Bobcat

DOOSAN BOBCAT SUSTAINABILITY REPORT 2025

CEO Message

Dear Valued Stakeholders,

As we reflect on the year behind us and look ahead to the opportunities and responsibilities that lie ahead, one reality continues to shape everything we do at Doosan Bobcat: we are operating in a world defined by uncertainty. Economic conditions remain volatile, technologies are advancing at unprecedented speed and expectations around sustainability continue to evolve. Rather than retreat from this complexity, we choose to engage it—with discipline, foresight and purpose.

Our mission remains unchanged: to empower people to accomplish more. In today's environment, that mission requires us to listen closely, plan for multiple scenarios, leverage emerging technologies and adapt with intention. It calls on us to anticipate how our customers' needs are changing and respond with solutions that are not only innovative, but practical and sustainable. This mindset continues to guide our strategy and reinforces our belief that long-term success is built through thoughtful decisions, not short-term reactions. Despite a challenging business environment, we delivered USD 6.2 billion in sales and USD 480 million in operating profit, supported by the strength of our business competitiveness and the resilience of our customers, partners, and employees.

ADVANCE SUSTAINABLE SOLUTIONS

To navigate these complex changes, Doosan Bobcat is actively advancing innovative, AI-enabled technologies as a core driver of sustainable business operations. By leveraging AI, we are making work environments more approachable, intuitive and productive, while building confidence for those who rely on our equipment every day.

A key example is Bobcat Jobsite Companion, Bobcat's AI-enabled jobsite technology—built to make machine operation easier and more intuitive. By applying AI at the machine level, we are simplifying complex tasks, supporting operators with varying levels of experience and improving jobsite awareness through real-time insights. It delivers intelligent support through intuitive voice interaction—helping operators stay focused, adapt quickly to changing conditions and improve efficiency and jobsite awareness. This approach supports more productive worksites and drives long term value as we scale smart solutions and strengthen operator capabilities.

Scott Park
CEO, Doosan Bobcat

As AI becomes more deeply embedded across our products and operations, strong performance must be matched with responsibility, resilience and trust. We are strengthening governance practices and safeguarding data to ensure AI is applied responsibly enhancing human expertise and supporting sound decision making across our organization and with our stakeholders. To support this, we continue to reinforce data security practices and invest in company-wide training so that AI-enabled capabilities are supported by strong safe guards and responsible oversight.

CEO Message

CREATE A BETTER TOMORROW

Creating a better tomorrow means translating innovation into meaningful environmental, social and governance outcomes. On global stages such as CES and CONEXPO-CON/AGG, we continue to demonstrate progress in areas such as electrification, connectivity and intelligent machine applications—highlighting how these advancements contribute to improved efficiency, reduced environmental impact and safer, more productive worksites.

Advancing Green Innovation remains a core ESG priority. From product sustainability initiatives to emerging technologies, we are focused on helping customers use resources more efficiently, reduce waste and support operator awareness, while lowering overall environmental impact. These efforts reflect our commitment to practical, scalable solutions that support long-term value creation.

As conditions continue to evolve, how we work together matters more than ever. Across Doosan Bobcat, I continue to be encouraged by the care and collaboration our teams demonstrate every day—working with clarity, watching out for one another and maintaining high standards around health and safety. These shared commitments to discipline, trust and accountability give me confidence in our ability to move forward steadily and responsibly, regardless of the environment.

Our responsibility also extends beyond our operations to the communities where we live and work. Through initiatives such as Doosan Bobcat Community Days, employees across our global footprint contribute time, skills and equipment to support local communities and environmental stewardship. These efforts reflect a simple but powerful belief: sustainable growth is built through practical actions that create lasting, positive impact.

Sustainability at Doosan Bobcat is embedded in how we operate, invest and plan for the future. Guided by our ESG pillars—Green Innovation, Proud Workplace and Responsible Growth, grounded in the principle of Do the Right Thing—we focus on strengthening accountability, supporting responsible growth and creating enduring value for all stakeholders.

As you explore this Sustainability Report, you will see how our ESG priorities are reflected across our operations, products and partnerships—from environmental performance and responsible governance to workplace safety, community engagement and resilient business practices.

While there is always more work to be done, we remain committed to continuous improvement and to approaching our responsibilities with humility and purpose.

Thank you to all stakeholders, including employees, customers, partners, and dealers for your continued trust and engagement.

Together, we will continue navigating change, creating opportunity and building a more sustainable future for generations to come.

Scott Park
CEO and Vice Chairman
Doosan Bobcat Inc.

Contents

CEO Message

05 **Introduction**

- About Doosan Group
- About Doosan Bobcat

10 **Our Approach**

- ESG Highlights across the Value Chain
- ESG Framework
  - Governance
  - Strategy
  - Risk Management
  - Metrics & Targets

16 **Material Issues**

- Stakeholder Communication
- Materiality Assessment
  - Double Materiality Assessment
  - Materiality Assessment Results
- Material Issue Management

26 **ESG Management**

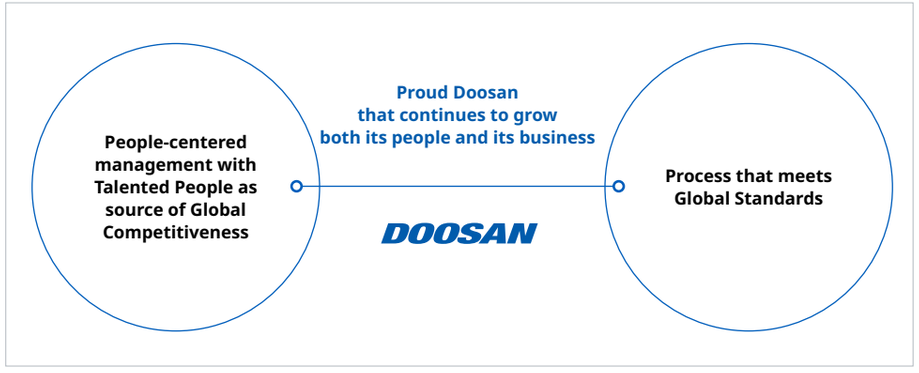
- Green Innovation
  - Climate Action
  - Environmental Impact Mitigation
  - Product Sustainability
- Proud Workplace
  - Human Rights
  - Human Capital
  - People First
  - Health and Safety
- Responsible Growth
  - Sustainable Supply Chain
  - Customer Experience
  - Community Engagement
- Do the right thing
  - Governance
  - Ethics and Compliance
  - Risk Management
  - Data Security

95 **Appendix**

- Reporting Methodology
- ESG Facts & Figures
- GRI INDEX
- SASB INDEX
- Greenhouse Gas Verification Statement
- Third Party Assurance Statement
- Members of Associations
- Awards
- About this Report

Introduction to Doosan Group

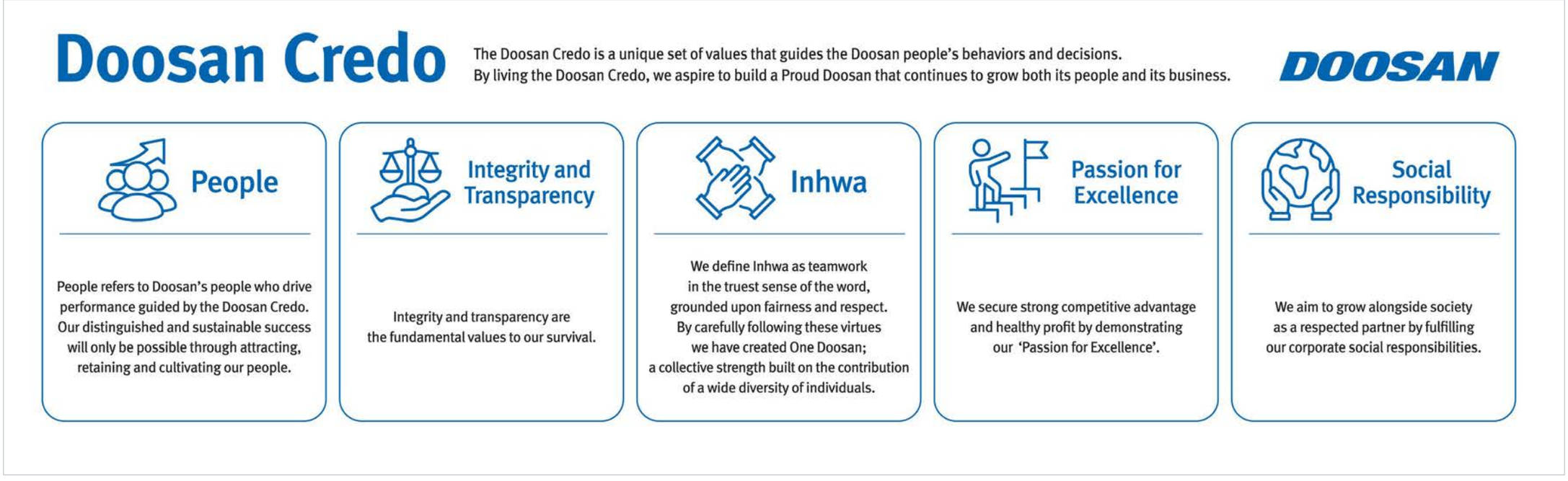
Group Vision



Doosan Main Affiliates

Doosan Corporation	Doosan Corporation Electro-Materials BG	Doosan Corporation Digital Innovation BU	Doosan Corporation Retail BU	
Main Affiliates	Doosan Enerbility	Doosan Bobcat	Doosan Mottrol	Doosan Fuel Cell
	HyAxiom	Doosan Tesna	Doosan Robotics	Doosan Mobility Innovation
	Doosan Logistics Solutions	Doosan H2 Innovation	Doosan Investment	Oricom
	Hancomm	Doosan Magazines	Doosan Bears	Doosan Cuvex
Affiliated Institutions	Doosan Yonkang Foundation	Doosan Art Center	Doosan Research Institute	

Doosan Credo



Introduction to Doosan Bobcat

Doosan Bobcat is a global leader in compact equipment technology and manufacturing, having developed the world's first skid-steer loader. Despite rapidly changing market conditions, the company has continued to achieve steady growth while expanding its business into diverse areas such as agricultural and landscaping equipment, as well as material handling equipment, further strengthening its competitiveness through the vertical integration and in-house production of core components such as hydraulic parts and battery packs. Moving forward, the company will continue to lead the development of not only electrification, but also automation and unmanned technologies, driving innovation for a sustainable future and pursuing responsible growth.

Company Overview

Company Name	Doosan Bobcat Inc.
Established	2014
CEO	Scott Park (Park Sungchull)
Key business	Compact Equipment, Material Handling, Portable Power, Industrial Air, Grounds Maintenance and Hydraulic Components
Number of Employees	9,846 (as of December 31, 2025)
Address	Bundang Doosan Tower, 155 Jeongjail-ro, Bundang-gu, Seongnam-si, Gyeonggi-do
Revenue	6,182 million dollars (2025)

1947 — 2025

1947
Founded by E.G. Melroe

1958
Developed the world's first skid-steer loader

1960
Launched the world's first skid-steer loader "M440"

1962
Introduced the Bobcat brand

1969
Clark Equipment Company purchased the company from Melroe

1986
Developed the Bob-Tach attachment® mounting system

Launched compact excavators

1989
Became the first manufacturer to build compact excavators in North America

1995
Ingersoll-Rand acquired Clark Equipment

2000
"Melroe Company" name is officially changed to "Bobcat Company"

2007
Bobcat Company became part of Doosan Group

2014
First company to sell 1 million compact loaders

2015
Name changed to Doosan Bobcat Inc.

2016
Listed on KOSPI

2017
Relocated the EMEA Regional Headquarters to Czech Republic

Opened the Suzhou plant in China

2019
Opened the Chennai plant in India

Launched backhoe loaders in India and compact tractors in the U.S.

2020
Completed the acquisition of BOB-CAT Mowers, Steiner and Ryan grounds maintenance brands

2021
Acquired Doosan Industrial Vehicles

2022
Expanded GME plant in North Carolina, USA

Unveiled all-electric T7X compact track loader and autonomous zero-turn mower

2023
Started production of S70 skid-steer loader in Gummidipoondi, India

Unified overseas corporate governance by integrating Doosan Industrial Vehicle's North America/Europe organization and business management systems

2024
Broke ground on new plant in Monterrey, Mexico

Launched industrial vehicles, portable power and industrial air products with Bobcat brand in key markets

Acquired Doosan Mottrol

2025
Launched the battery pack research institute, "eFORCE LAB."

Doosan Bobcat Homepage

Introduction to Doosan Bobcat

Vision

BE THE FIRST CHOICE FOR ALL GROUNDBREAKERS

We empower people to accomplish more

Brand of choice in more spaces than ever

We continue to grow and evolve as a company to solve our customers' toughest challenges and define the future of the industry.

Dream the impossible. Then create it

Innovation is at the core of Bobcat's legacy.

We invented the compact equipment industry and continue to be a driving force.

We are always advancing by applying leading technologies and pioneering new products, services and possibilities.

People First. Always

The people of Bobcat – our employees, dealers, customers and suppliers all working together – are the reason for our success. We are committed to investing in the communities where we live and work. We seek to bring positive change to the world. We are one team inspired to make lives, businesses and communities stronger today for a better tomorrow.

Introduction to Doosan Bobcat

Business Portfolio

Doosan Bobcat is a leader in autonomy, connectivity and electrification technologies within the compact equipment industry, serving markets across construction, ground maintenance, material handling, industrial air and portable power. Through a strong distribution network spanning North America (NA), Europe, Middle East, Africa (EMEA), and Asia, Latin America, and Oceania (ALAO), we provide products and solutions that support customers around the world. Our business is built on a connected value chain that includes suppliers, rental companies, dealers and corporate and individual customers, all of which enable innovation and long-term growth across the industries we serve.

Compact Equipment

Design, manufacturing, marketing and distribution of a diverse range of compact equipment across various industries, including construction, agriculture, grounds maintenance, and mining.

Key Products and Services

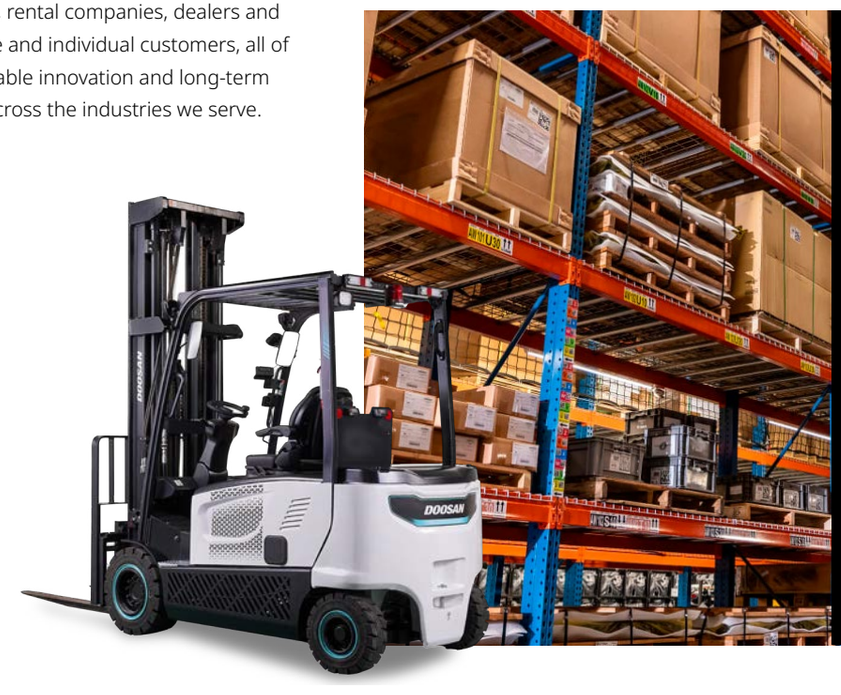
- Compact track loaders, skid-steer loaders and wheelloaders (compact and large)
- Excavators (compact and large)
- Telehandlers
- Backhoes
- Digital products
- Attachments

Ground Maintenance Equipment

Powerful, efficient and user-friendly products for grounds maintenance, landscaping and turf renovation, and agriculture.

Key Products and Services

- Mini track loaders and small articulated loaders
- Compact, sub-compact, articulated and utility tractors
- Zero-turn, stand-on and walk-behind mowers
- Utility vehicles and utility work machines (Toolcat)
- Turf renovation and lawn maintenance equipment
- Light compaction and attachments



Material Handling

Logistics equipment that prioritizes operator comfort and safety, performance, quality and affordability as well as features designed to reduce noise and emissions (subject to regulatory standards).

Key Products and Services

- Diesel, electric and LPG forklifts including electric counterbalance, narrow aisle, IC cushion tire and IC pneumatic tire
- Warehouse vehicles and electric pallet trucks and stackers
- Telematics Management System (TMS)
- Attachments

Portable Power & Industrial Air

Reliable air compressors, generators and light towers that are built to last, easy to operate and ready to perform on demand

Key Products and Services

- Portable air compressors, generators and light towers
- Industrial air compressors
- Drill modules

Introduction to Doosan Bobcat

Global Network

Headquarters | **1**

Bundang, Gyeonggi-do, **South Korea (Global)**

Regional Headquarters | **3**

West Fargo, North Dakota, **U.S. (NA)**
Dobris, **Czech Republic (EMEA)**
Bundang, Gyeonggi-do, **South Korea (ALAO)**

Training Centers | **5**

Aurora, Colorado, **U.S.**
Dobris, Central Bohemia, **Czech Republic**
Incheon, **South Korea**
Suzhou, Jiangsu, **China**
Chennai, Tamil Nadu, **India**

Global Collaboration Center | **1**

Minneapolis, Minnesota, **U.S.**

The Studio (Digital Innovation Center) | **1**

Fargo, North Dakota, **U.S.**

Headquartered in Bundang, South Korea, Doosan Bobcat supports customers worldwide through global R&D, procurement, production and marketing operations in West Fargo, North Dakota (U.S.), Dobříš (Czech Republic) and additional facilities across 15 countries. The company serves global markets throughout North America (NA), Europe, the Middle East and Africa (EMEA), and Asia, Latin America and Oceania (ALAO).

