

A decorative graphic consisting of several overlapping, semi-transparent squares in various shades of blue, green, and grey, creating a layered, geometric effect. The central square is a solid teal color.

BUILDING YOUR TOMORROW TODAY

Doosan Corporation CSR Report 2015



BUILDING YOUR TOMORROW TODAY

The core values of a ‘Proud Global Doosan’ are symbolized through the combination of our corporate identity motifs and color variations. The centrally-positioned overlapping squares are a dynamic and forward-looking representation of Doosan Corp’s commitment to realizing its vision. The gradual color variations surrounding the squares embody Doosan’s aspiration to become a Proud Global Doosan by fulfilling its social responsibility to its stakeholders – employees, customers, local communities, shareholders, etc. – and communicating with them. At the bottom are the three pillars of Doosan Corp’s CSR strategy that set the course for the company’s CSR initiatives going forward. This is our today and tomorrow, and the sustainable world that we at Doosan Corp strive to build.

ABOUT THIS REPORT

Overview of the Report

At Doosan Corp, we have published our annual Corporate Social Responsibility (CSR) report since 2014 to respond to issues that interest our key stakeholders and to share our achievements in relation to their expectations. This report is our 3rd CSR report. Our CSR reports serve as a channel to transparently disclose our CSR vision and accomplishments and to integrate feedback from internal/external stakeholders.

Composition of the Report

To focus on the major issues that interest our stakeholders, the ‘Core Issues’ section of this report describes material issues and relevant achievements in accordance with the three pillars of our ‘Doosan CSR strategy’ while the ‘Management Report’ section illustrates our major policies and processes to achieve this vision.

Reporting Period and Scope

This report spans the period from January 1st of 2015 to December 31st of 2015, and contains three-year data for a portion of its quantitative performance to enable time-series analysis. Our operations in the 1st half of 2016 are also included in this report when deemed necessary and they are marked separately. This report primarily covers the domestic locations of each of our BGs/BUs, including our headquarters, as well as a portion of our overseas operations.

Reporting Principles

This report was prepared in accordance with the GRI (Global Reporting Initiative) G4 ‘Core Option’ guidelines. Our status on these reporting principles appears on pages [72 – 75](#).

Assurance

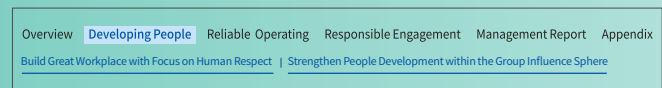
This report was assured by the third-party assurance provider Korea Management Association Registration (KMAR), and the assurance statement appears on pages [70-71](#).

Interactive PDF This report is available in an interactive PDF format that allows readers to navigate to relevant pages or go directly to the related webpages.

INTERACTIVE PDF GUIDE

[Navigation Menu]

To move directly to that page, please click a table of contents at the top



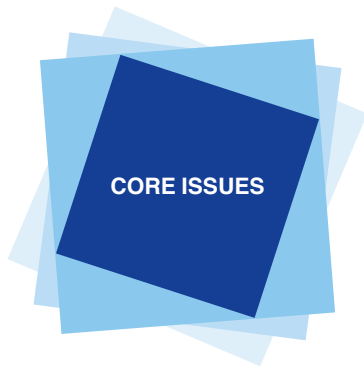
[Navigation Buttons]

- [Go to table of contents page](#)
- [Go to preceding page](#)
- [Return to last page visited](#)
- [Go to next page](#)
- [Click or mouse-over to open additional information](#)
- [Go to weblink](#)

*Doosan Interactive PDF is optimized for Adobe Acrobat

BUILDING YOUR TOMORROW TODAY

DOOSAN CORPORATION
Corporate Social Responsibility Report 2015



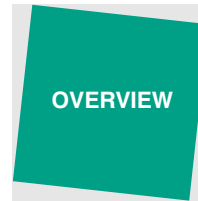
- 24 Build Great Workplace with focus on Human Respect
- 29 Strengthen People Development within the Group Influence Sphere



- 34 Minimize Environmental Footprints through Green Management
- 40 Reinforce Fair Operations
- 44 Improve Product & Service Accountability



- 50 Develop Strategic Community Involvement & Development



- 02 CEO Message
- 04 Letter to Stakeholders
- 06 Doosan Group
- 10 Doosan Corporation
- 12 Business Areas
- 16 CSR Strategy
- 18 Materiality Assessment
- 20 CSR Strategy at a Glance



- 56 Governance
- 57 Stakeholder Engagement
- 58 Risk Management
- 59 Ethical Management
- 60 Talent Management
- 61 EHS Management
- 63 Supply Chain CSR & Fair Trade
- 64 Quality Management
- 65 Corporate Community Involvement
- 66 Economic/Social/ Environmental Data



- 70 Third-Party's Assurance Statement
- 72 GRI G4 Contents Index
- 76 UN Global Compact
- 77 Membership & Awards

*To move directly to that page, please click a table of contents

CEO Message



We extend our heartfelt gratitude to all our stakeholders and customers for their unwavering support and affection. We will fully commit ourselves to becoming a Proud Global Doosan.

As Korea's 1st modern company, Doosan commemorates its 120th anniversary this year. Our 120-year history is filled with relentless endeavors for innovation and growth. Driven by bold innovation and business agility, we have positioned Doosan Corp as a global ISB (Infrastructure Support Business) provider. It is through sustained innovation that we build on our proud history and pursue 'growth for the upcoming 100 years'.

Not only do we seek our company's growth, we also actively interact with our stakeholders so that we, as a company, grow hand-in-hand with society. We lend our ear to diverse stakeholders ranging from suppliers and environmental organizations to local communities as well as shareholders and customers so as to reflect changing social conditions into our business conduct.

Corporate social responsibility constitutes our fundamental obligation to meet as a member of society and also a critical prerequisite to enable our sustainable growth. With over century-old heritage, we at Doosan recognize our leadership role in creating shared value. By advancing CSR management that generates substantial outcomes, we will lay the basis for shared growth for Doosan and society.

At Doosan, CSR management serves as the foundation to drive our 'growth over the next 100 years' and is the commitment that we present to society. We are determined to pursue shared growth with all our stakeholders to fulfill this commitment. We will do our utmost to bring positive changes to our society so that we create shared value and earn respect from stakeholders.

We look forward to your continued interest in and support for our journey to fulfill our commitments. Thank you.

Chairman of Doosan Group, CEO of Doosan Corporation
Jeongwon Park

Letter to Stakeholders

Dear respected stakeholders,

It's my great pleasure to extend my greetings through our Doosan Corporation CSR Report 2015. Nowadays, our business environment is faced with increasing uncertainties due to such diverse external factors as the shrinking global economy and intensifying competition among businesses. In response to rapidly-changing business conditions, we strive to build fundamental competitiveness and broaden our business platform so as to emerge as a true global company.

We declared our vision to become a "Global Leading High-Tech Company" by 2025. To realize this vision, we improve our cost structure and develop technology in preparation for changing market needs. As one of our future growth drivers, our fuel cell business is generating tangible outcomes and leading the next-generation energy market. We always keep our eye on new business opportunities, and have laid the basis for a new take-off in the distribution industry by launching Doota duty-free shop business. Under the umbrella of Doosan Corporation, each of our business groups and units are fully committed to creating a 'Proud Global Doosan' through the synergies generated by their closely-aligned operations.

As a global corporate citizen, we at Doosan Corp are relentlessly working to fulfill our social responsibility. This report presents our steadfast endeavors and achievements to advance CSR management in 2015. This report will help us reach consensus on CSR issues and build trust-based relationships with our stakeholders.

Creating a Sustainable Future through People

Since our inception, 'putting people first' has always been at the center of our business philosophy. Since we believe in the importance of respect for talented individuals, we set the right conditions and offer opportunities for all our employees to pursue individual growth on their own so that our organizational capacity is fully utilized. With mutual respect and consideration, tolerance, and an open mind-set, we ensure that our employees work in an environment where their diversity and human rights are respected. On the basis of our 'people-centered' business philosophy, we will deliver a safer,

healthier and more satisfactory work environment for all stakeholders within our sphere of corporate influence.

Conducting Business Responsibly

We ensure that our high-quality products and services deliver the greatest value to customers. Specifically, we fulfill our responsibility to society and the environment through safe and eco-friendly products. Our differentiated quality and technology enable us to deliver products that are free from any hazardous substances and high in energy efficiency, thereby proactively responding to climate change and environmental pollution.

Furthermore, we strive to become a trusted company by promoting mutually-beneficial cooperation with suppliers. We help our suppliers with quality and technology capacity-building, and broaden grievance-handling channels for them. This virtuous cycle-based partnership enhances our competitive edge along the entire supply chain. Our fair trade compliance program also helps establish transparent and fair business relationships.

Creating the Value Needed by Communities

At Doosan Corp, we sincerely undertake social-giving initiatives to contribute to the growth and sustainable development of society. We assist the underprivileged in standing on their own two feet in the fields of education, culture and sharing to plant the seed for a better future. Our employees also voluntarily engage themselves in 'Doosan Day of Community Service' programs and social contribution fund-raising events, which allows us to be fully committed to addressing the issues and challenges confronting our society today.

As a global corporate citizen, Doosan Corp will fulfill its social responsibility to pursue sustained growth and development.

We look forward to your continued support and encouragement. Thank you.

Chairman of the Doosan Corp CSR Committee
Hyunsoo Dong

As a global corporate citizen,
Doosan Corp will fulfill
its social responsibility to
pursue sustained growth
and development.



Doosan Group

A History of Transformation

Doosan Group

*As of May 2016

Korea's Oldest Enterprise

As Korea's 1st modern company, Doosan has experienced constant changes throughout its 120-year history. Our long history began in 1896 when Park Seung-Jik opened the country's 1st modern store in Baeogae (currently Jongno 4-ga in Seoul). Since then, we have pursued constant change and growth over the past century.



Shift into an ISB-driven Business Portfolio

In 1995, a year before our 100th anniversary, we initiated business reforms with the belief that growing into a global company requires a bold transformation through 'selection and focus'. We sold off OB Beer, one of our then-flagship businesses, and other core affiliates and assets, consolidated the remaining affiliates while improving profitability, and adopted an advanced management system.

Since 2000, we have been shifting the focus of our business portfolio from consumer goods to ISB (Infrastructure Support Business) that encompasses vast areas ranging from industrial infrastructure, construction equipment to energy, national defense, and production equipment. In exploring such new growth drivers, we have accomplished remarkable change and growth.

An ISB Leader Recognized Worldwide

We are emerging as an ISB leader in power generation, seawater desalination, construction equipment, marine engine and other areas.

Our status as the unrivaled No. 1 in the power plant market is internationally recognized, and our advancement into the Multi-Effect Distillation (MED) sector of the desalination market further strengthened our market dominance, solidifying our position as a global ISB leader. Our Skid Steer Loader (SSL) operations are ranked 1st in the global construction equipment market, and our low-speed marine engine, one of the key vessel components, comes 2nd in the global shipbuilding industry. Furthermore, the Korean government designated as the World's Best Products our steam generators for commercial nuclear plants and forged back-up rolls for plate rolling mills.

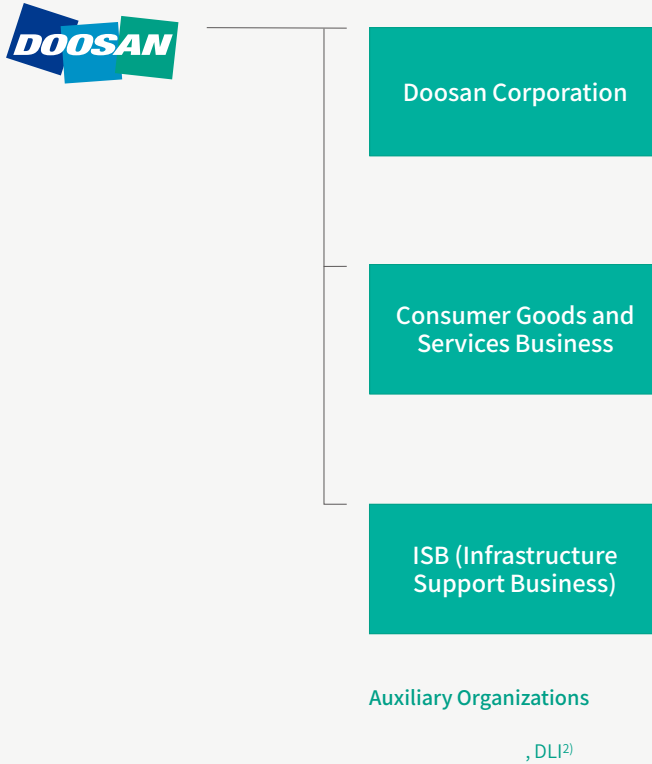
Open a New Chapter in Global Enterprise History

We operate 24 domestic affiliates and 121 overseas subsidiaries. We will never stay complacent about our past achievements and will pursue constant change. By delivering products and services that set us apart from the competition and thus inspire trust and pride among customers, we will grow into a global company hand-in-hand with our customers.



* As of May 2016

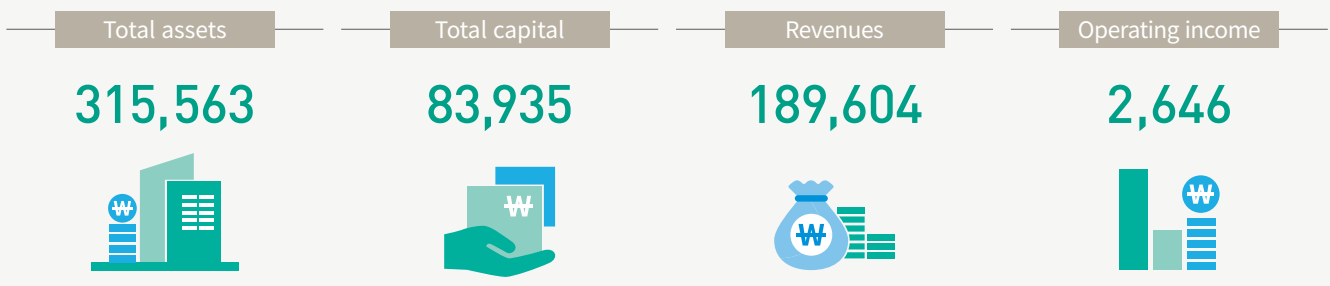
*To move directly to that site, please click an affiliate



1) FM(Facility Management)
2) DLI(Doosan Leadership Institute)

2015 Group Financial Highlight

*Based on the consolidated financial statement at the end of December 2015
Unit : KRW 100 million



Doosan Group

A History of Transformation

Doosan Way

What is the Doosan Way?

The Doosan Way represents our unique business philosophy and culture to create a ‘Proud Global Doosan’. As we have undergone constant growth and development throughout the turbulent modern history of Korea over the past century, we aim to become a company with a caring organization of powerful people and with its unique way of cultivating people and commitment through the Doosan Way. It is our firm belief that we can grow sustainably as a company and lay the cornerstone to foster talented individuals by creating an organization where its members can find their purpose in life and a company that puts people first at the center of its business.



The Doosan Credo is a set of principles that embody our business philosophy and way of doing business that have been developed over the past 100 years. It contains nine core values that guide every decision made and every action taken at Doosan. It is through the Doosan Credo that we reach our ultimate goal. The Doosan Credo consists of our Aspiration and Core Values.

Aspiration

Doosan’s ultimate goal is to create a ‘Proud Global Doosan’.

‘Proud Doosan’ means each of our employees and all our stakeholders are proud of their association with Doosan. Each employee takes great pride in being a member of Doosan. Each customer recognizes and appreciates Doosan’s high-quality products and services. Each shareholder values our high yet fair levels of profit.

Core Values

Doosan People live by the nine core values of the Doosan Credo every day.

Doosan people live by the nine core values of the Doosan Credo everywhere they conduct business 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 our all our partners.



Our business operational know-how accumulated over the past century and what we have experienced and realized through the process of change and innovation helped us identify the following six distinctive traits of successful Doosan people. All our employees at Doosan fully embrace these six distinctive traits of the Doosan Credo and strive to put them to work in their daily operations.



Open Communication



Tenacity & Drive



Prioritization & Focus



Inhwa



Cultivating People



Limitless Aspiration

theDoosanWay

Our story. Our vision.

- Doosan Way Content
- Doosan Way Dissemination and Practice
- Doosan Way Programs and Systems



Doosan Corporation

While Doosan Corporation serves as the parent company of the Doosan Group, which consists of 24 affiliates, including Doosan Heavy Industries & Construction, it also operates its own business groups – Electro-Materials BG that manufactures essential components for all types of electronic products, Industrial Vehicle BG that produces engine-driven/electric forklifts and logistics equipment, Mottrol BG that produces hydraulic devices that require advanced high-precision technology. In so doing, we at Doosan Corp focus on strengthening the competitive edge of existing businesses. In 2014, we took over ClearEdge Power (USA) and Fuel Cell Power (Korea) to add fuel cell operations into our business portfolio. In 2015, we moved on to acquire Rushlift, a Europe-based forklift seller and rental service provider. This allowed us to reinforce our existing business while securing new growth drivers, improving the stability of our business structure. We also gained approval for our duty-free shop business in 2015 and are further broadening our presence into the distribution industry by fully launching our duty-free shop operation in 2016 at Doosan Tower. Presently, Doosan Corp operates six business groups – Electro-Materials, Industrial Vehicle, Mottrol, Glonet, Fuel Cell, and Doota Duty Free BGs- and two Business Units of Information & Communications and FM.

Mid · Long-term Strategy

To reach our vision to “join the ranks of global top 200 companies by 2020”, we at Doosan Corp pursue change and innovation in line with shifting business conditions. As a parent company of the Doosan Group, we aim to maximize our value creation to contribute to realizing the Doosan Group’s Aspiration. In the face of the challenging environment of the prolonged low growth and intensifying competition in the global economy, we aim to move ahead and become the first mover who grabs the right opportunity as it comes along. To this end, we set our mid/long-term strategic directions in the following three aspects.

First, we will deliver more competitive products, prices and quality as our company-wide top priority to strengthen the competitiveness of our business. Second, we will diversify our exports, build global partnerships and secure production bases to reinforce our global competitiveness. Third, we will strengthen the capacity of our existing business while broadening our business platform into adjacent and profitable business areas. In so doing, we aim to create a stable and sustainable source of value creation.

Global Presence

Doosan Corp operates 14 production plants, 15 local subsidiaries and 7 branch offices in 14 countries across the globe. We will recruit and develop global talent and broaden our global business network to strengthen our global operations while constantly establishing accounting and other global standards so as to become a top-notch global company.

Headquarters	Production Plants	Branches
● Headquarters Seoul, S. Korea Seoul, S. Korea	Domestic	Electro-Materials
	① Electro-Materials Plant Jeungpyeong S. Korea	① Electro-Materials Shanghai Shanghai, China
	② Electro-Materials Plant Gimcheon, S. Korea	② Electro-Materials Shenzhen Shenzhen, China
	③ Electro-Materials and Glonet Plant Iksan, S. Korea	③ Electro-Materials Hong Kong Hong Kong, China
	④ Industrial Vehicle Plant Incheon, S. Korea	④ Electro-Materials CFAP Hong Kong, China
	⑤ Mottrol Plant Changwon, S. Korea	⑤ Electro-Materials Singapore Singapore
	⑥ Fuel Cell Plant Hwasung, S. Korea	⑥ Electro-Materials America San Jose, USA
		⑦ Electro-Materials CFT Pennsylvania, USA
	Overseas	Industrial Vehicle
	⑦ Electro-Materials CFL Wiltz, Luxembourg	⑧ Industrial Vehicle DIVUK Northampton, UK
	⑧ Electro-Materials CFAP Zhangjiagang, China	⑨ Industrial Vehicle GENESIS Cambridgeshire, UK
	⑨ Electro-Materials Changshu Changshu, China	⑩ Industrial Vehicle DIVEU Sint-Niklaas, Belgium
	⑩ Industrial Vehicle DLE Freiwalde, Germany	⑪ Industrial Vehicle DIVAC Georgia, USA
	⑪ Industrial Vehicle DIVC Yantai, China	⑫ Industrial Vehicle Rushlift Dewsberry, UK
	⑫ Mottrol DMJC Jiangyin, China	
	⑬ Fuel Cell USA South Windsor, USA	Information & Communications
	⑭ Glonet JV Chengdu, China	⑬ Information & Communications DSIE Crawley, UK
		⑭ Information & Communications DSIC Beijing, China
		⑮ Information & Communications DSIA Atlanta, USA
Local Subsidiaries		
① Electro-Materials Vietnam Branch Hanoi, Vietnam		
② Electro-Materials Taipei Branch Taipei, Taiwan		
③ Electro-Materials Japan Branch Tokyo, Japan		
④ Industrial Vehicle Germany Branch Essen, Germany		
⑤ Industrial Vehicle France Branch Elancourt, France		
⑥ Industrial Vehicle Italy Branch Lissone, Italy		
⑦ Information & Communications DSIE- CZ Pilsen, Czech		
R&D Centers		
① Electro-Materials R&D Center Suji, S. Korea		
② Glonet R&D Center Suwon, S. Korea		

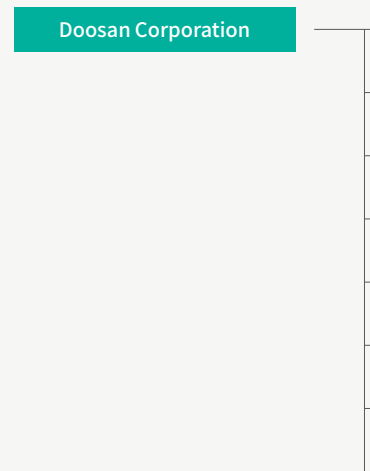
Corporate Overview

Name of Company	Doosan Corporation
Date of Establishment	Dec. 18th, 1933
CEO	Park Jeongwon, Lee Jaekyung (As of May 2016)
Business Areas	Electronic components, hydraulic parts, electric forklifts, etc.
Operating Countries	Korea, China, USA, UK, etc.
Headquarters	275, Jangchungdan-ro, Jung-gu, Seoul, Korea
Total Assets	KRW 3.4782 trillion
Operating Revenues	KRW 1.8735 trillion
Operating Profits	KRW 213.4 billion
No. of Employees *	3,942 persons

Based on the non-consolidated financial statement at the end of December, 2015
 *Including employees from the parent company, CC and Administration Center

Organizational Chart

Doosan Corporation consists of six Business Groups and two Business Units.



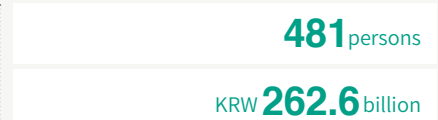
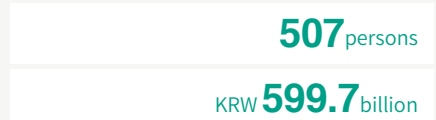
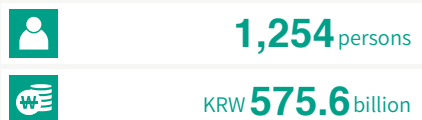
Business Areas



Electro-Materials BG is a worldwide manufacturer and supplier of copper clad laminate (CCL), key materials for printed circuit boards (PCB) used as essential parts of electronic devices, as well as OLED components (luminous and common layer fluorescent/phosphorescent parts) that are core display materials. Its business represents both the process industry that demands large-scale facility investment and the cutting-edge industry that combines polymer chemicals with electronic materials for manufacturing. In September 2014, Electro-Materials BG acquired Circuit Foil Luxembourg (CFL), a professional Luxembourg-based copper foil manufacturer. Since copper foil materials play an essential role in manufacturing CCL, the deal allowed Electro-Materials BG to vertically integrate copper foil manufacturing so as to reduce cost by internally sourcing materials and technology and to strengthen organically-aligned operations from raw materials to manufacturing and customer services, thereby broadening its global network.

Since its inception as Korea's 1st manufacturer of forklifts in 1968, Industrial Vehicle BG has been leading the domestic market of engine and electric type forklift, exporting to nearly 100 countries across the globe. Its growth strategy is driven by continuously pursuing operational innovation, developing green products, strengthening network/product competitiveness, and expanding the business platform. In 2015, Industrial Vehicle BG took over Rushlift, a UK-based forklift rental service provider, to solidify its market position and broaden its business portfolio into rental service and airport logistics. The launching of eco-friendly Tier 4 models and 7 Series electric line-ups that cater to market needs also assists Industrial Vehicle BG in paving the way for further growth.

Mottrol BG serves the hydraulic parts and defense markets. In the hydraulic parts market, its travel/swing devices, hydraulic pumps, and Main Control Valves (MCV) used for excavators are recognized globally for their competitive performance, and it will focus on developing new products and diversifying the product portfolio to increase sales in emerging markets (India, Turkey) as well as Europe and other advanced markets. In the defense industry, Mottrol BG develops and supplies the hydraulic devices and electronic-hydraulic systems adopted for a range of weaponry, thereby playing a pivotal role in modernizing military equipment. It plans to tap into overseas defense markets in addition to the domestic market to broaden its source of sales.



No. of employees¹⁾ Sales²⁾

* As of the end of December 2015

1) No. of employees: Based on regular employees in Korea

2) Sales: Based on the non-consolidated financial statement concerning domestic operations, excluding other sales





Information & Communications BU delivers comprehensive IT services in the fields of IT consulting & system integration, application system services, and IT infrastructure services, using its far-reaching domestic/international network of IT service partners. Driven by the ‘selection and focus’ principle, it also builds IT service capabilities in the manufacturing and contract-bidding industries while focusing on developing professional workforce to provide IT infrastructure cloud services and laying the basis for ICT-enabled Industry 4.0 business and duty-free business systems.

Fuel Cell BG provides a comprehensive product line-up ranging from power generation to residential applications on the basis of its proprietary fuel cell technology. Since fuel cells generate electricity and heat without relying on combustion, they are not only economically-feasible and highly-efficient but also deliver eco-friendly power generation solutions that reduce carbon emissions and minimize air pollutants and noise levels. In line with the Korean governmental policy to promote the distribution of renewable energy, Fuel Cell BG is increasing its fuel cell supply to large-scale generators in the domestic market and pursuing business opportunities in the residential sector. Building on its proprietary fuel cell technology, Fuel Cell BG aims to reinforce its product line-up and price competitiveness so as to move beyond the Korean and US markets to the wider global market.

Facility Management (FM) BU offers total building management solutions that combine business facility maintenance (machinery/power/construction/disaster prevention/control) and outsourcing management (cleaning/security). By tapping into such sectors as disaster response system application/deployment, disaster prevention/electricity consulting, and the renovation of fire control/machinery for old buildings, FM BU is changing the face of the existing FM market. In line with the advancement of construction technology that gives rise to cutting-edge sky scrapers and industrial facilities, FM BU will serve as a central pillar of this increasingly growing market.

Glonet BG manufactures and sells functional biomaterials while developing and supplying active pharmaceutical, cosmeceutical and functional foods ingredients and other new biomaterials. Building on its experts in medical lipid emulsifiers and other lipid materials, it focused on the Chinese market to stabilize its business operations in the country. Glonet BG is also forging partnerships with global partners to continuously tap into both advanced and emerging markets.

 485 persons	89 persons	283 persons	67 persons
 KRW 180.9 billion	KRW 22.9 billion	KRW 43.6 billion	KRW 34.1 billion

* BG(Business Group), BU(Business Unit)

Doota Duty Free BG



Korea's duty free industry has surpassed that of the US, the UK and China to the top global market, making stunning progress both in size and growth potential. By successfully winning a license to operate duty free business in November 2015, Doosan Corp fully launched its duty free operations and opened its 1st duty-free store. As of May 2016, we are wholeheartedly committed to grow duty-free business to lead the nation's duty-free industry within the fastest-possible time frame.

