climate change	●	42, 44, 46	6.5.5	●
	G4-EC3		Coverage of the organization's defined benefit plan obligations	●	37, 75	6.8.7	●
	G4-EC4		Financial assistance received from government	●	Business Report 279	-	●
Indirect economic impacts	G4-EC7		Development and impact of infrastructure investments and services supported	●	66-71	6.3.9, 6.8.1-6.8.2, 6.8.7, 6.8.9	●
	G4-EC8		Significant indirect economic impacts, including the extent of impacts	●	14-17, 25, 26, 53	6.3.9, 6.6.6, 6.6.7, 6.7.8, 6.8.1-6.8.2, 6.8.5, 6.8.7, 6.8.9	●
Environment							
Materials	G4-EN1		Materials used by weight or volume	●	50, 77	6.5.4	●
	G4-EN2		Percentage of materials used that are recycled input materials	●	50, 77	6.5.4	●
Energy	G4-EN3		Energy consumption within the organization	●	50, 77	6.5.4	●
	G4-EN5		Energy intensity	●	77	6.5.4	●
	G4-EN6		Reduction of energy consumption	●	46, 47	6.5.4, 6.5.5	●
	G4-EN7		Reductions in energy requirements of products and services	●	44, 45	6.5.4, 6.5.5	●

*http://www.doosan.com/kr/csr/csr-code/code-of-conduct.jsp

GRI Indicators

*Reported : ● Reported, ● Partially Reported

Category	Index	Core	Content	Reported	Page	ISO 26000	Verified
2. Specific standard disclosures							
Water	G4-EN8		Total water withdrawal by source	●	50, 77	6.5.4	●
	G4-EN10		Percentage and total volume of water recycled and reused	●	50, 77	6.5.4	●
Emissions	G4-EN15		Direct greenhouse gas (ghg) emissions (scope 1)	●	51, 77	6.5.5	●
	G4-EN16		Energy indirect greenhouse gas (ghg) emissions (scope 2)	●	51, 77	6.5.5	●
	G4-EN18		Greenhouse gas (ghg) emissions intensity	●	77	6.5.5	●
	G4-EN19		Reduction of greenhouse gas (ghg) emissions	●	46, 47, 77	6.5.5	●
Effluents and waste	G4-EN22		Total water discharge by quality and destination	●	51, 77	6.5.3, 6.5.4	●
	G4-EN23		Total weight of waste by type and disposal method	●	49, 51, 77	6.5.3	●
	G4-EN24		Total number and volume of significant spills	●	0 Case	6.5.3	●
Products and services	G4-EN27		Extent of impact mitigation of environmental impacts of products and services	●	44, 45, 48	6.5.3, 6.5.4, 6.5.5, 6.7.5	●
	G4-EN28		Percentage of products sold and their packaging materials that are reclaimed by category	●	48	6.5.3, 6.5.4, 6.7.5	●
Compliance	G4-EN29		Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	●	0 Case	4.6	●
Overall	G4-EN31		Total environmental protection expenditures and investments by type	●	48, 77	6.5.1-6.5.2	●
Environmental grievance mechanisms	G4-EN34		Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	●	50, 51	6.3.6	●
Employment							
Employment	G4-LA1		Total number and rates of new employee hires and employee turnover by age group, gender and region	●	75	6.4.3	●
	G4-LA2		Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	●	37~39	6.4.4, 6.8.7	●
	G4-LA3		Return to work and retention rates after parental leave, by gender	●	75	6.4.4	●
	G4-LA5		Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	●	38	6.4.6	●
Occupational health and safety	G4-LA6		Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	●	39	6.4.6, 6.8.8	●
	G4-LA7		Workers with high incidence or high risk of diseases related to their occupation	●	38, 39	6.4.6, 6.8.8	●
	G4-LA8		Health and safety topics covered in formal agreements with trade unions	●	38	6.4.6	●
	G4-LA9		Average hours of training per year per employee by gender, and by employee category	●	32, 76	6.4.7	●
Training and education	G4-LA10		Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	●	31~33, 37	6.4.7, 6.8.5	●
	G4-LA11		Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	●	76	6.4.7	●
	G4-LA12		Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	●	75	6.2.3, 6.3.7, 6.3.10, 6.4.3	●
Diversity and equal opportunity	G4-LA12		Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	●	75	6.2.3, 6.3.7, 6.3.10, 6.4.3	●
Equal remuneration for women and men	G4-LA13		Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	●	Business Report 282	6.3.7, 6.3.10, 6.4.3, 6.4.4	●
Labor practices grievance mechanisms	G4-LA16		Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	●	52	6.3.6	●