Research & Development | **16**

United States	Bismarck, North Dakota
	Gwinner, North Dakota
	Wahpeton, North Dakota
	Johnson Creek, Wisconsin
	Litchfield, Minnesota
	Minneapolis, Minnesota
	Sahuarita, Arizona
	Statesville, North Carolina
Czech Republic	Dobris, Central Bohemia
France	Pontchâteau, Loire-Atlantique
Ireland	Swords, Fingal
China	Suzhou, Jiangsu
	Yantai, Shandong
India	Chennai, Tamil Nadu
	Bengaluru, Karnataka
South Korea	Incheon

Sales Office | **15**

United States	Buena Park, California
	Buford, Georgia
Canada	Markham, Ontario
Germany	Bensheim, Hesse
Ireland	Swords, Fingal
South Africa	Germiston, Gauteng
United Kingdom	Northampton, Northamptonshire
	Ellesmere Port, Cheshire
Belgium	Sint-Niklaas, East Flanders
United Arab Emirates	Dubai, United Arab Emirates
China	Suzhou, Jiangsu
India	Chennai, Tamil Nadu
	Noida, Uttar Pradesh
Japan	Yokohama, Kanagawa
Mexico	Mexico City

Manufacturing Facility | **17**

United States	Bismarck, North Dakota
	Gwinner, North Dakota
	Johnson Creek, Wisconsin
	Litchfield, Minnesota
	Statesville, North Carolina
	Wahpeton, North Dakota
	Rogers, Minnesota
Czech Republic	Dobris, Central Bohemia
France	Pontchâteau, Loire-Atlantique
China	Suzhou, Jiangsu
	Jiangyin, Jiangsu
	Yantai, Shandong
India	Bengaluru, Karnataka
	Chennai, Tamil Nadu
South Korea	Incheon
	Changwon
Mexico	Monterrey, Nuevo León

Parts Distribution Center | **10**

United States	Atlanta, Georgia
	Buford, Georgia
	Chicago, Illinois, United States
	Reno, Nevada
Germany	Halle, Saxony-Anhalt
United Arab Emirates	Dubai
United Kingdom	Northampton, Northamptonshire
China	Suzhou, Jiangsu
South Korea	Hwaseong, Gyeonggi-do
	Incheon

OUR APPROACH

ESG Highlights across the Value Chain
ESG Framework

ESG Highlights across the Value Chain

Upstream

Production/mining/processing/distribution of raw materials

- Procuring hydraulic and powertrain components, steel materials, and welded structures
- Procuring rubber and petrochemical products, as well as electronic and electrical components
- Supporting global network-based component logistics and transportation

Own Operations

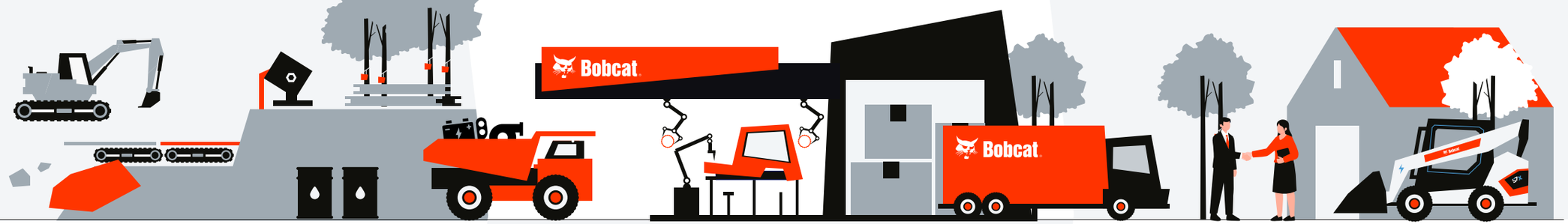
Product manufacturing, direct sales, and distribution

- Managing and supporting headquarters and regional offices
- Engaging in in-house and outsourced R&D activities
- Manufacturing machinery, including agricultural and forestry equipment, pumps, compressors, and fluid power systems
- Storing inventory through material warehouse operations

Downstream

Product distribution / sales / disposal / recycling

- Transporting finished products
- Selling and distributing products through a global network of dealers and rental customers
- Managing end-of-life product disposal and recycling
- Serving key end users across industries, including construction, agriculture, landscaping, manufacturing, and logistics



Green Innovation

Upstream

- **Using sustainable and recyclable raw materials to improve material efficiency**
  - Using recyclable plastics and biodegradable hydraulic fluids
  - Replacing approximately half of the pallets used for raw material supply – from conventional wooden boxes and single-use cardboard packaging – to reusable steel containers

Own Operations

- **Reducing GHG emissions at each business site**
  - Identifying GHG reduction initiatives tailored to site-specific characteristics
  - Developing and implementing smart energy systems
- **Engaging in activities to reduce negative environmental impacts**
  - Reducing pollutants and waste generated during manufacturing processes
  - Conducting R&D to develop products designed to meet applicable environmental standards

Downstream

- **Managing product-related environmental risks**
- **Reducing environmental impacts during product use and end-of-life stages**
  - Developing and marketing equipment that meets regional emissions standards
  - Recycling battery and tire (EPR)
  - Expanding the REMAN product lineup and establishing sales targets

Proud Workplace

Own Operations

- **Complying with a global human rights policy and conducting human rights training for all employees**
- **Providing leadership and regional training**
- **Operating a global health and safety system with prevention training and safety data management**

Responsible Growth

Upstream

- **Global Supply Chain Management Activities**
  - Evaluating suppliers through the global procurement system and on-site assessments
  - Expanding the 'Zero Defect' to enhance supplier quality management
  - Providing EHS training materials to strengthen supplier health and safety

Own Operations

- **Establishing a global supply chain management policy**
  - Establishing a global procurement policy and a Supplier Code of Conduct
  - Providing financial support through shared growth programs
- **Product Quality Management Activities**
  - Monitoring quality risks that may arise during the manufacturing process

Downstream

- **Product quality control**
  - Conducting product quality and safety inspections and providing warranty documentation at the point of sale
- **Customer experience management**
  - Promoting responsible marketing and strengthening customer engagement channels
  - Regularly monitoring customer satisfaction and implementing product improvements

Do the right thing

Upstream

- **Fair Trade Risk Management Activities**
  - Regularly updating company policies and regulations in accordance with fair trade laws
  - Designating a procurement manager to oversee the fair trade compliance program for suppliers
  - Managing subcontracting risks through the Subcontract Review Committee

Own Operations

- **Ethical and Compliance Management Practices**
  - Establishing a process to monitor compliance across business activities
  - Developing Doosan Group Code of Conduct content and delivering training
- **Implementing an Internal Control System**
  - Conducting internal audits of companies, including subsidiaries, with higher corruption risk exposure

Downstream

- **Information Security and Data Privacy**
  - Notifying customers of data collection purposes, procedures, and safeguards via email and other electronic messages
  - Tracking customer and personal data breaches by establishing metrics and targets
  - Strengthening customer data protection by introducing a cloud-based mobile security app

ESG Framework

GOVERNANCE

ESG Governance

Doosan Bobcat operates a global ESG governance framework led by the Global ESG Committee and the CHRO ESG team, which oversees the company's ESG strategy and activities. ESG coordinators and working teams across each region and global function support implementation and alignment across global operations.

Global ESG Decision-Making Framework

Global ESG Committee | The Global ESG Committee serves as Doosan Bobcat's key ESG decision-making body, responsible for overseeing implementation of the company's ESG strategy and roadmap. The committee includes global executives and regional leaders from North American(NA), Europe, the Middle East and Africa (EMEA) and Asia, Latin America and Oceania (ALAO), including the CEO. The Committee oversees and manages ESG-related risks and opportunities, while the CHRO reports related activities to the Board of Directors twice annually.

ESG Goals and Performance Management | Doosan Bobcat has established an ESG KPI framework integrated into executive Management by Objectives (MBOs). These KPIs align with key strategic priorities, including climate action, sustainable product development, workplace safety, supply chain ESG management, and ethics and compliance. In 2025, the company continued to integrate ESG management into company-wide operations through a range of key actions. These included establishing annual targets and driving reduction initiatives to meet our 2030 carbon reduction goal; improving product sustainability by focusing on materials and energy efficiency in alignment with its product development strategy; tracking health and safety indicators through the ESG data management system; developing detailed plans for DE&I performance disclosure; disclosing data required by ESG regulations; executing community engagement activities consistent with global themes; strengthening ESG regulatory monitoring and risk response; and enhancing the ESG data management system.

Global ESG Operating Structure

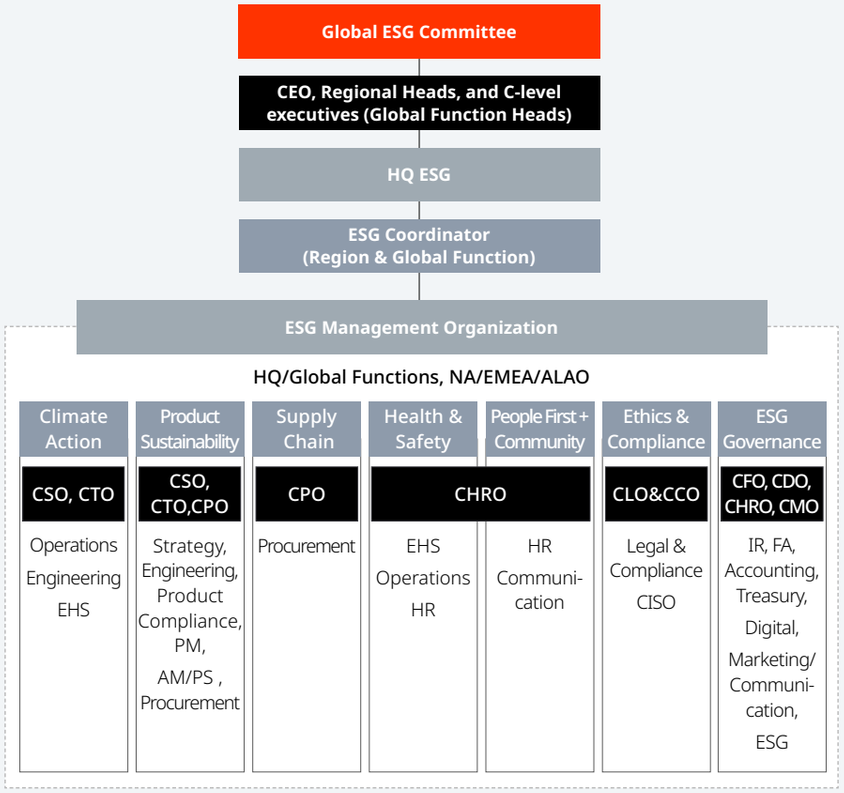
HQ ESG Team | Doosan Bobcat oversees ESG issues across the company, led by the ESG team under the CHRO. The team establishes goals for each strategic pillar in line with the company's overall ESG strategy and monitors progress on an ongoing basis. To support consistency in global ESG management, the ESG team works closely with accountable executives and related departments in each strategic area to support ESG initiatives in each region. The team also actively engages with major internal and external stakeholders, such as the Board of Directors, shareholders, investors and employees, to strengthen transparency and governance.

ESG Coordinators | To support the effective execution of Doosan Bobcat's global ESG strategy across regions, regional ESG Coordinators track ESG KPI implementation and monitor major ESG issues. In collaboration with the HQ ESG Team, they also take part in various activities, including ESG KPI development discussions, ESG information disclosure, and responses to stakeholder inquiries and needs.

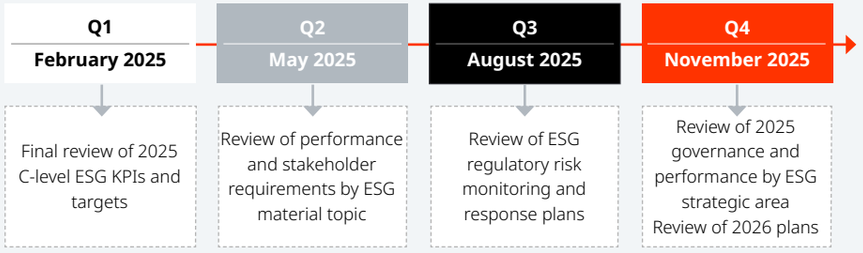
Regional ESG Operations Committee | Doosan Bobcat oversees ESG activities across our regions through dedicated regional ESG operating councils. The North America ESG Council has operated continuously since February 2023, while EMEA established its regional council in the first half of 2024. EMEA additionally convenes a separate ESG Council quarterly to support regional ESG management and alignment.

ESG Management Organization | Doosan Bobcat's ESG management organization includes executives and departments responsible for each focus area within the company's ESG strategy framework. These teams regularly monitor implementation progress by focus area to ensure departmental activities remain aligned with the company-wide ESG priorities and objectives.

Doosan Bobcat ESG Governance



Global ESG Committee Agenda



ESG Framework

STRATEGY

Global ESG Strategy

Doosan Bobcat has established a global ESG strategy composed of three core Pillars and one Foundation to realize a sustainable future. Furthermore, we practice sustainable management centered on eight strategic ESG core areas and continuously strive to enhance corporate value.

Global ESG Vision Framework

We endeavor to create a better tomorrow by advancing sustainable solutions

Green Innovation

- Climate Action
- Product Sustainability

To contribute to a sustainable future, we develop products that aim to maximize energy efficiency while reducing environmental impact. We take powerful initiatives to reduce our carbon footprint within our own operations.

Proud Workplace

- Health & Safety Management
- People First

The people are the reason for our success. We foster our employees to think innovative and take agile action by providing a healthy, safe and inclusive work culture where diverse talents can collaborate.

Responsible Growth

- Sustainable Supply Chain
- Community Engagement

We work together in partnership with our stakeholders to engage in responsible business across our value chain. Furthermore, we actively support and give back to our local communities to make the world a better place.

Do the right thing

- Ethics and Compliance
- ESG Governance

Maintaining compliance with the law and business ethics are the fundamentals to how we operate. Beyond the minimum responsibilities we take as a social member of the community, we seek to embed our sustainability values into our business throughout all regions, operations, and functions.

ESG Framework

RISK MANAGEMENT

ESG Risk Management

Doosan Bobcat recognizes ESG-related matters as key components of our business operations and manages the associated risks through a systematic, enterprise-wide approach.

The company regularly conducts double materiality assessments to identify ESG topics and issues most relevant to its business, evaluating both their impacts on the environment and society as well as the financial risks and opportunities they may create. Through stakeholder engagement and impact assessments, Doosan Bobcat identifies the ESG issues most material to our operations and long-term strategy. For material ESG topics, the company implements dedicated management processes designed to address related risks, opportunities and operational impacts.

In addition, Doosan Bobcat operates an integrated risk management process covering both financial and non-financial risks. ESG-related areas such as environment management, workplace safety and health are incorporated into this framework and managed systematically across the organization. The company also applies issue-specific risk management processes supported by ISO certifications, risk assessments and operational controls tailored to the unique characteristics of each area.

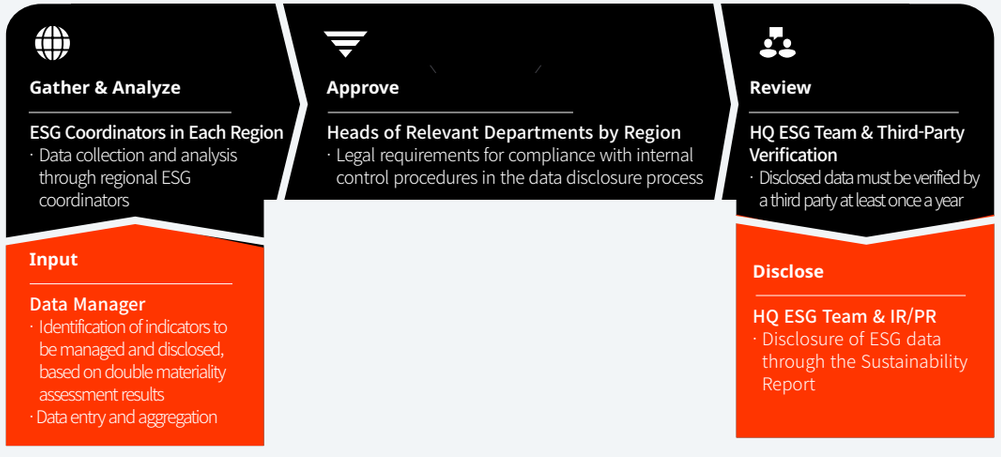
ESG Data Management Process

Doosan Bobcat has established a systematic internal control framework to reinforce the trustworthiness and transparency of its ESG management. As part of our efforts to ensure accurate and consistent ESG disclosures, the ESG Team, responsible functions, and regional coordinators review major disclosure items step by step while managing and supervising the relevant data. We have further strengthened our internal review process to enhance the reliability and accuracy of ESG information and plan to continue making improvements in accordance with the internal control procedures we have put in place. In addition, we enhance the objectivity and reliability of our reported data and processes through external assurance of our sustainability report.