Dongdaemun where Doota duty free store is situated has been designated as a special fashion and tourism zone and is widely recognized as a must-see tourist destination for inbound tourists in Korea. Combining such location advantages with our business capabilities built over the past 18 years in operating Doota Shopping Mall, we aim to develop Doota Duty Free into the nation's leading duty-free store that is 'young and stylish' and pursues 'mutual growth with the Dongdaemun local community'.

Business Overview and Strategy

Doota Duty Free

Doota Duty Free occupies an area of 16,825m² or nine floors of Doosan Tower, a landmark building in Dongdaemun visited by approximately 7.1 million inbound tourists each year. Its primary targets are those in their 20's and 30's who are stylish and trend-savvy, and it aims to set itself apart from the competition by featuring brands that are yet to be introduced in the travel retail market, in addition to those brands already available in existing duty-free shops.

Doota Duty Free consists of boutique shops that would serve as flagship stores that satisfy target customer needs, cosmetic shops that offer the widest-possible range of products along with 'Doota-Exclusive' offerings, and 'D-Mart' that provides essential products for tourist shoppers. The diversity and uniqueness demonstrated in its store layout will surely make inbound tourists pay attention and actually visit those stores. Furthermore, Doota Duty Free is Korea's 1st to feature select shops that offer goods designed by young Korean designers with an aim to take the lead in identifying and nurturing home-grown brands with exceptional growth potential.

Business Strategy

Beginning with the opening of Doota Duty Free in Dongdaemun in May 2016, Doota Duty Free BG will focus on stabilizing its operations as its short-term priority by laying the basis for duty free business and operating online/offline shops. Given that Foreign Independent Travelers (FIT) account for an overwhelmingly large share of the total customers, Doota Duty Free aims to pursue stability in opening and operating stores and to gradually broaden its presence. Its mid/long-term plans under review include opening additional duty free stores in downtown areas in Korea, and expanding into the global travel retail market.

Shared Growth Strategy

Globalizing the ‘K Brand’

Dongdaemun, where Doota Duty Free is located, is the nation’s fashion mecca that encompasses the entire fashion supply chain from design and materials to production, sales and distribution. To ensure that these invaluable local resources are translated into ‘K content’ that appeals to both Korean and inbound tourists who visit this place, we need to integrate such resources with those resources that help manage and develop them. To put the ‘K Brand’ on the global map, Doota Duty Free will pave the way to work together with small enterprises and business people in Dongdaemun to design and even market diverse fashion and cultural content. As such, nearly 40% of Doota Duty Free store area will be occupied by home-grown brands, and 30% of them will consist of fashion and beauty goods manufactured by small and medium domestic businesses.

Pursuing Shared Growth with the Local Community

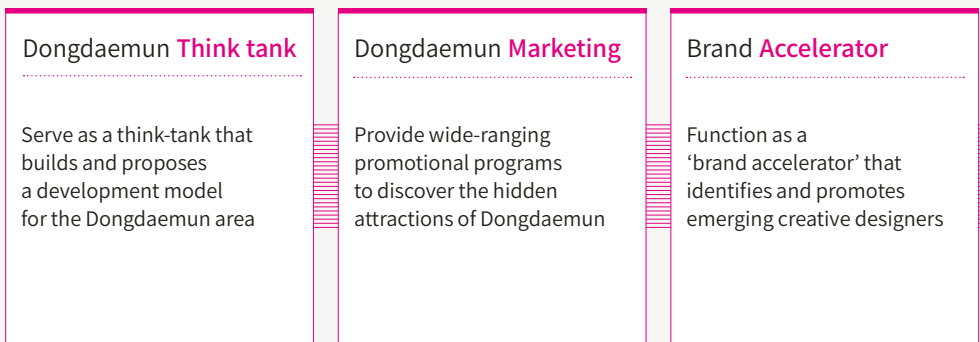
Since Doota Duty Free is rooted in Dongdaemun area, we will pursue ‘shared growth’ with the local community to help revitalize the local business area in Dongdaemun. Doota Duty Free will give back 10% of its operating profit back to society so that its business growth is translated into the growth of the local community where it is based.

In conjunction with the ‘Dongdaemun Future Foundation’ launched with Doosan Group taking initiative, Doota Duty Free will offer a range of programs – Night Market Tour provided in alignment with Dongdaemun Design Plaza and nearby traditional markets, and Chinese language courses offered to business people in the Dongdaemun business area. Doota Duty Free also plans to help improve the night-time shopping environment to better serve a large number of inbound tourists who visit the place late at night.

Facilitating Local Development through a Partnership with the Dongdaemun Future Foundation

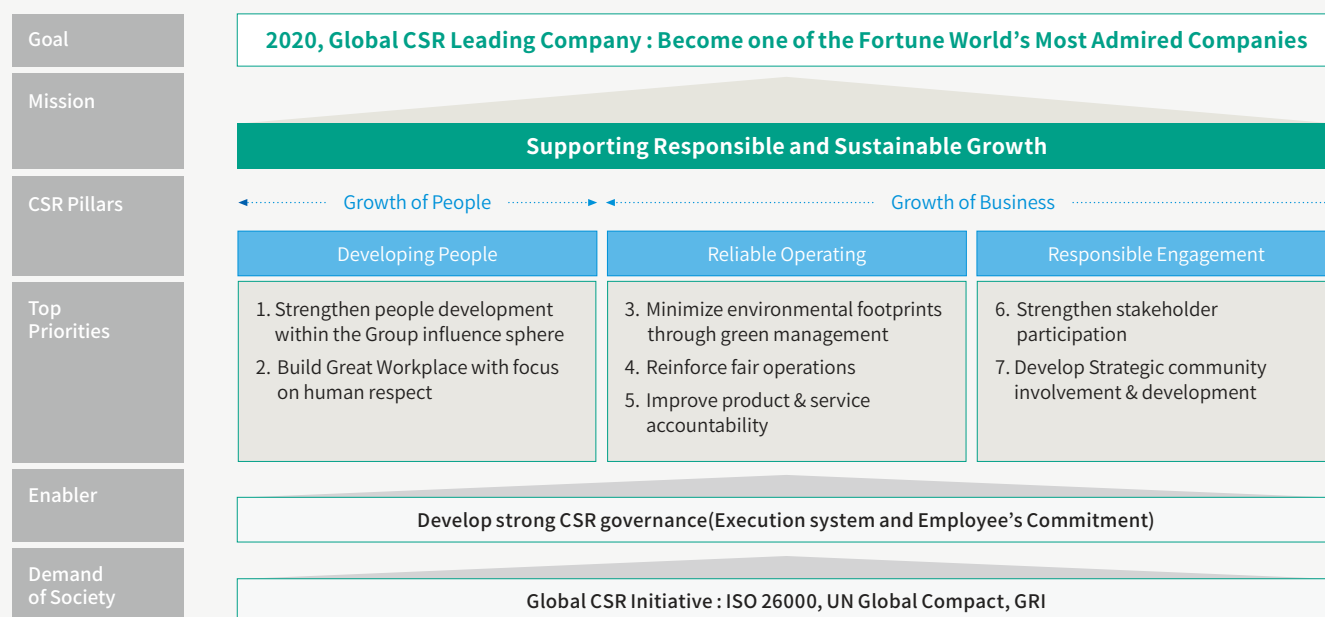
was established in October 2015 through a partnership among private sector, government and academic stakeholders with an aim to facilitate the local business area in Dongdaemun and to pursue shared growth with local small businesses. Doosan Group invested KRW 10 billion in its early phase to assist the foundation in stabilizing and facilitating its operation.

With its mission to ‘deliver the value of balanced development and sharing’ in Dongdaemun through locally-focused management, the foundation strives to realize its vision to build a ‘Global Top-tier Creative Tourism Cluster’ where its fashion and tourism industries make progress while balanced local development is promoted. To this end, the foundation undertakes the following initiatives – Dongdaemun Think Tank, Dongdaemun Marketing, and Brand Accelerator – in conjunction with private sector, government and academic stakeholders so as to develop and promote a local development model for Dongdaemun and to discover and nurture new rising designers.



CSR Strategy

We at Doosan Corp defined the Doosan Way in 2012 to create a ‘Proud Global Doosan’ and affirmed our commitment to corporate social responsibility. To pre-emptively respond to diverse CSR needs and assessments in Korea and abroad, we also set our group-wide CSR Strategy that consists of the CSR goal, mission, three pillars, seven priorities and enabler. It is based on this group-level CSR Strategy that Doosan Corp advances its CSR management. Our dedicated CSR organization has been up and running since 2013 to improve the effectiveness of our CSR management, and respective BGs and teams collaborated on the basis of our CSR operation system designed to help execute strategic tasks.

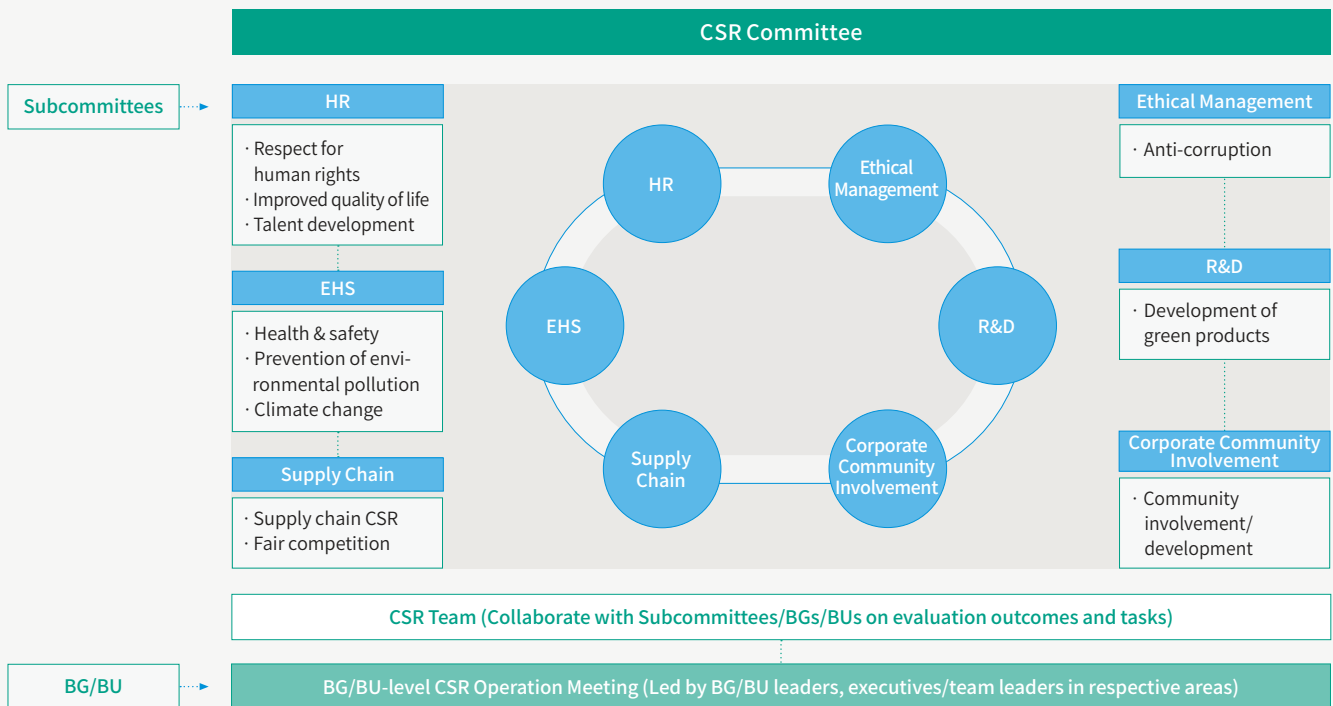


CSR Committee : Composition and Operation

As our top decision-making body in relation to CSR management, the CSR Committee of Doosan Corp is responsible for setting strategic CSR directions, reviewing CSR-related business operations, identifying possible improvements and examining executional plans. The committee is chaired by the leader of Doosan Corp Business Division, and is attended by the leaders of respective BGs/BUs and the Administration Center as well as key executives from respective business areas. There are five subcommittees – HR, EHS, R&D, Supply Chain and Corporate Community Involvement – that are led by executives from relevant areas. Our BG/BU leaders are engaged in the committee’s operation to offer momentum to the CSR initiatives undertaken in each of our BGs/BUs. Members of the five subcommittees are authorized by the CSR Committee to undertake improvement tasks in each of their subcommittees, and report their achievements and future plans through the CSR Committee on a half-yearly basis.

CSR Execution System

The CSR Team is dedicated to systematically executing our CSR operation, along with the subcommittees that consist of working-level staff from respective BGs/BUs. The CSR Team performs annual economic, social, environmental assessments to identify our economic, environmental and social risks and opportunities, and reports outcomes to the CSR Committee. In so doing, the CSR Team and subcommittees identify improvement tasks and set action plans while members of the five subcommittees report to the CSR Committee their respective operational status and action plans. Furthermore, we publish our CSR reports to communicate with our internal/external stakeholders in relation to our annual achievements and plans that are reported through the CSR Committee. Our CSR reports undergo review and approval by the CSR Committee prior to their publication.



CSR Risk Prevention and Management

We perform annual CSR assessments in the 2nd half of each year to effectively undertake and manage CSR initiatives across the board. Such assessments consist of preliminary paper-based questionnaires and on-site interviews. Assessment outcomes are used to identify and prioritize areas with substandard management criteria and to define and undertake improvement tasks concerning major issues. Furthermore, these assessments and on-site interviews are also performed in our overseas worksites in 2016 as part of our endeavors to gradually expand CSR management.

External Evaluation

Since our CSR operational system was established in 2013, we have been voluntarily conducting CSR assessments and identifying improvement tasks so as to continuously elevate our CSR performance. These endeavors enabled us to be listed on the Dow Jones Sustainability Index Asia Pacific Class in the Industrial Conglomerates category for two years in a row in 2014 and 2015. We were also rated A in the ESG evaluation performed by the Korea Corporate Governance Service in order to recognize sustainable companies that meet their social responsibility among domestic listed companies.

Listed on the **DJSI Asia-Pacific Index**

MEMBER OF **Dow Jones Sustainability Indices**
In Collaboration with RobecoSAM

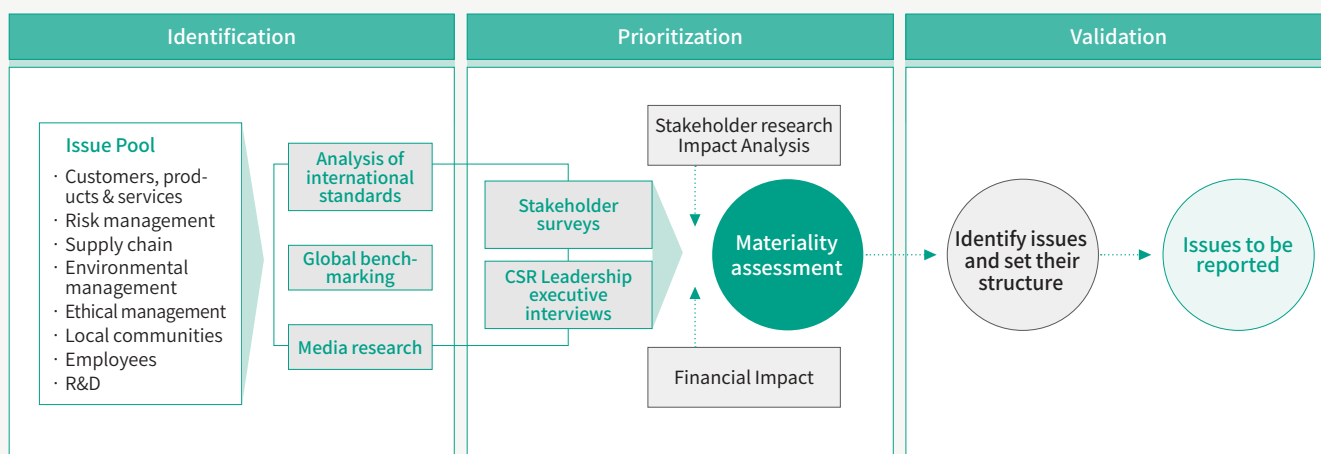
Grade A on ESG Evaluation by **Korea Corporate Governance Service**



Materiality Assessment

Materiality Assessment Process

Our materiality assessment aims to reflect issues that interest our stakeholders in the preparation of our CSR reports. We referred to relevant international standards –GRI G4 guidelines, ISO 26000, DJSI –and surveyed our key stakeholders. Specifically, executives on the CSR Committee were interviewed to identify major CSR issues and our future action plans while feedback from executives in charge of CSR operations was fully reflected in the materiality assessment process.



Global Benchmarking | To understand CSR issues faced by global industry peers, we analyzed the CSR reports of 10 companies that belong to the same industrial categories as our major BGs – Electro-Materials, Mottrol and Industry Vehicle BGs. This led us to identify the following top priority issues commonly found in these industries – ‘workplace health and safety’, ‘expansion of CSR along the supply chain’, ‘strengthening of the environmental management system’ and ‘reinforcement of competitive edge in product quality’.

Media Research & Analysis | We selected CSR-related media articles out of those made on Doosan Corp in Korea and abroad. Then, we categorized them into positive, negative and neutral issues in the fields of economy, environment and society, and listed top priority issues. This analysis revealed that securing new growth drivers by advancing into the duty free shop business was the most-frequently addressed issue, followed by continued corporate community involvement endeavors and employee communication.

Internal/External Stakeholder Survey | We performed an online survey in December 2015 to evaluate our stakeholders – external stakeholders (suppliers, customers, investors, NGOs, industry-academia-research institute cooperation experts) as well as internal stakeholders – for their level of interest in diverse CSR issues. A total of 224 stakeholders responded to this survey designed to assess the importance of CSR issues that may affect their decision-making.

CSR Leadership Executive Interview | We performed in-depth interviews of our CSR Committee members to enhance their CSR awareness and identify our future CSR directions. These interviews targeted 11 persons – leaders of Electro-Materials, Industry Vehicle, Mottrol, Fuel Cell, and Doota Duty Free BGs, and representatives from the HR, technology strategy, and compliance subcommittees. This enabled us to understand major CSR issues in these areas, and to evaluate CSR issues for their financial impact and business opportunities & risks.

Materiality Assessment Outcomes

By taking into account the two factors of business significance and stakeholder influence, we defined 10 key issues that correspond to the top 30% of the pool of 37 issues and categorized the next top 30% issues as issues to be reported. As a result of assessing material CSR issues, product safety, environmental pollutant management, and supply chain CSR were chosen as key issues.

Mapping – Materiality Assessment Mapping

*□: Issue Rankings



▶▶ Key issues	
Customers (Product Accountability) 01 Product safety 04 Strengthened R&D 07 Customer communication	Employees 05 Health & safety improvement by worksite 08 Employee communication
Suppliers 03 Supply chain CSR 06 Fairness in selecting suppliers	Environment 02 Management of environmental pollutants 09 Response to climate change
Local Communities 10 Corporate community involvement that meets local community needs	
▶▶ Reported issues	
Customers (Product Accountability) 11 Development of green products and services 12 Quality innovation	Employees 18 Talent recruitment and employee capacity-building
Suppliers 14 Prevention of anti-competitive business transactions 15 Shared growth policy	Environment 20 Resource recycling
Local Communities 13 Corporate community involvement strategy and policy 17 Corporate community involvement that utilizes business characteristics	CSR in General 16 Advancement into overseas and new markets 19 Quality of governance

CSR Strategy and Material Issues

In setting the structure of this CSR report, we focused on the key issues and reported issues identified through the materiality assessment and aligned them with our CSR strategy. For each of these issues, their internal/external impact is defined and managed.

	CSR Strategy	Key Issues	Business Significance	Business Influence
Developing People	Strengthen people development within the Group influence sphere Build Great Workplace with focus on human respect	05 Health & safety improvement by worksite 08 Employee communication	<ul style="list-style-type: none"> Improve job immersion Help employees reach their full potential Strengthen interactive employee communication Create a safe and healthy workplace 	A great workplace and organizational culture lays the basis to generate exceptional outcomes in sales, customer satisfaction, and organizational efficiency.
Reliable Operation	Minimize environmental footprints through green management Reinforce fair operations Improve product & Service accountability	02 Management of environmental pollutants 09 Response to climate change 03 Supply chain CSR 06 Fairness in selecting suppliers 01 Product safety 04 Strengthened R&D 07 Customer communication	<ul style="list-style-type: none"> Increasingly stringent governmental regulations -GHG target management system, emissions trading schemes Growing customer needs for eco-friendly products -reducing GHG emissions and energy consumption Increasing local community needs on environmental pollutant treatment and information disclosure Increasing importance of partnerships and networks in the global market Continued demand for win-win partnerships between large businesses and SMEs – fair trade/subcontracting regulations More stringent global standards and regulations on product safety and quality Increasing needs for R&D that satisfies customer demand due to intensifying competition among global businesses 	<ul style="list-style-type: none"> A failure to proactively respond to climate change/chemical management regulations leads to significant reputation/financial risks as well as environmental/operational risks. Continuously working with suppliers for mutual benefits is critical in securing competitive advantage in the global market since their competitiveness in technology and quality has impact on production operation and product competitiveness. Neglecting R&D that reflects customer/market needs as well as product safety and quality may lead to lost new business opportunities and exposure to operational/financial risks.
Responsible Engagement	Ensure Strategic Community Involvement & Development	10 Corporate community involvement that meets local community needs	<ul style="list-style-type: none"> Corporate donations and volunteering that evolve to contribute to addressing social issues Increasing needs for social giving initiatives undertaken by utilizing in-house technology and capacity to effectively contribute to the development of local communities 	Since corporate community involvement constitutes a type of 'investment' made to simultaneously pursue business growth and social development, sincerely undertaking social-giving initiatives that cater to beneficiary needs can help enhance social reputation and secure sustainable competitiveness.

CSR Strategy at a Glance



	STRATEGY	Key & Reported Issues	OUR APPROACH	OUR EFFORTS
Developing People	Build Great Workplace with focus on human respect	<ul style="list-style-type: none"> - Employee communication - Health & safety improvement by worksite 	<ul style="list-style-type: none"> - Live by the Doosan Way to work smart - Practice vertically/horizontally-open communication and Inhwa - Build a human rights risk management system - Deliver a safe and healthy workplace 	<ul style="list-style-type: none"> - Share Doosan Way best practices and host innovation festivals - Operate and support the Mom's Caring program and Women's Council - Offer in-house human rights training programs - Introduce an 'Ombudsman Program' to handle employee grievances - Perform on-site drills in response to fires, leaks and other disasters
	Strengthen people development within the Group influence sphere	<ul style="list-style-type: none"> - Talent recruitment and employee capacity-building 	<ul style="list-style-type: none"> - Build capacity through leadership/coaching programs - Develop R&D and expert training programs - Expand the global talent development program 	<ul style="list-style-type: none"> - Offer leadership training to newly-promoted assistant managers and mid-level managers - Operate R&D and Purchasing Academy programs through the use of in-house experts - Strengthen strategic thinking capacity through STEPS™ - Operate global language skill improvement programs and overseas subsidiary tour programs
Reliable Operation	Minimize environmental footprints through green management	<ul style="list-style-type: none"> - Management of environmental pollutants - Response to climate change - Development of green products and services - Resource recycling 	<ul style="list-style-type: none"> - Improve energy efficiency in processes - Expand the development of green products - Manage environmental pollutants and reduce their discharge 	<ul style="list-style-type: none"> - Reduce energy consumption through equipment replacement - Develop green products through fuel efficiency improvement - Build a company-wide chemicals management system - Reduce the discharge of waste through by-products-to-products operations
	Reinforce fair operations	<ul style="list-style-type: none"> - Supply chain CSR - Prevention of anti-competitive business transactions - Fairness in selecting suppliers - Shared growth policy 	<ul style="list-style-type: none"> - Disseminate CSR along the supply chain - Expand win-win partnerships with suppliers - Strengthen supplier communication - Ensure transparency and fairness in selecting and assessing suppliers 	<ul style="list-style-type: none"> - Develop supply chain CSR guidelines and offer CSR training - Support education and training to strengthen suppliers' competitiveness - Expand grievance-handling channels for suppliers and survey them - Reflect CSR indicators in selecting and assessing suppliers
	Improve product & service accountability	<ul style="list-style-type: none"> - Product safety - Strengthened R&D - Customer communication 	<ul style="list-style-type: none"> - Ensure product safety in the entire life cycle - Improve customer satisfaction on products and services - Strengthen R&D for new technology development and innovation 	<ul style="list-style-type: none"> - Prevent product safety incidents by delivering preventive services (e.g. preventive maintenance) - Obtain the GMP certification by strengthening product safety - Fully reflect customer feedback in developing products - Discover ideas together with client companies and share benefits - Build a mid/long-term R&D roadmap and an organizational system for technology management
Responsible Engagement	Develop Strategic Community involvement & development	<ul style="list-style-type: none"> - Corporate community involvement that meets local community needs - Corporate community involvement strategy and policy - Corporate community involvement that utilizes business characteristics 	<ul style="list-style-type: none"> - Undertake mid/long-term strategic corporate community involvement initiatives - Build infrastructure and processes to facilitate stakeholder engagement - Measure and analyze the outcomes of respective corporate community involvement programs 	<ul style="list-style-type: none"> - Provide education to support the healthy growth of future generations : Youth Growth Scholarship Project, Single Mom's Independence Support Project - Support arts and cultural education and arts organizations : Time Traveler, Arts & Business Collaboration - Community volunteering led by employees : Doosan Day of Community Service



FUTURE ACTION

PERFORMANCE INDICATOR

- Facilitate the operation of grievance handling channels in relation to human rights issues
- Enhance awareness and culture to respect human rights through regular human rights training
- Improve health & safety performance by strengthening the health & safety management and leadership

--	--

- Create a talent development culture through leaders' coaching capacity-building
- Develop new training programs and reorganize existing ones to help employees build job capacity
- Strengthen expert development programs to serve as strategic partners

--	--

- Strengthen response to emissions trading schemes
- Prevent chemical incidents by building a chemicals management system
- Minimize environmental impacts by developing and monitoring environmental performance indicators

--	--

- Offer advanced/specialized CSR training to major suppliers
- Support suppliers' independent CSR operations
- Develop a supply chain CSR certification program
- Expand CSR into suppliers for overseas worksites

--	--

- Expand VOC channels and customer satisfaction surveys
- Strengthen product accountability by securing customer safety and convenience
- Strengthen executional capability on key R&D strategic tasks

--	--

- Forge close ties with local communities
- Operate strategic corporate community involvement programs from the long-term perspective
- Strengthen infrastructure to facilitate voluntary employee engagement

--	--

DEVELOPING PEOPLE

In the face of constant change and growth over the past one century, Doosan Corp has remained steadfast in its faith in people.

This unwavering faith in people has driven Doosan's progress for the last 100 years, and will serve as the very source of the unrivaled competitive edge that will sustain its success over the next 100 years and more.





Build Great Workplace with Focus on Human Respect

1.1



STAKEHOLDER INTERVIEW

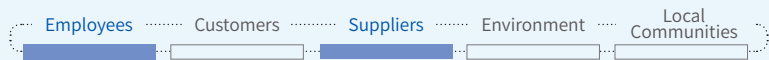
Doosan Corp's honorary employment equality officer is responsible for system improvement and grievance handling to prevent sexual discrimination and harassment in the workplace in accordance with the 'Act on Equal Employment and Support for Work-Family Reconciliation. Our Mom's Caring Program, that allows pregnant employees to reduce their work during pregnancy and to take time to visit their doctor for prenatal care, is intended to create a woman-friendly work environment while the Women's Council is up and running to strengthen the leadership of our female workers. We also ensure that any human rights infringements including workplace sexual harassment are properly reported and handled.