Category	Index	Core	Content	Reported	Page	ISO 26000	Verified
Human Rights							
Investment	G4-HR2		Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	●	57, 76	6.3.5	●
Non-discrimination	G4-HR3		Total number of incidents of discrimination and corrective actions taken	●	0 Case	6.3.6, 6.3.7, 6.3.10, 6.4.3	●
Freedom of association and collective bargaining	G4-HR4		Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	●	36, 76	6.3.3, 6.3.4, 6.3.5, 6.3.8, 6.3.10, 6.4.5, 6.6.6	●
Indigenous rights	G4-HR8		Total number of incidents of violations involving rights of indigenous peoples and actions taken	●	0 Case	6.3.4, 6.3.6, 6.3.7, 6.3.8, 6.6.7, 6.8.3	●
Assessment	G4-HR9		Total number and percentage of operations that have been subject to human rights reviews or impact assessments	●	57, 76	6.3.3, 6.3.4, 6.3.5	●
Human rights grievance mechanisms	G4-HR12		Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	●	54	6.3.6	●
Society							
Local communities	G4-S01		Percentage of operations with implemented local community engagement, impact assessments, and development programs	●	67, 69	6.3.9, 6.5.1-6.5.2, 6.5.3, 6.8	●
	G4-S02		Operations with significant actual and potential negative impacts on local communities	●	13, 48, 49	6.3.9, 6.5.3, 6.8	●
Anti-corruption	G4-S03		Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	●	23, 54, 55	6.6.1-6.6.2, 6.6.3	●
	G4-S04		Communication and training on anti-corruption policies and procedures	●	54, 55, 66	6.6.1-6.6.2, 6.6.3, 6.6.6	●
	G4-S05		Confirmed incidents of corruption and actions taken	●	1 Case	6.6.1-6.6.2, 6.6.3	●
2. Specific standard disclosures							
Anti-competitive behavior	G4-S07		Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	●	56	6.6.1-6.6.2, 6.6.5, 6.6.7	●
Compliance	G4-S08		Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	●	56	4.6	●
Grievance mechanisms for impacts on society	G4-S011		Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	●	54	6.3.6, 6.6.1-6.6.2, 6.8.1-6.8.	●
Product responsibility							
Customer health and safety	G4-PR1		Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	●	62, 63	6.7.1-6.7.2, 6.7.4, 6.7.5, 6.8.8	●
	G4-PR2		Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	●	0 Case	4.6, 6.7.1-6.7.2, 6.7.4, 6.7.5, 6.8.8	●
Product and service labeling	G4-PR3		Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	●	62, 63	6.7.1-6.7.2, 6.7.3, 6.7.4, 6.7.5, 6.7.9	●
	G4-PR4		Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	●	0 Case	4.6, 6.7.1-6.7.2, 6.7.3, 6.7.4, 6.7.5, 6.7.9	●
	G4-PR5		Results of surveys measuring customer satisfaction	●	63	6.7.1-6.7.2, 6.7.6	●
	G4-PR7		Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	●	0 Case	4.6, 6.7.1-6.7.2, 6.7.3	●
Marketing communications	G4-PR7		Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	●	0 Case	4.6, 6.7.1-6.7.2, 6.7.3	●
Customer privacy	G4-PR8		Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	●	63	6.7.1-6.7.2, 6.7.7	●
Compliance	G4-PR9		Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	●	0 Case	4.6, 6.7.1-6.7.2, 6.7.6	●

UN Global Compact

Since joining the UN Global Compact in 2014, Doosan Corporation abides by the UN Global Compact’s ten principles in the areas of human rights, labour, the environment and anti-corruption. We reflect global standards for sustainability management and stand firmly on our will to carry out social responsible management, to carry out our social responsibility and our role as a global sustainability management corporate leader representing Korea.