ESG Risk Management Process

Category	Risk Management Process
Common	· Identifying environmental and social impacts, as well as financial risks and opportunities, for each issue based on the double materiality assessment · Implementing non-financial risk management, including environmental, safety, and health risks, based on an integrated risk management process
Environment	· Managing environmental risks based on ISO 14001 (Environmental Management System) · Implementing LCA-based environmental risk management with a focus on product sustainability (ALAO) · Proactively identifying and managing potential risks across the product development, production, use, and disposal stages
Social	· Operating grievance channels to protect stakeholders' human rights · Identifying and managing risk factors related to organizational culture and People First based on employee engagement surveys · Managing occupational health and safety risks based on ISO 45001 (Occupational Health and Safety Management System) and site-specific health and safety risk assessments · Managing financial risks and conducting ESG risk assessments to ensure stability in supply chain · Managing quality risks based on ISO 9001 · Proactively identifying and managing risks related to hazardous substances in products · Managing potential risks based on community feedback
Governance	· Managing ethical and compliance risks based on ISO 37001 (Anti-Bribery Management System) and ISO 37301 (Compliance Management System) · Identifying and assessing risks through the compliance management system · Managing risks related to internal transactions and fair trade · Operating the Information Security Management System (ISMS) · Managing information security risks based on the ISO/IEC 27001:2022 international standard certification

ESG Data Management Process



ESG Framework

METRICS & TARGETS

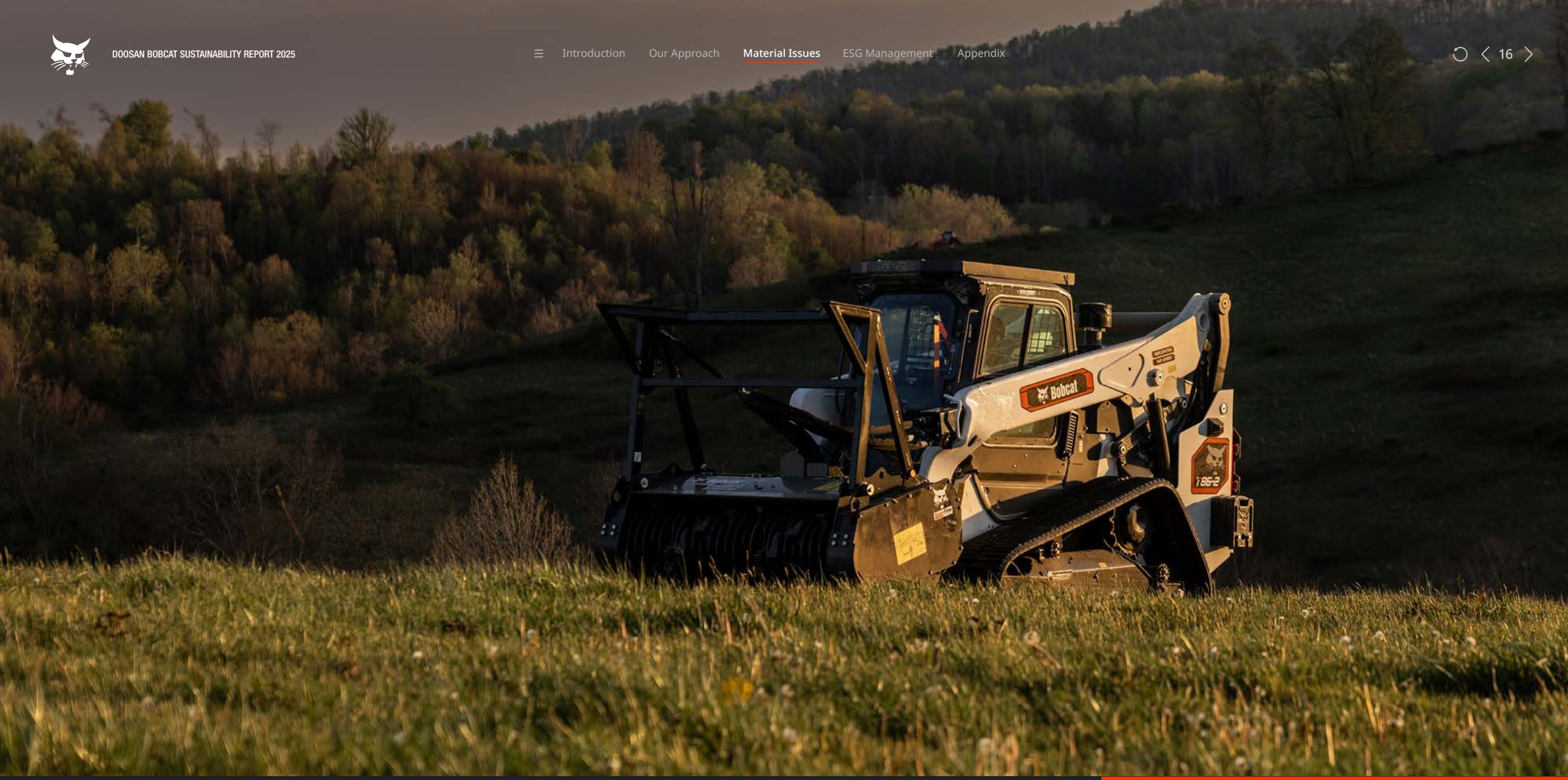
ESG Roadmap

Aligned with our global ESG vision framework, Doosan Bobcat established the 2030 ESG Roadmap to advance long-term corporate sustainability. The roadmap outlines short-, mid-, and long-term goals across eight strategic focus areas, with annual initiatives and performance closely monitored against established targets.

Doosan Bobcat 2030 ESG Roadmap

ESG Values	Focus Areas	2025 Key Milestones
Pillars: Green Innovation	Climate Action	• Established regional GHG emission targets for 2029 • Achieved GHG emission targets in line with the 2025 reduction plan
Pillars: Green Innovation	Product Sustainability	• Monitored product sustainability regulations and integrated them into product development strategies • Identified and implemented key initiatives to strengthen product sustainability management across the value chain, such as recyclability analysis based on ISO standards.
Pillars: Proud Workplace	Health & Safety	• Expanded the scope of the EHS system and enhanced employee health and safety awareness • Monitored and managed the 2025 health and safety improvement plan, such as expanding the EHS management scope to support consolidated disclosure and structured management, including Doosan Mottrol.
Pillars: Proud Workplace	People First	• Developed a detailed plan for disclosing People First performance, with a system feature applied to manage required disclosure items • Provided cultural sensitivity training, including unconscious bias training
Pillars: Responsible Growth	Sustainable Supply Chain	• Expanded the scope of suppliers subject to ESG assessment through EcoVadis • Disclosed the supply chain ESG assessment process and results • Monitored identified supplier risks and implemented mitigation measures
Pillars: Responsible Growth	Community Engagement	• Carried out community engagement activities aligned with global themes and monitored performance • Communicated performance to internal and external stakeholders • Enhanced environment-focused community engagement activities, including biodiversity initiatives
Foundations: Do the right thing	Ethics & Compliance	• Identified regulatory risks in line with ISO standards and regularly monitored risk status and improvement actions • Conducted training on fair trade regulations, including FTSA[1] and FATA[2] compliance • Implemented Code of Conduct training and periodic communications, including newsletters
Foundations: Do the right thing	ESG Governance & Operation	• Disclosed sustainability management information based on regulatory disclosure frameworks • Provided the Board of Directors with updates on global ESG strategic initiatives twice annually • Managed and operated a global ESG data management system

1) FTSA: Fair Transactions in Subcontracting Act
2) FATA: Fair Agency Transactions Act



MATERIAL ISSUES

Stakeholder Engagement
Materiality Assessment
Material Issue Management

Stakeholder Engagement

Doosan Bobcat actively gathers feedback from key stakeholders—including customers, dealers, shareholders, investors, local communities, suppliers and employees—and incorporates these insights into our sustainability strategy and business decision-making processes. Stakeholder perspectives play an important role in identifying key sustainability priorities, particularly through engagement and assessments conducted as part of the company's double materiality assessment process.

Key Interests by Stakeholders

CUSTOMERS

- Transparent Complaint Handling System
- Enhancing Customer Satisfaction
- Improving Product Quality and Safety
- Data and Privacy Protection

DEALERS

- Dealer Capacity Building Support
- Network Management
- Information Sharing System

SHAREHOLDERS AND INVESTORS

- Enhancing Corporate Disclosure (Financial/Non-financial Information)
- Sound Corporate Governance
- Strengthening Resilience through Integrated Risk and Opportunity Management

LOCAL COMMUNITIES

- Development of Future Generations and Recruitment of Local Talent
- Environmental and Ecosystem Resilience and Environmentally Friendly Business
- Community Sustainability and Local Economy Revitalization
- Corporate Social Responsibility

SUPPLIERS

- plier Training and Support (Technology, Finance, Education, etc.)
- Supply Chain Sustainability Management (Environment, Ethics, etc.)
- Fair Trade Practices

EMPLOYEES

- Workplace Health and Safety Programs
- Fair Evaluation and Compensation
- Labor Relations
- Human capital development, human rights management, anti-discrimination, and a sustainable organizational culture

Communication Channels

Materiality Assessment

Doosan Bobcat identifies key ESG priorities through a double materiality assessment process and incorporates the results into business operations, strategy and risk management. The company conducts these assessments in alignment with global disclosure standards, such as the Global Reporting Initiative (GRI) and the EU Corporate Sustainability Reporting Directive (CSRD). This approach enables Doosan Bobcat to evaluate both the environmental and social impacts of our business activities and the financial risks and opportunities created by external factors. Based on these insights, we continue to strengthen management systems for material ESG issues and advance initiatives aligned with our ESG strategy and long-term sustainability goals.

Double Materiality Assessment

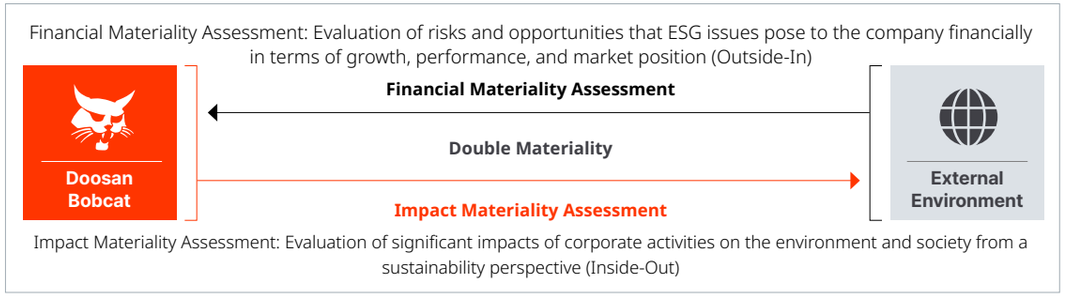
Assessment Overview

The double materiality assessment includes both an environmental and social impact evaluation, which assesses how our organization's activities affect external stakeholders and the broader environment, and a financial materiality assessment, which examines how the external environment may impact the company's financial performance, risks and opportunities.

Assessment Process

Doosan Bobcat conducted a double materiality assessment through a four-step process, designed to identify the ESG issues most relevant to our company and stakeholders. We compiled a list of ESG issues based on global disclosure and assessment standards, emerging regulatory requirements and key industry trends, resulting in 12 priority ESG issues. We then evaluated the environmental, social and financial impacts associated with each issue through internal analysis and stakeholder engagement. Following review and discussion of our findings with the Board of Directors, we identified our top five material ESG issues. For each material issue, we established a management approach aligned with International Sustainability Standards Board (ISSB) guidance, including governance, strategy, risk management, metrics and targets.

Double Materiality



Materiality Assessment Process

1 Identify Key ESG Issues

ESG Issue Pools

- Pool of **89 ESG issues** based on disclosure/ assessment initiatives and industry characteristics

Identification of Key ESG Issues

- Analyze global disclosure/assessment initiatives based on industry characteristics
- Analyze key ESG issues in peer groups
- Review Doosan Bobcat ESG strategy and the previous year's materiality assessment results
- **Identify 12 key ESG issues**

2 Identify Impacts

Identification of Impacts

- Identify the impacts of key ESG issues based on relevant policies and legal requirements, shareholder and investor interests, media research, Board of Directors and Global ESG Steering Committee agendas, disclosure and assessment criteria, stakeholder feedback

Impact Classification

Environmental /Social Impact	Positive/Negative and Potential/Actual
Financial Impact	Risk/Opportunity

3 Impact Assessment

Impact Assessment

- Conduct **internal and external stakeholder assessments** of identified impacts
- Design and analyze **metrics and criteria** in accordance with global disclosure standards

	Assessors	Criteria
Environmental /Social Impact	Internal/External Stakeholders and ESG Experts	Scale, Scope, Likelihood of impact, Irremediable character
Financial Impact	Finance and Risk Professionals	Scale, Likelihood, Time Horizon

4 Determine Material Issues

Analysis of Assessment Results

- Integrate environmental, social impact and financial impact assessments to determine overall double materiality assessment results

Selection of 5 Material Issues

- Report to the Board of Directors on assessment results
- Select the final 5 material issues and disclose how they are managed following the ISSB Framework

E Environment **S** Society **G** Governance

E	E	S	S	G
Energy Usage Management	Product Sustainability	Occupational Health and Safety Risk Management	Sustainable Supply Chain Management	Ethical Corporate Culture

Materiality Assessment

Materiality Assessment Results[1)]

Based on our 12 key ESG Issues, Doosan Bobcat conducted a double materiality assessment and identified five material ESG issues: sustainable energy, product sustainability, health and safety management, sustainable supply chain and ethical corporate culture. We continue to manage all 12 ESG issues as part of our broader ESG strategy while prioritizing actions and oversight related to the five material issues and transparently communicating progress and performance to both internal and external stakeholders.

Doosan Bobcat 12 Key ESG Issues (Material Issues) → **Materiality Assessment Results**

●○○ Low ●●○ Medium ●●● High

Doosan Bobcat 12 Key ESG Issues	5 Material Issues	Environmental/Social Impact	Financial Impact	Environmental/ Social Impact Assessment Results	Financial Impact Assessment Results	Double Materiality Assessment Results
Environmental						
GHG Emissions Management						
Sustainable Energy	**Sustainable Energy**	**POSITIVE** Reduce greenhouse gas (GHG) emissions through energy conservation measures and contribute to country-specific carbon neutrality goals	**RISK** Operating costs associated with the use of renewable energy and energy efficiency measures	●●○	●●●	●●●
Product Sustainability	**Product Sustainability**	**POSITIVE** Reduce the environmental impact of products by expanding product sustainability portfolios	**OPPORTUNITY** Increased sales driven by growth in the sustainable construction equipment market and increased demand for related products	●●●	●●●	●●●
Circular Economy (Resource Circulation)						
Water Management (Consumption and Withdrawal)						
Social						
Health and Safety Management	**Health and Safety Management**	**POSITIVE** Ensure the safety of workforce through systematic health and safety management **RISK** Workplace safety incidents caused by safety violations	**RISK** Costs associated with workplace accidents and revenue loss due to reputational damage	●●○	●●●	●●●
Sustainable Supply Chain	**Sustainable Supply Chain**	**POSITIVE** Assess supply chain sustainability to ensure supply chain stability **RISK** Failure to comply with legal requirements for suppliers and supply chain leading to decline in credibility	**OPPORTUNITY** Competitive advantage and increased revenue through robust supply chain risk management **RISK** Negative sustainability issues on supply chain leading to production instability and financial burden	●●●	●●●	●●●
Employee Capacity Building						
People First Culture						
Community Engagement						
Governance						
Ethical Corporate Culture	**Ethical Corporate Culture**	**POSITIVE** Enhance stakeholder trust by fostering an ethical corporate culture	**RISK** Potential financial losses as a result of legal action against business ethics violation	●●●	●○○	●●○
Integrated Risk Management						

1) Doosan Bobcat determined that the materiality assessment results from the previous reporting period remain valid for the current period, and accordingly provides detailed disclosures on the management approach for the same material issues on pages 21-25.

Material Issue Management

Doosan Bobcat manages our five material ESG issues in alignment with the IFRS S1 General Requirements framework established by the International Sustainability Standards Board (ISSB), organizing oversight across governance, strategy, and risk management. Each material issue is overseen by a designated C-Level executive responsible for company-wide management and implementation. Key ESG performance indicators, initiatives and strategic plans for each ESG strategic area are reported to the Board of Directors twice annually. The materiality assessment process plays an important role in identifying and prioritizing ESG-related risks and opportunities. To support this process, Doosan Bobcat conducts assessments that consider industry characteristics, stakeholder expectations and value chain impacts to better understand the environmental, social and financial impacts of major ESG issues. Based on these insights, we establish management processes tailored to our specific risks and opportunities. Doosan Bobcat also maintains a comprehensive set of ESG indicators and establishes targets based on the significance, management level and strategic direction of each area.