While working in charge of Doosan Way operations, I personally witnessed that exceptional achievements were primarily made by those teams that put to work open communication and the spirit of Inhwa. The key to creating an organizational culture where human rights are respected and discrimination is prevented lies in leaders who are genuinely interested in and fully committed to building such culture. In addressing the challenging business conditions internally and externally, I expect all our employees to gather feedback and build a wider consensus through mutual trust and communication, thereby disseminating a positive corporate culture.

Jeongmin Im Manager
Honorary Employment Equality Officer, HR Team, Electro-Materials BG, Doosan Corp



STAKEHOLDER IMPACT



STRATEGIC FOCUS We aim to deliver a great workplace to fully engage our employees in their work so that we, as an organization, reach our full potential. We will also implement policies to facilitate internal communication and assist women workers with career management as well as systems to promote work-life balance with an aim to create a great workplace that values respect for humans.

OUR APPROACH By practicing teamwork on the basis of 'Inhwa', one of the core values of the Doosan Way, we build a contented workplace where our employees feel a sense of pride, belonging and accomplishment.

Live by the Doosan Way to work smart	Practice horizontally /vertically-open communication and Inhwa	Develop a human rights risk management system	Create a safe and healthy workplace
--------------------------------------	--	---	-------------------------------------

OUR EFFORTS We continuously improve our work process and organizational culture to deliver a great workplace while systematically managing the health and safety of our employees.

- Share Doosan Way best practices and host the 'Innovation Festival'
- Reinforce growth opportunity for women leaders
- Introduce in-house human rights training programs
- Implement the 'Ombuds Program' to file employee grievances
- Conduct on-site drills in preparation for fires, leaks and other disasters



FUTURE ACTION By broadening our organizational culture that respects human rights, we will prevent human rights risks and facilitate mutual respect and care among employees so as to create a workplace that instills a sense of pride and accomplishment in employees.

Facilitate the operation of grievance-filing channels in relation to human rights issues	Strengthen the culture and awareness to respect human rights through regular human rights education	Improve health and safety management by strengthening the health and safety management system and leadership capacity
--	---	---

Living by the Doosan Way to Work Smart

Strengthening Inter-Organizational Communication to Live by the Doosan Way We aim to increase our operational efficiency and competitive edge through sustained improvement in business process and organizational culture. Thus, we facilitated area-specific communication-cross-BG/BU best practice sharing events, and Quality Committee meetings –under the motto of One Doosan. By sharing best practices and efficient work processes among BGs and BUs, we strengthen our executional capability and practice the Doosan Way.

Best Practices of Living by the Doosan Way

Strengthening competitive edge through collaboration	Eliminating the root causes of defects through research and learning clubs	Developing green products together with suppliers
<p>Electro-Materials BG had been limited in the range of products supplied to its customers due to the cut-throat competition against overseas companies. Nevertheless, Limitless Aspiration as stipulated in the Doosan Way encouraged the BG to actively utilize new materials and optimize their features through collaboration and communication among its development team, technology team and R&D center, which resulted in the successful development of materials far superior to existing ones.</p> <p>Furthermore, employees from all relevant departments were committed to gathering customer requirements and delivering immediate solutions so satisfy customer needs. This not only shortened the product qualification process but also increased the ratio of Doosan Corp’s products adopted for customers’ cell phone models.</p>	<p>Mottrol BG created a ‘research and learning club to improve the non-adjusted performance rate’ by gathering experts from multiple teams with an aim to offer fundamental solutions to the frequently-raised defect issue. The club applied the instead of the sampling test that had been conducted to analyze root causes, and analyzed the performance of thousands of units within mere 1 to 2 minutes. This accurate and precise analysis helped the BG eliminate the root cause of the defect issue.</p> <p>As a result, its non-adjusted performance rate rose to 99.5%, which exceeded its initial target of 99.1%, and beat all the other hydraulic device manufacturers in posting the highest-ever non-adjusted performance rate. Such research and learning club activities not only help address chronic quality issues but also constantly contribute to improving quality through its research on the general performance of hydraulic devices.</p>	<p>Industrial Vehicle BG takes into account environmental regulations in addition to improving the quality of its existing products in the product development and manufacturing process. To reduce environmental pollutants and coating defect ratios in its product manufacturing and coating process, the BG successfully developed eco-friendly paints, which was the result of working hand-in-hand with its suppliers through countless trials and errors as well as living by Tenacity & Drive as stipulated in the Doosan Way.</p> <p>This brought about a significant improvement in painting quality against the previously-used paints as well as reduction in paint consumption and work hours spent on maintenance painting. Furthermore, this allowed the BG to comply with environmental regulations and cut its discharge of environmental pollutants by 25%.</p>

‘Innovation Festival’ held by the Electro-Materials BG



Hosting the ‘Innovation Festival’ to Share Best Practices of More Advanced/Scientific Work Procedures

Electro-Materials BG hosted the ‘Innovation Festival’ to address major issues related to productivity, quality and convenience, and to share innovation practices that would fuel Doosan Corp’s future growth. These practices, presented in the four areas of hard power (manufacturing & technology), soft power (sales and staff), R&D power (research institute & development), and EHS, were evaluated in accordance with the six Traits of Doosan People.

Those chosen as best practices were rewarded and shared across the board to encourage and motivate our employees to commit themselves to innovation. All these bright ideas suggested by our employees assisted us in reducing cost and improving our operations in a more advanced and scientific manner, which generated KRW 42.51 billion in cost savings, up by KRW 5.8 billion from 2014.

1) MES(Manufacturing Execution System): Designed to improve availability, efficiency and stability in key manufacturing areas so as to increase the overall efficiency of manufacturing management

Practicing Horizontally/Vertically-Open Communication and Inwha

Doosan Way Time and Other Diverse Communication Channels Doosan Way Time serves as the channel of discussion to facilitate communication and improve business efficiency: employees from diverse positions and levels gather together to freely exchange their thoughts on innovation methods, and in so doing, are seamlessly encouraged to build a communication-driven organizational culture. Our ‘Talk Concert & Suggestion’, ‘In-depth Conversation through Executive Workshop’, and ‘Informal Meetings by Level & Position’ represent some of our wide-ranging communication channels operated to build mutual trust and create a cooperative organizational culture.

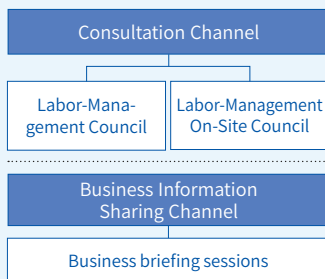
Winning Doogather Team Workshop Our ‘Winning Doogather Team Workshop’ and ‘Winning Doogather Junior Workshop’ function as communication channels to facilitate team-level communication and to encourage junior employees to present their ideas and improve their organizational satisfaction respectively. Mottrol BG hosted the 1 Day Communication Workshop to spread proactive communication: the workshop addressed such issues as how to understand team members and to develop genuine interest in them through listening and compliment.

Endeavors to Establish an Advanced Labor-Management Culture We value mutual trust and respect between labor and management, and fully comply with legal requirements concerning the operation of the Labor-Management Council (Labor Standards Act, Labor Relations Act, and other labor-related regulations). We also ensure that our labor and management regularly share major issues and business information to transparently conduct business. Each of our BGs convenes quarterly/ad-hoc Labor-Management Council meetings, Labor-Management On-Site Council meetings, and labor-management discussions in addition to monthly/quarterly business briefing sessions so as to build mutual consensus on the current business status and future plans.

and other diverse events are also held to promote the sense of unity between labor and management. Our labor and management are also engaged in regular volunteering to contribute to addressing local social issues, thereby building healthy labor relations. While such endeavors could not prevent all labor conflicts in some of our BGs, our labor and management strive to dialogue with each other to build consensus on the current business status and share mutual vision so as to prevent conflicts and create an advanced labor-management culture.

Strengthening the Basis for the Growth of Women Leaders Our ‘W Project’ was initiated in 2013 to create a women-friendly culture and lay the institutional basis to present the growth vision for female workers so as to strengthen our business competitive edge. The ‘Women’s Council’ is a self-initiated gathering led by eight women workers who represent each of our BGs and BUs, and aims to reach the following three goals of: strengthening the basis for female staff to grow to leaders, establishing the effectiveness of women support systems and the culture of work-life balance, and building in-house communication channels and networks. In 2015, four special lectures – ‘Special Lecture on Couple’s Day’ (May) and ‘Looking for the Happiness of Working Moms & Dads’ (Dec.) – were hosted to help create a family-friendly corporate culture while the ‘Impactful Communication’ (Oct.) lecture designed to help women mid-level managers improve their capacity was attended by 27 female workers from assistant manager to general manager levels.

Labor-Management Communication Channel



‘Looking for Your Happiness’, a lecture hosted by the Women’s Council



+ Doosan Way Timeline



+ Doosan Way Timeline for Doosan, a Company That Communicates

Information & Communications BU operates the Doosan Way Timeline to effectively introduce Doosan Way initiatives and to share the outcomes generated through the Doosan Way Time as well as the progress and deliverables of diverse Doosan Way initiatives. The Doosan Way Team suggests discussion topics each month through the Doosan Way Timeline, and respective teams gather for the Doosan Way Time and document their outcomes. Leaders constantly describe their commitment to implementing Leader’s Action Plan and the details of actions taken through Doosan Way Timeline so that members can understand their leaders’ commitment and the change brought about as a result. In so doing, our Doosan Way initiatives are identified by organization and timeline, which contributes to disseminating a communication-driven culture within the BU.

Six Management Areas to Ensure Respect for Human Rights

- 1 Discrimination
- 2 Words and Actions
- 3 Environment & Health
- 4 Privacy
- 5 Stakeholders
- 6 Human Rights Management

In-house human rights education program



Developing a Human Rights Risk Management System

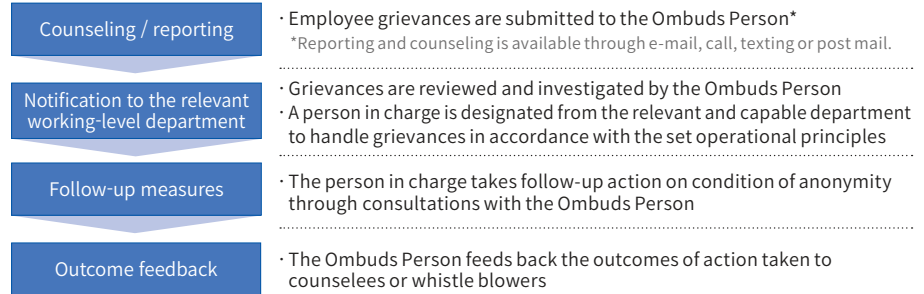
Introducing In-House Human Rights Education Programs Since we were aware of the need for and importance of human rights management, we paved the way to build a human rights risk management system to prevent human rights infringement. We reviewed human rights management guidelines and clauses as well as the Doosan Way and Doosan Credo to identify the six management areas to respect human rights – Discrimination, Words and Actions, Environment & Health, Privacy, Stakeholders, and Human Rights Management.

This allowed us to review our internal status of human rights management and to discover areas in need of improvement, which was followed by the introduction of practical education programs that align human rights-related social segments with our in-house conditions, and the implementation of such programs in all our BGs and BUs. We aim to provide human rights education on a regular basis to strengthen our organizational awareness on respect for human rights.

Ombuds Program Our Ombuds Program is an integrated communication channel that enables any of our employees to counsel on the grievances they may have as a way to expand a human rights-centered corporate culture.

Open all-year-round to receive and counsel on any grievances or difficulties our employees have on such diverse workplace-related issues as sexual harassment, physical/verbal violence, discrimination, etc., this program employs the Ombuds Person who serves as a liaison of communication while maintaining confidentiality with an aim to broaden an organizational culture that respects human rights and to handle human rights-related issues. Going forward, the Ombuds Program will broaden its coverage to include all our BGs and BUs to expand grievance handling channels and facilitate their operation.

Grievance Handling Process



Ombuds Program Operational Principles

<div style="background-color: #0056b3; color: white; padding: 5px; display: inline-block;">Confidentiality</div> <p>The confidentiality of all counseling sessions is guaranteed, and the identity of whistleblower is protected.</p>	<div style="background-color: #0056b3; color: white; padding: 5px; display: inline-block;">Independence</div> <p>A fair response is guaranteed without advocating or representing either side of the individual or the company.</p>	<div style="background-color: #0056b3; color: white; padding: 5px; display: inline-block;">Neutrality</div> <p>Any decision, deemed necessary in the process of operating the Ombuds Program, is made independently by the Ombuds Person.</p>
---	---	---

CSR Leadership Interview

Seungwon Lee, Vice President in charge of HR affairs, Doosan Corp

To build a great workplace that understands diversity and respects differences, we have investigated human rights infringements and offered human rights education since 2015. Our interview of employees in relation to human rights revealed that there were cases that could be deemed as human rights infringements in the workplace, and human rights education is found effective in encouraging our employees to think again before taking action whether it could infringe upon the human rights of their colleagues. In so doing, we gradually become sensitive to human rights issues and plan to provide human rights education while strengthening such education so as to establish an organizational culture that respects human rights.

Creating a Safe and Healthy Workplace

Building a Global-Level Health & Safety Management System Through our intensive internal analysis and review based on the leading global companies that have exceptional proven records in EHS (Environment, Health & Safety) management, we set the goal of upgrading our EHS operation to the level of these advanced global peers by 2020.

Providing EHS Education and Nurturing EHS Experts We provide regular education and training so that all our employees comply with EHS regulations and our health & safety management system. We train professional EHS lecturers so that our EHS education and training take a field-driven perspective, and fostered three professional EHS lecturers and eight other lecturers in 2015 to provide systemic and professional EHS education. Furthermore, we reinforced EHS education for officer workers who received relatively less attention compared to their technical counterparts: we offer them online mandatory courses to improve their understanding of EHS, and deliver health & safety-related knowledge required for their daily life as well as work life.

Shop Floor-driven EHS Management & Culture Mottrol BG hosts the EHS Awards to enhance EHS awareness on the shop floor and build a self-initiated EHS management system. EHS management items (discover and improve potential hazards, examine firefighting devices, manage Material Safety Data Sheet, and recycling) are selected and evaluated on a total of 21 circles that consist of technical employees on the shop floor so that our shop floor takes the initiative in establishing an EHS culture. We plan to add more diverse EHS evaluation items to take effective EHS prevention measures and focus more on shop floor-driven EHS management while encouraging best practices to build a sound EHS culture.

Injury and Safety Accident Prevention The increasingly frequent large-scale disasters affecting our society alerted us to strengthen our crisis response capability on an organizational level. All our employees receive first aid and CPR training, and those who perform critical jobs are provided with professional education through external educators. Regular response and evacuation drills in preparation for fires, storms and floods are conducted to allow for prompt response and to minimize damage in the event of emergency. To prevent safety accidents in the workplace, we also set forth basic EHS regulations and programs, and are facilitating communication across the board to build consensus on EHS-driven culture and initiatives.

Industrial Vehicle BG honored with the Minister of Public Safety and Security Award on Firefighting Day



Electro-Materials BG

A range of EHS activities in the fields of education, inspection and training are undertaken under the leadership of respective departments to promote a shop floor-driven EHS culture. The 'health & safety symbiotic cooperation program' aligned with the Ministry of Employment and Labor and Korea Occupational Safety and Health Agency aims to help suppliers upgrade their health and safety culture. are also exercised in preparation for possible disasters to improve emergency response capacity.

Industrial Vehicle BG

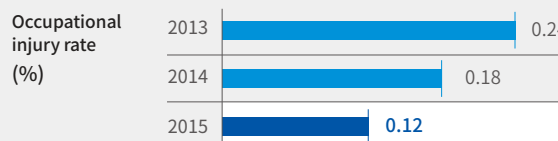
Basic EHS regulations were established to help employees voluntarily change their awareness and take action accordingly while signboards were set up inside/outside the factory to constantly remind employees of EHS management. This enables all employees to build a self-initiated EHS culture, and monitoring is conducted to encourage them to comply with behavioral safety regulations through continued communication and offering of feedback.

Mottrol BG

The MELT (Mottrol EHS Leadership Tour) program is up and running to help shop floor workers develop interest in EHS management and build trust with the management. Under this program, executives tour around the shop floor monthly or more often to directly check any difficulties or unstable components at the factory and to prompt immediate improvement. The compliment relay program was also initiated to reward self-initiated EHS improvement activities. Mottrol BG plans to diversify EHS communication channels to broaden the EHS consensus across the board through communication between shop floor workers and the management.

+ Healthy & Safety Achievements

Our occupational injury rate declined to 0.12% in 2015 from the previous year. Occupational injuries were primarily caused by crushing and cutting, and we continuously work to identify and improve on their root causes.



Data collected from: all domestic worksites of Doosan Corp

Strengthen People Development within the Group Influence Sphere

1.2



STAKEHOLDER INTERVIEW

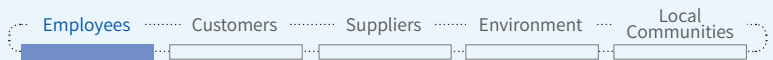
As an LAP (Leader's Action Plan) leader, I emphasize how my team members should be motivated: they taking initiative in setting plans and committing themselves to act against such plans. Before initiating a project, I ensure that active communication occurs so that a clear consensus is built as to what we are doing, why we are doing it, and how we should do it to achieve our desired outcomes, even though it proves to be a lengthy and time-consuming process. For instance, we were assigned last year to simultaneously undertake multiple significant projects to change the driver seat model of our flagship models and change the production base of our OEM business. To ensure that we maximize our efficiency with limited staff and time, we went the extra mile in consulting on the division of labor and facilitated straightforward communication to minimize any unnecessary factors that may reduce our operational efficiency. Specifically, we fully empowered our team members so that they could directly report to the executives in charge, which disseminate self-directed work practices and ultimately brought these projects to a successful end. To facilitate LAP within an organization, it is critical to create the right environment first that allows team members as well as team leaders to reach consensus on change and help each other.

Yongjun Ju, General Manager

Awardee of the Doosan Way LAP, Component Sales team, Industrial Vehicle BG



STAKEHOLDER IMPACT



STRATEGIC FOCUS It is with our talent-centered business philosophy, that our growth of business is driven by the growth of people, that we nurture talented individuals by striking the right balance between talent development and business achievement and by embedding warm-heartedness into meritocracy. Through fair recruitment and the development of essential capabilities from expert skills, leadership to communication skills and global mind-set, we assist talented individuals in growing even more competitive.

OUR APPROACH At Doosan Corp, we pursue sustainable growth through 'people', and our employees realize their personal value through self-development. From recruiting talent to fostering them into professional leaders, we continuously invest in talent development.

Build capacity through leadership & coaching programs	Develop R&D and expert education programs	Expand global talent development programs
---	---	---

OUR EFFORTS We plan and provide systematized education programs by level and position to foster talented individuals.

- Offer education programs for newly-appointed assistant managers and mid-level managers to strengthen their leadership
- Operate R&D and other job-related Academies through the use of in-house/external experts
- Strengthen strategic thinking capacity through STEPS™
- Strengthen foreign language skills and operate an overseas subsidiary tour program



FUTURE ACTION We aim to build an organizational culture conducive to talent nurturing to pursue sustainable performance and growth.

Build a culture of talent fostering by strengthening leaders' coaching capacity	Develop new education programs and reorganize existing ones to strengthen employees' job capabilities	Strengthen education programs for professional talent to serve as strategic partners
---	---	--

Building Capacity through Leadership & Coaching Programs

Building a Self-Directed Learning Culture Our Learning Credit program encourages employees to set their own learning plan and take initiative in their learning process to help them develop into talented individuals both with leadership and expertise. This program not only motivates our employees to learn further but also offers an opportunity to experience the Doosan Way, thereby expanding this self-directed learning culture across the organization.

Leadership Building Program for Newly-Appointed Assistant Managers We created a new education program for newly-appointed assistant managers to help them build leadership capacity systematically from their early career phase. This program is designed in a way to assist them in learning detailed behaviors and executional methods required in fulfilling their newly-assigned role. In 2015, 115 newly-appointed assistant managers attended a total of four education sessions, and their satisfaction with this program was 4.5 points or higher on average on a scale of one to five.

Coaching Capacity Building Education for Mid-Level Managers We provide coaching and leadership education for middle managers to strengthen team-level executional capacity. They are educated on strategies and skills through simulation-based learning to practice their leadership and ultimately maximize organizational capacity. In 2015, a total of two sessions were attended by 23 middle managers. Our plan for 2016 is to develop and operate advanced coaching capacity building programs that cover core coaching skills, coaching tools, etc..

Junior MBA program



Junior MBA Junior MBA program has been up and running since 2013 to foster employees and assistant managers. Courses that span such general management areas as strategic management, marketing, finance & accounting are provided for seven months - 32 hours online and 92 hours off-line. In 2015, 17 employees completed this program that assists learners in building leadership capacity and in developing in-depth understanding of our business structure and core strategy.

R&D and Expert Education Programs

R&D Academy Mottrol BG delivers 16 courses – processing component cost calculation, contamination management, drawing & design, excavator hydraulic system, etc. – aligned with its job competency system through in-house lecturers with an aim to strengthen employees' fundamental competitiveness. This R&D Academy assists its researchers in improving their capacity concerning design & quality validation and the development of casting materials.

Smart Working Academy Information & Communications BU operates the 'Smart Working Academy' to help its employees build professional capabilities to lead customers and pursue innovation as professionals in the information & communications field. The academy offers courses on logical thinking, documentation, work meeting and presentation, and in 2015, two sessions were completed by 26 employees. The academy plans to provide five advanced exercise-centered and module-based programs.

Purchasing Academy Industrial Vehicle BG launched its Purchasing Academy in 2015 to deliver competency education that meets its specific needs in the industrial vehicle sector. Its educational courses and curriculum were designed on the basis of the LRM (Learning Road Map) identified by developing the FC (Functional Competency) system. A total of 22 courses were attended by 257 employees.

Basic Quality Course A basic quality education course was created for junior employees in charge of quality operation in Electro-Materials, Mottrol, and Industrial Vehicle BGs with a goal to improve our base-line quality capacity. This three-day group education course consists of quality mind-set, in-house standards, basic statistics, and problem-solving processes. The scope of this course will be extended to include employees from relevant departments (R&D, purchasing, production, etc.).

New Researcher Development Program Industrial Vehicle BG has been offering the new researcher development program since 2013 in line with increasing customer demand for quality and sophistication of R&D projects to strengthen the initial capacity of its R&D workforce. Its curriculum is designed based on the FC education system in the R&D sector, and in-house lecturers provide basic/advanced courses as well as training of trainers courses. In 2015, its scope extended to include those with previous work experience and employees from other business areas as well as newly-hired researchers, and a total of 58 courses were attended by 239 employees.

Strengthening Doosan’s Unique Strategic Thinking Capacity

Components of the STEPS Program ◀◀

STEPS Basic	STEPS
STEPS Junior	STEPS Executive

‘Questions Raised by Doosan People When They Work’ campaign



STEPS™ Our STEPS (Strategic Thinking Enhancement through Problem Solving) program was designed to strengthen employees’ problem-solving and strategic thinking capacity. This program consists of STEPS New Joiner, STEPS Junior, STEPS, and STEPS Executive, and delivers courses differentiated for specific job levels. In 2015, a total of 40 employees completed three STEPS sessions to contribute to integrating STEPS-based problem-solving capacity into the wider organizational business process. We also launched the ‘Questions Raised by Doosan People When They Work’ campaign composed of ‘Think Why’ and ‘Ask Why’ that adopt the STEPS methodology with an aim to create an environment where detailed problem-solving solutions are identified and consensus is reached on such solutions.

Biz. Communication Program Our Biz. Communication program was created to respond to the needs to unify the reporting language and structure used by engineers and to set clear directions and offer feedback in Electro-Materials BG. Intended to assist engineers in the manufacturing and technology Division in upgrading their report preparation and oral reporting skills and strengthening their communication capacity in their real-world business environment, this program is categorized into team leader/part leader class, manager class, and junior class and, offer courses in the order of report preparation, oral reporting, feedback and coaching.

In 2015, our Biz. Communication program was delivered on two occasions for team/part leaders in the manufacturing and technology division, and motivated learners to voluntarily practice their leadership by defining the purpose of the given task rather than simply learning skills, and by highlighting the importance of feedback and coaching for team/part members. This program is considered to help program attendees develop the framework of thinking to improve the clarity of communication. We plan to extend the scope of this program to include managers and juniors in the manufacturing/technology division in 2016.

Global Talent Development Programs

Developing Global Business Language Skills We offer diverse in-house English/Chinese language courses to assist our employees in developing their language skills that play an essential role in our growth into a global company. Our Industrial Vehicle BG opened two-month business English courses for applicants, and Information & Communications BU provides English-speaking lecturers once or twice per week for the English-learning clubs voluntarily created by employees.

Our English Intensive course is to help managers strengthen their language skills. This five-day course is provided to a group of employees selected for their qualifications, and intended to help them understand global culture and etiquettes while developing business English skills. In 2015, four managers in total attended this course to enhance their global business competency.

Our Glonet BG provides an Intensive Chinese language course in China to help its employees strengthen Chinese communication skills and have a networking opportunity in China. Participants attend the three-month language course offered by the Southwestern University of Finance and Economics located in Chengdu City, Sichuan Province, and pay a weekly visit to the Chinese Joint Venture to develop strategic business mind-set in the local Chinese market. This allows participants to improve their individual linguistic skills (HSK grade 5) and to strengthen their practical global competitive edge.

Overseas Subsidiary Tour Program Industrial Vehicle BG has been providing an overseas subsidiary tour program at its DIVC subsidiary plant in China since 2012 to help employees develop global mind-set and improve its competitive edge. In 2015, seven new hires and three of their seniors took a five-day tour around the plant to better understand the Chinese market and identify the business status of the DIVC subsidiary.



RELIABLE OPERATING

Doosan Corp strives to fulfill its social responsibility as a corporate citizen by minimizing its environmental footprint through green management, strengthening fair operations through mutually-beneficial cooperation with suppliers, and reinforcing its product/service accountability.



Minimize Environmental Footprints through Green Management 2.1



STAKEHOLDER INTERVIEW

Fuel cells represent a new energy source that reduces GHG emissions by 45% and improves energy efficiency by 85% or higher against fossil fuels and does not emit any air pollutants. As a leading fuel cell supplier in the domestic market, Fuel Cell BG move ahead of the competition by securing core component design and manufacturing technology and by launching wide-ranging product models as well as minimizing product sizes and delivering fuel cell system solutions. Presently, demand in the fuel cell market is heavily affected by government support policies, including the Renewable Portfolio Standard, due to its high upfront installation cost. Fuel Cell BG continues with its R&D endeavors to lower production costs and build price competitiveness so as to expand the fuel cell market for its sustained growth and development. Furthermore, Fuel Cell BG conducts R&D on fuel cells powered by byproduct hydrogen generated in the chemical industry and biogas in an aim to diversify energy sources while working with the Korean government to facilitate the energy prosumer market to explore new business models.

Hyungmok Cho General Manager
Quality Team, Fuel Cell BG, Doosan Corp



STAKEHOLDER IMPACT





STRATEGIC FOCUS We defined the '3G (Green Culture, Green Value, Green Communication) Practice and 15 To-Dos' based on the three strategic pillars of green management. In so doing, we aim to deliver products and services that help improve the quality of our environment and local community.