Category	Principle	GRI Indicator	Page
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	HR1, HR2, HR3, HR4, HR5, HR6, HR7	57
	Principle 2: make sure that they are not complicit in human rights abuses.	HR4, HR8	57
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	HR5, LA5, LA4	36
	Principle 4: the elimination of all forms of forced and compulsory labour;	HR7	
	Principle 5: the effective abolition of child labour; and	HR6	
	Principle 6: the elimination of discrimination in respect of employment and occupation.	HR4, LA2, LA10, LA13, LA14	75
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges;	4.11	22, 42, 43
	Principle 8: undertake initiatives to promote greater environmental responsibility; and	EN12, EN13, EN14 EN18, EN21, EN22 EN26, EN30	46~49
	Principle 9: encourage the development and diffusion of environmentally friendly technologies.	EN5, EN6, EN7, EN10, EN18, EN26	44, 45
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	S02, S03, S04	56, 57

Membership Status of Committee and Colloquium

Business Operations	Committee and Colloquium
Electro-Materials	Korea Printed Circuit Association, Korea Electronics Association, Korea Industrial Technology Promotion Association, Korea Display Industry Association, Journal of Industrial and Engineering Chemistry, Institute of Microelectronics Packaging, Macromolecular Research, Korea Chemical Society, The Materials Research Society of Korea
Industrial Vehicles	Global Fork Lift Truck Association, China Fork Lift Truck Association, North America Fork Lift Truck Association, Korea Industrial Safety Association, Korea Construction Equipment Manufacturers Association, Korea Chamber of Commerce and Industry, Korea Industrial Technology Promotion Association, Korean Standards Association, Korea Conformity Laboratories, British Standards Institution, Korea Construction Equipment Manufacturers
Mottrol	GyeongNam Employers Federation, Changwon Chamber of Commerce and Industry, Korea Association of Machinery Industry, Korea Construction Equipment Manufacturers Association, Korean Nurses Association (Gyeongnam Nurses Association), Korea Fire Safety Association, Korea Industrial Safety Association, Korea Customs Logistics Association, Volvo Construction Machine, The Korea Society of Fluid Power and Construction Equipments, Japan Fluid Power Society, Korea Electric Engineers Association, Korea Defense Industry Association, Korea Industrial Complex Corp, Seoul Region Defense Security Council, Mini-cluster project annual fee, The Korea Institute of Military Science and Technology
Information & Communication	Korean Personnel Improvement Association, Korea Information and Communication Contractors Association
Doosan Corporation	Federation of Korean Industries, The Korea Employers' Federation, Korea Economic Research Institute, Korea Advertisers Association, Korea Management Association, Korea Chamber of Commerce and Industry, Korea Mecenat Association, Korea Listed Companies Association, Korea IR Service

Thanks to Member

Business Operations	Department
Electro Materials	Strategy, HR, Labor Relations, EHS, Tech Planning, RCCL Dvp, Strategic Purchasing, Quality Planning, Overseas Sales
Industrial Vehicles	Strategy, HR, Labor Relations, EHS, Product Planning, Shared-Growth, Quality Assurance, Domestic Sales, Management
Motrol	New Business Strategy, HR, Labor Relations, EHS, Research and Development 1 Team, Shared Growth, Quality Planning, Domestic Sales, Sales Planning
I&C	Strategy, HR, Business Management, Quality Innovation, FA
Glonet	Management Strategy, HR, EHS, Bio part, QA
FM	FA, Sales Management, General Affairs
Corporate Office	Legal, Human Relation, HR, CR
Administration Center	IR, Financing, Consolidation Accounting, Accounting, HR, Purchasing Management, Planning and Management, Management support
CC	Doosan Way, SPM1, SPM2, Internal Control, HRD, HRM, OE, EHS, Audit