5 Material Issues

Environment

Sustainable Energy

Green Innovation

UN SDGs

SDG 7	Affordable and Clean Energy
SDG 13	Climate Action

Product Sustainability

Green Innovation

UN SDGs

SDG 7	Affordable and Clean Energy
SDG 9	Industry, Innovation and Infrastructure
SDG 11	Sustainable Cities and Communities
SDG 12	Responsible Consumption and Production
SDG 13	Climate Action

Social

Health and Safety Management

Proud Workplace

UN SDGs

SDG 3	Good Health and Well-being
SDG 8	Decent Work and Economic Growth
SDG 12	Responsible Consumption and Production

Sustainable Supply Chain

Responsible Growth

UN SDGs

SDG 8	Decent Work and Economic Growth
SDG 12	Responsible Consumption and Production

Governance

Ethical Corporate Culture

Do the right thing

UN SDGs

SDG 8	Decent Work and Economic Growth
SDG 16	Peace, Justice and Strong Intuitions

Material Issue Management

Sustainable Energy

Green Innovation

UN SDGs

SDG 7 Affordable and Clean Energy

SDG 13 Climate Action

Governance

- CSO (Chief Strategy Officer) & CTO (Chief Technology Officer) lead Climate Working Group to monitor regional GHG reduction targets and establish/implement reduction plans
- CHRO ESG Team and regional coordinators regularly monitor climate change strategic initiatives and emissions
- Global ESG Committee reviews climate strategies and sets overall corporate direction

Strategy

Identification of risks and opportunities related to climate action

Category		Drivers	Potential Financial Impact
Physical Risks		Increasing extreme weather events across all global regions, including operating site locations	Increased facility restoration and energy costs from extreme weather
Transition Risks	Policy and Regulation	Stricter climate regulations, including emissions standards and EU CBAM along with higher carbon prices.	Increased R&D costs to comply with stricter emissions standards
			Increased costs from CBAM compliance
			Fines and penalties for regulatory non-compliance
		Stricter emissions disclosure rules under KSSB, EU CSRD, and California standards	Increased costs for calculating GHG emissions to meet disclosure obligations
			Fines for non-compliance with disclosure obligations
	Technology	Transition to renewable energy and low-carbon processes for global carbon neutrality	Costs for upgrading existing infrastructure and introducing carbon reduction facilities
	Market	Increased raw material and energy price volatility due to shift towards carbon neutrality and electrification	Rising procurement costs for raw materials and energy
Opportunities	Resource Efficiency	Increased adoption of high-energy-efficiency facilities and processes	Reduced costs from transitioning to high-energy-efficiency facilities and processes
	Market	Growing stakeholder demand for corporate climate performance	Enhanced reputation for climate change action, driving customer demand and revenue growth
	Products and Services	Increased demand for energy efficient construction equipment driven by stricter emissions regulations	Growing demand and willingness to pay (WTP) for electrified and hydrogen products, driving revenue growth
	Energy Sources	Improved access to renewables as solar/wind supply and PPA/REC markets mature	Reduced electricity and fuel costs through renewables

Management of energy consumption aligned with climate action strategy

Category	GHG Reduction Activities
NA	Energy efficiency improvements (HVAC upgrades, heat pump replacements, LED replacements)
	On-site energy assessments in collaboration with university researchers
EMEA	Establishment of an emissions management system (ESG and EHS operations)
	Improvement in energy and equipment efficiency and renewable energy adoption (HVAC, lighting, high-efficiency equipment)
ALAO	Replacement of fossil fuel equipment (EHP adoption, LNG boiler removal, solar thermal system installation)
	Energy efficiency improvements (LED replacements, reduction of unnecessary power consumption, regular energy audits)

Risk Management

Management of climate action risk based on an integrated risk management process

Manage financial risks and non-financial risks (environmental, safety, health, business, and operational risks)

Status Identification → Risk Assessment → Risk Response → Monitoring and Review → Communication and Consultation/Reporting

Metrics & Targets

Establishment of climate action goals

2022

Establish a target to reduce GHG emissions by 30% by 2030, compared to 2021 levels

↓

2030

Achieve 30% reduction in greenhouse gas emissions compared to Baseline (2021) (50% reduction compared to BAU)

↓

Long-term

Contribute to the transition towards a emission reduction targets aligned with our ESG strategy through continuous reductions in GHG emissions

Energy Consumption Indicators

Category	Unit	2024	2025
Total Energy Consumption	TJ	1,713.4	1,975.3
Energy Intensity	TJ/Units[1]	0.003	0.003

1) Total number of products produced company-wide

Material Issue Management

Product Sustainability

Green Innovation

UN SDGs

SDG 7	Affordable and Clean Energy
SDG 9	Industry, Innovation and Infrastructure
SDG 11	Sustainable Cities and Communities
SDG 12	Responsible Consumption and Production
SDG 13	Climate Action

Governance

- CSO, CTO, and CPO (Chief Procurement Officer) lead regional product sustainability teams and operate the governance system of product sustainability
- Global FACE Council and Global Alternative Power Council establish product innovation and sustainability strategies, review key issues, and make strategic decisions

Strategy

Identification of risks and opportunities related to sustainable products and services

Drivers	Potential Financial Impact
Stricter product emission regulations and expanded scope of application	**Risk** Increased operating costs and inventory losses due to restrictions on product sales in the event of regulatory non-compliance
Expansion of circular economy regulations	**Risk** Reorganization of the existing battery material supply chain and new costs incurred from EPR contributions
Changes in Electric Vehicle (EV) incentive policies	**Risk** Declining product demand, leading to delays in capital recovery and decreases in sales and operating profit
Structural growth of EV and REMAN market	**Opportunity** Increased revenue and operating profits driven by growing customer demand for EV and REMAN products
Increased price volatility of raw materials and components	**Risk** Expected increase in manufacturing costs due to the growing instability of supply chain for key raw materials and components
Accelerated maturity of electrification and hydrogen technologies	**Opportunity** Margin improvement and revenue growth due to maturing electrification technologies and expanding sales of electrified products
Advancements in REMAN technology	**Opportunity** Expected reduction in the purchasing costs of raw materials and increase in revenue and operating profits driven by growing REMAN demand

Product development and management activities aligned with sustainable product strategy

Sustainable Product Management Strategy	**Energy Efficiency**	Developing a smart energy consumption management system
		Advancing R&D to improve energy efficiency of products and expand the use of alternative energy sources
	Material Efficiency	Expanding the use of raw materials and components assessed based on environmental criteria
		Setting mid-to-long-term goals to expand the REMAN product lineup and portfolio
Business Strategy	**Future of Retail**	Expanding the Machine IQ system-based platform connecting products, dealers, and customers
		Introducing AI to the integrated support platform services for dealers and mechanics
	Autonomy & Connectivity	Integrating Telematics Management Systems (TMS) into products
		Developing automated systems and products, such as Jobsite Companion and Rogue X3
	Electrification	Developing electric products, including eMEX Gen 2 and eTLS, while expanding global sales of forklifts powered by in-house lithium-ion batteries
		Developing standardized battery system

Risk Management

Establish environmental risk analysis and management across the product life cycle

Proactively assess environmental impacts—including carbon emissions, noise, and hazardous substances—from the product planning stage to preventing and managing associated risks based on the findings

Reduce risk through technology and regulatory compliance

Develop products compliant with fuel types compliant with applicable emission regulations

Implement project to apply low-GWP refrigerants to HVAC systems across all products by 2027

Minimize environmental impact during product use and disposal stages

Improve transportation efficiency and resource savings through reduction of products' weights and parts commonality

Minimize fire risk and air pollution through exhaust gas reduction systems (e.g., spark prevention exhaust system, introduction of BS VI engines)

Metrics & Targets

Establish strategic management of product portfolio centered on FACE (Future of Retail, Autonomy, Connectivity, Electrification) and develop internal management indicators to expand sustainable products

Manage key indicators such as energy efficiency, and revenue from REMAN products

The EMEA region plans to establish separate quantitative and qualitative targets to respond to disclosure standards, such as the EU Corporate Sustainability Reporting Directive (CSRD), as well as stakeholder requirements

REMAN Sales Revenue

Category	Unit	2024	2025
REMAN Product Sales	EUR	598,609	**498,837**

Material Issue Management

Health and Safety Management

Proud Workplace

UN SDGs

SDG 3
SDG 8
SDG 12

Good Health and Well-being
Decent Work and Economic Growth
Responsible Consumption and Production

Governance

Establish Occupational Safety and Health Management Governance

CSHO (Chief Safety and Health Officer) leads a safety and health management organization composed of regional EHS, Operations, and HR representatives.

Regional committees and joint labor-management inspections discuss and make decisions on safety and health issues.

Strategy

Identification of risks and opportunities related to occupational safety and health

Drivers	Potential Financial Impact
Strengthening and expansion of global occupational health and safety regulations	**Risk** Fines and penalties for regulatory violations; criminal liability, litigation, and compensation costs in the event of serious accidents
Expansion of legislation on supply chain health and safety responsibilities	**Risk** New costs for supplier due diligence, training, and monitoring; legal liability and compensation costs for the principal contractor in the event of serious accidents at suppliers
Accelerated adoption of smart safety management technologies	**Risk** Additional costs associated with facility investment, system deployment and maintenance, retraining of EHS personnel, and premature replacement of existing equipment
	Opportunity Reduced safety risks and related expenses through a more advanced health and safety management system enabled by smart safety technologies

Occupational health and safety management initiatives in line with risk response strategy

Regional Health and Safety Management Activities	All Regions	Establish global health and safety standards through the Health & Safety module within DBPS and site-level implementation
	NA Region	Provide OSHA (Occupational Safety and Health Administration) training for new hires
		Hold quarterly online and offline EHS training
		Host National Safety Month events (e.g., Safety Week, Health Fair)
		Operate the Velocity EHS program
		Hold Safety Point of Contact meetings and operate the Safety Steering Committee
	EMEA Region	Establish and implement action plans to drive improvements across three key EHS areas
		Operate the Safety and Health Training Academy (TQM)
		Operate safety training programs
	ALAO Region	Introduce a QR code-based mobile EHS program
		Conduct joint public-private fire response drills (Incheon site)

Risk Management

Health and safety risk management based on ISO 45001

Acquire ISO 45001:2018 certification for major NA/EMEA/ALAO sites (6 locations) and Doosan Mottrol Changwon site

Workplace health and safety incident management

Accident Reporting/ Initial Report → Investigation → Corrective Action → Final Inspection

Health and safety risk management activities by region

NA	Conduct daily inspections and internal/external safety and health audits
	Distribute safety protective equipment and hold daily meetings to communicate worker safety rules
EMEA	Identify high-risk jobs/tasks related to safety and health and conduct risk assessments
	Perform three-stage (design-installation-final operation) safety and health reviews for projects
	Conduct internal audits and corrective actions for sites that need to improve the performance of health and safety management
	Managing contractor risks and non-routine high-risk tasks through Work Permits
ALAO	Conduct regular risk assessments and implement corrective actions
	Hold EHS management meetings

Metrics & Targets

Health and Safety Indicators and KPIs

In the NA and EMEA regions, TRIR (Total Recordable Incident Rate) has been established and managed as a key KPI.

The Incheon site in the ALAO region has set a mid- to long-term occupational health and safety target for 2030: a 50% reduction in the TRIR compared to the 2026 target.

Doosan Mottrol managed occupational health and safety issues based on a Comprehensive Accident Index through 2025. Starting in 2026, the site plans to integrate and manage TRIR, a globally standardized safety performance indicator.

Occupational Health and Safety Management Data

Category	Unit	2024	2025
Scope of Application	Persons	9,373	**8,044**
	%	94	**82**
ISO 45001 Certified Sites	Number	7	**7**

Material Issue Management

Sustainable Supply Chain

Responsible Growth

UN SDGs

SDG 8 Decent Work and Economic Growth
SDG 12 Responsible Consumption and Production

Governance

- Chief Procurement Officer (CPO) leads the Procurement organization responsible for supply chain management and oversees the Executive SSC (Sustainable Supply Chain) Board responsible for managing supply chain risks
- ESG SSC Council and Risk Committee operated under the Executive SSC Board

Strategy

Identification of risks and opportunities related to sustainable supply chain management

Supply Chain Management Policy	Global Purchasing Policy	Define criteria to be considered when selecting and managing suppliers
	Supplier Code of Conduct	Include sustainability-related requirements that suppliers must comply with, such as labor and human rights, occupational health and safety, and environment
Supply Chain Management Activities	Selection	Select suppliers based on Doosan Bobcat Global Sourcing System (DGSS) and On-Site Assessment (OSA)
		Carry out supplier on-site assessments (OSA) and introducing an integrated supplier performance management system
	Communication	Operate Supplier Portal
	Quality Management	Implement Zero Defect Approach and Total Quality Management (TQM)
		Establish and Operate Global Supplier Quality Management Manual
	Shared Growth Program	Operate Shared Growth Program covering six areas including financial, R&D and production support.
	Supplier Safety and Health	Provide EHS orientation and health and safety materials
	Performance Management	Manage supplier evaluation scorecards and operate a Doosan Supplier Excellence Program

Development of a Supply Chain ESG Management Roadmap

2023-24	2025-27	2027~
Build a Sustainable Supply Chain Management Foundation	Expand Sustainable Supply Chain Management Practices	Advance Sustainable Supply Chain Management Capabilities

Risk Management

Management of ESG Risk

- Conducting supplier ESG risk assessments in collaboration with EcoVadis
- Implementing corrective actions for identified ESG risks and carrying out follow-up management, including monitoring suppliers' improvement activities
- Requesting participation from 834 suppliers and conducting supplier assessments in collaboration with EcoVadis

EcoVadis Supply Chain Assessment

Category	Unit	2025
Suppliers Registered in the System	Numbers	2,597
Suppliers Selected for Assessment	Numbers	834
Suppliers Selected for Initial Assessment	Numbers	585
Suppliers Selected for Reassessment	Numbers	249

Metrics & Targets

Indicators and Targets Related to Sustainable Supply Chain[1)]

Category	Unit	2024	2025
Suppliers assessed for environmental impacts	Numbers	194	38
Suppliers identified as having significant actual and potential negative environmental impacts	Numbers	48	2
Percentage of new suppliers that were screened using environmental criteria	%	100	26
Suppliers assessed for social impacts	Numbers	194	38
Suppliers identified as having significant actual and potential negative social impacts	Numbers	49	2
Percentage of new suppliers that were screened using social criteria	%	100	26

1) For 2025, the figures are based on suppliers subject to on-site assessments (OSA) following system implementation.

Material Issue Management

Ethical Corporate Culture

Do the right thing

UN SDGs

SDG 8 Decent Work and Economic Growth
SDG 16 Peace, Justice and Strong Intuitions

Governance

- Audit Committee (composed entirely of outside directors) and compliance organization (Compliance & SA Team and Compliance Program (CP) Team) oversee compliance management
- Appoint Compliance Officer with expertise in Korean and international corporate and trade laws

Strategy

Identification of risks and opportunities related to ethics and compliance management

Drivers	Potential Financial Impact	
Violations of the Code of Ethics and Regulations	Risk	Additional compliance management costs incurred by operating the three-step ethics and compliance management process (identifying, assessing, and managing risks)
	Risk	Financial sanctions, including fines and penalties, for violating regulations such as the Fair Trade Act, the Improper Solicitation and Graft Act, and the FCPA (Foreign Corrupt Practices Act)
	Risk	Reputational damage and decline in revenue and operating profit due to negative public opinion stemming from corrupt practices, such as improper solicitation and bribery
Inadequate operation of the whistleblowing system or insufficient response to reported cases	Risk	Anticipated decline in operating profit due to legal liabilities arising from unresolved ethical violations and diminished trust among employees and stakeholders
Implementation of proactive ethical risk prevention activities	Opportunity	Proactive mitigation of compliance risks and subsequent reduction in the likelihood of legal sanctions and associated litigation costs

Promote ethics and compliance management activities

Implement activities according to the three-stage process of ethics and compliance management

Prevention	Monitoring	Response
Gather information, including latest legal and compliance developments	Implement controls by department	Organize and manage audit records
Identify risks by department	Identify relevant issues through whistleblowing channels	Take preventive measures
Carry out employee training	Investigate compliance issues	Analyze and evaluate audit findings
		Communicate corrective actions

Internal Control System

Disclosure → Design Assessment → Operation Assessment → Report to/approved by CFO/CEO → Review by Audit Committee and BOD → Review by External Auditor

Risk Management

Management of ethics and compliance risks based on ISO 37001 and ISO 37301

ISO 37001 and ISO 37301 certified Korean business sites

Identification of potential compliance and corruption risks by department and establish control measures

Operate 5-step compliance management system process

Risk Identification and Assessment → Mitigation Strategy Development → Control Execution and Monitoring → Employee Training and Internalization → Continuous Improvement and Maintenance of External Certifications

Monitoring internal transaction risk

Monitoring fair competition risk

Metrics & Targets

Establishment and management of goals including improving employee ethics training completion rates and maintaining ISO 37001 and ISO 37301 certifications

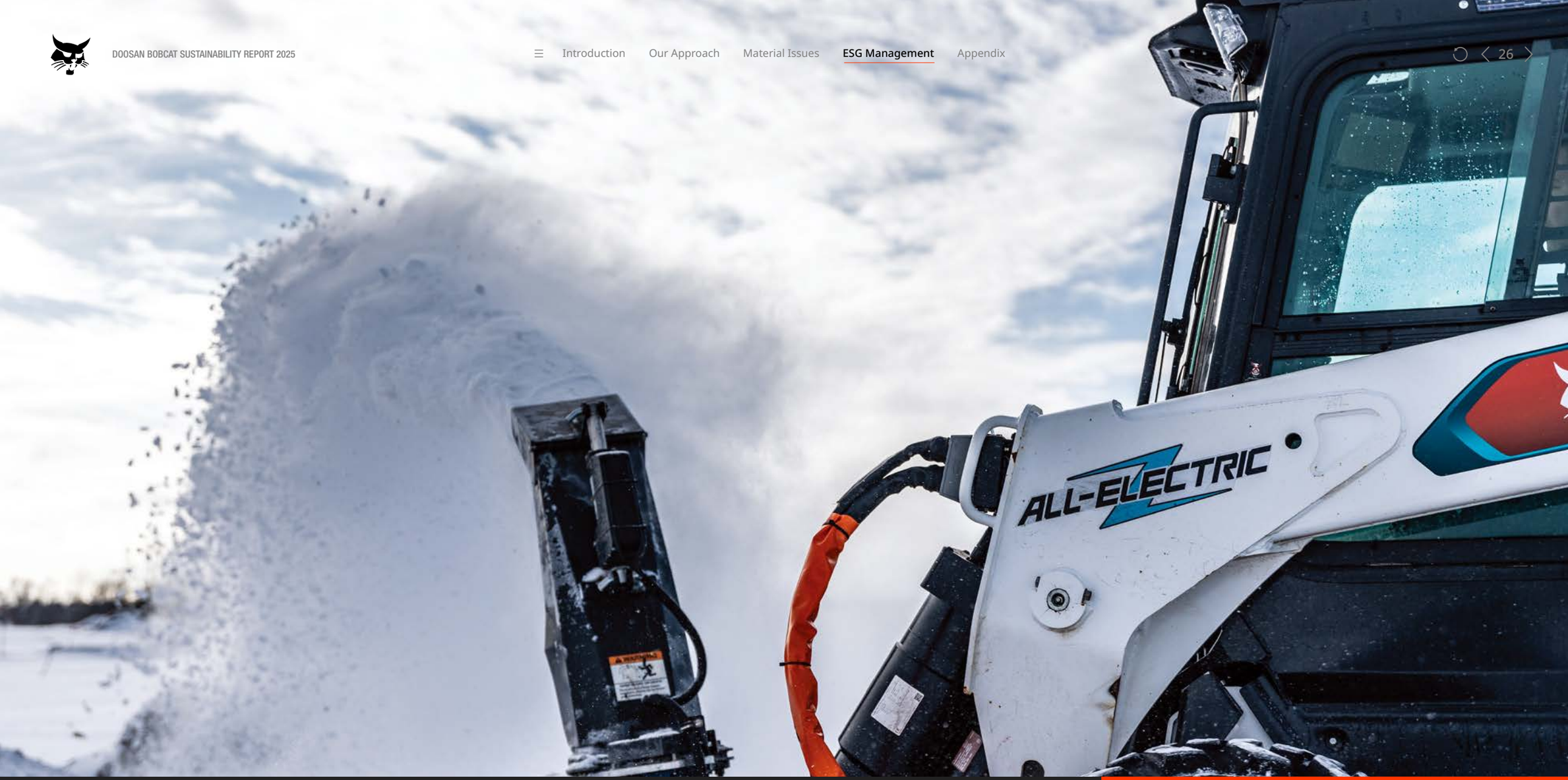
Status of Ethics Training

Category	Unit	2024	2025
Number of employees targeted for training	Persons	9,232	8,833
Completion rate	%	96.34	96.52

Fair Trade Training Performance

Category		Unit	2024	2025
Subcontracting Act[1]	Employees who completed training	Persons	420	400
	Completion rate	%	94.2	88.1
Agency Act	Employees who completed training	Persons	48	61
	Completion rate	%	88.3	92.4

1) Training is conducted twice annually, in the first and second halves of the year



ESG MANAGEMENT

Green Innovation
Proud Workplace
Responsible Growth
Do the Right Thing

CLIMATE ACTION

GOVERNANCE

Climate Action Governance

Doosan Bobcat recognizes climate change as a significant environmental and business risk and has established a climate change governance framework overseen by the Global ESG Committee to support systematic management.