OUR APPROACH We developed our green management system to minimize our environmental footprint, and this system enables us to systematically respond to a range of environmental issues from climate change and environmental pollutant management to harmful chemicals management.

Improve energy efficiency in processes	Expand the development of green products	Manage environmental pollutants and reduce their discharge
--	--	--

OUR EFFORTS We respond to climate change by improving the energy efficiency of our manufacturing processes and products and by reducing our GHG emissions. We also take a systemic approach in managing the environmental pollutants generated from our worksites.

- Reduce energy consumption through facility replacement
- Develop green products by improving fuel efficiency
- Build a company-wide chemicals management system
- Reduce the discharge of waste through the manufacturing by products-to-products conversion

 Reduced in CO ₂ emissions from 2014 6,444 tCO ₂ eq	 In environmental investment 5.3 billion	 Reduced in waste discharge 161 tons
---	--	--

FUTURE ACTION To respond to climate change and manage environmental pollutants, we will minimize our environmental footprint along the entire business cycle from product development to the management of waste generated from worksites.

Strengthen response to GHG emissions trading schemes	Prevent chemical incidents by building a chemicals management system	Minimize environmental footprint by developing and monitoring environmental performance indicators
--	--	--

Improving Energy Efficiency in Processes

Reducing Energy Use through Equipment Replacement We analyze the manufacturing process of respective BGs/BUs to identify areas whose energy consumption is heavily intensive, and undertake energy efficiency initiatives to address these areas. At Electro-Materials BG, each of its plants set energy use reduction targets and took action accordingly, and improved pump equipment and relevant processes to generate KRW 86 million in annual energy savings.

Improving Energy Efficiency through More Efficient Electric Equipment Glonet BG increased the efficiency of the electric equipment installed at its plant to save energy cost : air compressors and boilers were equipped with condensers, and malfunctioning condensers connected to the power panel of each process were replaced with new ones. This increased the power factor¹⁾ from the previous 85% to 90% and over, and ultimately reduced power losses and ensured the efficient management of installed capacity.

Expanding the Development of Green Products

Improving Pump Control Logic for Fuel Efficiency Gains To help adopt eco-conscious designs for construction equipment, Mottrol BG is developing excavator pump control logic to improve fuel efficiency and reduce CO₂ emissions. This system employs a special control logic for fuel efficiency gains and a pump that uses electric signals to enable the high-speed control of hydraulic oil supply. This results in 12% or higher fuel efficiency against existing control systems while maintaining control performance. Mottrol BG will continue to develop and commercialize systems that further increase the overall energy efficiency of equipment, in addition to simply improving the efficiency of actuators²⁾.

A new 1-ton electric forklift



Developing High Energy Efficiency Products(Electric Forklifts) The world-wide Green Movement is giving rise to the use of electric forklifts in the global market. This prompted Industrial Vehicle BG to develop that delivers greater customer convenience with an aim to increase our market share in the growing electric forklift market. Its export was initiated in the 2nd half of 2015.

We developed a diesel engine-powered forklift as a way to respond to emission regulations that govern hazardous substances within exhaust gas, and released this new model both in the domestic and overseas markets. Specifically, we launched the full line-up powered by our Tier³⁾ engine in the domestic market to establish our product competitive edge.

Furthermore, we continue to reduce fuel consumption by optimizing engines and front ends that are the key components of forklifts. Forklift engines in the 4 to 7-ton range are categorized to heavy-duty and light-duty so that our customers can choose the optimal model that meets their work conditions as well as the most effective operational mode, thereby improving energy efficiency. The 2-ton light-duty model adopted a front end with improved visibility to enhance operational convenience and safety and to reduce weight by more than 50kg, which ultimately led to energy efficiency gains.

Developing Green Products Based on Organic Materials Glonet BG developed eco-friendly, organically-based cosmetic ingredients that care for the health and safety of customers. These materials were certified by , a European organic certification body and the world's largest certification organization (one case certified by Ecocert in 2015), and were registered under REACH, a new European chemicals regulation (one preliminary registration made under REACH⁴⁾ in 2015), which secured their reliability. We will continuously develop green products from eco-friendly functional cosmetic materials to phytochemicals in order to satisfy customer needs and make our products even greener.

1) Power factor : Ratio of the real power flowing to the load to the apparent power provided by KEPCO (Korea Electric Power Corporation)

2) Actuator : A component responsible for moving a machine from power sources. Generally refers to devices that perform mechanical work using hydraulic energy

3) Tier : Emission standards introduced by the Environmental Protection Agency and the state of California, the U.S. in 1996; start with Tier 1 and become increasingly stringent as the tier level rises

4) REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) : EU's chemicals management regulation that stipulates that all chemical substances that are manufactured in or imported into EU with quantities of one ton or more be registered, assessed, approved, or restricted in accordance with their manufacturing volume, import volume and risks

Response to Climate Change

Climate Change Response Strategy and System We fully support the Korean government's policy to curb GHG emissions as a way to do our utmost in responding to climate change and minimize our environmental footprint to fulfill our social responsibility. To this end, we established a system to respond to climate change and to reduce energy consumption based on our three strategic pillars of green management, and this system guides our green management endeavors. Specifically, our GHG emissions/energy statements for the period between 2011 and 2014 were verified by the authorized national verification body and were reported to the Korean Ministry of Environment in 2015, which increased the reliability of our environmental data.

Building on such experience, we aim to create a dedicated organization to handle GHG emissions trading schemes, build relevant operational processes, and set reduction measures so as to gradually strengthen our capacity to respond to such schemes.

We disclose our climate change response activities and CO₂ emissions through our CSR reports, public disclosures, and the environmental information disclosure system. Since 2009, we have been participating in the Carbon Disclosure Project (CDP) to ensure that our endeavors to respond to climate change are evaluated by external organizations.

Managing Environmental Pollutants and Reducing Their Discharge

Chemicals Management We are building a company-wide chemicals management system to prevent chemical incidents that occur frequently in recent days and to comply with strengthened regulations that govern the use and management of chemical substances. Furthermore, we developed our chemicals inventory to verify those chemicals that we keep and to comply with relevant regulations.

Each of our BGs educates their research units and shop-floor managers on the Chemicals Registration and Evaluation Act and the Chemicals Management Act, and set forth their chemicals management guidelines to systematically respond to relevant governmental regulations. In 2015, we identified such key managerial areas as capacity-building, legal assistance, and internal activity diagnosis/improvement, and took improvement measures accordingly. Particularly, we update the legal requirements imposed on our chemicals management inventory on a quarterly basis through external expert organizations, and periodically share newsletters to manage chemicals-related risks.

Mottrol BG strives to minimize the environmental impact of its products caused by the use of harmful chemicals. It replaced those processes that generate substances regulated by RoHS¹⁾ with more eco-friendly ones in order to prevent these environmental pollutants and to deliver safe products. Mottrol BG will comply with global environmental regulations and continuously undertake preventive measures.

Prevention of Chemical Incidents In purchasing chemical substances, we perform EHS impact assessments on the basis of MSDS²⁾, and confirmation statements. This ensures that the chemicals that we use comply with relevant laws and regulations and employees in charge of chemicals management attend mock drills and receive regular training on chemical handling standards. We also placed disaster control boxes to prevent chemical leaks in the workplace and installed leak prevention devices to fundamentally protect our local communities from suffering any damage and to establish a swift emergency response system. In 2015, all our worksites were subject to chemical substance analysis to prevent chemical leaks and identify potential risks.

1) RoHS (Restriction of Hazardous Substances Directive) : EU guidelines that regulate specific hazardous substances and ban the use of such harmful materials as lead, mercury, and cadmium in electric and electronic products
 2) MSDS (Material Safety Data Sheet) : Data sheets that describe information required for the safe use and management of chemicals

+ Reducing GHG Emissions through Fuel Cells

Doosan Corporation Fuel Cell was launched in 2014 through the merger between Clear Edge Power (CEP) of the U.S., a renowned leader in the global fuel cell industry and Fuel Cell Power that led the Korean residential fuel cell market. Fuel cells are eco-friendly energy supply devices that generate electricity and heat through the reaction between fuel and atmospheric oxygen without relying on combustion reactions. Doosan Corp Fuel Cell is a developer and manufacturer of key fuel cell components - stacks¹⁾, MEA²⁾, reformers - and eco-friendly, high-efficiency distributed generation system solutions for power generation and residential purposes.

, thus generating tangible business outcomes.

1) Stack : Layered structure of multiple fuel cells connected in series 2) MEA : Membrane Electrode Assembly

+ Fuel Cell 10Kw model



+ Fuel Cell M400 model



Reducing Waste Discharge by Turning Manufacturing Byproducts into Valuable Resources

By turning waste generated from manufacturing processes into valuable resources, we reduced our waste discharge and created profits from their sales. Glonet BG had previously incinerated the byproducts of food additives that were categorized as controlled waste (milk powder containing organic solvents), which increased its discharge of waste and incurred incineration costs. Its solution was to improve its manufacturing process to eliminate from generated byproducts and to process them into feed. As a result, Glonet BG turned nearly 3,700kg of byproducts into valuable resources in the 2nd half of 2015. We will continuously monitor our waste reduction initiatives and set plans to turn wide-ranging waste byproducts into useful resources.

Managing the Quality of Effluents through In-House Standards We ensure that the effluents from our worksites have only a minimal impact on their nearby ecosystems. Our in-house threshold is 50% of the legally-permissible discharge levels, and this contributed to reducing the concentration of water pollutants in final effluents. Electro-Materials BG and Industrial Vehicle BG analyze discharge approval items bi-weekly and semi-annually or more often respectively to monitor their compliance with in-house standards. They also analyze the entire items of both raw wastewater and effluents twice a year to identify the pollutants that they discharge. Furthermore, all our final effluents go to sewage treatment plants before their discharge into the water system to prevent water pollution.

Process Waste Management The waste generated from each of our processes is categorized and managed in accordance with their respective disposal methods from recycling to landfilling and incineration. We fully abide by waste-related regulations, and perform regular follow-up assessment and education on waste treatment service providers so as to dispose of such waste in a transparent and lawful manner. Our comprehensive waste management information system (Allbaro System) enables us to classify and manage waste according to its properties and phase. In 2015, the waste we generated was treated through recycling (77%), landfilling (1%) or incineration (22%).

Controlled Waste Management We follow legally-allowable procedures in managing controlled waste so that any leak of such waste leads to only minimal damage to our local communities. In 2015, our generation of controlled waste fell by 4.5% from the previous year to 7,892 tons, all of which was safely treated. Industrial Vehicle BG color-codes controlled waste by category so that such waste does not mix together nor is it stored in a mixed state. Specifically, it encourages the use of sealed containers to prevent the leak of hazardous waste.

Electro-Materials BG creates waste cards whenever designated waste is generated and registers these cards on its EHS IT system to track and manage such waste until it is properly disposed of. Its Doosan technical center developed and is currently using waste identification stickers to categorize and manage waste according to their physical phase.

Water Resource Management Our water resource management aims to ensure a stable supply of water and reduce our risk exposure caused by water resource depletion. Mottrol BG recycles the water, used for performance testing, for cooling devices to efficiently use its water resources. Electro-Materials BG classifies its water resources into tap water and groundwater at three of its plants (Jeungpyeong, Gimcheon, Iksan). Furthermore, it discontinued the use of two of the five groundwater mining facilities, and is minimizing the amount of groundwater collected at the remaining three facilities to prevent groundwater depletion. Wastewater reuse devices are also operated to reuse 50% of the wastewater as process water, and the quality of recycled water is managed through R/O membrane¹⁾ filter maintenance.

Air Pollutant Management We ensure that the air pollutants emitted from our worksites are 50% or less than the legally-permissible threshold. Complying with these stringent in-house regulations enables us to reduce the emission of SOx and NOx. Specifically concerning emission/control facilities that change their substances consumed or have a significant environmental impact, each of their air pollutant items is measured and monitored while newly-generated pollutants are managed through continued self-initiated measurement as well as a preliminary analysis.

1) R/O membrane : Reverse Osmosis membrane

Color-Coding of controlled Waste by Category

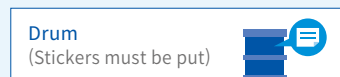


- Waste synthetic resins (general waste)
 - Vinyl, rubber, paper, plastics, etc.

- Waste paint (solid)
 - Paint-stained masking vinyl, gloves, clothes, etc.
 - Residual paint that hardened and packaging containers

- Oil-containing materials (oil cloths)
 - Oil-stained cloths, gloves, clothes, caps, etc.
 - Sawdust used to clean oil, Kim's towel

- Scrap metal and non-ferrous metal
 - Scrap metal, waste steel plates, waste cans
 - Waste thinner containers that are completely empty, waste paint containers



- Waste paint
 - Waste pint in liquid phase

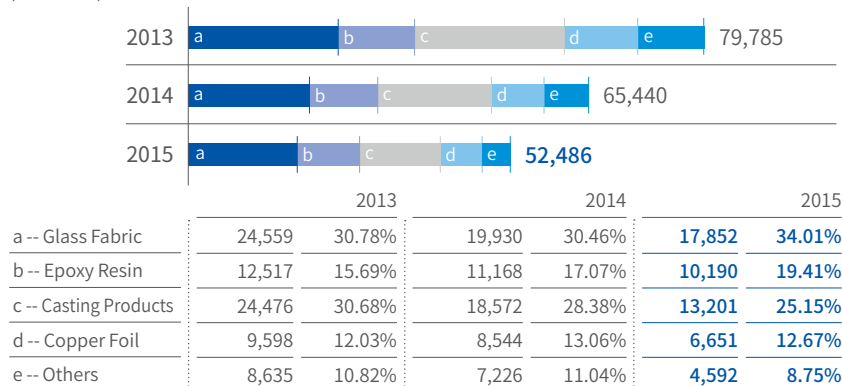
- Waste oil
 - Waste oil in liquid phase

Mass Balance

* As of the end of December 2015
 * Data collected from: Entire domestic locations including Electro-Materials BG, Industrial Vehicle BG, Mottrol BG, Glonet BG, Information & Communications BU, FM BU, Fuel Cell BG, Administration Center, and other business divisions
 (For a portion of the indicators, their data collection scope is separately marked)

Consumption of Raw Materials

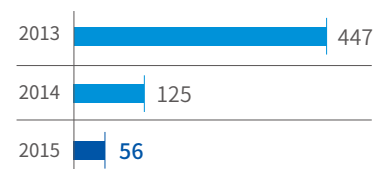
(Unit : Ton)



*Data collected from: Electro-Materials, Industrial Vehicle, Mottrol, Glonet and Fuel Cell BGs in Korea

Consumption of Recycled Materials

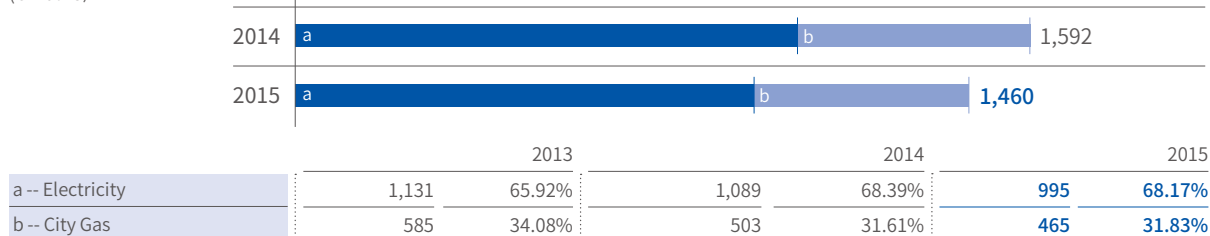
(Unit : Ton)



*Data collected from: Glonet BG in Korea and based on its consumption of ethanol and acetone

Energy Consumption

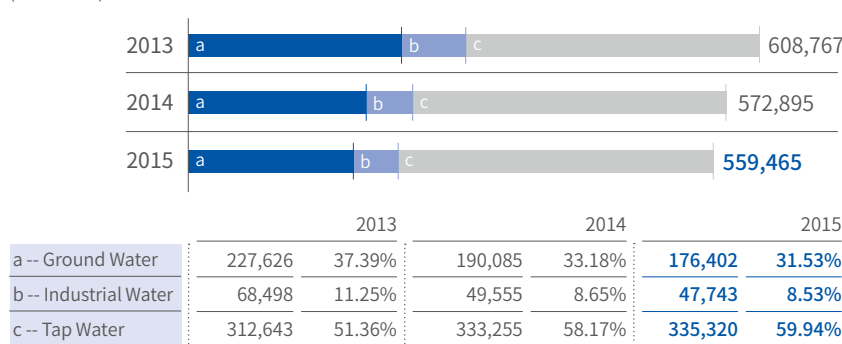
(Unit : TJ)



*Data for 2013 and 2014 was modified due to the adjustment made in data collection at Information & Communications BU

Consumption of Water Resources

(Unit : Ton)



*Data collected from: Entire domestic locations and the Administration Center, including the Corporate Office
 *Data for 2013 and 2014 was modified due to the adjustment made in data collection scope for tap water

Total Amount of Water Reused and Recycled

(Unit : Ton)



*Data collected from : Electro-Material BG's locations

Waste Discharge

(Unit : Ton)



	2013		2014		2015	
a -- Recycling	11,714	79.98%	10,861	79.25%	10,441	77.08%
b -- Landfilling	157	1.07%	196	1.43%	188	1.39%
c -- Incineration	2,776	18.95%	2,648	19.32%	2,916	21.53%

Controlled Waste

(Unit : Ton)



*Data collected from: Electro-Materials, Industrial Vehicle, Mottrol, Glonet BGs

GHG Emissions

(Unit : tCO₂eq)

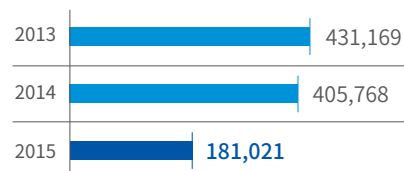


	2013		2014		2015	
a -- Scope1(Direct Emissions)	29,980	35.81%	25,973	32.93%	24,082	33.25%
b -- Scope2(Indirect Emissions)	53,745	64.19%	52,892	67.07%	48,339	66.75%

*Data for 2013 and 2014 was modified due to the adjustment made in data collection scope at Information & Communications BU

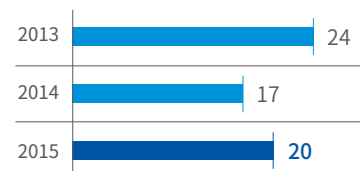
Wastewater Generation

(Unit : Ton)



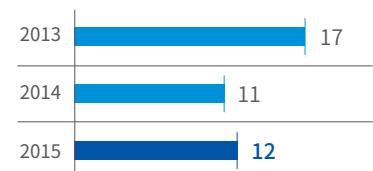
Chemical Oxygen Demand

(Unit : ppm)



Biochemical Oxygen Demand

(Unit : ppm)



*Data collected from: Electro-Materials, Industrial Vehicle, Mottrol, Glonet BGs

Environmental Investment

(Unit: KRW million)



*Environmental investment: Based on the cost of preventive activities, follow-up treatment activities, and stakeholder activities in the environmental account

Profits from Environmental Investment

(Unit: KRW million)



*Profits from environmental investment: Based on the profits generated from the sales of byproducts, etc.

Reinforce Fair Operations

2.2



STAKEHOLDER INTERVIEW

Sung sin Industries, as a manufacturer of industrial forklift parts and construction machinery components, has been a long-established supplier of Doosan Corp's Industrial Vehicle BG. I believe that Industrial Vehicle BG is actively communicating with its suppliers: its executives share their annual business plans through the General Assembly meetings of the Suppliers Cooperative Council that consists of 50 suppliers while its working-level staff discuss quality issues and other pending business issues with us through monthly production review meetings. In particular, quarterly subcommittee meetings that convene in respective expert areas help further widen our bilateral communication. The frame-making subcommittee that we attend holds Cooperative Council meetings to share and suggest issues in need of improvement or assistance to Doosan Corp, from visiting the plants of leading companies and joint purchasing of parts to reporting business difficulties. Since our manufacturing process requires high-pressure oxygen cutting and working (welding, painting, assembly), our staff are exposed to occupational injuries and a hazardous work environment. We also face workforce management issues that may affect our quality such as aging workers and the inflow of immigrant workers. We look forward to proactive cooperation with Doosan Corp in fostering and supporting professional workforce in the upcoming years.

Gunsin Park
CEO of Sung sin Industries Co., Ltd.



STAKEHOLDER IMPACT



STRATEGIC FOCUS Our supply chain management aims to pursue continuous purchasing innovation, ensure procurement stability through selection and focus, and establish a competitive edge in shared growth by supporting and nurturing suppliers. We promote mutually-beneficial cooperation with suppliers and assist them in laying the basis for socially-responsible management so as to create a virtuous cycle-based partnership and strengthen our competitiveness and supply chain.

OUR APPROACH We build a sustainable supply chain for our suppliers to improve our overall competitiveness in the entire production and supply system and to reinforce fair operations.

Disseminate CSR along the supply chain	Expand mutually-beneficial cooperation with suppliers	Strengthen communication with suppliers	Ensure transparency and fairness in selecting and evaluating suppliers
--	---	---	--

OUR EFFORTS We continuously endeavor to establish a sustainable supply chain by reinforcing competitiveness, offering mutually-beneficial cooperation programs and building a supply chain CSR system.

- Develop supply chain CSR guidelines and offer CSR education
- Support education and training to help suppliers strengthen their competitiveness
- Expand grievance-handling channels for suppliers and conduct surveys
- Reflect CSR performance in selecting and evaluating suppliers

<p>In total purchases from SMEs</p> <p>KRW 505.9 billion</p>	<p>In early payments made to SMEs for national holidays</p> <p>KRW 25.2 billion</p>	<p>Attended fair trade compliance education</p> <p>403 employees</p>
---	--	---

FUTURE ACTION We will ceaselessly strive to establish a sustainable supply chain.

Provide advanced/specialized CSR education to major suppliers	Assist suppliers in undertaking their own CSR initiatives	Develop a supply chain CSR certification program	Expand CSR into the suppliers of our overseas locations
---	---	--	---

Disseminating CSR along the Supply Chain

+ Details of the 'Guideline for Sustainable Supply Chain'

1 Labor & Human Rights

- Ban on discrimination
- Ban on cruel treatment
- Ban on the exploitation of child labor
- Worker treatment and protection

2 Healthy & Safety

- Occupational safety management
- Work environment management
- Emergency preparedness
- Injury and disease management

3 Environment

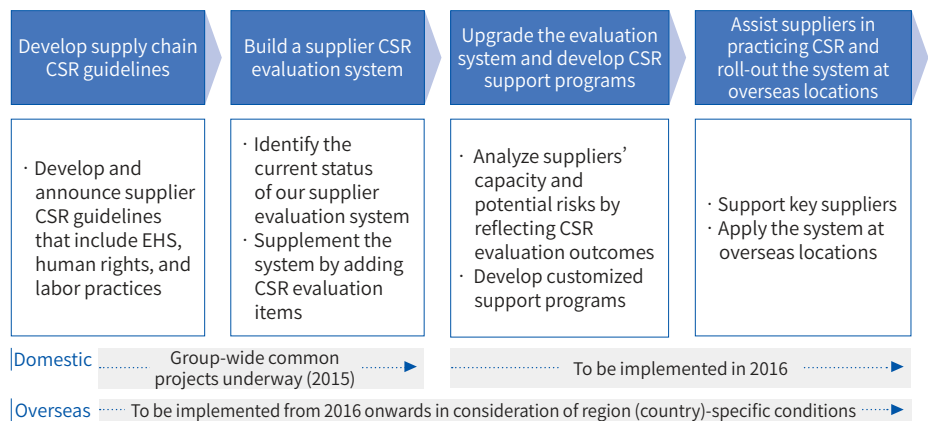
- Environmental approval and reporting
- Management of hazardous substances
- Management of environmental discharge and emissions
- Improvement of resource efficiency
- Response to product-related environmental regulations

4 Ethics & Fair Trade

- Compliance with business ethics
- Fair trade compliance
- Transparent information disclosure
- Protection of intellectual property rights
- Information security

Executorial Directions for Sustainable Supply Chain Management We disseminate CSR along the supply chain to manage our suppliers' financial stability, environmental safety, and social risk in an integrated manner. In so doing, we identify in advance and prepare for any risk factors that may occur in our business relationships, and cooperate with the governmental top priority policy to promote win-win partnerships between large businesses and their SME partners.

Developing a Supply Chain CSR Management System Roadmap We developed the 'Guideline for Sustainable Supply Chain' to effectively establish and disseminate CSR along the supply chain. We use this guideline to evaluate our suppliers for their CSR performance and reflect its outcomes in our supplier contract and regular supplier assessments so as to systematically manage our supply chain CSR risks. In 2016, we plan to extend the scope of this guideline to include our overseas locations in consideration of country-specific conditions.



Establishing Governance for Systemic Supply Chain Management We established our supply chain management governance to take a more systemic approach in undertaking supply chain CSR initiatives. Our 'Supply Chain CSR Subcommittee' was launched in April 2014 to disseminate and expand CSR along the company-wide supply chain and to promote communication with BGs/ BUs. Attended by eight BGs/BUs and two invested companies, the subcommittee meets two to four times each year and hosts quarterly regular meetings to share BG/BU-level activities and consult on possible improvements. In 2015, the subcommittee convened two times to discuss key implementation tasks on the basis of the mid/long-term supply chain CSR implementation roadmap.



*As of May 2016

+ Announcing the 'Guideline for Sustainable Supply Chain'

We set forth and announced the 'Guideline for Sustainable Supply Chain (GSSC)' and recommend that our suppliers abide by this guideline. Our GSSC defines the requirements our suppliers need to satisfy in the economic, social, and environmental sectors in the following four areas of labor & human rights, health & safety, environment, and ethics & fair trade. We share this guideline with our suppliers through our corporate website, purchasing system, and other diverse channels.

Expanding Mutually-Beneficial Cooperation with Suppliers

Visit to the supplier
Woorim Machinery



Early payments made to
SMEs for national holidays
KRW **25.2** billion



Worth production equipment
provided to suppliers
KRW **4.53** billion



Expanding Customized Support Programs Our supplier support programs are differentiated according to our business characteristics as well as the capacity and level of our suppliers in order to effectively support their growth and development. Such tailored win-win partnership programs range from strengthening technology competitiveness and education & training to financial and welfare support with an aim to strengthen suppliers' infrastructure as well as mutual business partnerships.

Assisting Suppliers in Strengthening Quality and Technology Competitiveness Industrial Vehicle BG is undertaking a customized Lean¹⁾ initiative to help suppliers reinforce their competitive edge in manufacturing technology. In 2015, a total of six suppliers received guidance on 3R5S²⁾ and process quality (content of foreign substances, coating defects). Meanwhile, Mottrol BG shared its mid/long-term shared growth strategy with its suppliers, encouraged them to work together in bringing innovative changes, and

Education and Training Support We offer diverse education and training programs in conjunction with universities to help our suppliers build capacity and foster a professional workforce. Information & Communications BU provides high-quality educational content to 66 employees from 18 on-site suppliers in charge of system management operations. Industrial Vehicle BG offered subcontracting law education once a year, as well as courses on FTA country of origin management and response to EU REACH regulations twice a year, along with five sessions of quality innovation education for 40 suppliers. It also provided job competency education in alignment with Inha University, and a total of nine courses were completed by 93 employees from 33 suppliers. Mottrol BG offered courses on quality, purchasing management, and factory innovation initiatives to 23 suppliers on five occasions in 2015.

Promoting Win-Win Partnerships through Financial Support We provide financial support to assist our suppliers with healthy financial operations and stable business management. Industrial Vehicle and Electro-Materials BGs made early payment worth KRW 25.2 billion for national holidays. Industrial Vehicle BG also made such early payments worth KRW 520 million to help some of its financially-strapped suppliers improve their financial status while providing 36 suppliers with 131 sets of production equipment³⁾ worth KRW 4.53 billion in total to help them develop new models, localize parts, and improve productivity.

Welfare Support for Supplier Employees We supported 35 employees from 18 major suppliers in receiving medical check-ups to help promote the health of our supplier employees. In 2015, FM BU, with support from other affiliates, improved working conditions for contract-based cleaning staff – 10% increase in minimum wage, vacation bonus, and national holiday gifts – in integrating the cleaning service providers of respective affiliates.

Support for Supplier CSR Initiatives We strive to enhance suppliers' awareness of supply chain CSR through education and consulting on labor, human rights, anti-corruption, occupational safety, and environment as well as regular CSR assessments. In 2015, our key suppliers were educated on such topics as understanding CSR, supply chain CSR, and CSR examples of leading companies to help them better understand our supply chain CSR policy.

1) Lean production: Production methodology that aims to reach production targets by keeping raw materials, goods-in-process and product inventory to a minimum
 2) 3R5S: 3R (Right quantity, Right product, Right location) / 5S (Sorting, Straightening, Shining, Standardizing, Sustaining)
 3) Production equipment: Dies or tools required for parts manufacturing

CSR Leadership Interview

Keunbae Park, Vice President of Doosan Corporation Industrial Vehicle

At Doosan Corp, we set our win-win management goal of establishing mutually-beneficial partnerships with suppliers. We have been building a system that helps our suppliers become more competitive and grow their business so that they, in return, help us with our business conduct. Our Industrial Vehicle BG operates a range of mutually-beneficial cooperation programs from technology/staff/financial support to proactive communication. Particularly, we offer intensive support on QCD (quality, cost, delivery) aspects. We plan to provide EHS support and set up a cooperative council with key suppliers to deliver a safer work environment while looking for even more systemic ways of cooperation. Going forward, we will continue to promote communication and mutually-beneficial cooperation.

Strengthening Communication with Suppliers

Expanding Grievance-Handling Channels for Suppliers We operate open and formal grievance-handling channels to facilitate communication with suppliers. Through quality meetings, subcommittees, and In 2015, a total of 77 grievances were submitted, out of which 68 or 88% were handled. For issues not resolved yet, including those that require closer consultations concerning production operation, we plan to develop solutions through continuous response and feedback.

Furthermore, we survey 103 major suppliers to check on their change in awareness on supply chain CSR and reflect outcomes in improving our CSR programs. In 2015, 78 suppliers in total responded to this survey and it was revealed that their awareness on supply chain CSR improved from the previous year and that there still remain high demands on improving awareness of supply chain CSR risks, capacity-building, and consulting programs.

Regular General Assembly of Mottrol BG's Cooperative Council



Regular Communication through the Cooperative Council By hosting attended by major suppliers and quarterly discussions held under the Cooperative Council, we share best practices on shared growth while gathering and reflecting the assistance needs raised by our suppliers. CSR briefings also help suppliers understand our supply chain CSR.

Communication with Global Suppliers We strengthen communication with global suppliers as well as domestic suppliers. Industrial Vehicle BG hosts annual business briefings to facilitate communication with Chinese suppliers. In 2015, it invited 22 local suppliers in Shanghai, China, to share its business outcomes, outlook, and mid/long-term vision and to select and reward three top performing suppliers in each of the QCD (quality, cost, delivery) sectors.

2015 business briefing in China



Ensuring Transparency and Fairness in Selecting and Evaluating Suppliers

Supplier Selection and Evaluation System New DooBuy Since we do business with a diverse group of suppliers, we need to take a more systemic approach in selecting and evaluating suppliers. Thus, we developed New DooBuy, an improved version of our existing purchasing system. This system is operational in Electro-Materials BG, Information & Communications BU, Glonet BG and BS, and will be extended to include other BGs and BUs.

Selecting Suppliers Fairly through Auto Screening and Registration Evaluation As part of the supplier registration process, our suppliers are registered on our DooBuy system to undergo auto screening so that we can identify unqualified suppliers. Once registered, our suppliers are subject to registration evaluation performed in accordance with category-specific purchasing criteria to review their qualifications. This process allows us to ensure transparency and fairness in selecting suppliers.

Evaluating Suppliers by Reflecting CSR Performance We integrate CSR factors in selecting and regularly evaluating suppliers to motivate them to advance their CSR management. Electro-Materials/Industrial Vehicle/Mottrol BGs, Information & Communications BU and BS included 10 CSR evaluation items in the fields of anti-corruption, labor, human rights, environment, and healthy & safety, and suppliers are given additional points according to their compliance level in the regular evaluation process. We plan to include such CSR items in selecting new suppliers, and our mid/long-term plan is to conduct third-party evaluation and suppliers' self-initiated evaluation.

Improve Product & Service Accountability

2.3



STAKEHOLDER INTERVIEW

The Chinese economic slowdown caused by the sluggish global economy also shrank the excavator hydraulic component market and our Mottrol BG is facing the double whammy of declining sales and intensifying competition. This alerted us to do our utmost to retain existing customers while discovering new customers by sustaining R&D endeavors for price competitiveness and by integrating the customer satisfaction department with sales operations to establish a single coherent customer channel. Specifically, we consult closely with our customers in R&D to develop the products that meet market/customer needs. Our Mottrol BG suggested cost-saving R&D ideas to Volvo and is sharing the resulting benefits. By promoting our DPA pump that we developed independently, we enabled our customers to save costs while increasing our sales in the hydraulic device segment and launching new products. In addition, we tapped into new markets outside the existing excavator segment – hydraulic parts for forestry equipment and vessel winch applications and electrohydraulic valves for ship engines – and launched our recycling business to recycle waste hydraulic parts and resell them at affordable prices, which demonstrates our relentless endeavors for sustainable growth.

Bumyun Lee Deputy General Manager
Domestic Sales Team,
Doosan Corporation Mottrol



STAKEHOLDER IMPACT



STRATEGIC FOCUS We use our sophisticated technology to perform R&D in order to deliver products that cater to customer needs, comply with international standards, and set themselves apart from the competition for their differentiated qualities so as to strengthen our competitive edge. Furthermore, our R&D is focused on product safety and stability to care for the health and safety of our customers.

OUR APPROACH Each of our BGs and BUs pursues quality innovation and R&D to secure unrivaled top-notch competitive edge in technology, and is fully committed to promoting product safety to safeguard the health and safety of customers.

Secure life-cycle product safety	Improve customer satisfaction with products and services	Reinforce R&D for future technology and innovation
----------------------------------	--	--

OUR EFFORTS It is through ceaseless R&D endeavors that we bring quality innovation and improved safety in a wide range of products that we offer. We also strengthen customer communication for greater customer satisfaction.

- Prevent product-related safety accidents by offering preventive maintenance and other preliminary services
- Obtain the GMP certification through improved product safety
- Fully reflect customer feedback in the product development process
- Discover ideas and share outcomes together with customers
- Develop a mid/long-term R&D roadmap and an organizational system for technology management

<p>Invested in R&D of the total sales 2.6 %</p>	<p>Invested in R&D KRW 453 billion</p>	<p>Of the VOC reflected in quality improvement 81 % <small>(Based on Industrial Vehicle BG)</small></p>
--	---	--

FUTURE ACTION We aim to continuously invest in R&D and product safety for customer satisfaction and strengthened product accountability.

Expand VOC channels and customer satisfaction surveys	Strengthen product accountability by securing customer safety and convenience	Reinforce executional capability to undertake key strategic R&D projects
---	---	--

Securing Life-Cycle Product Safety

Special preventive maintenance campaign
(Based on Industrial Vehicle BG)

86
customers

443 units of
equipment in use



Product Safety Initiatives At Doosan Corp, we work in various ways to secure product safety, from strengthening preliminary inspections across manufacturing, distribution, and sales to providing accurate information on product selection and use and obtaining international certifications.

Industrial Vehicle BG undertook the Before Service program to inspect the forklift at the customer locations. In 2015, this program covered total 443 trucks at 86 customers in order to conduct the preventive maintenance service and emphasize the proper and safe operation. In addition, provided technology capacity-building training to service technicians at dealers and employees at authorized service factories. In 2015, total 695 persons passed 27 sessions. In doing so, Industrial Vehicle BG delivered good services enabled by high technology in order to secure product safety and improve customer satisfaction.

Electro-Materials BG offers its customers product warranty programs in response to customer requests to investigate whether its products contain any Conflict Materials (tin, gold, tungsten, tantalum). In 2015, it provided 33 MSDSs (material safety data sheet) and certificates of non-use of Conflict Minerals to Samsung Electronics and other customers who requested such documents.

Fuel Cell BG manages its own chemicals inventory concerning raw materials it imports or purchases. In developing new products, Fuel Cell BG ensures that their performance safety is certified through product evaluation tests conducted by such authorized certification bodies as Korea Gas Safety Corporation (KGS) and the Korea Institute of Energy Research (KIER).

Strengthening Product Safety through Hazardous Substance Management We set and apply stringent criteria in managing hazardous materials. As part of the manufacturing process, we inspect the ratio of hazardous substances contained in our products so that our components, raw materials, or packaging materials are completely free from such materials.

Glonet BG conducts tests on raw materials in storage in accordance with legal standards and its in-house quality standards in order to select raw materials of high hygienic quality while preventing cross contamination in products through visual inspection and swab tests of manufacturing equipment, regular environmental monitoring in the clean room, and hygienic control of workers. Finished products are also inspected for their content of microorganisms, heavy metals, residual solvents or any other harmful substances. From the initial product development phase, information related to product safety is documented in material safety data sheet (MSDS) and is provided to customers so that they use our products safely. Such endeavors enabled Glonet BG to certification in 2015 through cooperation with the Korean Ministry of Food and Drug Safety.

Glonet BG's strengthened product safety

GMP
certification obtained




Disclosing Product Technical and Safety Performance To prevent product safety accidents we provide our customers with technical and safety information across all our products. Electro-Materials BG discloses technical information of all its products and information on materials regulated by international standards in addition to function-specific operations from new product development to service management and safety inspection procedures. This allows customers to access annually-updated technical data on substances subject to environmental regulations across the entire product line-ups so as to check safety information of our new products. Fuel Cell BG conducts pre-installation/use inspections performed by Korea Energy Agency and Korea Electrical Safety Corporation and provides customers with manuals. Fuel Cell BG also offers one-on-one training on necessary cautions to take on product use and safety so as to enhance customers' safety awareness.


1) GMP(Good Manufacturing Practice) : Set forth manufacturing/management standards for high-quality foods and pharmaceutical products as basic requirements to be met to guarantee their safety and efficacy quality

CSR Leadership Interview Yoonsuk Lee Vice President of Doosan Corp Electro-Materials BG

The electronics industry is one of the first to adopt new environmental, labor, and human rights regulations. Electronics companies urge their suppliers to fully abide by CSR regulations so as to develop products recognized in the market. Electro-Materials BG introduces eco-friendly elements in its entire manufacturing process and puts customer safety first in an aim to deliver products and services that care for the environment and society and to fulfill its social responsibility in so doing. Specifically, Electro-Materials BG continuously strive to develop green products that protect the safety and health of customers in their daily life – such as films that intercept electromagnetic waves from electronics products or halogen-free products.

Improving Customer Satisfaction with Products and Services

Expanding Customer Communication Channels We expanded our customer communication channels to promptly identify and respond to ever-changing customer needs. Glonet BG built a  to interact with customers year-round. This allows Glonet BG to track down items that interest its potential customers and gather individual requirements to reflect them in its product strategy. It also regularly visits overseas and domestic customers to collect their feedback and integrate it in its product development and improvement. Furthermore, Glonet BG invites overseas dealers to Korea to offer regular education on market trends, manufacturing facilities and products so as to maximize their capacity and the satisfaction of end clients.

Electro-Materials BG deploys a wide range of communication channels, from its website to sales representatives' regular visit to customers and technical review meetings, to gather customer feedback. It also shares and monitors  each day to swiftly address any customer complaints related to quality issues. In 2015, Electro-Materials BG collected 246 VOC reports, out of which 223 or nearly 91% of the total were handled in the initial response phase within the first 24 hours.

Reflecting Customer Feedback in the Product Development Process We reflect customer feedback in product development to enhance customer satisfaction and the value of our products.

Industrial Vehicle BG hosts 'VOC Progress Meetings' and 'customer quality meetings' that focus on sales, quality, and R&D as well as quarterly 'product advisory committee meetings' and 'service officer meetings' led by headquarters' sales-dealer consultative body in order to reflect Voice of Customers in product development and to deliver optimal products that cater to their needs. In Korea, its products and services that reflect customer feedback maintain a large market share despite their high price as measured against competitors.

Furthermore, Industrial Vehicle BG invites overseas dealers and customers to Korea so that they can directly evaluate its proto-type vehicles while gathering Voice of Customers on their needs and market requirements. It plans to further expand customer communication to collect VOC from diverse perspectives so as to maintain and broaden its market presence.

Mottrol BG closely communicates with its customers from initial specification reviews to proto-type/pilot production and mass-production to deliver products optimized for customers' equipment and to provide the greatest value to customers. By efficiently reflecting customer feedback through technical review meetings, promotional events, development process (NPD¹⁾ 2.0) and other product upgrades, Mottrol BG mass-produces and supplies its products to Volvo (Sweden), Bobcat (U.S.), Sany (China), John Deere (U.S.), JCB (U.K.), and Sumitomo (Japan). It will focus on developing products that reflect customers' cost-saving ideas in addition to facilitating technical review meetings with customers.

Discovering Ideas with Customers The intensifying price-based competition caused by the sluggish excavator market prompted our customers to work harder to reduce costs. Mottrol BG worked with its customer Volvo to jointly discover cost-saving ideas and developed products that generate cost savings, which resulted in a 5% drop in product price and the sharing of profits. Mottrol BG plans to expand such initiatives to identify cost-saving ideas in conjunction with Volvo and other customers.

Conducting Customer Satisfaction Surveys We relentlessly strive to move ahead of our competitors to deliver superior value to customers. Any complaints or issues raised in product use are swiftly addressed through weekly reliability meetings to improve customer satisfaction. Industrial Vehicle/Mottrol/Glonet/Fuel Cell BGs perform regular customer satisfaction surveys and align their outcomes with improvement activities to elevate the level of their customer service. In particular, Information & Communications BU extended the scope of its IT service satisfaction survey from Korea to China, Europe, Americas, and India in 2015 to advance customer satisfaction management in wider regions of the world. Electro-Materials BG also plans to conduct its own customer satisfaction survey.

Initial VOC response rate within the first 24 hours

91% (Based on Electro-Materials BG)



Developing a DPA pump to share the benefit of cost savings



1) NPD: New Product Development

Advancing Technology Management to Secure Future Core Technology

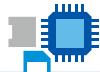
Establishing a Mid/Long-term R&D Roadmap At Doosan Corp, we set a mid/long-term R&D roadmap in consideration of changing customer requirements as well as mid/long-term market conditions and industrial technology trends. It is based on this roadmap that we continuously develop technologies and innovative products that will lead our future growth so as to strengthen our product competitiveness.

Creating a Technology Management System and a Responsible Organization We developed our technology management system and created the Technology Strategy Division to lay the basis to create synergies and value across BGs. The division serves as the control tower that leads the development of BG's R&D strategy, strengthens the executional capability of key R&D projects and reviews the undertaking of new businesses. This assists our BGs in swiftly developing competitive products and technologies to pave the way to create business influence while promoting cross-BG technology cooperation to generate greater synergies.

R&D Investment Doosan Corp invested KRW 45.3 billion in R&D in 2015. Our R&D investment amounts to 2.6% of our total sales, which has been on the rise since 2012. We aim to continuously increase our R&D investment in the upcoming years.

R&D Initiatives by BG

Electro-Materials BG



Developing Eco-Friendly, High-Stiffness, Low Dk Products Electro-Materials BG released its low Dk¹⁾, low-loss model 7409DVN to respond to increasing market needs for high-speed signal transmission materials that were raised by a growing volume of high-capacity server data traffic. It forecasts that its sales would increase from 2016 onwards thanks to its launching of economical high-performance products in the major PCB (Printed Circuit Board) sector and their mass-production and sales following qualifications gained by major set makers in the U.S.

Furthermore, Electro-Materials BG was a U.S.-based safety standards developer and certification body, which demonstrated its product safety and helped enhance its brand image as a top-notch product developer. It will develop green products and super ultra low-loss products as follow-up models in line with the expansion of Wigig (Wireless Gigabit Alliance)²⁾ next-generation wireless LAN to broaden its low-loss product line-ups.

Mottrol BG



Developing an Energy-Saving Small-Sized Pump Main pumps used for construction machinery are embedded with the functionality to reduce pump power to prevent engine shut-down or reduction in engine speed when air conditioners or other attached devices are turned on. Meanwhile, pump power is reduced by merely 10% from the maximum power in small construction machinery, which also adopts a simple on/off control technique. This raised an issue with lower fuel efficiency compared to mid/large-sized construction machinery pumps.

Mottrol BG is developing a pump that could significantly increase power reduction rates to 30% or higher and control power levels in proportion to the load imposed by attached devices. Once developed, such pumps are expected to bring fuel efficiency gains in small-size construction machinery and to help reduce the discharge of pollutants.

Glonet BG



R&D on Phospholipids and Ingredients of Natural Origin Glonet BG is conducting R&D on high-purity phospholipids on the basis of its accumulated capabilities on bioengineering technology. Specifically, its medical emulsifier refined following its extraction from the egg yolk was designated as the 'World Class Product' by the Korean Ministry of Trade, Industry and Energy, and was recognized as the safest in solubilizing poorly-soluble substances (e.g. lipid-soluble anesthesia (Propofol)). Glonet BG will deliver functional foods and cosmetic ingredients that come from natural raw materials by reflecting customer/market needs. To this end, it plans to increase R&D investment to provide high-value-added materials to customers.

1) Low-k: Refers to blocking or reducing the flow of current within semiconductor products or substrates.

Low dielectric properties minimizes signal delays proportionally to increase the speed of products

2) Wigig (Wireless Gigabit Alliance) : A trade association that leads the adoption of multi-gigabit wireless transmission technology

RESPONSIBLE ENGAGEMENT

We at Doosan Corp plant the seeds of hope by helping the less-privileged in our society stand on their own two feet through our social-giving initiatives in the fields of education, culture, and sharing. We share warmth, foster hope, and create a sustainable society that everyone dreams of.





Strategic Community Involvement & Development

3.1



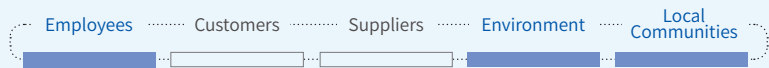
STAKEHOLDER INTERVIEW

As the nation's 1st-ever private-sector statutory donation organization, the 'Babonanum Foundation' was established in 2010 in commemoration of the 1st anniversary of the decease of Cardinal Stephen Kim Su-hwan to disseminate his spirit of sharing across society. Since 2012 when Doosan Corp initiated making designated donations to the foundation, the company has been offering its helping hand to those in need of such assistance – economic independence for single moms, rehabilitation for people with disabilities, and psychological wellbeing for infants at childcare facilities – based on its own set of values and directions in undertaking social-giving initiatives. Specifically, the Single Mom's Independence Support Program undertaken since 2013 through the funds voluntarily donated by Doosan Corp's employees aims to assist single moms in local communities in continuing with their education and vocational training instead of sending their kids for adoption, thereby freeing themselves from social prejudices and discrimination and improving their self-reliance. To this day, the project has supported 272 single moms in realizing their hope for an independent life. I hope that Doosan Corp continue to take a warm-hearted and open perspective in taking this philanthropic journey to help the socially-underprivileged grow their seeds of hope.

Judy Jeong, Team leader
Babonanum Foundation



STAKEHOLDER IMPACT



STRATEGIC FOCUS Under our mission to 'improve Community Competitiveness and Company Value through Strategic Corporate Community Involvement (CCI)', we are systematically undertaking CCI initiatives to achieve our vision to become a 'Global Social Responsibility Management Leader by 2020'.

OUR APPROACH We move beyond simply caring for and sharing with the less-privileged and develop and operate strategic CCI programs to enhance our corporate competitive edge and contribute to the growth of our local communities. Furthermore, we strive to identify and operate the right CCI programs that satisfy local community requirements and make the best use of the characteristics and capabilities of the respective BGs and BUs on the basis of feedback from our employees who play a pivotal role in CCI programs as well as local communities (central/local governments and residents).

Operate strategic mid/long-term CCI programs	Build infrastructure and process to facilitate stakeholder engagement	Measure and analyze the outcomes of respective CCI programs
--	---	---

OUR EFFORTS We undertake CCI initiatives in the fields of education, culture, and sharing to contribute to the development of local communities and the improvement of our future competitive edge by fulfilling our responsibility as a respected member of society and by supporting the 'growth of people'.

- Support the education of future generations for their healthy growth
- Support cultural/arts education and the development of arts organizations
- Conduct local community volunteering led by employees

<p>in CCI investment KRW 17.1 billion</p>	<p>Participated in CCI programs 3,131 employees</p>	<p>Spent on CCI programs 17,166 hours</p>
--	--	--

FUTURE ACTION At Doosan Corp, we aim to continuously expand and operate strategic CCI programs aligned with local communities based on our business philosophy and competency. We will also build a performance management system to measure the outcomes of our CCI programs so as to improve their operational impact and efficiency and to continually contribute to local communities.

Forge close ties with local communities	Operate strategic CCI programs from the long-term viewpoint	Strengthen infrastructure to facilitate the voluntary participation of employees
---	---	--

Education (Educational Support for Future Generations)

<Youth Growth Scholarship Program> and <Single Mom's Independence Support Program>, Funding Projects to Let Beneficiaries Dream Their Dream

Since 2013, we have been operating funding projects through the matching grant method, where the company makes the same amount of donations to match those made by employees. The Funding Committee that consists of our employees is responsible for selecting and operating funding projects.

The <Youth Growth Scholarship Project> provides scholarships to teenagers from vulnerable families so that they do not give up on their education due to financial difficulties. In 2015, this project donated KRW 120 million in scholarships to nearly 30 undergraduate students. The <Single Mom's Independence Support Project> assists single moms in becoming self-reliant. In 2015, this project enabled 31 single moms to set and act against plans to ensure their independence, and most of these beneficiaries reached their set target.

Over the past three years, some of the beneficiaries of the <Youth Growth Scholarship Program> were chosen for student exchange programs or honored with awards at barista contests. Some of the single moms that we supported achieved such accomplishments as passing the national public official exam, continuing with their education, or landing a job. We will continue to help these challenged individuals grow and become self-reliant and to encourage beneficiaries to give back to society, thereby creating a virtuous cycle through our CCI (Corporate Community Involvement) programs.

<Making Stepping Stones> Program to Renovate Child Welfare Facilities

Since 2013, FM BU has been undertaking the <Making Stepping Stones> program to use the technology and experience that its employees have accumulated in facility management to improve the living environment of child welfare facilities. Driven by the feedback gathered from district offices and local childcare centers in FM BU's key business areas, this program helped renovate two local childcare centers in Jungrang-gu and two group homes in 2015. Firefighting/power devices were inspected in addition to such renovation work as replacing wallpaper and flooring, installing storage cabinets and safety handrails so that children could live in a more pleasant and safer environment. Doosan Corp will utilize its own capabilities to meet the needs of local communities in the upcoming years.

<Dadokgeorim>, Reading Education Program

Information & Communications BU's <Dadokgeorim> program was initiated in 2014 to help children and teenagers, who are increasingly suffering from depression, bullying, and internet addiction, develop their emotional capabilities through reading. Under this program, elementary school students at the childcare facility Eden Children Ville receive reading education under the supervision of reading experts. In addition, employees provide individual psychological counseling and one-on-one counseling to help children develop their social skills through sympathetic dialogue cards. In 2015, a total of 22 lessons were offered each month at Eden Children Ville, and 180 books in total were donated and children at the center were invited to musical performances.

In funding support for the <Youth Growth Scholarship Program> in 2015

KRW 120 million



In funding support for the <Single Mom's Independence Support Program> in 2015

KRW 120 million



Transferring donations to the <Single Mom's Independence Support Program>



Book mentoring event held as part of the <Youth Growth Scholarship Program>

Culture (Support for the Growth of Communities)

<Doosan Time Traveler>, Teenager Emotional Development Program

'Doosan Time Traveler' represents our flagship CCI program that helps a selected group of teenagers from less-privileged families develop their own worldview and ways of communicating with the wider world: photographers Bae Byeong-Woo and Kim Jung-Man, professors Shin Byeong-Ju, Ahn Dae-Heo, Yang Byeong-Yi, and choreographer Ahn Eun Me serve as advisors and lecturers to provide courses on photography theory and humanities as well as photo-taking trips.

Over the past three years since its launching in 2012, this program was recognized for its contribution in bringing positive changes to participating teenagers, and was selected as the <Exemplary Contribution to People's Happiness> by the Korean Presidential House and Ministry of Strategy and Finance, and as the <Outstanding Sponsor of Culture and Arts> by the Ministry of Culture, Sports and Tourism. To ensure that this program benefits even more teenagers building on its previous achievements, we built the Open Studio dedicated to this program in Seongsu-dong, Seoul in 2015, and increased the number of beneficiaries by creating general/advanced courses in addition to existing courses for a selected group of teenagers.

<The Mécénat Arts & Business Collaboration> to Support the Promotion of Culture

Since 2014, we have joined the 'Art & Business Collaboration' project led by the Korea Mecenat Association to sponsor competent arts organizations as a way to broaden the base for classical music. We also forged ties with Seoul Tutti Ensemble, an orchestra with 26-year history, and we jointly hosted the 'One Heart Music Concert' in 2015 by inviting our employees and their families from locations where there is less opportunity to enjoy cultural experience as well as children from local childcare centers and those working in senior welfare centers. We also hosted the 'Arts Friends' event through the Korea Mecenat Association to allow children from local childcare centers to attend cultural performances.

Supporting Culture and Arts Education Programs for Local Childcare Centers

Since 2013, our Administration Center has been supporting local childcare centers in Seoul, Incheon, and Changwon with emotional support and physical development programs. Each year, we receive recommendations from workers and children at those centers to select necessary programs. In 2015, creative magic programs led by professional magicians and various sports programs were offered. Mottrol BG sponsored culture and arts education for children at Eunseong Child Care Center with whom it forged sisterhood ties with, and hosted a year-end talent show for children to showcase what they have learned by playing the ukulele and creating handcraft works.



One Heart Music Concert



Support for local childcare centers to attend cultural performances

+ Inauguration of the <Time Traveler> Open Studio



+ Case Study | Inaugurating the Open Studio as a Dedicated Space for the <Time Traveler> Program

We inaugurated the Open Studio for the 'Time Traveler' program in Seongsu-dong, Seongdong-gu, Seoul, in 2015. 'Time Traveler' has been assisting nearly 250 less-privileged teenagers in promoting their healthy growth through photography and humanities and will diversify and expand its programs – education for students newly selected through the Open Studio, advanced education for existing students, and general education for teenagers. One of the Time Traveler students who was admitted to a photography school thanks to this program said, "Time Traveler let me find my dream, and meet my dear friends who sincerely understand each other," and "I will work harder to live up to the expectations of all those people who supported me along the way". With the inauguration of the Open Studio, Time Traveler Class 4 will attend courses on photography theory, photo-taking exercises, and field trips for five months, followed by an exhibition showcasing the photos taken by students who complete those courses.