Climate Working Group

Doosan Bobcat operates a Climate Working Group consisting of regional Operations, Engineering, and Environment, Health, and Safety (EHS) teams under the oversight of the CSO and CTO. The group includes experts in business strategy and production operations from each region, who lead initiatives to support greenhouse gas (GHG) reduction targets and implementation of the company's climate action strategies. The Climate Working Group continuously monitors emissions performance against established targets and develops reduction initiatives based on assessment results. The updates on progress and implementation are reported quarterly to ESG coordinators to strengthen company oversight and management of emission reduction activities.

The CSO and CTO are responsible for establishing enterprise-wide strategies to achieve Doosan Bobcat's GHG reduction goals and monitoring implementation progress across regions. To strengthen accountability and execution, climate-related KPIs – including regional emission targets aligned with the company's 2030 GHG reduction goals – are incorporated into leadership performance objectives.

UN SDGs
SDG 7 Affordable and Clean Energy
SDG 13 Climate Action

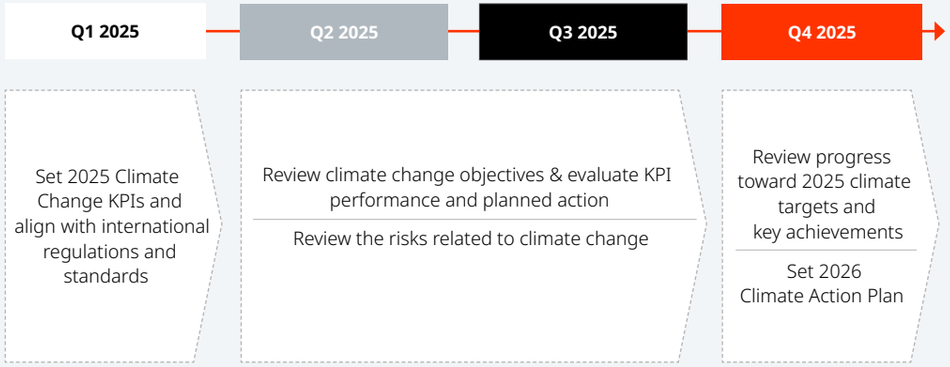
CHRO ESG Team & Regional ESG Coordinators

In collaboration with regional ESG coordinators, the CHRO ESG Team monitors implementation of climate strategy initiatives across global operations. The team continuously evaluates climate-related risks and opportunities based on regional market conditions, industry trends, regulatory development and stakeholder expectations. Assessment findings, along with updates on company-wide climate initiatives and key ESG matters, are reported to the Global ESG Committee on a quarterly basis and as needed. This governance structure strengthens transparency, cross-functional coordination and timely decision-making related to climate action and sustainability priorities.

Global ESG Steering Committee

The Global ESG Steering Committee conducts comprehensive analysis of climate-related risks and opportunities to guide our overall climate change strategy and action framework. Aligned with our global ESG strategy, the Committee oversees climate-related initiatives, performance indicators and progress toward established climate change targets. The Committee also reports key climate-related matters directly to the Board of Directors, supporting systematic oversight of GHG reduction efforts and company-wide progress toward long-term climate goals.

2025 Global ESG Committee Agenda



Climate Action Governance

- Develop and execute climate change response strategies
- Monitor GHG emissions
- Set and implement reduction targets
- Analyze progress against the level of emission reductions achieved

- Gather regional climate strategy implementation results
- Analyze climate risks and opportunities
- Report climate strategy implementation results and key drivers of risks and opportunities to the Global ESG Steering Committee

- Review global climate strategy implementation results and set company-wide direction
- Evaluate the drivers of climate risks and opportunities

CLIMATE ACTION

STRATEGY

Climate Action Strategy

Climate Risk and Opportunity Analysis

Doosan Bobcat identifies and evaluates climate-related risks and opportunities in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and ISSB S2 requirements, reflecting the characteristics of our business model and value chain. We also identified the potential financial impacts of each factor and established corresponding action strategies. For potential financial impacts, we analyzed the likelihood and impact, taking into account stakeholder surveys conducted during the double materiality assessment. Furthermore, Doosan Bobcat is establishing a systematic climate risk and opportunity management framework by analyzing risk exposure levels across our global sites based on physical risk scenario analysis and assessing the financial impacts of key transition risk factors.

Results of Climate Risk and Opportunity Analysis

Category		Driver	Financial Impact	Time Horizon[1]	Value Chain Stage	Likelihood[2]	Impact[2]	Response Strategy
Physical Risk		· Intensification of extreme weather events globally, including in regions where operating sites are located	· Increase in facility restoration costs and energy expenses due to extreme weather events such as heat waves, floods and cold snaps	Long-term	Direct operations	●●● High	●●● High	· Establishing an insurance framework to cover various risks, including asset damage · Securing emergency water supplies in preparation for droughts · Establishing recovery plans accounting for climate-related operational disruptions and install response equipment such as backup generators · (NA) Operating disaster monitoring systems and emergency response processes
Transition Risk	Policy and regulation	· Expansion of climate regulations, including product GHG and emissions standards and implementation of EU CBAM, alongside rising global carbon prices	· Increased R&D costs to meet stricter emissions standards · Additional costs incurred to comply with CBAM regulations · Fines and penalties for regulatory non-compliance	Short-/mid-/long-term	Upstream, Direct operations, downstream	●●● High	●●○ Mid	· Monitoring product emissions regulations, such as Stage V, and expanding the development and application of environmental impact reduction technologies · (EMEA) Establishing a system to secure embedded emissions data for the imported steel supply chain · (EMEA) Conducting scenario analysis based on EU ETS carbon prices and monitoring the financial impacts of CBAM
		· Strengthened GHG emissions disclosure requirements under major reporting standards (KSSB, EU CSRD, and California Climate Disclosure)	· Increased operating costs for calculating GHG emissions to comply with disclosure obligations · Fines for non-compliance with disclosure obligations	Short/medium-term	Direct operations	●●● High	●●○ Mid	· Establishing and operating a carbon data management system · Monitoring and responding to global disclosure regulatory trends · Ensuring the integrity of regional GHG emissions data and strengthening verification systems
	Technology	· Growing need to transition to renewable energy and low-carbon processes in line with global carbon neutrality trends	· Investment costs for upgrading existing infrastructure and introducing carbon reduction facilities	Short-/mid-/long-term	Direct operations	●●● High	●●○ Mid	· Prioritizing the deployment of carbon reduction facilities based on investment impact analysis · Establishing and managing KPIs for GHG emissions management · Establishing global 2030 GHG reduction targets and implementing reduction plans
	Market	· Increased raw material and energy price volatility and deepening supply instability driven by global carbon neutrality and electrification trends	· Rising raw material and energy procurement costs	Short-/mid-/long-term	Upstream, own operations	●●● High	●●○ Mid	· Monitoring key raw material and energy prices, as well as carbon regulation trends · Enhancing energy consumption monitoring based on the Energy Management System (EMS) · Identifying and implementing energy reduction initiatives based on site-specific energy audits
Opportunities	Resource efficiency	· Increased adoption of high-energy-efficiency equipment and processes	· Reduced operating costs from transitioning to high-energy-efficiency equipment and processes	Mid- to long-term	Direct operations	●●○ Mid	●●○ Mid	· Gradually replacing and optimizing the operation of aging equipment, a major source of GHG emissions · Monitoring operating cost savings from equipment transitions
	Market	· Growing stakeholder demand for corporate climate performance	· Enhanced reputation through eco-friendly management activities, driving increased customer demand and revenue	Mid- to long-term	Direct operations, downstream	●●● High	●●● High	· Setting climate targets and enhancing the implementation framework · Enhancing ESG disclosure and external communication
	Products and services	· Growing demand for high-energy-efficiency construction equipment driven by stricter emission regulations for internal combustion engines	· Revenue growth driven by rising demand and willingness to pay for electric and hydrogen-powered products	Long-term	Direct operations, downstream	●●● High	●●○ Mid	· Expanding the lineup of low- and zero-carbon products, such as electric and hydrogen-powered equipment · Expanding R&D to increase the use of fuels, such as hydrotreated vegetable oil (HVO)
	Energy sources	· Improved renewable energy procurement environment driven by the expanded supply of solar and wind power, as well as the maturation of PPA and REC markets	· Reduced electricity and fuel costs through the transition to renewable energy	Mid- to long-term	Upstream, own operations	●●○ Mid	●●○ Mid	· Monitoring renewable energy markets and regulations in countries where we operate · Assessing the feasibility of and deploying on-site renewable energy generation facilities · Expanding renewable energy use to achieve 2030 GHG emission reduction targets

1) Impact by Time Horizon: Short-term (within 1 year), Medium-term (1 to 5 years), Long-term (over 5 years)
2) Based on the average of stakeholder survey results (Magnitude: Very Small - Small - Moderate - Large - Very Large / Likelihood: Very Low - Low - Moderate - High - Very High)

CLIMATE ACTION

Overview of Physical Risk Scenario Analysis

Doosan Bobcat conducted a scenario analysis to assess in detail the potential impact of physical risks on our business. Scenario analysis is a methodology that uses scientific data to analyze how climate conditions may change over time based on current and future greenhouse gas emissions.

Doosan Bobcat used Coupled Model Intercomparison Project Phase (CMIP6) climate model data provided by the World Bank Climate Change Knowledge Portal (CCKP) to assess the level of risk exposure at each business site. The assessment was based on medium- to long-term projections for key climate indicators in the regions where our sites are located, including maximum daily precipitation, days with extreme heat, annual drought index, and extreme minimum temperature.

The CMIP6 climate model provides analysis results on climate risk exposure over the short, medium, and long term under two scenarios: a low-emissions scenario (SSP1-2.6) and a high-emissions scenario (SSP5-8.5), derived from the Shared Socioeconomic Pathways (Shared Socioeconomic Pathways) climate scenarios used in the IPCC (Intergovernmental Panel on Climate Change) Sixth Assessment Report.

Going forward, we plan to further enhance the precision of our analysis by expanding it to high-resolution assessments that reflect site-specific location and topographical characteristics, while also conducting additional analysis of the potential financial impacts of climate change.

Physical Risk Scenario Analysis

Doosan Bobcat analyzed the exposure characteristics and risk levels of key climate hazard factors at major manufacturing sites across the NA, EMEA, and ALAO regions. The physical risk scenario analysis found that, as Doosan Bobcat operates across multiple global regions, the major physical risk factors vary by region, and the level of exposure to the same type of hazard also differs significantly across regions.

Analysis by Hazard Factor

The analysis of risk levels by hazard factor indicates that maximum daily precipitation and extreme heat days present relatively high-risk at certain sites in North America, at the Mexico site, and across much of Asia (ALAO). As a result, these regions are assessed to have higher exposure to flood and extreme heat risks. The annual drought index shows a relatively broad distribution of medium or higher risk levels. Extreme minimum temperatures are identified as high-risk at certain sites in North America, including the northern United States, while risk levels in Mexico and the ALAO region are generally assessed as low.

1) Projected increase in average surface temperature for 2081–2100 compared to the pre-industrial period (1850–1900)
2) Annual Maximum Daily Precipitation (Average)
3) Number of Heatwave Days (Daily Maximum Temperature Exceeding 30°C)
4) Annual SPEI Drought Index (12-Month Basis)
5) Minimum of Daily Minimum Temperature

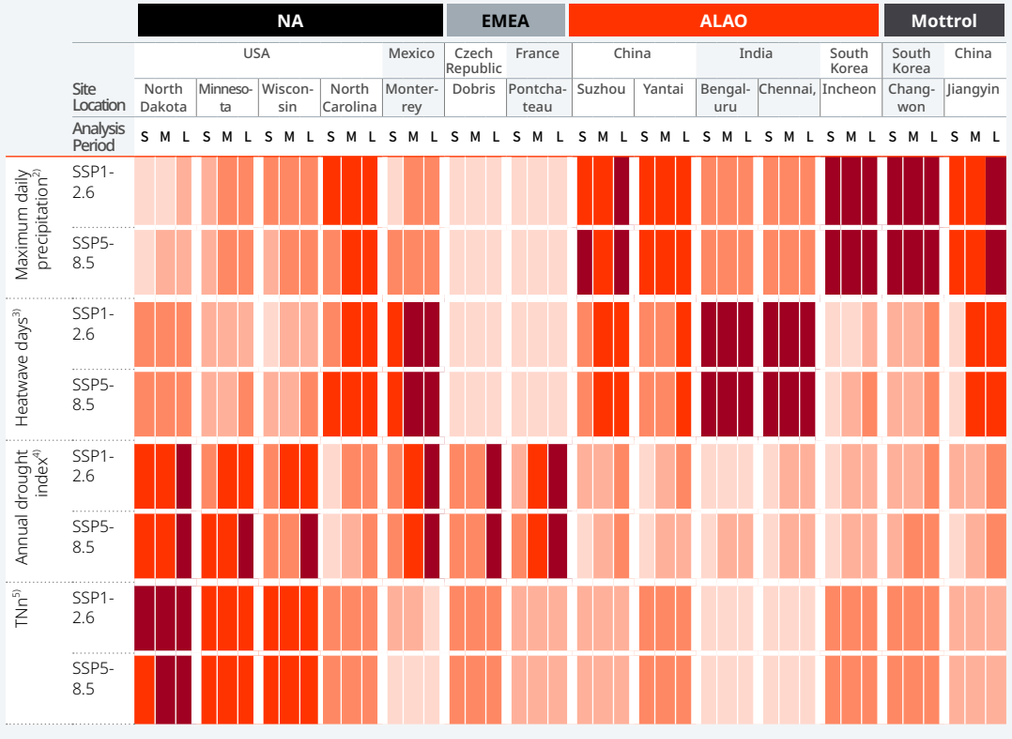
Climate Scenarios for Physical Risk Analysis

Scenario	Projected Temperature Increase[1]	Description
SSP1-2.6	Approx. +1.8°C (1.3~2.4°C)	A scenario in which greenhouse gas emissions decline significantly through the implementation of proactive climate response policies
SSP5-8.5	Approx. +4.4°C (3.3~5.7°C)	A scenario in which fossil fuel-based economic growth continues and greenhouse gas emissions remain at high levels

Scenario Analysis Results by Hazard

RISK RATINGS ■ VERY HIGH(15%) ■ HIGH(20%) ■ MEDIUM(30%) ■ LOW(20%) ■ VERY LOW(15%)

S: Short-term M: Medium-term L: Long-term



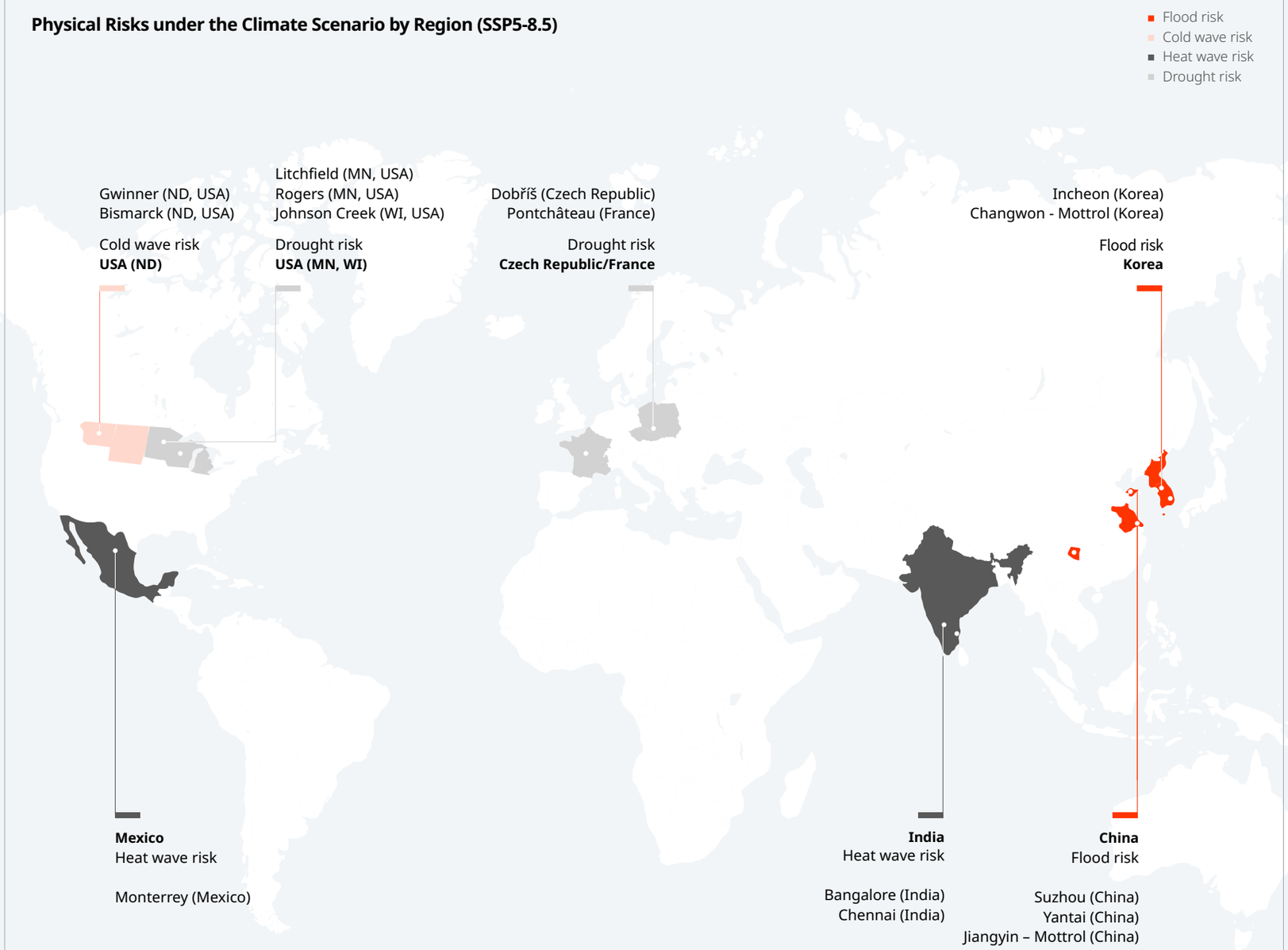
CLIMATE ACTION

Physical Risk Assessment by Region

Based on the scenario analysis results, Doosan Bobcat identified the key physical risk factors for each region.

Moving forward, we plan to develop phased strategies based on the results of our physical risk assessments to help ensure stable operations across global sites. We aim to effectively mitigate key climate-related risks by implementing strategies tailored to the specific characteristics and exposure levels of each operating location.

Physical Risks under the Climate Scenario by Region (SSP5-8.5)



CLIMATE ACTION

Establishment of 2030 GHG Reduction Targets and Climate Action Strategy

To proactively address climate change, Doosan Bobcat has set its 2030 greenhouse gas (GHG) reduction targets and developed a company-wide climate action strategy. First, we established our 2030 targets by incorporating scenario analysis based on global mid- to long-term business-as-usual (BAU) emissions. We also developed our strategy by comparing the current status against Korean and international regulatory trends, global initiative requirements, and industry peer activities to determine the most effective path toward achieving these goals. Based on this strategy, we have identified global and regional reduction initiatives and are implementing a phased roadmap to execute them.

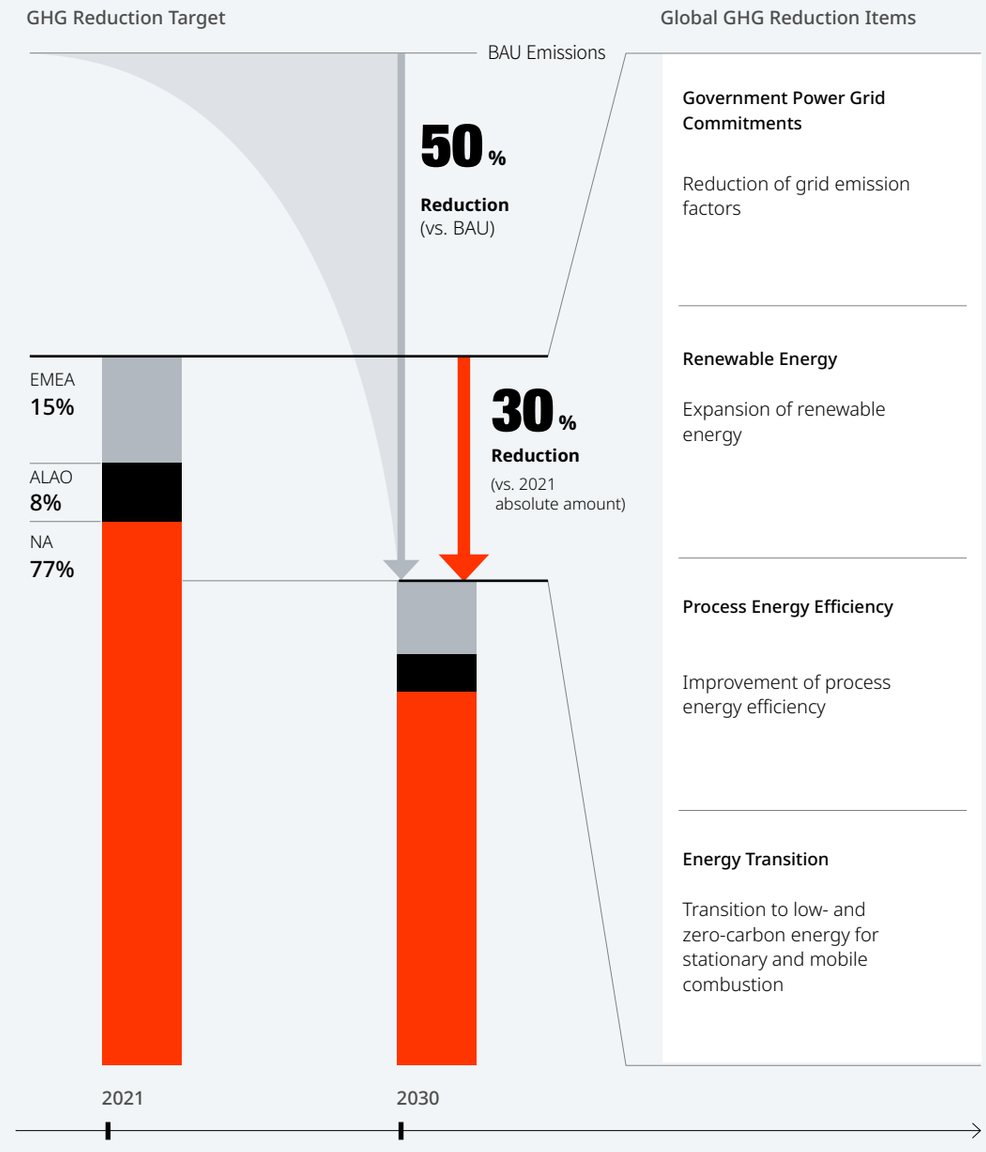
Global GHG Reduction Plan

To achieve our goal of reducing Scope 1 and Scope 2 green house gas (GHG) emissions by 30% by 2030 compared with 2021 levels, Doosan Bobcat created regional GHG reduction plans as part of its broader climate change strategy. In collaboration with external experts, the company's EHS teams examined the key GHG emission sources and operational processes across global sites to identify high-potential emission reduction opportunities. Reduction initiatives were prioritized based on technical feasibility and economic viability.

GHG reduction activities at each site are categorized into four strategic areas: Process Energy Efficiency (improving process energy efficiency); Energy Transition (transitioning to low- and zero-carbon energy); Renewable Energy (increasing renewable energy use); and Government Power Grid Commitments (reducing grid emission factors).

Based on these categories, each site has developed a roadmap to attain GHG reduction objectives and is prioritizing its own measures for implementation. Doosan Bobcat continuously monitors and evaluates GHG reduction targets and activities across regions to support effective emissions reductions and progress toward our 2030 GHG reduction targets.

Global GHG Reduction Roadmap



CLIMATE ACTION

GHG Reduction Activities

Doosan Bobcat is advancing greenhouse gas (GHG) reduction initiatives and related activities tailored to the operational, regional and industry characteristics of each global site

In North America, the company continues enhancing its data management systems to effectively monitor and reduce energy consumption, while also collaborating with academic institutions to conduct on-site assessments aimed at improving workplace environments and operational efficiency. At the Gwinner site, existing factory lighting is being progressively upgraded to energy-efficient LED systems. The Statesville facility plans to replace aging rooftop HVAC (Heating, Ventilation and Air Conditioning) equipment to improve energy performance. In addition, North America is pursuing equipment efficiency improvements, including replacement of two heat pumps within the Cab Weld process scheduled for 2026.

In EMEA, energy-reduction initiatives are being implemented based on the findings from the 2023 energy audit project. Most recently, the region established a formal governance framework supported through collaboration between ESG and EHS functions to strengthen execution of reduction initiatives and manage performance in a systematic manner. Progress and performance are monitored through monthly and quarterly review meetings and workshops. In 2025, the Dobris site introduced an Energy Management System (EMS) and installed sensors across 440 pieces of production equipment, enabling integrated, real-time monitoring of energy consumption.

EMEA has also implemented several operational efficiency initiatives, including upgrades to HVAC systems in the painting process and enhanced automated control system. A heat-recovery system was introduced to reuse residual heat and condensate generated across processes, further improving energy efficiency. Overall energy consumption has been reduced through increased use of natural gas and air-to-air heat utilization systems. Additionally, EMEA reduced electricity consumption by replacing 822 lighting fixtures with high-efficiency LED lighting and installing motion-sensor lighting across site buildings, resulting in average energy savings of approximately 1,000 kWh per month. Going forward, EMEA plans to further expand its energy reduction efforts through enhancements to the EMS, establishment of dedicated task forces, additional HVAC upgrades, and evaluation of on-site solar power generation projects.

The Incheon site in ALAO conducts annual energy consumption analyses and develops corresponding energy management plans to improve operational efficiency. The site's GHG subcommittee actively identifies and implements emissions reduction measures. In 2025, the Incheon site improved energy efficiency by replacing three LNG boilers with electric heat pumps (EHPs) for cooling and heating and installed a solar hot-water system in the new office building. At the Suzhou site in China, campaigns were implemented to reduce diesel consumption in finished vehicles, and existing lighting systems were upgraded to energy-efficient LEDs. To support its five-year GHG reduction targets, Suzhou also established additional initiatives, including plans to introduce electric equipment by 2027 and replacing air compressor motors by 2029. In India, the Gummidipoondi site began operating Doosan Bobcat EV forklifts within on-site warehouses in January 2025 and installed solar-powered street lighting in December 2025. The Bengaluru site also reduced monthly electricity consumption by approximately 220 kWh through conversion to LED lighting.

Doosan Mottrol continues advancing voluntary energy efficiency initiatives through regular energy audits, peak power management, waste heat recovery and reuse, and replacement of existing equipment with high-efficiency alternatives, including transformers, HVAC systems, LED lighting and inverters.

GHG Emission Reduction Activities in NA

Site	GHG Emission Reduction Activities
Gwinner Site	· Reduction of energy consumption through the improvement of HVAC system · Replacement with high-efficiency LED lighting · Replacement with new heat pump
Rogers/Wahpeton Site	· On-site assessment by researchers from the University of Nebraska
Johnson Creek Site	· On-site assessment by researchers from the University of Wisconsin
Statesville Site	· On-site assessment by researchers from the University of North Carolina at Charlotte · Reduction of energy consumption through HVAC system improvements

GHG Emission Reduction Activities in EMEA

Category	GHG Emission Reduction Activities
Establishment of a system for climate change action	· Establishment of a regular operating framework based on ESG and EHS collaboration · Establishment of an EU CSRD response system
Emissions tracking and reporting	· Establish and implement an Environmental Management System (EMS)
Smart energy use	· Improvement of lighting, HVAC, and production systems · Monitoring and optimization of energy use
Reduction of direct emissions	· Transition to high-efficiency equipment and vehicles · Improvement of fuel efficiency

GHG Emission Reduction Activities by in ALAO

Site	GHG Emission Reduction Activities
Incheon Site	· Operation of Electric Heat Pump (EHP) systems · Removal of three LNG boilers · Installation of solar water heating systems in the new office building
China Sites	· Reduction in diesel consumption for finished vehicles · Replacement with high-efficiency LED lighting · Reduction in quality testing time
India Sites	· Replacement with high-efficiency LED lighting · Installation of timer-based circuit breakers
Doosan Mottrol Site	· Regular audits energy consumption · Promotion of equipment replacement with high-efficiency models

CLIMATE ACTION

RISK MANAGEMENT

Climate Risk Management Process

Drawing on its climate-related risk and opportunity assessment and scenario analysis, Doosan Bobcat has established and operates a process for managing climate-related risks.(p.28) Climate-related issues are addressed within environmental, safety and health risks as well as business and operational risks, and are integrated into our broader risk management process, which covers both financial and non-financial risks. Details of Doosan Bobcat's integrated risk management process are available on pages 90–91 of this report.

Link to
Doosan Bobcat Integrated Risk Management

METRICS & TARGETS

Climate Action Target

Doosan Bobcat has established a target to reduce Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 30% by 2030 compared with a 2021 baseline. This target represents a 50% reduction from projected 2030 business-as-usual (BAU) emissions and reflects the Nationally Determined Contribution (NDC) plans and decarbonization roadmaps within key operating countries, as well as the company's anticipated production and investment plans. Doosan Bobcat reported its GHG reduction targets to the Board of Directors in July 2025 and continues advancing initiatives to achieve its 2030 goals through regional emissions targets and development of detailed implementation strategies across global operations.

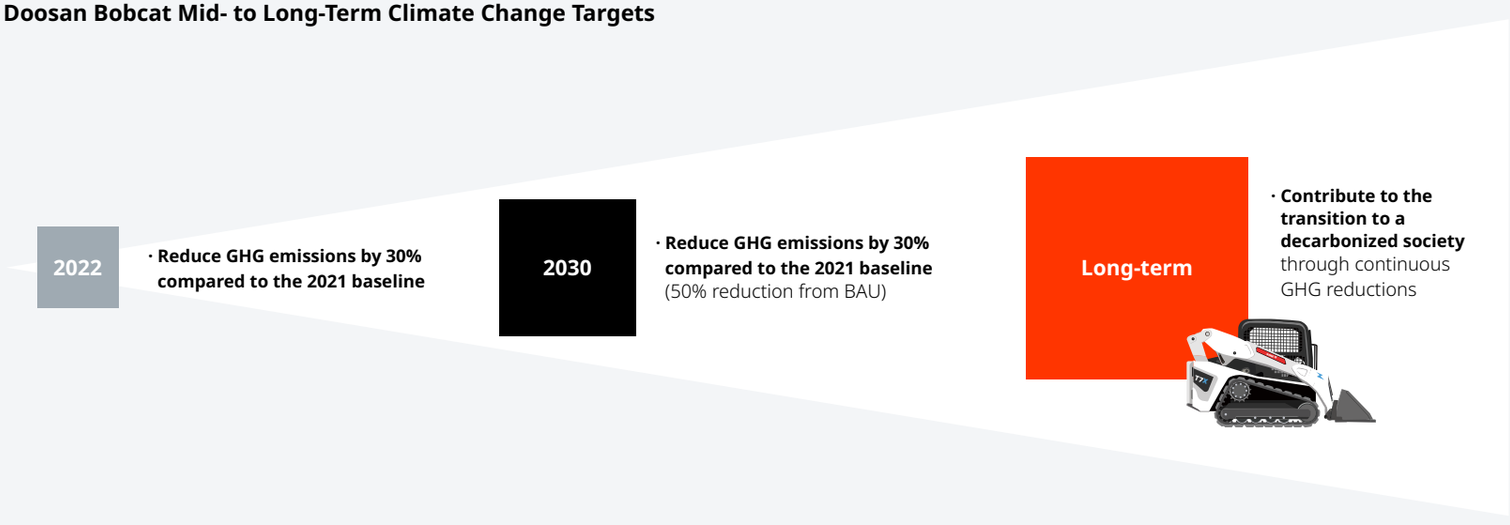
Regional GHG Reduction Targets

NA has established a target to reduce carbon emissions to 73,183 tCO_2eq or less by 2030, in line with its regional reduction plan. To support this goal, the region is actively implementing a range of initiatives, including projects to improve the environmental performance of its business sites.

EMEA has developed a reduction roadmap and is tracking annual emissions trends against its 2030 greenhouse gas reduction target. It is also using its performance monitoring framework to identify and implement reduction initiatives tailored to the characteristics of each site, while gradually strengthening its climate change management system in line with CSRD requirements.

ALAO has set site-level reduction targets based on projected emissions and is working toward its 2030 target. Its reduction efforts are being carried out in two phases: Phase 1, through 2028, focuses on identifying and continuously implementing reduction opportunities; Phase 2, from 2029 to 2030, will involve reviewing and pursuing measures such as renewable energy generation, carbon offset projects, and the purchase of emissions credits

Doosan Bobcat Mid- to Long-Term Climate Change Targets



GHG Reduction Targets and Performance[1)]

Category	Unit	2030 Target Emissions	2025 Target Emissions	2025 Actual Emissions[2)]
GHG emissions	tCO_2eq	102,383	142,640	154,196.7

1) Based on data from 54 sites across North America, EMEA, and ALAO, including Doosan Mottrol
2) Emissions increased against the target emissions level due to factors such as the expansion of organizational boundaries.

CLIMATE ACTION

GHG Emissions and Energy Consumption Management

Global GHG Inventory

Doosan Bobcat has established and operates a global inventory to track GHG emissions, a key metric in our climate strategy. We measure emissions across a total of 54 sites in 13 countries, including all production sites, with 15 sites in NA, 25 in EMEA, and 14 in the ALAO region. The scope of inventory measurement was expanded in a phased manner, covering 12 additional sites compared to the previous year.