Sharing (Participation activities of executives and employees)

<Woori Doori>, the Life Sports Program for Youths with Disabilities

'Woori Doori' is our new CCI initiative that promotes Tee-ball as a life sports program for youths with disabilities as a way to engage local communities and expand employees' participation. Since Tee-ball, a newly-created team sport similar to baseball, does not require professional skills, playgrounds, or equipment unlike baseball or softball, anyone can enjoy it easily and safely.

We selected BGs/BU's to participate in this initiative through program briefings, as well as four facilities for people with disabilities in three locations who wished to join the initiative. Our employees and undergraduate volunteers will participate in sports activities once a month respectively to help youths with disabilities improve their physical strength and social skills. In addition to simply providing such program, we will measure detailed achievements – changes that occur in beneficiaries and participating employees – to reflect them in improving this program in the upcoming years.

Tea with Love



Sending Tea with Love

To boost the morale of soldiers serving for our nation on the frontlines and to appreciate them for their commitment, our 'Tea with Love' program has been up and running over the past 25 years since 1991 to visit military units with whom we forged sisterhood ties and provide instant coffees and donations.

Supporting Local Communities through Sisterhood Relationships

Rather than hosting one-time events, we provide continued assistance and maintain partnerships to support local communities for their growth, independence, and competitiveness.

Electro-Materials BG signed an MOU with a self-support center for people with severe disabilities in Gimcheon in 2014 and its employees have been volunteering as teaching assistants and guest lecturers for self-sufficiency education while repairing its facility. In 2015, a total of 155 employees regularly visited the center for volunteering.

Industrial Vehicle BG signed a CCI agreement with the Boramae Childcare Center in the vicinity of its Incheon plant in 2013 and since then, has been donating learning materials, one-on-one learning mentoring while providing children with an opportunity to have fun at a waterpark since then. Furthermore, its employees paid weekly visits to the center to help distribute meals.

Mottrol BG pays quarterly visits to and takes care of 15 seniors who live alone in remote rural areas in Changwon, South Gyeongnam Province. Under the partnership forged with the Seongsan Senior Welfare Center, it selects beneficiaries from those who receive basic livelihood support from the government and from near-poverty groups, and a total of 120 employees personally visited seniors living alone for one year. They volunteered as a 'social family' for these seniors by donating daily necessities, helping with household chores, sharing half-moon-shaped rice cakes during national holidays, providing winter supplies and financial support for heating costs, and keeping them company.

Information & Communications BU forged sisterhood ties with Seongnam Hyeeyun School, a special public school for students with disabilities, in 2012. For the past four years since then, it has been supporting the sports events held in celebration of Day of People with Disabilities, graduation ceremonies, and other major school events while donating learning equipment.



<Woori Doori> program



Donating learning materials to the Boramae Childcare Center

Doosan Day of Community Service

Each year, we host 'Doosan Day of Community Service' events where all our employees across the world are united as one in simultaneously practicing the spirit of sharing for their local communities and neighbors in the vicinity of their worksites.



Children/Teenagers

We support our children and teenagers under our group-wide CCI theme of promoting the 'growth and self-sufficiency of talented individuals'. At Namsanwon, a facility that takes care of teenaged North Korean defectors, we help such indoor/outdoor environmental clean-up activities as cultivating the vegetable garden, cleaning, carrying things, and doing the laundry. As part of our 'Making Stepping Stones' program, we helped with facility renovation and repair at the Blue Dream local childcare center in Jungnang-gu, Seoul, and the group home e-Warmhearted Meeting. We also visited the Dream Tree Village in Eunpyeong-gu, Seoul to repaint and clean its facility and to donate half-moon-shaped rice cakes and daily necessities so that children at the facility could enjoy the Korean Thanksgiving Day.



Local Environment

We volunteer in local environment areas where our business conduct may have an impact. In Seoul, Iksan, Gimcheon, Jeungpyeong, and Changwon where our worksites and plants are located, we moved around the streets, streams, and cultural heritage in the vicinity of our locations to pick up trash and clean up the streams.



Cleaning up the Cheonggye Stream

Renovating childcare facilities



People with Disabilities

We support facilities for people with disabilities to help those people who suffer limitations and difficulties in their daily life overcome social prejudices and close the gap they face. At the Raphayel's House, a facility that protects people with severe disabilities in Jongno-gu, Seoul, we weeded its vegetable garden to help with horticultural therapy for those with developmental disorders and installed waterways and rest areas. We are also engaged in regular environmental clean-ups and facility maintenance work in addition to offering our helping hand for distributing and cooking meals and assisting people with disabilities in eating their meals.



Helping seniors go on an outing



Seniors and Less-Privileged Families

As the ratio of seniors increases due to low birth rates and longer life expectancy, this gives rise to diseases, poverty, isolation, and other social issues. This prompted us to volunteer for the elderly and less-privileged families. We constructed rest areas for seniors and installed shades within social welfare centers, helped with distributing meals, and donated kimchi, half-moon-shaped rice cakes and daily necessities that we prepared to the elderly and less-fortunate families. We also visited nursing homes in the vicinity of our locations to clean up the environment, massaging the hands and feet of seniors there, and offered preventive education on senile depression and dementia while taking seniors who have difficulties with mobility outdoors.



Helping people with severe disabilities develop self-sufficiency



Helping children with disabilities enjoy outdoor activities



Renovating childcare facilities

MANAGEMENT REPORT

Governance	56
Stakeholder Engagement	57
Risk Management	58
Ethical Management	59
Talent Management	60
EHS Management	61
Supply Chain CSR & Fair Trade	63
Quality Management	64
Corporate Community Involvement	65
Economic/Social/Environmental Data	66

Governance

BOD Composition and Operation

BOD Composition Our Board of Directors (BOD) is responsible for deliberating and voting on major business issues and making decisions on matters stipulated by laws / corporate by-laws, matters delegated by the general shareholders' meeting, and other important matters concerning company's basic management policies and operations. Our BOD consists of 2 inside directors and 4 outside directors*, and operates the Audit Committee, Internal Transaction Committee, and Outside Director Nominating Committee composed of outside directors only.

Independence of the BOD We appoint 4 outside directors to facilitate BOD's checks and balances so as to allow for balanced and objective decision-making. Directors who have interests in specific matters are restricted from their voting on such matters. Under the BOD are 3 committees including the Audit Committee, and each committee consists of outside directors only to ensure the independence and transparency. For the Audit Committee to perform audits effectively, the committee may request reporting on company's operations or investigate the status of corporate assets. If deemed necessary for auditing, the committee may also request that relevant employees or external auditors attend meetings while seeking advice from experts at the Company's expense.

Transparency in Director Selection and Directors' Expertise To fully perform the BOD's role in promoting 'checks and balance', we uphold the independence of outside directors pursuant to the stringent requirements set forth by commercial law. Our outside/inside directors are appointed at the general shareholder meeting pursuant to relevant laws and Company's articles of association. Inside director candidates are nominated by the BOD while outside director candidates are nominated by the Outside Director Candidate Nominating Advisory Panel composed of 5 outside experts and the Outside Director Candidate Nominating Committee composed of 3 outside directors. Furthermore, outside directors are selected from a pool of professionals in respective fields to strengthen the BOD's expertise. Presently, our outside directors include one professor, 2 legal professionals, and 1 tax expert who bring their expertise in their own specialty fields to our BOD operation.

BOD Operations We make decisions on major agenda items through the BOD, integrate stakeholder feedback in decision-making through the general shareholder meeting and IR events, and ensure that BOD members share information prior to meetings to make deliberation more effective. Pursuant to applicable laws, we allow all directors to participate in the decision-making process by using means of real-time voice communication, and directors in so doing are deemed present in the concerned BOD meetings. Our BOD may host ad-hoc meetings whenever deemed necessary, and may delegate a portion of its authority to BOD committees for swift and efficient decision-making, in which case thorough reviews are performed and deliberation details and outcomes are reported to the BOD. BOD meetings are assembled when the majority of the all directors are present and decisions are made when the majority of present directors support such decisions. If a quorum with weighted voting is required by laws and regulations, such a quorum is observed. Directors cannot vote by proxy, and directors with personal interests in certain agenda items cannot vote on such items. In 2015, our BOD met 10 times, and 35 agenda items were proposed and handled. The attendance of outside directors amounted to 89% on average.

Evaluation and Compensation Directors' compensation is determined within the director compensation limit approved by the general shareholder meeting, and inside directors receive individually-set base salary and performance pay determined in accordance with business performance. Outside directors receive salary pay only while inside directors receive the compensation package that consists of salary, incentive pay, and severance pay in a fair and transparent manner in accordance with the executive management policy.

Communication with Stakeholders BOD interacts with stakeholders through internal/external communication channels such as disclosures and IR events. Decisions made at the general shareholder meeting and key decisions made on business operations are immediately disclosed so that our shareholders and stakeholders are promptly provided with management information.

*As of the end of May 2016

BOD Composition*	
Inside Directors	<p>Jeong won Park CEO, Chairman of the BOD</p> <p>Jae kyung Lee CEO, Vice Chairman</p>
Outside Directors	<p>Gwang-su Song Chairman of the Internal Transaction Committee, Member of the Outside Director Candidate Nominating Committee (Present) Advisor to Kim & Chang law firm (Previous) 33rd Prosecutor General</p> <p>Jong-baek Lee Chairman of the Outside Director Candidate Nominating Committee, Member of the Audit Committee (Present) Lawyer at Kim & Chang law firm (Previous) Chief Prosecutor at the Seoul High Prosecutor's Office</p>
	<p>Hi-taek Shin Chairman of the Audit Committee, Member of the Outside Director Candidate Nominating Committee, Member of the Internal Transaction Committee (Present) Professor of law at Seoul National University</p> <p>Chang-hwan Kim Member of the Audit Committee, Member of the Internal Transaction Committee (Present) Advisor to SG Tax & Consulting Group (Previous) Advisor to Yoon & Yang LLC (Previous) Director of the Busan Regional Tax Office</p>

BOD Committees *			
	Audit Committee	Internal Transaction Committee	Outside Director Candidate Nominating Committee
Members	Hi-taek Shin, Jong-baek Lee, Chang-hwan Kim	Gwang-su Song, Hi-taek Shin, Chang-hwan Kim	Jong-baek Lee, Gwang-su Song, Hi-taek Shin
Responsibility	Audit Company's accounting and business operations and review the operational status of the internal accounting management system	Deliberate on and approve internal transactions pursuant to the fair trade law	Nominate outside director candidates
Activity Description	Review the outcomes of accounting audits performed by external auditors, consult on non-audited services, review the operational status of the internal accounting management system, etc.	Approve inter-affiliate transactions, etc.	Nominate outside director candidates, etc.

Stakeholder Engagement

Stakeholder Communication

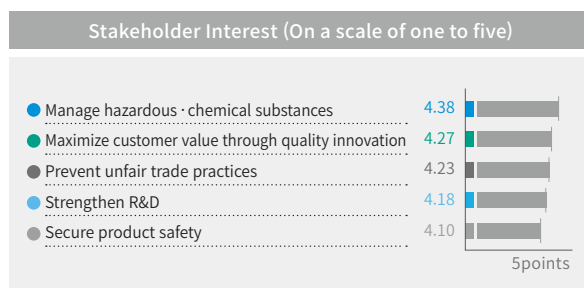
We operate a range of communication channels to integrate into our business conduct feedback from stakeholders who have direct/indirect impact on it. Through proactive communication with stakeholders, we will meet their expectations and needs while further advancing our socially-responsible management.

Stakeholders	Major Issue	Communication Channel	Value Created and Distributed
Customers	<ul style="list-style-type: none"> Handle customer complaints and strengthen customer satisfaction initiatives Improve product quality and strengthen product accountability 	<ul style="list-style-type: none"> VOC Customer satisfaction surveys Technical review meetings 	Sales ¹⁾ KRW 1.7592 trillion
Shareholders & Investors	<ul style="list-style-type: none"> Participate in the decision-making process through general shareholder meetings Healthy corporate governance 	<ul style="list-style-type: none"> General shareholder meetings IR events Disclosure Website 	Dividends KRW 72.3 billion
Employees	<ul style="list-style-type: none"> Job satisfaction and welfare improvement Active organizational communication Build mutually-beneficial labor relations 	<ul style="list-style-type: none"> Employee surveys Corporate newsletters & in-house intranet Labor-Management Council 	Wage and welfare & benefits ²⁾ KRW 267.4 billion
Local Communities	<ul style="list-style-type: none"> Regularly gather feedback from local communities Support the growth of local communities in the vicinity of worksites 	<ul style="list-style-type: none"> CCI programs Sisterhood ties and partnerships Discussion meetings with local communities 	Local community investment ³⁾ KRW 17.1 billion
Governments	<ul style="list-style-type: none"> Legal and regulatory compliance Public-private cooperative partnership 	<ul style="list-style-type: none"> Participation in government-led projects Partnership agreements with governmental and public organizations 	Tax payment ⁴⁾ KRW 40.8 billion
Suppliers	<ul style="list-style-type: none"> Assist suppliers in strengthening competitiveness and capacity Expand the sharing of information 	<ul style="list-style-type: none"> Cooperative Council Hot Line Technical review meetings 	Purchase amount KRW 1.0718 trillion

Stakeholder Survey

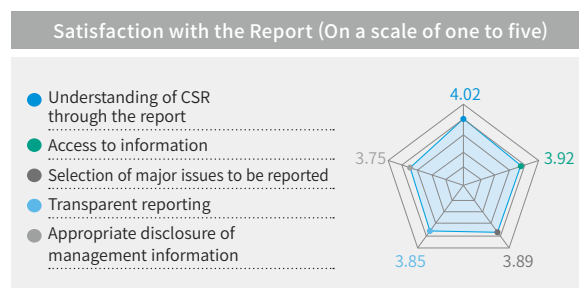
To understand detailed stakeholder expectations on major CSR issues and identify possible improvement on our previous year's CSR report, we surveyed our stakeholders, from employees, customers, suppliers to other external stakeholder groups. The survey was performed on the basis of an online survey system for nearly 10 days starting from November 30th of 2015. Out of the total 224 stakeholders who responded, external stakeholders accounted for 67%.

Stakeholder Interest The online survey enabled us to identify stakeholders' level of interest in respective issues. Internal/external stakeholders said the top priority should be 'managing hazardous/chemical substances', and that stronger action should be taken regarding employees and the environment. Major issues in detail include 'maximizing customer value through quality innovation', 'preventing unfair trade', 'strengthening R&D', 'reinforcing product safety', etc., and such outcomes were fully reflected in our materiality assessment process.



Report Feedback Research Outcomes To collect stakeholder feedback on our CSR report for the year 2014 and to fully reflect such feedback in our future CSR reports, we performed report feedback research. It was revealed that 74% of the external stakeholders have read the report, which showed a marked increase in the ratio of stakeholders who accessed our report.

Generally, stakeholders found our 2014 CSR report highly satisfactory. They answered that the appropriate disclosure of management information and the reinforcement of transparent reporting would be required to further enhance their satisfaction with our reports, and such feedback was fully reflected in our preparation of this 2015 CSR report.



1) Sales (Excluding dividend income, based on the non-consolidated financial statements)
 2) Employee wage, severance pay, welfare & benefits

3) Including donations, CCI expenditure, and investment in the Dongdaemun Future Foundation
 4) Taxes & utility charges and corporate tax expenses based on the non-consolidated financial statements

Risk Management

Risk Management Approach We manage potential key risks to effectively respond to a range of financial/non-financial risks that may arise in the course of our business conduct. Intensively-managed risks include environmental and safety risks that may occur in processes, and fair trade & internal control risks that may arise in internal/external transactions in addition to market risks, credit risks and other financial risks.

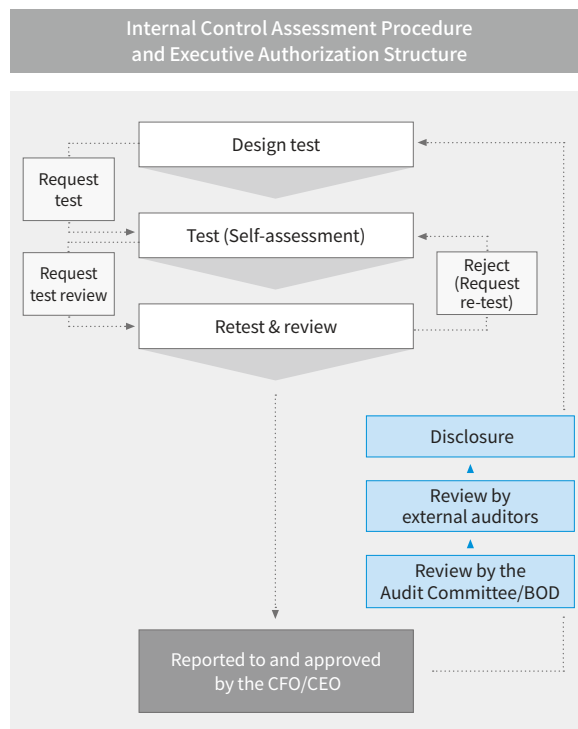
Disseminating the Risk Management Culture It is through voluntary employee engagement that we create a company-wide risk management culture to prevent and minimize risks in each of our risk areas. In addition to building a risk management system to govern finance and operation, we also perform year-round reviews through internal control, specify our ethical standards and provide ethical management education, and share examples of preventing the recurrence of specific risks so as to disseminate the risk management culture across the board.

Internal Control Assessment System In line with increasing internal/external needs to strengthen internal accounting and internal control, we developed and are operating our internal control system to improve information transparency and external credibility. An internal control system refers to a system that defines the business execution process and assesses compliance with this process in accordance with the set procedures so as to ensure quality and stability in business management and operation.

Not only do we perform internal control through the internal accounting management system as stipulated by law, we also include operational efficiency and compliance items designed for risk factor management in defining our controls. We also use our own internal control system called DICAS (Doosan Internal Control Assessment System) to conduct assessments across our entire business areas, from finance and procurement to production.

Each team from our BGs and BUs performs self-directed quarterly assessments, and then the Compliance Team reviews their progress. Assessment outcomes are reported to the CFO/CEO and then to the Audit Committee and BOD pursuant to the Act on Internal Accounting Control Systems and External Auditing. In 2016, we will extend this DICAS to our newly-launched businesses to manage their risks.

Major Risks and Their Management System We define financial risks and diverse social/environmental risks as our major risk management targets. Specifically, environmental risks, healthy & safety risks, and fair trade risks are classified as Emerging Risks that may have potential impact on our business conduct due to the inherent characteristics of our business, and such risks are systematically analyzed and strategically addressed.



Financial Risk Management In managing financial risks, our goal is to generate stable and sustained business outcomes even in the face of diverse financial threats such as market risks, credit risks and liquidity risks. Therefore, we are focused on improving our financial structure and enhance the efficiency of funding operations. Financial risk management is primarily led by the Treasury Team, which sets financial risk management policies by closely working with other relevant teams while identifying, evaluating and hedging financial risks. We aim to minimize the impact of financial risks that may arise through regular monitoring.

Environmental Risk Management We systematically analyze and manage environmental risks to minimize any business risks from environmental issues as well as any negative impact that we may have on the environment in our business conduct. Furthermore, we continuously monitor related regulations and policies to respond to political/economic risks caused by domestic and international environmental regulations, and reflect monitoring outcomes in our business operation.

To this end, we ensure that the EHS Team performs verification from the initial business planning and investment phase. In 2015, we strengthened environmental diagnosis and conducted reviews primarily on key issues identified by worksite. Our plan is to identify environmental impact and risk levels in accordance with respective business characteristics and strengthen our risk diagnosis.

Health & Safety Risk Management In the wake of frequent large-scale disasters that affect our society, we manage our health & safety risks that may arise through visitors and other outsiders as well as our own employees. We support the same level of education and health management for our on-site suppliers as we do for our own employees, and help with inspection and facility improvement so that they work in a safe environment. We also perform preliminary risk assessments, allocate safety management expenses, and provide safety education and inspections for our contract construction suppliers as a way to prevent accidents and disseminate the EHS culture. In addition to building a healthy & safety system for risk management, we also regularly identify potential risk factors on the shop floor.

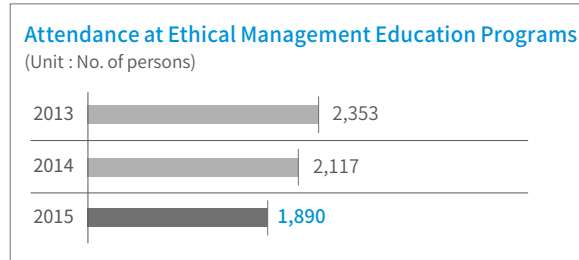
Fair Trade Risk Management To ensure fairness and transparency in business conduct, we regularly monitor our fair trade practices in general, and conduct separate monitoring on sub-contracting transactions and internal transactions that pose fair trade risks.

We also provide fair trade education programs to working-level staff assigned to fair trade-related jobs, and conduct preliminary consultations with supervising departments when fair trade risks are present with an aim to prevent any regulatory violation that may occur in business operations.

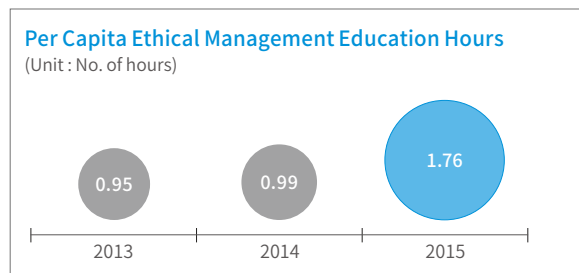
Ethical Management

To ensure our sustained growth, we strengthen our competitive edge through Inhwa, customer-driven business philosophy, transparent business conduct and innovation while fulfilling our social responsibility. Furthermore, we set forth the Code of Conduct for our employees as a set of principles that guide their business conduct. The Code of Conduct applies to all our employees, and we recommend that our suppliers and other third parties who do business with us also abide by the code. Supplementary Policies of the Code of Conduct were developed and are observed so that our employees put the Code of Conduct into work in their private and professional life.

Ethical Education Programs for Employees We offered ethical management education to enhance employees' awareness on ethical management. In 2015, online education, group education, workshops and other diverse programs were provided, and online education was offered to overseas subsidiaries to extend the scope of such education. In 2016, we aim to expand ethical management to include our suppliers as well as Doota Duty Free and Fuel Cell BGs to further solidify the basis of ethical management.



*(Based on full-time office workers excluding technical workers)

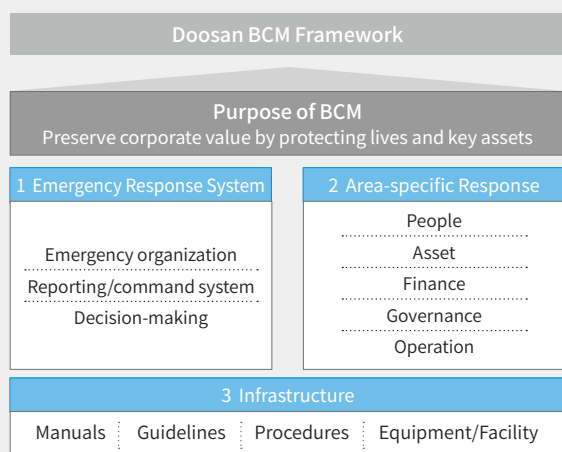


Whistle Blowing Policy and Cyber Accusation Center We operate the Ombuds Program and whistle-blowing systems to establish a transparent ethical management system that respects human rights. Once reports are submitted, they are handled behind closed doors, and the confidentiality of those who filed reports is strictly protected. Following investigation, major issues are reported to the CEO and the Audit Committee.

+ Risk Management for Business Continuity in the Event of Disasters (BCM)¹⁾

We developed worksite-specific emergency response manuals to ensure the safety of our employees and their families and to preserve our core competencies and assets in the event of large-scale natural disasters and other emergencies. These manuals are based on 20 essential infrastructure components in four areas (Response organization and reporting system, People, Asset, and Operation), and the response system was established by integrating area-specific characteristics into the emergency response action plans of respective worksites. In 2015, we performed half-yearly mock drills under the most-likely emergency scenario at respective worksites, and used monthly reviews as an opportunity to exercise our reporting process in the event of emergencies. Our plan for 2016 is to conduct half-yearly worksite drills and a yearly company-wide drill to improve the effectiveness of our emergency response system.

1) BCM : Business Continuity Management



is up and running on our corporate website to allow outsiders to report on the violation of the Code of Conduct or other regulations or on the unjustified behaviors of our employees. Anyone can file reports under their real name or anonymously through diverse channels including wire phone, e-mail, letter, fax or in-person visit. In 2015, we received 10 reports through this system, performed internal investigation, and took disciplinary measure in relation to one of those reports. Furthermore, we created a whistle blowing system (NAVEX) at our overseas subsidiaries to extend the scope of our whistle-blowing channels.

Help Desk Operation Our Help Desk section of the corporate website serves as a channel for anyone to consult and receive guidance on questions or inquiries in relation to our ethical management policy, details of the Code of Conduct and other reports or complaints. This allows external stakeholders as well as our employees to enhance their understanding on our ethical management principles and operational guidelines.

White Paper Policy Our White Paper Policy aims to prevent the recurrence of major issues that arise from internal audits and improve relevant operations by documenting and sharing related details. In 2015, a total of 42 cases were registered on the White Paper to help our employees understand the reasons behind such issues and become aware that these issues should not reoccur. In 2016, we aim to increase the number of White Paper registrations in order to promote the intent of registering on and sharing through the White Paper across the board.

Talent Management

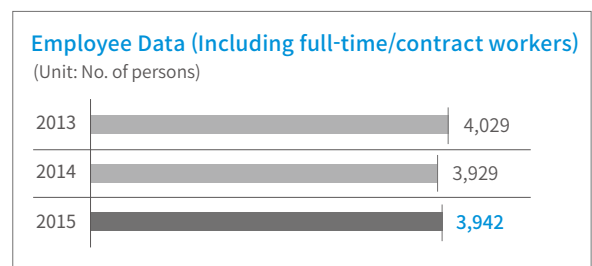
Talent Recruitment and Fostering

Recruitment Principles Our recruitment system uses wide-ranging channels—annual recruitment, year-round hiring of employees with previous work experience, internships and industry-academia scholarships – and fairly selects competent individuals based on their competency without requiring the submission of family information or academic achievement in the recruitment process. All of our HR systems, including recruitment, are operated fairly and reasonably without discrimination on the grounds of nationality, gender, religion, ethnicity, age, or academic background.

Employee Composition As of the end of December 2015, there were 3,942 employees at Doosan Corp. By gender, male workers account for 93.9% of the total (3,703 persons) and female workers account for 6.1% of the total (239 persons). Full-time employees amount to 92.5% of the total, and there are 37 employees with disabilities and 29 veterans.

Talent Cultivating Strategy It is based on our belief that sustainable performance is only possible through ‘people’ that we put cultivating people first in making our investment decisions. Our employees think hard and endeavor relentlessly for their personal growth and we, as a company, provide diverse opportunities to support their individual growth in the workplace.

We provide equal education opportunity to all our employees. To foster Doosan People who will drive our sustainable growth, we designed an education system to help our employees develop leadership that integrates the Doosan Way and fundamental job expertise. Our employees set their personalized development plans according to their personal strengths and competency levels, and attend a range of educational courses that best match their own growth path. To this end, our educational programs are categorized into Expert (for job experts), Faculty (for professional facilitators and in-house lecturers), and Global programs (for the global workforce).



Organizational Culture

Welfare & Benefits We provide a range of welfare & benefits programs to enhance the work efficiency of our employees through work-life balance. Various programs are up and running across the board in the fields of leisure, childcare, residential stability, medical and health care, education and self-development. Our BGs and BUs, according to their business characteristics, operate programs from psychological counseling for employees, summer guest houses for employees’ families, flexible work hours to cultural performances, and lunch invitations to the parents of new hires.

Family-Friendly Systems We strive to assist our employees to strike the right balance between work and life. Our family-friendly systems include the Mom’s Caring Program that integrates all systems that span from pregnancy to childbirth of female employees and provides support along the way, and the Refresh Vacation program to allow employees to spend quality time with their family. Such programs help build a family-friendly organizational culture by improving employees’ work-life balance and preventing career disruptions our female workers may suffer. These endeavors enabled Glonet BG to obtain

supervised by the Ministry of Gender Equality and Family in 2015. We will expand our family-friendly systems to substantially improve the quality of life for our employees.

Family-Friendly Programs To instill a sense of pride in Doosan Corp among employees and their families and to provide them with more opportunities to enjoy cultural experiences, we invite employee families to musical concerts at the beginning of each year and plan diverse events for them to participate by inviting them to the company on Children’s Day. In particular, Electro-Materials/Industrial Vehicle/Mottrol/Glonet BGs designated their ‘Family Day’ so that their employees leave early to have quality time with their family and to strike the right balance between work and life.

EHS Management

Green Management

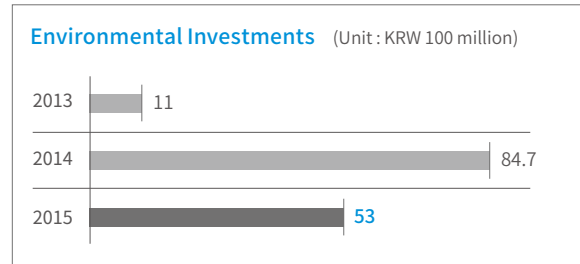
Green Management Strategy We defined our '3G (Green Culture, Green Value, Green Communication) Practice and 15 To-Dos' on the basis of the three strategic pillars of green management to deliver products and services that improve the quality of the environment and local communities. In so doing, we developed our mid/long-term roadmap with an aim to become a 'Global Top Green Company' by 2020 and are taking action accordingly to reach this goal.

Green Management System We advance green management to minimize our environmental footprint by building a green management system and paving the way for green management in diverse ways. Our BGs independently obtained the ISO 14001 certification (environmental management system) to develop their green management system that satisfies domestic/international standards. They also built their IT system to scientifically manage EHS information and to establish a support system to systematically share environmental information including environmental accounting data.

Furthermore, our dedicated EHS (Environment, Health, Safety) Team has been up and running since 2007 to advance systemic and advanced green management and to create a green workplace. The EHS Team consists of such professionals as EHS executives representing each BG and working-level team members who have relevant qualifications. The team takes the lead in green management by minimizing our environmental impact and continuously improving the work environment every step of the way from establishing and revising EHS guidelines each year to setting targets and performing business reviews, thereby paving the way to make Doosan Corp a green management leader.

Green Management Roadmap	
2014	<ul style="list-style-type: none"> - Pre-emptively respond to regulations (GHG emissions trading schemes, Chemical Control Act, Act on the Registration and evaluation, etc. of Chemical Substances) - Strengthen the management of legal risks and the monitoring of environmental pollutants - Make pre-emptive investments and continued improvement to secure facility stability - Strengthen the emergency response system - Establish an EHS capacity system ▼ - Review detailed performance indicators
2015~2017	<ul style="list-style-type: none"> - Set and implement strategy that includes top management's commitment to green management - Develop a green management organization, education, and programs - Strengthen the emergency/environmental accident response system - Build an EHS capacity system - Strengthen pre-emptive response to regulations - Build an environmental risk management system (GHG emissions, chemicals, environment) ▼
2018~2020	<ul style="list-style-type: none"> - Develop and use a green procurement system - Review green technologies and products - Segment and manage green management risks ▼ - Operate green management support programs for suppliers

Environmental Investment Outcomes We make environmental investments to protect our environment by responding to climate change, advancing health & safety management, and controlling environmental pollutants. In 2015, our total environmental investments amounted to KRW 5.3 billion. We will further increase our environmental investments to respond to environmental regulations and preserve our local environment.



Environmental Impact Assessment System We conduct preliminary EHS impact assessments on issues that are highly likely to cause environmental risks, and create a safe workplace in order to minimize our environmental footprint and reduce risk cost. To this end, we set development targets as well as quality and cost targets in consideration of environmental impacts from the initial project planning phase.

We take a step further to fully review whether our design takes into account its environmental impact in the basic design phase so as to secure the reliability of basic design. Specifically, we developed chemicals purchasing management guidelines in 2015 to prevent the inflow of substances that do not satisfy regulations and to reduce legal risks concerning hazardous chemical management accordingly. We aim to increase environmental investments to minimize our environmental footprint across our business operations.

Health & Safety

EHS Upgrade Roadmap The safety of our employees constitutes the core value of business conduct. The outbreak of MERS and leaks of harmful chemicals raised social interest in healthy & safety issues. Thus, we established our EHS Upgrade plan to reach the level of advanced industry peers by 2020 through intensive internal analyses and reviews on the basis of best practices showcased by global top-notch EHS leaders.

Our EHS Upgrade plan is based on the three themes of establishing a company-wide EHS practice culture, organizational capacity-building, and institution and system development and reinforcement, and consists of detailed mid/long-term action plans. We will lay the basis for change and continuously elevate our EHS performance level by strengthening expertise through the use of internal/external cooperative relationships, developing an organizational structure reinforced with essential workforce and EHS executional capability, and developing/revising/abiding by standards that can be observed by all employees.

Health & Safety Management System Our health & safety management system allows us to prevent safety accidents through effective worksite management and sustained improvement. By supporting our on/off-site suppliers and creating a pleasant, safe, injury-free workplace, we promote the quality of health and life for our employees and stakeholders. Our five domestic locations and two overseas locations established an advanced health & safety system, and obtained and maintain the health & safety management system certification (KOSHA/OHSAS 18001).

Accident Management Process We defined a set of response measures to respond to accidents early on and prevent the spread of damage on the basis of our accident management process. We also develop optimal measures to address the root causes of such accidents through systemic analyses and prevent their recurrence so as to deliver a safe workplace.

Health & Safety Committee Our Health & Safety Committee that consists of the equal number of representatives from labor and management meets on a quarterly basis. The committee allows for mutual reviews on the work environment, health check-ups, safety equipment and protective gear in addition to the general business status and issues, thereby contributing to the improvement of health and safety in the workplace. Electro-Materials and Industrial Vehicle BGs set up their own Health & Safety Committee composed of 54 members and equally apply discussion outcomes to all of their workers. Mottrol BG also follows suit by adopting discussion results generated from its EHS Improvement Committee for all of its employees.

Health Promotion Programs To promote the health of our employees, we strengthen the follow-up management of employees diagnosed with high-risk conditions and support health check-ups and exercise treatment to prevent cardiovascular and musculoskeletal diseases. Furthermore, we help our employees increase their physical fitness through smoking cessation funds, an obesity management program, and other life habit improvement programs.

Psychological Health Programs Industrial Vehicle BG signed a business agreement with a mental health promotion center in Incheon to operate its counseling office and provide psychological health programs. Its employees took stress tests and received in-depth counseling while employees in the secondary high-risk group were provided with regular phone counseling and management so as to create a psychologically-healthy work environment. In 2016, we will continuously manage high-risk group employees who apply for counseling in alignment with local psychological health centers.

Prevention of Infectious Diseases Electro-Materials BG launched a MERS prevention campaign to set preventive guidelines, offer education, secure emergency supplies (masks, hand sanitizers, etc.), and took diverse preventive activities to ensure that it was free from any confirmed cases of MERS. Such health promotion initiatives as smoking cessation program, obesity management program, and health care program for employees with physical diseases enabled Electro-Materials BG to have all its worksites certified with the 'outstanding health promotion worksite' program by the Korea Occupational Safety and Health Agency in 2015.

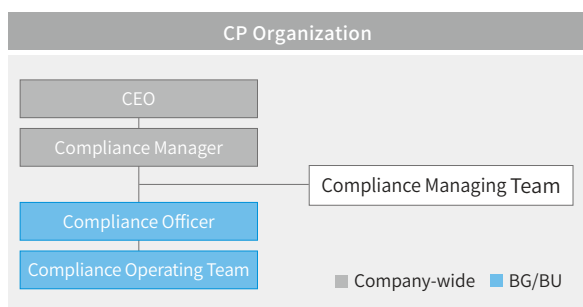
EHS Upgrade Roadmap			
	2014~2015	2016~2017	2018~2020
	Lay the basis for change	Improve performance and its quality	Build a management system to match the level of advanced industry peers
1 Establish a company-wide EHS practice culture	- Strengthen CEO/executive leadership practice programs	- Implement practice programs across all areas and on-site supplier - Improve EHS awareness in consideration of specific characteristics of BGs/BUs	- Expand practice programs to off-site suppliers - Diagnose individual EHS awareness and improve such awareness
2 Strengthen organizational capacity	- Strengthen EHS-related job competency - Reinforce the EHS organization within respective BGs/BUs - Develop a support system led by a group of external experts - Strengthen networking with advanced industry peers	- Build a pool of internal/external experts and a cooperative system - Host regular EHS exchange meetings with advanced industry peers	- Develop and implement expert nurturing programs - Foster global experts
3 Reinforce systems and institutions	- Reinforce education executional capability - Re-define and implement audit/monitoring systems	- Establish and operate a preventive EHS facility maintenance system - Set and advance an EHS performance management system - Develop EHS education infrastructure by job level and position	- Establish an EHS review system in the initial design/introduction phase - Operate EHS education that promotes the voluntary engagement of all employees
4 Develop systems and institutions	- Define common standard items among BGs/BUs - Improve the MBO KPI items (Leading indicators to be expanded) - Build a BCM (emergency response) system	- Set common global-level standards - Build an EHS-aligned HR evaluation system - Expand EHS support for on/off-site suppliers	

Supply Chain CSR & Fair Trade

Supply Chain CSR Roadmap Under our CSR vision of ‘sustained responsible growth’, we strive to create a sustainable supply chain. Thus, we developed our supply chain CSR roadmap and have been undertaking yearly implementation tasks since 2015 on a company-wide level.

Fair Trade Compliance

Fair Trade Compliance Program Since 2004, we have been operating our own fair trade Compliance Program (CP) to fill our corporate social responsibility and to establish a culture where business is conducted in a transparent and lawful manner by complying with fair rules.



In 2015, we facilitate the preliminary consultation program that enables working-level staff to resolve any questions they may have in relation to fair trade to better perform their job while hosting fair trade workshops attended by relevant departments. In so doing, we helped working-level staff enhance their understanding on fair trade and put it into their work.

In 2016, we plan to support BG/BU-level monitoring to fundamentally prevent any regulatory violation and to facilitate BG/BU engagement so as to further expand our Compliance Program.

Revising the Compliance Program Guidebook We revised our Compliance Program Guidebook to cater to recent business conditions so that our working-level staff would better use this guidebook. We also prepared and distributed the ‘Subcontracting Guidebook’ that comes in handy for working-level employees concerning subcontracting transactions that increasingly garner social attention these days.

Compliance Program Education We provide compliance program education each year for employees working in relation to fair trade. In 2015, employee participation further increased and all target employees attended fair trade education courses. We plan to continue such education programs to enable our employees to do their job based on sufficient knowledge on fair trade.

Supply Chain CSR Roadmap			
	2014~2016	2017~2018	2019~2020
1 Policy & Strategy	Apply and implement the policy and strategy set in 2014 · Disclose our supply chain CSR policy to stakeholders · Sign and apply the supply chain CSR guideline agreement	Strengthen the system to establish a sustainable supply chain Expand supply chain CSR to overseas/ domestic subsidiaries	Implement a supply chain CSR system aligned with our CSR management goal Support supply chain CSR initiatives through internal/external collaboration and alignment along the supply chain
2 Supply Chain Risk Management	Apply and facilitate the detailed task implementation guide · Undertake 12 detailed tasks · Monitor the task operational schedule and support its execution	Internalize the detailed supply chain CSR guide Develop and apply risk management models in consideration of distinctive business characteristics · Apply and implement a risk improvement cycle system Develop a performance measurement model in the economic, social, and environmental areas	Build a self-initiated supply chain risk assessment system for suppliers Measure and disclose performance in the economic, social, and environmental areas
3 Communication	Secure two-way communication channels · Operate BG/BU websites and purchasing systems · Operate regular/ad-hoc consultation bodies	Facilitate two-way communication channels · Share outcomes in advancing supply chain CSR · Disclose the outstanding CSR achievements made by suppliers	Facilitate two-way communication channels from the business aspect · Share ideas, improvement ideas, outcomes, and technological capabilities Suppliers perform self-initiated assessments and share feedback on improvement
4 Program Operation	Provide supply chain CSR education and consulting to suppliers · Offer general education and consulting programs on anti-corruption, safety, and the environment Develop mid/long-term programs and their executional system · Develop advanced and specialized content in other subcommittee areas	Provide differentiated education and consulting · Provide advanced/specialized education for respective major suppliers · Support suppliers' self-initiated CSR activities (Pilot) Develop the supply chain CSR certification program for suppliers	Provide business consulting to key suppliers · Provide technology and business strategy consulting · Lead CSR operations on a supplier level Implement a partner certification program

Quality Management

Quality Improvement Strategy We foster quality management experts and strengthen the capacity of our employees to promote quality consistency and sustained quality improvement. To secure product reliability and quality assurance from the initial product development phase, we overhaul and improve on our New Product Development (NPD) process so as to strengthen our capacity to build quality competitiveness.

Electro-Materials BG intends to build a Smart Factory to maximize its production efficiency and product quality on the shop floor. To this end, Electro-Materials BG is digitalizing equipment parameters, operational conditions, measurement value, and other process-related data while using input data to analyze major causes of process failures and verify the effectiveness of improvement measures taken. In so doing, we aim to develop optimized manufacturing recipes for the entire production line-ups ranging from the characteristics of raw materials to processing conditions, and to establish automatically-controlled processes.

Quality Management System Reinforcement We strive to satisfy quality requirements from our global customers by obtaining quality certifications. At Electro-Materials BG, work is underway to obtain the TS-16949¹⁾ certification, an upgraded version of the ISO 9001 quality certification, with an aim to advance into the automotive materials market: in 2015, improvements and examinations were made at its Chinese Chungshu subsidiary to ultimately gain the certification, and its goal for 2016 is to expand the scope of this certification into its entire locations in Korea. Information & Communications BU is operating its quality management system based on ISO 9001 and ISO 20000 BG reorganized its quality management system by recruiting employees with previous work experience in improving work and product development processes at leading companies with an aim to further improve its product quality in addition to maintaining the ISO 9001 quality management system certification. A new reliability taskforce team was set up under the direct leadership of Fuel Cell BG head to promptly identify reasons concerning issues that reduce its product quality while regular weekly meetings are hosted to maintain its quality.

Quality Management on the Shop Floor We enhance our product reliability by reinforcing quality review processes along the entire production life cycle. Industrial Vehicle BG takes immediate action on issues found in its manufacturing process and integrate improvements made in the process. It also conducts inspection on each and every vehicle shipped to domestic or overseas markets to deliver defect-free vehicles to customers.

and deploys statistical analytics for preventive quality management including quality variation management and predictive quality management.

Electro-Materials BG developed its Q-Cost management system to quantify as cost all data generated as a result of quality verifications and losses within its manufacturing process, and to analyze such data. In 2015, it established a Q-Cost computer system to identify educational needs and necessary tasks by location. By utilizing this Q-Cost system, Electro-Materials BG calculates quality cost in quantitative terms by location to improve the efficiency of its manufacturing process.

Quality Management in the Distribution Network In 2015, Glonet BG provided on-site dealer education by visiting domestic and overseas dealers (overseas: 9 sessions for 12 dealers/domestic: one session attended by two dealers), and has invited sales employees from overseas dealers to educate them on the Korean market and its products while offering a tour around its manufacturing plant 3 times a year. In so doing, Glonet BG supports dealers in right delivering and introducing the product to end customers.

Furthermore, Glonet BG uses its raw materials or ingredients in B2C format to facilitate dealers' promotional efforts and provide quality assurance. It designed

, an ingredient used for its functional health foods, and made trademark registration in China and Korea as a way to promote PS as a brand.

Strengthening Suppliers' Quality Competitiveness

Since the focus of manufacturing operation at Industrial Vehicle BG is shifting towards modules and assembly, its suppliers are increasingly playing a bigger role than before, and its production operation and product competitiveness is heavily impacted by the level of management at suppliers. Thus, Industrial Vehicle BG is operating quality review meetings that engage its entire teams as well as major suppliers of modules, electronic components, and frame-making in order to consult on quality improvement plans and resolve relevant difficulties in an aim to promote mutually-beneficial cooperation and assist suppliers in strengthening their quality competitiveness. In addition, it developed supplier evaluation systems by industrial sector and support its suppliers to take the lead in building quality improvement capacity.

Mottrol BG created a Data Map that connects the dots among different processing factors concerning its casting materials manufacturing, which helped systematically understand the management factors of this manufacturing process. This allowed Mottrol BG to identify and undertake projects required for process/quality management and to ultimately enabled its suppliers to elevate their process management performance. Such process improvement projects will be expanded into other casting suppliers.

Protection of Customer Data Privacy We operate our in-house 'personal information management plan' to prevent any damage to our customers caused by the leaking of their personal information. This plan applies to the personal information collected, used, provided, and managed through the information & communications network or in writing, and is implemented by our own employees as well as employees from outsourcing companies who handle such information. By reviewing our compliance with personal information protection measures, we ensure that we abide by relevant regulations and provide personal data protection education to all our employees and employees from outsourcing companies to strengthen their awareness on information security. Such education is provided more than twice a year in diverse formats – group education, online education, groupware education, etc. Such endeavors enable us to fundamentally prevent any leak of customers' personal data from managerial, technical, and physical aspects, and there has been no complaint raised in relation to customers' personal data over the past five years.

1) TS-16949 : Quality assurance system standards in the automotive industry that apply to both Europe and the U.S.

Corporate Community Involvement

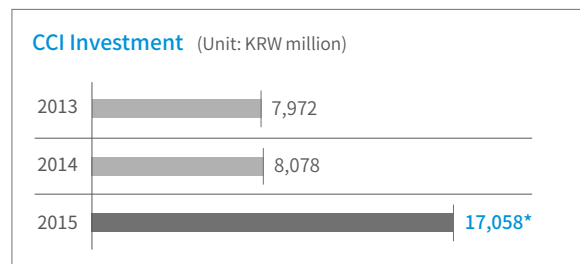
CCI Directions and Outcomes

CCI Strategy To reach our vision to become a ‘Global Social Responsibility Management Leader by 2020’, we defined our mission as ‘Improvement of Community Competitiveness and Company Value through Strategic Corporate Community Involvement’, and are systematically undertaking corporate community involvement (CCI) initiatives. These initiatives are specifically focused on the needs of local communities and are designed to identify social issues and make the best use of our resources available to respond to them. With the belief that our employees form the basis of our CCI initiatives, we encourage their voluntary engagement in our CCI programs to spread consensus on these programs and ensure that they are true to their intended cause. In particular, our CCI programs were aligned with our local community as evidenced by the development of the life sport program for youths with disabilities in 2015, which will be fully launched in 2016. This program will be further improved and supplemented to position itself as our unique flagship CCI program.

CCI Evaluation Process To ensure that our CCI programs leads to increased employee competency and satisfaction and improve brand image and reputation as well as to the positive development of our society, we have been developing CCI performance evaluation tools for individual programs since 2014, which will be put to use in the upcoming years. In the short-term, we will compile and evaluate CCI outcomes every

six months, instead of every year, and request respective BGs/ BUs to voluntarily identify possible improvements to their current CCI initiatives and reflect them in future undertakings. If any new CCI program is introduced, their targets will be set and indicators will be defined to measure their benefits before they are undertaken in the initial phase so that their performance is effectively evaluated and objectively measured and analyzed.

CCI Achievements In 2015, we made local community investments worth KRW 17.1 billion in total through educational support for future generations, support for community growth, and employee engagement. A total of 3,131 employees volunteered for 17,166 hours in 2015, up by approximately 13.1% from the previous year.



*Including the investment made in establishing the Dongdaemun Future Foundation in 2015



Economic Data

Based on the non-consolidated financial statements at the end of December, 2015

Creation of Economic Outcomes	Category		Unit	2013	2014	2015	
	Balance Sheet	Total assets			3,291,631	3,509,598	3,478,223
Current assets			571,884	639,610	713,534		
Non-current assets			2,719,748	2,869,988	2,764,689		
Total liabilities			1,323,744	1,399,060	1,368,966		
Current liabilities			487,660	742,714	870,354		
Non-current liabilities			836,084	656,346	498,612		
Total capital			1,967,887	2,110,538	2,109,256		
Capital stock			132,894	134,838	134,838		
Capital surplus			638,682	667,085	668,082		
Other capital adjustments			-368,033	-368,143	-426,551		
Other accumulated income(loss)			39,434	35,661	42,963		
Earned surplus			1,524,910	1,641,097	1,689,925		
Total liabilities and capital			3,291,631	3,509,598	3,478,223		
Income Statement		Operating income		KRW million	1,652,025	1,995,373	1,873,556
		Sales			1,549,828	1,825,125	1,759,222
	Dividend profit			102,196	170,247	114,334	
	Operating expenses			1,456,584	1,738,925	1,660,155	
	Cost of sales			1,187,253	1,434,886	1,377,076	
	Sales, general and administrative expenses			269,330	304,038	283,079	
	Operating profit			195,441	256,448	213,401	
	Non-operating profit			37,631	32,647	44,342	
	Non-operating expense			74,657	83,015	97,708	
	Net income before income taxes			158,415	206,080	160,035	
	Corporate tax expense			19,173	19,680	36,711	
	Income from continuing operations			139,242	186,399	123,324	
	Income (loss) from discontinued operations			10,446	0	0	
	Net income			149,688	186,399	123,324	
	Distribution of Economic Outcomes	Investors	Interest expenses		375	414	382
Shareholders		Dividend		743	735	723	
Customers		Sales (excluding dividend payouts)		15,498	18,251	17,592	
Suppliers		Purchasing expenditure		12,794	11,882	10,718	
Employees		Salary, severance pay, benefits, etc.	KRW 100 million	2,828	2,816	2,674	
Government		Taxes and utility charges, corporate tax expenses		224	245	408	
Local community		Donations, Corporate Community Involvement expenses		80	81	171	
Total				32,542	34,424	32,668	
Credit Rating	Category			2013	2014	2015	
	Korea Investors Service Inc.			A+	A+	A	
	Korea Ratings Corporation			A+	A	A	
	NICE Information Service Co.			A+	A	A	
R&D	R&D investment		KRW million	43,605	47,530	45,289	
	R&D investment against sales		%	2.8	2.6	2.6	

Social Data

Category	Unit	2013	2014	2015		
Employment and Benefits	Total employees	4,029	3,929	3,942		
	Electro-Materials	1,343/134	1,238/100	1,254/59		
	Industrial Vehicle	494/34	500/76	507/28		
	Mottrol	549/43	488/28	481/19		
	Glonet	95/7	70/3	67/3		
	Information & Communications	569/0	539/0	485/1		
	FM	211/52	229/101	283/137		
	Corporate Office/CC/Administration Center	No. of persons	455/43	460/26	479/48	
	Fuel Cell	-	69/2	89/2		
	Full-time	3,716	3,593	3,645		
	Contract	313	336	297		
	Male/Female	3,477/552	3,441/488	3,703/239		
	Disabled/Veteran	39/33	51/45	37/29		
	Full-time/Contract	124/294	216/247	76/163		
	Turnover *	3.3	8.1	4.3		
	Ratio of Employees Who Received Formal Performance Evaluation ¹⁾	%	99.3	99.5	99.3	
Union Membership ²⁾	Ratio of unionized workers	98.8	98.6	99.1		
Parental Leave *	Employees who took parental leave	11	22	36		
	Employees reinstated after taking parental leave	No. of persons	10	16	24	
	Employees who worked for 12 months or longer since their reinstatement following parental leave	8	8	10		
	Funds under management (excluding funds converted to the National Pension System)	KRW million	51,580	81,641	102,364	
Pension	Defined Benefit (DB)	No. of persons	3,656	3,507	3,490	
	Defined Contribution (DC)	3	18	39		
Employee Education*	Total education expenses (Based on total employees)	KRW million	11,791	9,616	7,328	
	Total education hours (Based on full-time office workers)	No. of hours	253,026	272,205	243,900	
	Per capita education expenses (Based on total employees)	KRW 1,000/person	2,927	2,447	1,859	
	Per capita education hours (Based on full-time office workers)	100	127	118		
	General education	91	118	111		
	Educational Data by Program (Based on full-time office workers)	Ethical management education	No. of hours/person	1.0	1.0	1.8
		Anti-sexual harassment education	1.1	1.3	1.2	
		Compliance Program education	13.3	6.1	5.0	
		Information security education	5.8	6.3	3.2	
	Shared Growth	No. of Key Suppliers	No. of suppliers	227	278	365
Total Purchases from Suppliers		12,794	11,882	10,718		
Purchases from Key Suppliers		KRW 100 million	8,235	9,081	7,367	
Total Purchases from SMEs		6,568	5,898	5,059		
Early Payments Made to SMEs for National Holidays		1,020	360	252		
Corporate Community Involvement	CCI Investment	KRW million	7,972	8,078	17,058 ³⁾	
	CCI Participants	No. of persons	1,684	2,371	3,131	
	CCI Hours	No. of hours	9,241	10,379	17,166	
Customers	VOC Submitted ⁴⁾	80	92	242		
	VOC Reflected in Quality Improvement	Industrial Vehicle	No. of VOCs	59	73	196
		Mottrol	-	3.6	3.4	
	Customer Satisfaction	Glonet	No. of points	-	5.0	4.4

* Data for 2013 and 2014 were modified due to the extension scope of data collection

1) Performance evaluation data collected from: office workers

2) Collective bargaining outcomes apply to unionized workers from Electronic-Materials/Industrial Vehicle/Mottrol BGs

3) Reflecting the expenses that went to the establishment of the Dongdaemun Future Foundation in 2015 / 4) The increase from the previous year is attributed to the expansion of VOC collection channels and the reinforcement of data collection criteria in 2015

Environmental Data

Data collected from: Electro-Materials BG, Industrial Vehicle BG, Mottrol BG, Glonet BG, Information & Communications BU, FM BU, Fuel Cell BG, Administration Center, CC and all the other domestic locations (The scope of data collection is separately marked for a portion of the indicators)

Category		Unit	2013	2014	2015	
Consumption of Resources and Energy	Total		79,785	65,440	52,486	
	Copper foil		9,598	8,544	6,651	
	Glass fabric		24,559	19,930	17,852	
	Epoxy resin		12,517	11,168	10,190	
	Phenol		883	756	107	
	Methanol		2,402	2,089	258	
	Steel plate	Ton	4,549	4,114	3,993	
	Casting materials		24,476	18,572	13,201	
	Egg yolk powder		295	100	99	
	Ethanol		213	58	26	
	Acetone		293	84	37	
	Steel use stainless plate		-	14	32	
	Steel use stainless tube		-	2	9	
	Steel sheet		-	10	31	
	Use of Recycled Materials ¹⁾	Consumption	Ton	447	125	56
Energy Consumption **	Total		1,716	1,592	1,460	
	Electricity consumption	TJ	1,131	1,089	995	
	Fuel consumption		585	503	465	
Energy Intensity (energy consumption/sales)		TJ/KRW billion	1.1	0.9	0.8	
Consumption of Water Resources ²⁾	Total		608,767	572,895	559,465	
	water supply	Ton	312,643	333,255	335,320	
	Groundwater		227,626	190,085	176,402	
	Industrial water		68,498	49,555	47,743	
Total Amount of Water Reused or Recycled ³⁾		Ton	181,139	178,510	166,716	
Environmental Investment ⁴⁾		KRW million	1,064	8,471	5,308	
Discharge of Pollutants	Discharge of Waste	Total	14,647	13,706	13,545	
		Recycling	11,714	10,861	10,441	
		Landfill	157	196	188	
		Incineration	2,776	2,648	2,916	
	Controlled Waste *		Ton	9,183	8,265	7,892
	GHG Emissions **	Total		83,725	78,865	72,421
		Scope 1	tCO ₂ eq	29,980	25,973	24,082
		Scope 2		53,745	52,892	48,339
	GHG Emissions by Major Business BG	Electro-Materials		64,534	56,981	52,411
		Industrial Vehicle	tCO ₂ eq	1,468	4,347	4,278
		Mottrol		9,790	9,000	7,450
		Glonet		2,529	2,081	1,929
	GHG Intensity (GHG emissions/sales)		tCO ₂ eq/KRW 100 million	5.4	4.3	4.1
	Discharge of Wastewater *		Ton	431,169	405,768	181,021
	Chemical Oxygen Demand (COD)*		ppm	24	17	20
Biochemical Oxygen Demand (BOD)*		ppm	17	11	12	

* Data collected from: Domestic locations of Electro-Materials, Industrial Vehicle, Mottrol, Glonet, and Fuel Cell BGs/ Data for 2013 and 2014 were modified due to the adjusted scope of data collection of Information & Communications BU

1) Based on the consumption of ethanol and acetone of Glonet BG

2) Data for 2013 and 2014 were modified due to the adjusted scope of tap water data collection

3) Based on domestic Electro-Materials BG locations / 4) Environmental investment: Based on the cost of preventive measures, follow-up treatment, and stakeholder activities in environmental accounting

APPENDIX

Third-Party's Assurance Statement	70
GRI G4 Contents Index	72
UN Global Compact	76
Membership and Awards	77

Third Party's Assurance Statement

To the Readers of Doosan Corporation Corporate Social Responsibility Report 2015 :

Foreword

Korea Management Association Registration Inc. (hereinafter "KMAR") has been requested by of Doosan Corporation to verify the contents of its Corporate Social Responsibility Report 2015 (hereinafter "the Report"). Doosan Corporation is responsible for the collection and presentation of information included in the Report. KMAR's responsibility is to carry out assurance engagement on specific data and information in the assurance scope stipulated below.