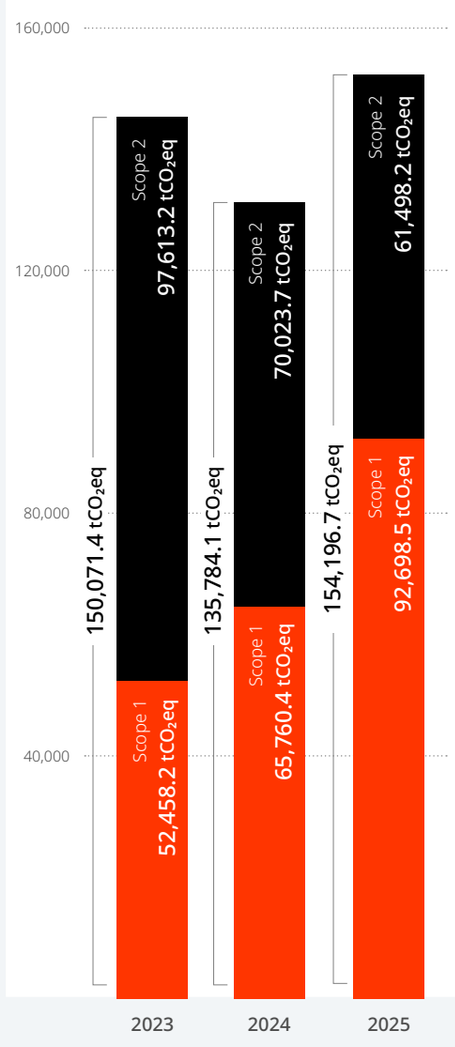
The manager at each site calculates GHG emissions and submits the data with supporting evidence to the headquarters, which consolidates and oversees company-wide emissions. For small-scale facilities, such as office units with minimal emissions and limited data availability, emissions are not directly measured. Instead, we calculate the size of their emissions based on the number of employees at each site.

Climate Action Indicators

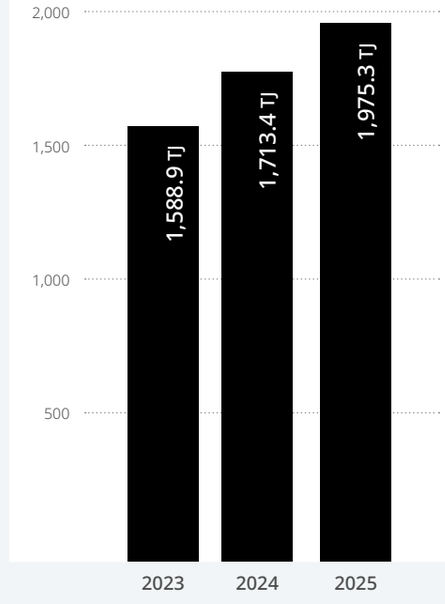
In 2025, we broadened our reporting boundary by including additional sites, thereby establishing a more robust framework for calculating emissions. To drive actual emissions reductions, we are closely reviewing energy usage across each site and continuously exploring ways to improve efficiency. We are also advancing reduction activities that take into account local characteristics and operating environments, supported by strengthened internal processes for systematic management. Furthermore, we commenced a project for Scope 3 emissions in 2025 and intend to disclose Scope 3 emissions going forward as we further refine our calculation methodology.

GHG Emissions and Energy Consumption

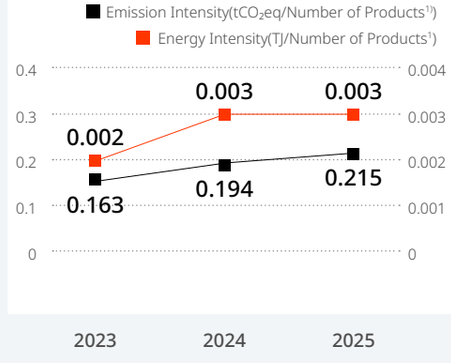
Total Greenhouse Gas Emissions (Scope 1 & Scope 2)



Total Energy Consumption



Emission Intensity, Energy Intensity



1) Total number of products produced by the company

ENVIRONMENTAL IMPACT MITIGATION

GOVERNANCE

Environmental Management System

Environmental Management Governance

Doosan Bobcat systematically manages the environmental impacts of our operations in line with Doosan Group's EHS direction and guidelines, and in full compliance with environmental regulations in the countries where our global sites are located. In particular, regional EHS organizations take the lead in establishing and operating regional policies and management systems that reflect each site's characteristics and local conditions. In addition, the Chief Safety and Health Officer (CSHO) oversees company-wide environmental issues and, where necessary, reports and escalates relevant matters to Doosan Corporation's EHS division and top management through the Doosan Group EHS Council.

STRATEGY

Environmental Impact Mitigation Activities

Doosan Bobcat identifies environmental impacts related to air pollutants, water use, and waste generated from its business activities, and has established management systems that reflect the characteristics of production processes and facilities in each region as well as applicable national regulations. In addition, we operate a range of training programs to raise employees' awareness of the environmental impacts of our business activities.

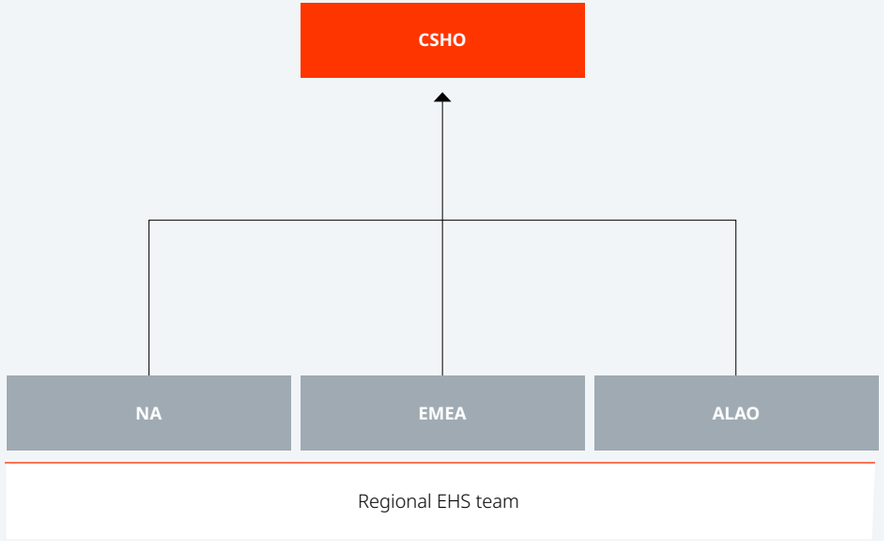
Air Pollutant Management

Doosan Bobcat consistently manages air pollutants, including nitrogen oxides (NOX), sulfur oxides (SOX), and particulate matter (PM), which primarily arise during painting processes and the operation of facilities. We reduce our harmful environmental impact by carrying out R&D tasks aimed at reducing and eliminating pollution sources at each stage of the production process and applying company site-specific mitigation actions.

In the EMEA region, air pollutants are managed through regular measurements conducted every three years for each emission source in compliance with legal requirements. Measurements are also performed following any modification, replacement, technical intervention, or shutdown of an emission source. In addition, major emission sources are managed under a separately established internal monthly monitoring cycle. Air pollutant samples collected at the site are analyzed, and immediate corrective actions are taken when abnormalities are detected.

At the ALAO Incheon and Mottrol sites, air pollutants are categorized as specific or general pollutants based on their potential harm. Specific pollutants are assessed biweekly. General pollutants are evaluated semiannually at final discharge points. Furthermore, the Incheon site performs weekly monitoring at five high-emission locations to actively mitigate potential risks. When concentrations surpass 70% of the regulatory limit, prompt reduction actions are applied.

Environmental Management and Reporting System



Air Pollutant Management Activities by Region

Region	Air Pollutant Management Activities
NA	Ensure compliance with air pollutant emission regulations at state and local levels
EMEA	Monitor emissions of nitrogen oxides (NOX), carbon monoxide (CO), volatile organic compounds (VOC), and solid pollutants from boilers, painting, and welding equipment
	Conduct regular equipment inspections and maintenance
ALAO	Manage air pollutant emissions within legal limits through routine surveys and analysis
	Develop and apply water-soluble paints with low VOC content to post-processing
	Classify major sources of pollution (e.g., painting facilities) as specially managed targets, and monitor their emissions on a weekly basis

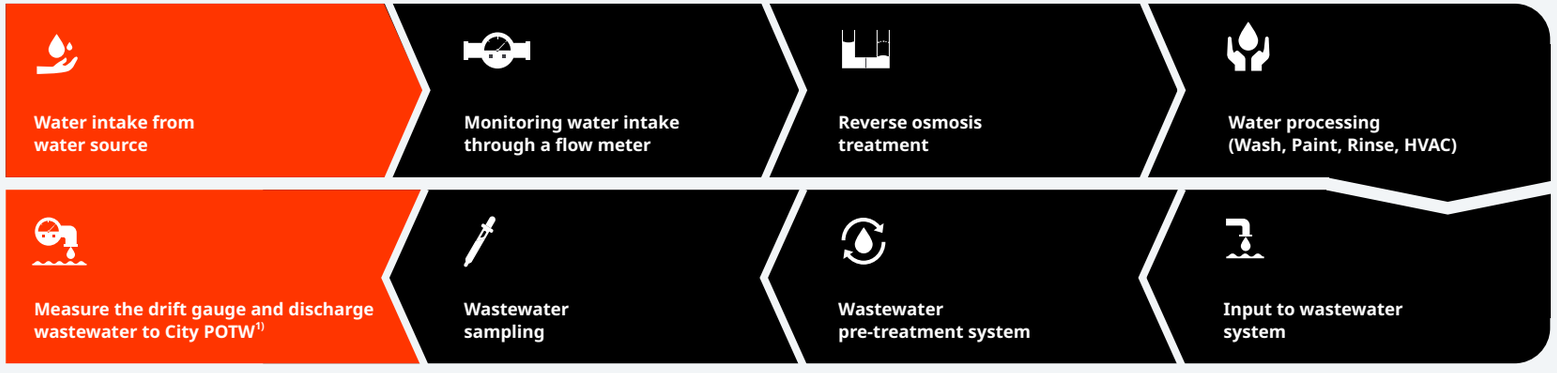
ENVIRONMENTAL IMPACT MITIGATION

Water Management

Doosan Bobcat has established a water resource management framework to protect water resources in the vicinity of our facilities. Each site complies with applicable national regulations and continuously monitors its water use.

The North America region uses a water-monitoring system to reduce overall water use and water intensity while increasing water recycling across operations.

Wastewater Compliance and Monitoring Procedures



1) Publicly owned treatment works

The EMEA region does not directly withdraw water from groundwater sources and instead secures water required for production through public water supply systems. In addition, the region applies Best Available Techniques (BAT)[1] to minimize water consumption across production processes and facilities. To support responsible water management, the region promotes the use of water-saving technologies, employee awareness and training, pollution reduction initiatives and broader water conservation efforts.

At the ALAO Incheon site, proactive measures are being taken to strengthen water resource management and reduce operational risks. Unused water storage tanks were closed to prevent leakage and eliminate confined-space safety hazards, including risks of suffocation and falls. The site also transitioned its heating and cooling systems from boiler steam systems to Electric Heat Pump (EHP) systems to reduce water usage. As part of this transition, three heating boilers were decommissioned in 2025, contributing to a 7.5% reduction in water consumption compared with the previous year. Through systematic monitoring of water usage and pipeline conditions, the site also identified leaks in aging fire-water lines and plans to complete replacement efforts by 2026. In 2025, the Gummidipoondi site obtained Consent to Operate (CTO) from the Central Pollution Control Board, ensuring a stable water supply.

1) The most effective production methods and pollution-prevention technologies for industrial facilities that minimize pollutant emissions while ensuring technical and economic feasibility

Wastewater Treatment

To minimize environmental impacts associated with wastewater treatment and ensure compliance with related regulations, Doosan Bobcat has established and maintains systematic wastewater treatment and monitoring processes across our global operations.

In North America, wastewater treatment and discharge procedures are managed through EHS guidelines, site-specific regulatory requirements, and internal management procedures. Phosphate pre-treatment processes used in product coating operations are classified as metal finishing wastewater-generating processes and are subject to U.S. federal regulations. Accordingly, the NA region establishes a Spill Prevention, Control, and Countermeasure (SPCC) plan and a Storm Water Pollution Prevention Plan (SWPPP) annually. The SPCC plan establishes procedures to prevent petroleum leaks, while the SWPPP ensures that wastewater is not discharged externally through stormwater systems. At the Gwinner site, Doosan Bobcat has eliminated higher-risk chemicals by replacing the paints and chemicals used in the transmission painting line, reducing the number of chemical substances handled from 11 to 4. The site has also reduced wastewater treatment volume by 37% and plans to further improve water use and treatment efficiency in stages, targeting a 55% reduction.

Across EMEA, wastewater is managed through a combination of municipal treatment systems and on-site controls. Process water is neutralized before discharge and then either re-enters the water network or is treated at the campus wastewater treatment plant, where a portion is recovered for reuse. Wastewater from equipment cleaning is handled separately by licensed third-party treatment providers. Effluent quality and treatment performance are checked regularly through monitoring and water testing, supported by routine maintenance of treatment equipment and appropriate corrective or preventive actions. The company also maintains pollution prevention and emergency response procedures and submits required environmental data in line with regulatory obligations. As part of efforts to reduce potential impacts on nearby water bodies, stormwater drainage pipes and oil-water separators were installed in 2025 during the Dobříš site expansion. At the Dobříš site, wastewater is tested for PFAS (per- and polyfluoroalkyl substances) in line with legal requirements, and discharge concentrations are maintained below regulatory limits.

At the Incheon site and Doosan Mottrol operations within the ALAO region, wastewater generation is reduced through recirculating systems that reuse cleaning water from wet painting processes. The Incheon site consigns all generated wastewater to a licensed specialized wastewater treatment provider, helping reduce regulatory risks and prevent water pollution in surrounding areas. Doosan Mottrol further strengthens wastewater management through self-monitoring twice a month and maintains effluent quality at 70% or less of applicable regulatory limits.

In India, facilities have upgraded wastewater treatment systems to improve operational stability during monsoon seasons. Sewage Treatment Plant (STP) tank walls and coagulation tanks were elevated by one meter to prevent rainwater ingress, flooding and overflow during periods of heavy rainfall.

ENVIRONMENTAL IMPACT MITIGATION

Waste

Waste Management System

Doosan Bobcat operates a comprehensive waste management system designed to minimize waste generation and ensure responsible treatment and disposal throughout the product lifecyle, from product design through manufacturing and final processing. Waste is managed in accordance with regional regulations, and waste management performance is evaluated in line with applicable legal and operational requirements.

In NA, annual inspections are conducted for hazardous materials and regulated waste treatment management across all sites. Facilities monitor monthly waste generation and recycling rates, with waste managed within the site or through approved third-party service providers. In partnership with Waste Management Inc., a waste management and environment service provider, the region tracks waste generation, treatment and recycling performance to support consistent oversight and compliance. Through these initiatives, waste generation in the NA region decreased by 13% in 2025 compared with the previous year.

The EMEA region is focused on reducing hazardous waste and increasing the use of recyclable materials. Packaging materials, metal scrap and other waste streams generated during production are carefully segregated using designated collection systems based on waste type. Through partnerships with waste management service providers, the region supports regular collection, transportation and safe transport to recycling facilities. EMEA also established an internal waste management methodology, provides employee training on waste segregation and continuously optimizes its collection system through collaboration with relevant authorities. To further reduce environmental impacts, the region improves waste compaction efficiency to minimize transportation frequency and associated greenhouse gas emissions.

To reduce environmental impacts across the product life cycle, the EMEA region implements Extended Producer Responsibility (EPR) programs for batteries and tires in accordance with local regulations. It also supports proper end-of-life recycling by providing customers guidance on proper disposal and recycling of key components such as batteries and tires through product manuals and related materials.

The Belgium site manages the registration, collection, recycling, and regulatory reporting of batteries and tires through partnerships with Bebat[1] and Recytyre[2], while also tracking input volumes and treatment status by product. The Czech site fulfills its waste battery management obligations through Ecobat[3] and manages annual generation volumes and treatment rates for tires through a separate collection and recycling tracking system, achieving a recovery rate of 88% in 2025. In addition, Recyclability and recoverability of key components are also evaluated in alignment with ISO 16714 standards.

Within the ALAO region, the Incheon site and Doosan Mottrol established waste management policies aligned with the Act on the Promotion of Saving and Recycling of Resources. In accordance with these requirements, the sites establish annual waste management targets and monitor performance through measurement of final disposal and recycling rates. In addition, the Incheon site operates a separate waste storage facility with covered floors, roofs and walls to help prevent environmental contamination. Each waste type is managed by licensed treatment providers within designated storage period in accordance with applicable regulations.

To support safe waste handling, the Incheon site monitors waste movement in real time through the legal waste treatment tracking system, enabling oversight between waste generators, transporters and disposal providers. In addition, waste collection containers are installed throughout the site, and regular waste management training is provided to managers and employees to strengthen awareness of waste management procedures and compliance requirements. Color-coded waste management systems are also used to support proper segregation, storage and disposal practices. In addition, the Incheon site has placed waste collection containers in key areas across the facility and provides regular training on waste disposal procedures for managers and relevant employees to raise awareness of its waste management system.

Waste Recycling

Doosan Bobcat continues to convert waste into energy and expand recycling by collaborating with a range of specialized organizations. In the NA region, Doosan Bobcat collaborates with Clean Earth to promote circular management of waste generated across its sites. In the EMEA region, metal waste is delivered to recycling companies for reuse as secondary raw materials, and recycling activities are further expanded through partnerships with certified waste management providers. The ALAO region has also established internal targets for waste reduction and reuse, and continues to strengthen its recycling initiatives, including obtaining waste recycling-related certifications at its India site.

Waste Management Activities by Region

Region	Waste Management Activities
NA	Performing annual due diligence on external facilities that treat hazardous materials and regulated waste
	Assessing waste generation, treatment, and recycling performance through a partnership with WM (Waste Management Inc.)
	Reviewing recyclability and recoverability based on ISO 16714
EMEA	Implementing country-specific EPR requirements, including Bebat and Recytyre in Belgium and Ecobat in the Czech Republic
	Reducing GHG emissions from transportation by improving waste compaction rates and minimizing the number of truck trips required for transport
ALAO	Managing general and designated waste separately and monitoring the entire process of waste discharge, transportation, and treatment in real time through a legally compliant waste management system
	Obtaining permits for hazardous waste treatment (2022) and e-waste ERP certification (2024) at the India sites

1) A non-profit operator in Belgium that manages waste battery collection, sorting, recycling, and regulatory compliance
2) An organization in Belgium responsible for waste tire collection, treatment, and recycling
3) A Czech Republic-based battery collection and recycling system operated under Ministry of Environment approval to comply with Extended Producer Responsibility (EPR) requirements

ENVIRONMENTAL IMPACT MITIGATION

Raising Employee Environmental Awareness

Doosan Bobcat delivers various programs to raise employee awareness of climate change and environmental issues.