Scope and standard

Doosan Corporation describes its efforts and achievements of the corporate social responsibility activities in the Report. KMAR performed a Type 2, moderate level of assurance using AA1000AS (2008) as an assurance standard. KMAR's assurance team(hereinafter "the team") evaluated the adherence to Principles of Inclusivity, Materiality and Responsiveness, and the reliability of the selected GRI G4 indices as below, where professional judgment of the team was exercised as materiality criteria.

The team checked whether the Report has been prepared in accordance with the 'Core Option' of GRI G4 which covers the followings.

- Reporting Principles
- General Standard Disclosures
- Specific Standard Disclosures
- Generic DMA of each of following Material Aspect

Indicators of Aspects

- Economic : Economic Performance(EC1, EC2, EC3, EC4), Market Presence(EC5), Indirect Economic Impacts(EC7, EC8)
- Environmental : Materials(EN1, EN2), Energy(EN3, EN5, EN6, EN7), Water(EN8, EN9, EN10), Emissions(EN15, EN16, EN18, EN19), Effluents and Waste(EN22, EN23, EN24), Products and Services(EN27, EN28), Compliance(EN29), Overall(EN31), Environmental Grievance Mechanisms(EN34)
- Social : Employment(LA1, LA2, LA3), Occupational Health and Safety(LA5, LA6, LA7, LA8), Training and Education(LA9, LA10, LA11), Diversity and Equal Opportunity(LA12), Equal Remuneration for Women and Men(LA13), Labor Practices Grievance Mechanisms(LA16), Investment(HR2), Non-discrimination(HR3), Freedom of Association and Collective Bargaining(HR4), Indigenous Rights(HR8), Assessment(HR9), Human Rights Grievance Mechanisms(HR12), Local Communities(SO1, SO2), Anti-corruption(SO3, SO4, SO5), Anti-competitive Behavior(SO7), Compliance(SO8), Grievance Mechanisms for Impacts on Society(SO11), Customer Health and Safety(PR1, PR2), Product and Service Labeling(PR3, PR5), Customer Privacy(PR8), Compliance(PR9)

This Report excludes a data and information of joint corporate, contractor etc. which is outside of the organization, i.e. Doosan Corporation, among report boundaries.

Our approach

In order to verify the contents of the Report within an agreed scope of assurance in accordance with the assurance standard, the team has carried out an assurance engagement as follows:

- Reviewed overall report
- Reviewed materiality test process and methodology
- Reviewed sustainability management strategies and targets
- Reviewed stakeholder engagement activities
- Interviewed people in charge of preparing the Report

Our conclusion

Based on the results we have obtained from material reviews and interviews, we had several discussions with Doosan Corporation on the revision of the Report. We reviewed the Report's final version in order to confirm that our recommendations for improvement and our revisions have been reflected. When reviewing the results of the assurance, the assurance team could not find any inappropriate contents in the Report to the compliance with the principles stipulated below. Nothing has come to our attention that causes us to believe that the data included in the verification scope are not presented appropriately.

- **Inclusivity**

Inclusivity is the participation of stakeholders in developing and achieving an accountable and strategic response to sustainability.

- Doosan Corporation is developing and maintaining stakeholder communication channels in various forms and levels in order to make a commitment to be responsible for the stakeholders. The assurance team could not find any critical stakeholder Doosan Corporation left out during this procedure.

- **Materiality**

Materiality is determining the relevance and significance of an issue to an organization and its stakeholders. A material issue is an issue that will influence the decisions, actions, and performance of an organization or its stakeholders.

- Doosan Corporation is determining the materiality of issues found out through stakeholder communication channels through its own materiality evaluation process, and the assurance team could not find any critical issues left out in this process.

- **Responsiveness**

Responsiveness is an organization's response to stakeholder issues that affect its sustainability performance and is realized through decisions, actions, and performance, as well as communication with stakeholders.

- The assurance team could not find any evidence that Doosan Corporation's counter measures to critical stakeholder issues were inappropriately recorded in the Report.

We could not find any evidence the Report was not prepared in accordance with the 'Core Option' of GRI G4.

Recommendation for improvement

We hope the Report is actively used as a communication tool for stakeholders and recommendation for improvements.

- We appreciate for Doosan Corporation that their report met the needs of core option by reporting many indicators. However, it should create compassion among in-house stakeholders for achieving goals and long-term strategies. Also, it should create a CSR managing system, which is collecting data systemically.

- Doosan Corporation sets Doosan electronics and other seven affiliates as their reporting boundary. Sometimes some collected information includes data which only come from limited subsidiaries. For that reason, we highly suggest that Doosan Corporation must increase perfectibility about reporting scope by support and cooperation among units to release the gap between each subsidiaries' CSR activity.

Our independence

With the exception of providing third party assurance services, KMAR is not involved in any other Doosan Corporation's business operations that are aimed at making profit in order to avoid any conflicts of interest and to maintain independence.

May, 23th, 2016

Korea Management Association Registration Inc.

CEO Ki Ho Park



AA1000
Licensed Assurance Provider
000-129

K. H. Park

GRI G4 Contents Index

General Standard Disclosures

Aspect	Index	Content	Page	Report Contents and References	Verified
Strategy and Analysis	G4-1	Statement from the most senior decision-maker of the organization	2-5	CEO Message, Letters to Stakeholders	●
	G4-2	Key impacts, risks, and opportunities	2-5, 12-19	Letters to Stakeholders, Business Areas	●
	G4-3	Name of the organization	10-11	Doosan Corporation	●
	G4-4	Primary brands, products and services	12-15	Doosan Corporation, Organizational Chart	●
	G4-5	Location of the organization's headquarters	10	Corporate Overview	●
	G4-6	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	10-11	Corporate Overview	●
	G4-7	Nature of ownership and legal form	10-11	Corporate Overview	●
	G4-8	Markets served(including geographic breakdown, sectors served, and types of customers and beneficiaries)	10-11	Global Presence	●
	G4-9	Scale of the organization(Total number of employees, net sales, total capitalization, products and services)	10-13	Doosan Corporation	●
Organizational Profile	G4-10	Total number of employees	67	CSR Social Data	●
	G4-11	Percentage of total employees covered by collective bargaining agreements	67	CSR Social Data	●
	G4-12	Describe the organization's supply chain	40-43, 57, 63, 67	Expand mutually-beneficial cooperation with suppliers	●
	G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	About this report	Doosan Corporation	●
	G4-14	Report whether and how the precautionary approach or principle is addressed by the organization	58-59	Risk Management	●
	G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	76	UN Global Compact	●
	G4-16	Memberships of associations(such as industry associations) and national or international advocacy organizations in which the organization	77	Membership and Awards	●
	G4-17	Entities included in the organization's consolidated financial statements or equivalent documents	7, 10-11	Affiliates	●
	G4-18	Process for defining the report content and the Aspect Boundaries	16-19	Materiality Assessment Process	●
Identified Material Aspects and Boundaries	G4-19	Material aspects identified in the process for defining report content	19	CSR Strategy and Material Issues	●
	G4-20	Report the Aspect Boundary within the organization	18-19, 20-21, 24, 29, 34, 40, 44, 50		●
	G4-21	Report the Aspect Boundary outside the organization	18-19, 20-21, 24, 29, 34, 40, 44, 50		●
	G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	About this report	Certain notice of changed data	●
	G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	About this report		●
	G4-24	List of stakeholder groups engaged by the organization	57	Stakeholder Communication	●
	G4-25	Basis for identification and selection of stakeholders with whom to engage	57	Stakeholder Communication	●
	G4-26	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	16-19, 57	Materiality Assessment Process	●
	G4-27	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	19	Mapping - Materiality Assessment Mapping	●
Stakeholder Engagement	G4-28	Reporting period for information provided.	About this report	Reporting Period and Scope	●
	G4-29	Date of most recent previous report	About this report	Reporting Period and Scope	●
	G4-30	Reporting cycle(such as annual, biennial)	About this report		●
	G4-31	Contact point for questions regarding the report or its contents	About this report		●
	G4-32	The 'in accordance' option the organization has chosen.	About this report	Reporting Principles	●
	G4-33	Organization's policy and current practice with regard to seeking external assurance for the report	About this report, 70-71	Third Party Verification, Third Party Verification Statement	●
	G4-34	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.	16-17, 56	CSR Committee: Composition and Operation , BOD Composition	●
	G4-35	The process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	16-17	CSR Committee: Composition and Operation	●
	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	16-17	BOD Operations	●
Governance	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	16-17, 56	CSR Committee: Composition and Operation	●

Aspect	Index	Content	Page	Report Contents and References	Verified
Governance	G4-38	Composition of the highest governance body and its committees	56	BOD Composition	●
	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)	56	BOD Composition	●
	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	56	Transparency in Director Appointment and Directors' Expertise	●
	G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed	56	Independence of the BOD	●
	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	16~17, 56	CSR Committee: Composition and Operation, BOD Composition	●
	G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	16~17	CSR Committee: Composition and Operation	●
	G4-45	The highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities	16~17, 56	CSR Committee: Composition and Operation, BOD Operations	●
	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	16~17, 56	CSR Committee: Composition and Operation, BOD Operations	●
	G4-47	The frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	16~17, 56	CSR Committee: Composition and Operation, BOD Operations	●
	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	16~17	CSR Committee: Composition and Operation	●
	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	56	BOD Operations	●
	G4-51	Remuneration policies for the highest governance body and senior executives for the below types of remuneration	56	Evaluation and Compensation	●
	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	-	Ratio of median salary to compensation for the highest-paid : 3.00%	●
	Ethics and Integrity	G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	59~60, homepage	"Ethical Management Principles, http://www.doosan.com/kr/csr/csr-code/code-of-conduct.jsp "
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	27, 59~60	Ombuds Program, White Paper Policy	●
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	27, 59~60	Ombuds Program, Whistle Blowing Policy and Cyber Accusation Center	●

GRI G4 Contents Index

General Standard Disclosures

Aspect	Index	Content	Page	Report Contents and References	Verified
Environment					
Energy	G4-DMA	Management approach	34	Minimize Environmental Footprints through Green Management	●
	G4-EN3	Energy consumption within the organization	38, 68	Energy Consumption, CSR Environmental Data	●
	G4-EN5	Energy intensity	68	CSR Environmental Data	●
	G4-EN6	Reduction of energy consumption	35, 38, 68	Reduce energy consumption through facility replacement, Energy Consumption	●
	G4-EN7	Reductions in energy requirements of products and services	35	Reduce energy consumption through facility replacement	●
Water	G4-DMA	Management approach	34	Minimize Environmental Footprints through Green Management	●
	G4-EN8	Total water withdrawal by source	38, 68	Consumption of Water Resources, CSR Environmental Data	●
	G4-EN9	Water sources significantly affected by withdrawal of water	37	No water sources significantly affected by withdrawal of water	●
	G4-EN10	Percentage and total volume of water recycled and reused	38, 68	Consumption of Water Resources, CSR Environmental Data	●
Emissions	G4-DMA	Management approach	34	Minimize Environmental Footprints through Green Management	●
	G4-EN15	Direct greenhouse gas(ghg) emissions(Scope 1)	39, 68	GHG Emissions, CSR Environmental Data	●
	G4-EN16	Energy indirect greenhouse gas(ghg) emissions(Scope 2)	39, 68	GHG Emissions, CSR Environmental Data	●
	G4-EN18	Greenhouse gas(ghg) emissions intensity	68	CSR Environmental Data	●
	G4-EN19	Reduction of greenhouse gas(ghg) emissions	39, 68	GHG Emissions, CSR Environmental Data	●
Wastewater and Waste	G4-DMA	Management approach	34	Minimize Environmental Footprints through Green Management	●
	G4-EN22	Total water discharge by quality and destination	39, 68	Waste Discharge, CSR Environmental Data	●
	G4-EN23	Total weight of waste by type and disposal method	39, 68	Waste Discharge, Controlled Waste, CSR Environmental Data	●
Products and Services	G4-EN24	Total number and volume of significant spills	37	Incidents of spills : 0	●
	G4-DMA	Management approach	44, 64	Improve Product & Service Accountability, Quality Management	●
	G4-EN27	Extent of impact mitigation of environmental impacts of products and services	35, 47	Expanding the Development of Green Products, Developing Eco-Friendly, High-Stiffness, Low Dk Products	●
Labor Practices and Decent Work					
Occupational Health and Safety	G4-DMA	Management approach	24, 28, 61-62	Creating a Safe and Healthy Workplace, Health & Safety	●
	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	62	Health & Safety Committee	●
	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	28	Healthy & Safety Achievements	●
	G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	28, 62	Injury and Safety Accident Prevention, Health Promotion Programs	●
	G4-LA8	Health and safety topics covered in formal agreements with trade unions	28, 62	Injury and Safety Accident Prevention, Health & Safety Committee	●
Training and Education	G4-DMA	Management approach	29, 60	Strengthen People Development within the Group Influence Sphere, Talent Management	●
	G4-LA9	Average hours of training per year per employee by gender, and by employee category	29-31, 67	CSR Social Data_Distribution of Economic Outcomes	●
	G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	30-31, 60	Strengthen People Development within the Group Influence Sphere, Talent Development System	●
	G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	67	CSR Social Data_Employment and Benefits	●
Labor Practices and Grievance Mechanisms	G4-DMA	Management approach	24, 26-27, 59	Practicing Horizontally/Vertically-Open Communication and Inwha	●
	G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	27, 59-60	Ombuds Program, Whistle Blowing Policy and Cyber Accusation Center	●
Social					
Local Communities	G4-DMA	Management approach	50, 65	Strategic Community Involvement & Development, Corporate Community Investment	●
	G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	50-54	Strategic Community Involvement & Development	●
	G4-SO2	Operations with significant actual and potential negative impacts on local communities	10-11, 36-37	Global Presence , Chemicals Management	●
Anti-Corruption	G4-DMA	Management approach	40, 41, 59, 63	Reinforce Fair Operations, Fair Trade Compliance	●
	G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	41, 43, 58-60, 63	Disseminate CSR along the supply chain, Fair Trade Compliance Program	●
	G4-SO4	Communication and training on anti-corruption policies and procedures	41, 43, 59-60, 63	Ethical Management, Fair Trade Compliance	●
	G4-SO5	Confirmed incidents of corruption and actions taken	59-60, 63	Whistle Blowing Policy and Cyber Accusation Center,White Paper Policy	●
Anti-Competitive Behavior	G4-DMA	Management approach	20-21, 40, 41, 43, 63	Reinforce Fair Operations, Fair Trade Compliance	●
	G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Business Report 504-506		●

Aspect	Index	Content	Page	Report Contents and References	Verified
Product Responsibility					
Customer Health and Safety	G4-DMA	Management approach	20~21, 44, 45, 46	Secure life-cycle product safety, Improve customer satisfaction with products and services	●
	G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	45	Product Safety Initiatives	●
	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 incidents	●
Product and Service Labeling	G4-DMA	Management approach	20~21, 44, 45, 64~65	Secure life-cycle product safety, Quality Improvement Strategy	●
	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	45, 64	Product Safety Initiatives, Quality Management	●
	G4-PR5	Results of surveys measuring customer satisfaction	67	CSR Social Data_Customers	●
Customer Privacy	G4-DMA	Management approach	64~65	Protection of Customer Data Privacy	●
	G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	64~65	Protection of Customer Data Privacy	●

Non-material Aspects

Index	Content	Page	Report Contents and References	Verified
Economic				
G4-EC1	Direct economic value generated and distributed	57, 66	Generation and distribution of economic value	●
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	34~37	Climate change risks and opportunities, climate change response through energy efficiency	●
G4-EC3	Coverage of the organization's defined benefit plan obligations	67	Pension (operational cost, employees covered)	●
G4-EC4	Financial assistance received from government	Business Report 281	Government grants	●
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	-	Percentage of average wage for new recruits against national minimum wage: 378%	●
G4-EC7	Development and impact of infrastructure investments and services supported	50~54, 65	Community involvement activities and donations	●
G4-EC8	Significant indirect economic impacts, including the extent of impacts	42~43, 50~54, 60	Expand mutually-beneficial cooperation with suppliers, community involvement activities, job creation	●
Environment				
G4-EN1	Materials used by weight or volume	38, 68	Consumption of Raw Materials	●
G4-EN2	Percentage of materials used that are recycled input materials	38, 68	Consumption of Recycled Materials	●
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	-	Number of violating environmental laws and regulations: 0	●
G4-EN31	Total environmental protection expenditures and investments by type	34, 39, 68	Environmental Investment	●
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	-	Number of incidents of environmental impact-related grievances: 0 incidents	●
Labor Practices and Decent Work				
G4-LA1	Total number and rates of new employee hires and employee turnover	67	New recruitment, turnover	●
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	60	Welfare & Benefits, Family-Friendly Programs	●
G4-LA3	Return to work and retention rates after parental leave, by gender	67	Parental leave(No. of employees who use it, No. of employees who return to work, No. of employees employed 12 months after returning to work)	●
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	67	Employment diversity (gender, disability, veterans)	●
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Business Report 470	Employee salaries (by gender and employment status)	●
Human Rights				
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	67	Anti-sexual harassment training hours	●
G4-HR3	Total number of incidents of discrimination and corrective actions taken	-	Number of incidents of discrimination: 0	●
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	26, 67	Membership of trade unions, labor-management communication channel	●
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	-	No. of incidents of human rights violations of residents near operations: 0	●
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	27, 59-60	Number of human rights grievances between employee relations: 0	●
Social				
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Business Report 504~506	No. of incidents of human rights violations of residents near operations: 0	●
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	-	Operations of grievance mechanisms related to social impacts(corruption, collusion, supplier human rights, environmental issues), 4 incidents	●
Product Responsibility				
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	-	Incidents of non-compliance with laws and regulations concerning products and services: 0	●

UN Global Compact

We at Doosan Corporation joined the UN Global Compact in 2014 and have been abiding by its 10 principles in the four areas of human rights, labor, environment, and anti-corruption. By integrating international standards on socially-responsible management into our business conduct and by standing firm on our commitment to socially-responsible management, we aim to fulfill our social responsibility and role as Korea's leading company in global sustainable management.

Category	Principles	GRI Indicator	Page
Human Rights	1. Businesses should support and respect the protection of internationally proclaimed human rights	HR1, HR2, HR3, HR4, HR5, HR6, HR7	59, 60
	2. Businesses should make sure that they are not complicit in human rights abuses.	HR4, HR8	27, 59, 60
Labor	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	HR5, LA4, LA5	26
	4. Businesses should uphold the elimination of all forms of forced and compulsory labour.	HR7	26
	5. Businesses should uphold the effective abolition of child labour.	HR6	26
	6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.	HR4, LA2, LA10, LA13, LA14	60
Environment	7. Businesses should support a precautionary approach to environmental challenges.	G4-14	36, 58, 61
	8. Businesses should undertake initiatives to promote greater environmental responsibility.	EN12, EN13, EN14, EN18, EN21, EN22, EN26, EN30	36, 37, 61
	9. Businesses should encourage the development and diffusion of environmentally friendly technologies.	EN5, EN6, EN7, EN10, EN18, EN26	35
Anti-corruption	10. Businesses should work against corruption in all its forms, including extortion and bribery.	SO2, SO3, SO4	43, 59, 60, 63

Membership and Awards

Membership

Category	Associations and Organizations
Doosan Corporation	Maekyung SEL Club, KISANHYUP, Korean Industrial Hygiene Association, Korea Chamber of Commerce and Industry, Federation of Korean Industries, Korea Employers' Federation, Korea Economic Research Institute, Korea Advertisers Association, Korea Management Association, Korea Mecenat Association, Fair Competition Federation, Korea Listed Companies Association, Korea IR Service, Korea Fire Safety Association
Electro-Materials BG	Korea Industrial Technology Promotion Association, Korea Printed Circuit Association, Korea Electronics Association, Korea Display Industry Association, Institute of Microelectronics Packaging, Macromolecular Research, Korea Chemical Society, Materials Research Society of Korea, Yokohama Jisso Consortium of Japan, Reliability Association of Korea, HDP User Group, SEMI Printed Electronics Advisory Committee(PEAC), Society of Polymer Science of Japan(SPSJ)
Industrial Vehicle BG	World Industrial Truck Statistics (WITS), China Fork Lift Truck Association(CITA), North America Fork Lift Truck Association, Korea Industrial Safety Association, Korea Construction Equipment Association, Korea Industrial Technology Promotion Association, Korea Construction Equipment Manufacturers Association
Mottrol BG	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 Industrial Safety Association, Korea Customs Logistics Association, Volvo Construction Machine, Korea Society of Fluid Power and Construction Equipment, Japan Fluid Power Society, Korea Defense Industry Association, Korea Industrial Complex Corp, Mini-cluster project annual fee, Commercial Association
Fuel Cell BG	Korea Hydrogen Association, Korea Renewable Energy Association, Korea International Trade Association, Korea Industrial Technology Association, Korea Economic Certification Center(quality management system certification), Korea Electrical Contractors Association, Korea Industrial Safety and Health Association
Glonet BG	Korean Society for Horticultural Science, Korea Post-harvest Management, KOITA R&D Directors' Council, Korean Society for Biotechnology and Bioengineering, Korea Electric Engineers Association, Iksan Chamber of Commerce and Industry, Jeonbuk Conference of Environmental Engineers, Iksan Business Environment Council, Jeonbuk Regional Chemical Plant Council, Iksan Safety and Health Managers' Council, Iksan Regional Fire and Hazard Managers' Council, Korean Industrial Health Association, Iksan voluntary firefighting unit specializing in chemicals
Information & Communication BU	Korean Personnel Improvement Association, Korea Information and Communication Contractors Association, Korea SW Quality Council, Seoul Chamber of Commerce and Industry, Federation of Korean Information Industries, Korean Federation of Smart Manufacturing Industries
FM BU	Korea Building Owners & Managers Association, Korean Society for Facility Management, Korean Foundation for Quality membership, Korea Building Hygiene Management Association, Korean Security Association, Korea Facility Maintenance and Management Association, Korea Construction Engineers Association, Korea Mech. Const. Contractors Association, Korea Fire Facility Association, Korea Electric Engineers Association

Awards

Category	Name of Award	Host Organization	Date of Awarding
Electro-Materials BG	Won the Minister of Industry, Commerce, Energy Award at the Korean Technology Awards 2015	Supervised by the Ministry of Industry, Commerce and Energy	Dec. 11th 2015
	Won the Governmental Award, Industrial Award, Presidential Commendation and Commendation of North Chongcheong Provincial Governor on Day of Laborers in 2015	Ministry of Employment and Labor	Apr. 30th 2015
	Received the plague of association for CCI endeavors from Jeongpyeong-gun	Jeongpyeong-gun	Mar. 4th 2015
Industrial Vehicle BG	2015 PIN UP DESIGN AWARD	kaid (Korea Association of Industrial Designers)	Nov. 16th 2015
	Won the Ministry of Public Safety and Security Award in commemoration of 53th Day of Firefighting	Ministry of Public Safety and Security/Incheon Jungbu Fire Station	Nov. 9th 2015
Mottrol BG	Won the Minister of Environment Award for outstanding resource recycling performance in 2015	Supervised by the Ministry of Environment	Sep. 8th 2015
Glonet BG	Selected as an Outstanding Family-Friendly Company in 2015	Supervised by the Ministry of Gender Equality and Family	Dec. 22nd 2015

TF Members

Category	Team
Electro-Materials	Business Administration, HR, labor Relation, strategic purchasing, EHS, quality planning, business management, technology & strategy planning
Industrial Vehicle	Strategy, HR, purchasing team 1, EHS, quality assurance, domestic sales, overseas marketing, planning and proving, management
Mottrol	Strategy & new business development, HR, Employee Relations, Hydraulic Purchasing, EHS management, quality management, sales support, R&D 1 team
Fuel Cell	Change management, FA, HR, business administration, EHS, quality, sales, product technology, development
Glonet	Biz Admin. & Strategy, HR, Environment Management, EHS, QA, Sales & Marketing team, Biz Admin. & Strategy team planning part
Information & Communications	Strategy, HR, purchasing, quality innovation
FM	FA, general administration, sales HQ
CC	Doosan Way, Business Strategy Team 1, HRM, HRD, EHS, OE, BD & Technology Strategy, Compliance, distribution CSO strategy planning
Administration Center	Communication, accounting 1 team, IR, Planning & management, Management Support, Financing
Corporate Office	Legal, HR, CR

BUILDING YOUR TOMORROW TODAY

Contact

CSR Team, CC, Doosan Corporation
7th Fl. Yonkang Building, Yeongji-dong, Jongno 33-gil, Jongno-gu,
Seoul, Korea 110-739

E-mail

doosancsr@doosan.com

Phone

+82-2-3670-5021

Doosan Corporation 2015 Corporate Social Responsibility Report

www.doosan.com



This report was printed in soy ink on FSCTM (ForestSteward-ship Council)-certified paper.