Across Doosan Bobcat's Korea operations, approximately 100 employees participated in a variety of environmental initiatives throughout the year. On September 25, 2025, Doosan Bobcat carried out biodiversity field survey activities in the Geumtosan area near its headquarters. Geumtosan is designated as a natural preservation area and serves as a habitat for endangered wildlife as well as a flagship species of Seongnam City, making it a region of high ecological and biodiversity conservation value. Doosan Bobcat established a collaborative framework with expert groups and civic organizations, enabling employees to observe and record a wide range of species and thereby enhancing their awareness and understanding of biodiversity conservation. Through these activities, a total of 720 observations were recorded, and 286 species were identified. The observation results will be used as foundational data for maintaining and managing Seongnam City's urban ecological status map and will also contribute to international research through registration with the Global Biodiversity Information Facility (GBIF).

Doosan Mottrol participated in the "Beginning of the Sea" campaign by inspecting approximately 50 storm drains near its Changwon plant, removing accumulated waste and hazardous materials, and helping raise awareness that storm drains serve as direct pathways to the ocean. Within the ALAO region, the Incheon site serves as an executive member of the Incheon Dong-gu Voluntary Environmental Council and actively participates in local environmental improvement efforts. In 2025, the site conducted quarterly community clean-up activities and environmental awareness campaigns focused on air quality issue, including fine dust and ozone concentrations. These initiatives helped increase public awareness of environmental challenges while providing residents with practical guidance on responding to air pollution events and protecting community health.

RISK MANAGEMENT

Environmental Risk Management

ISO 14001

By leveraging the environmental management system (ISO 14001: 2015), Doosan Bobcat addresses environmental risks that may arise from business operations, with these risks assessed and evaluated in advance using the Plan-Do-Check-Act cycle, while major risk factors are systematically managed. We also manage environmental risks through our company-wide integrated risk management framework and track related issues in a structured manner through regular reviews and reporting. As of 2025, eight company sites in NA, EMEA, and ALAO have obtained ISO 14001 certification. We continue to maintain and strengthen our environmental management systems in alignment with international standards and evolving operational requirements.

Employee Environmental Awareness Initiative

Biodiversity Field Survey at Geumto Mountain in Pangyo

Doosan Mottrol's "Beginning of the Sea" Campaign and Plogging Initiative

Incheon Site's Clean Community Campaign

ISO 14001 Certified Sites

ENVIRONMENTAL IMPACT MITIGATION

Environmental Performance Management

Doosan Bobcat systematically manages environmental performance indicators across our global operations to support compliance with its ISO 14001:2015-certified environmental management system. In each region, the EHS (Environmental Health & Safety) teams establish environmental management KPIs and continuously track performance and progress against established targets. Risk management status is assessed monthly, and related indicators are updated to proactively pinpoint and manage environmental risks.

To ensure compliance with ISO 14001 standards, Doosan Bobcat carries out periodic internal and external EHS audits at all regional sites, including NA, EMEA, and ALAO. Compliance surveys and evaluations are also performed through internal audits to confirm the implementation of EHS policies and strategies. These audits also serve to pinpoint potential risks that may arise during management activities. In EMEA, management assesses and oversees environmental management activities on an annual basis. The ALAO Incheon Site convenes EHS management meetings every quarter, communicating the management status and performance of ISO 14001 standards (compliance, evaluation, internal audit, legal management, etc.) to the management team.

The Dobris site undergoes annual routine inspections conducted by local authorities and regulatory agencies to verify compliance with environmental laws and regulations. There were no violations of environmental laws or regulations at any site in 2025. Notably, the Incheon site has maintained its designation as a self-monitoring company for air emissions and water quality management since receiving recognition from local government authorities in 2023.

METRICS & TARGETS

Led by our Environment, Health and Safety (EHS) teams, Doosan Bobcat has established and operates a set of environmental performance indicators to systematically manage and monitor the performance of environmental impact reduction activities across global operations. We also set KPIs linked to environmental targets and continuously monitor the level of achievement, thereby strengthening environmental performance management. In addition, at major sites, Doosan Bobcat promotes air pollutant reduction activities in compliance with applicable regional regulations, monitoring air pollutant emissions and improving processes and facilities to reduce air emissions.

Environmental Impact Reduction Metrics and Targets

Water	Unit	2023	2024	2025
Total Water Withdrawal	m^3	110,497	69,719	94,683
Total Discharge	m^3	39,008	34,179	40,094
Total Water Consumption	m^3	71,489	35,540	54,589

Waste	Unit	2023	2024	2025
Total Waste Generated	tons	21,014	18,038	17,146
Waste Disposal	tons	12,541	11,405	10,869
Waste Recovery	tons	8,472	6,633	6,277
Waste Recycled	tons	7,814	5,825	5,987
Waste Recycling Rate	%	37	32	35

Environmental Performance Management by Region

Region	Environmental Performance Management Activities
All Regions	Implementation of KPIs for the EHS team and monitoring of performance on an ongoing basis
	Review of risk management activities every month and updates on key EHS indicators
	Regular internal and external EHS audits and compliance surveys to monitor how effectively requirements are being implemented
NA	Ongoing monitoring of environmental compliance
EMEA	Annual review of environmental management activities by management
ALAO	Quarterly EHS management meetings – reporting to management on the implementation status of key ISO 14001 requirements
	Incheon site: Zero environmental regulatory violations in 2025; designated by the local government head as a self-inspection entity for air and water quality
	Doosan Mottrol: Zero environmental regulatory violations in 2025

Waste Management Targets by Region

Region	Waste Management Targets
NA	Improve recycling rates on a continual basis
EMEA	Achieve 0% landfill rate at the Czech site by 2030
	Reduce the proportion of landfill waste by improving the separation and discharge of mixed packaging materials
	Reduce waste generation and treatment costs (per unit produced)
ALAO	Establish and manage annual ultimate disposal rates and circular use rates under relevant laws at the Incheon site

PRODUCT SUSTAINABILITY

GOVERNANCE

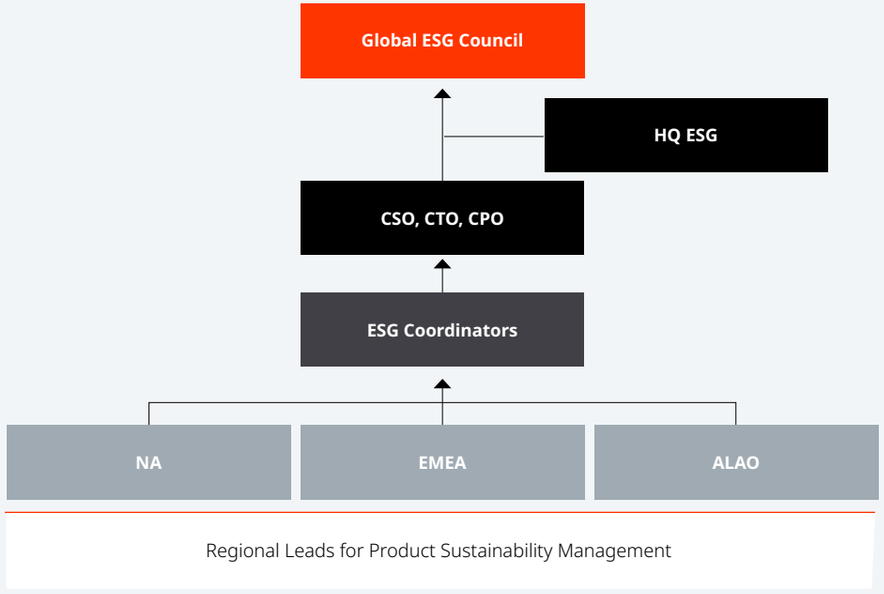
Product Sustainability Governance

Doosan Bobcat is driving product innovation and sustainability through the FACE strategy – Future of Retail, Autonomy, Connectivity, Electrification – supported by a global governance structure designed to strengthen sustainable product development.

We operate a governance framework led by the CSO, CTO, CPO, and comprising regional Strategy, Engineering, Product Compliance, Product Management, Aftermarket/Product Support, and Procurement organizations. Product sustainability strategies and activities established and implemented in each region are consolidated and managed by the CSO, CTO and CPO, and this information is shared with regional ESG coordinators. The ESG coordinators then work with the HQ ESG team to review company-wide performance on product sustainability initiatives and report key issues and discussion items to the Global ESG Committee.

In addition, Doosan Bobcat operates the Global FACE Council, and the Global Alternative Power Council to manage product sustainability issues in a more practical manner. Led by the CSO and the Global Innovation organization, and with the participation of the CEO and members of the Executive Committee (EC). These councils support development of the Annual Operating Plan (AOP) and Long-Range Planning (LRP) processes to advance product innovation and sustainability. Based on the AOP and LRP, the company also reviews Product Roadmap (PRM) and Technology Roadmap (TRM) to guide product innovation and sustainability strategies.

Product Sustainability Governance



Product Sustainability Governance Structure

Governance	Participants	Key Agenda
Global FACE Council	**Global Unit** EC, NEXT, Global Innovation organization participation under the leadership of CSO	Progress of product innovation activities based on the FACE framework
	Regional Unit Global Innovation (NA, EMEA), Strategy (ALAO) lead, with management representatives from each region	Key decision-making on product-related issues and strategy-based activities
Global Alternative Power Council	Led by NEXT Team, with CSO, CTO, CPO teams, regional project managers and strategy representatives	Progress of product electrification and alternative power-related projects
		Key decision-making on product-related issues

PRODUCT SUSTAINABILITY

STRATEGY

Product Sustainability Strategy

Analysis of Product Sustainability Risks and Opportunities

As part of our efforts to strengthen management of material ESG topics, Doosan Bobcat identified risks and opportunities associated with each material issue based on the financial impacts identified through the company's materiality assessment process. We also evaluated the potential financial implications of these factors through both quantitative and qualitative analysis. For the material issue of "Product Sustainability," Doosan Bobcat performed a detailed analysis of potential business impacts across the full product life cycle—including product development, manufacturing, and sales—from the perspectives of energy efficiency and material efficiency. Going forward, Doosan Bobcat plans to look at sustainability matters not just as disclosure topics, but also through the lens of risk management, using the results of this financial review. Based on these findings, the company will continue advancing initiatives that support long-term sustainability and product innovation.

Product Sustainability Risks and Opportunities

Driver	Potential Financial Impact: Category	Potential Financial Impact: Financial Impact Pathway	Value Chain Stage	Time Horizon [1]
Stricter product emission regulations and expanded scope of application	Risk	Failure to comply with stricter product emission regulations may restrict sales, leading to increased operating expenses and inventory losses.	Direct operations Downstream	Short- to long-term
Expansion of circular economy regulations	Risk	The EU Battery Regulation (2023/1542), which introduces a comprehensive sustainability requirements for the whole battery life cycle including the use of recycled materials, is expected to restructure the battery materials supply chain and result in additional costs from EPR fees.	Upstream Direct operations	Medium- to long-term
Changes in EV incentive policies	Risk	The exclusion of EV construction equipment from purchase incentives reduces product demand, delaying return on investment and decreasing revenue and operating profit.	Direct operations Downstream	Short- to long-term
Structural growth of EV and REMAN market	Opportunity	EV and REMAN products will increase revenue and operating profit.	Direct operations Downstream	Short- to long-term
Increased price volatility of raw materials and components	Risk	Growing supply instability for key raw materials and components, such as lithium, cobalt, and nickel, is expected to increase manufacturing costs.	Upstream Direct operations	Short- to long-term
Accelerated maturity of electrification and hydrogen technologies	Opportunity	Reduced cost of sales and revenue growth driven by declining battery pack costs as electrification technologies mature, along with increased sales of electrified product lines	Direct operations Downstream	Medium- to long-term
Advancements in REMAN technologies	Opportunity	Higher reuse rates of high-value components, driven by growing demand for REMAN products, are expected to reduce new raw material purchasing costs and increase revenue and operating profit.	Direct operations Downstream	Short- to long-term

1) Impact by time horizon: Short-term (within 1 year), Medium-term (1 to 5 years), Long-term (over 5 years)

PRODUCT SUSTAINABILITY

Sustainable Product Management Strategy

Doosan Bobcat pursues product innovation through the FACE (Future of Retail, Autonomy, Connectivity, Electrification) strategy and is building a sustainable product management approach under this framework. Product sustainability is defined in two main dimensions: energy efficiency and material efficiency. To deliver on this strategy, initiatives are reviewed across the value chain, and key priorities are identified for action. Most recently, efforts have been focused on developing sustainable products that leverage alternative energy solutions and sustainable materials.

Product Innovation

Future of Retail | Based on the Machine IQ system, Doosan Bobcat is expanding a platform that connects products, dealers, and customers, and has established targets for effective distribution in the EMEA and ALAO regions based on the performance achieved in the NA region.

In addition, distribution processes are continuously improved by reflecting the specific characteristics of each region. Doosan Bobcat has introduced Service.AI, an integrated support platform for dealers and service technicians, which consolidates repair manuals, warranty information and diagnostic guides for each equipment model, thereby helping to shorten repair times and minimize downtime.

Autonomy & Connectivity | Doosan Bobcat enhances operator safety through products that incorporate Autonomy and Connectivity, enabling efficient work without the need for operators to be physically on board the equipment. To realize a fully automated work environment, the Telematics Management System (TMS) is applied, which is equipped with telematics technology.

TMS utilizes wireless communication based on Machine IQ (MIQ) and LIN-Q to enable users to interact with products in real time. Through TMS, equipment owners and operators can immediately check the status of their machines and remotely monitor data, while also carrying out maintenance, security and performance management in an integrated manner. Furthermore, Doosan Bobcat became the first company in the compact equipment industry to introduce Bobcat Jobsite Companion, an AI-based voice control solution. Operators can use voice commands to conveniently control more than 50 functions, including machine settings, engine speed, lighting and radio, and can configure optimal settings tailored to the equipment in use and specific job conditions. The solution is powered by Doosan Bobcat's large language model (LLM) as an on-board AI system, enabling reliable operation even in jobsite environments with unstable network connectivity.

To enhance operational efficiency, Doosan Bobcat has applied reaction sensors and autonomous navigation systems to new products and introduced repetitive task programming. In addition, the company systematically manages and analyzes big data on user equipment usage patterns, utilizing the insights for product development, sales strategy formulation and improved customer satisfaction. Furthermore, to strengthen both work efficiency and stability, Doosan Bobcat provides customization functions tailored to specific working environments.

Product Sustainability Strategy

Product Innovation

Future of retail	Autonomy	Connectivity	Electrification

Efforts to improve product sustainability based on business strategy

Product Sustainability

Energy Efficiency + **Material Efficiency**

Autonomy & Connectivity Based Products and Services

Job Site Companion

- AI-based operator assistance system using **voice and display interaction**
- Providing over 50 functions, such as **recommending equipment settings based on job conditions** and assisting with attachment replacement
- **Showcased at CES 2026**

RogueX3

- A modular concept machine that can be configured to meet different needs, including the presence or absence of a cab, wheel type, and power source **(electric, diesel, hybrid, or hydrogen)**
- A test bed for realizing **future autonomous and electrification technologies**
- **Showcased at CES 2026**

PRODUCT SUSTAINABILITY

Electrification | By developing and manufacturing products powered by alternative energy sources such as lithium-ion batteries and hydrogen fuel cells, Doosan Bobcat is helping to lower the environmental footprint of equipment. The S7X, a fully electric skid-steer loader, runs entirely on electricity, eliminates the need for hydraulic systems, and uses roughly half the number of components compared to conventional models.

Doosan Bobcat is continuously expanding its electric product portfolio based on the brand's electric mini excavators, the E10e and E19e. In EMEA, ongoing R&D efforts are focused on developing the eTLS and the second-generation eMEX, both of which feature improved electric motors and hydraulic systems. Efforts are being concentrated on extending operating time through efficiency enhancements. The eTLS, the first electrified model in the telescopic loader line-up, was unveiled at Intermat 2025. It can operate for four hours under standard settings and for up to seven hours when Smart Power Management is applied. These products are planned to be launched to the market in stages.

In NA, the project is underway to convert the hydraulic system of existing internal combustion engine equipment to an electric motor-based system. Through this project, improvements in fuel efficiency and noise reduction have been confirmed, with the ultimate goal of developing a powertrain that can flexibly accommodate various power sources. In addition, NA is developing a 400V DC battery module and applying active thermal management technology to improve performance stability and expand the range of product applications. Swappable battery technology is also being developed to enhance product usability and operational efficiency.

Additionally, EMEA is carrying out R&D projects for the electrification of heavy equipment based on a high-voltage architecture, including Telescopic Handlers (TLS) and Compact Wheel Loaders (CWL).

Standardized Battery System

Doosan Bobcat is developing a standardized battery pack system that can be deployed across various product lines, led by the newly formed battery team in 2025. The standardized battery system—one of the core building blocks of the electric equipment—allows the same battery pack to be flexibly configured and scaled to match the capacity needs of different product types.

In addition, Doosan Bobcat is reducing duplicate investment and unnecessary manpower in the research and development process, while at the same time minimizing waste generation and securing ease of production and quality control as well as process consistency. Compatibility across multiple models improve service network efficiency and streamlines parts inventory management while increasing opportunities for standardized maintenance and parts replacement. In addition, the development of optional model configurations tailored to diverse vehicle and application requirements expands flexibility and provides customers with a broader range of solutions.

A standardized battery system will help build a systematic battery recycling and disposal process. As battery tracking becomes more robust, we are streamlining operations across the entire used-battery lifecycle — from collection, storage, and transportation to dismantling, second-life use, and recycling. Through this system, Doosan Bobcat aims to support circular economy activities by enhancing both the recyclability of batteries and the efficiency of battery processing.

In line with the company's standardized battery system development plan, Doosan Bobcat is conducting tests and evaluations with the goal of obtaining major global certifications such including UL (Underwriters Laboratories), CE (Conformité Européenne), and UN 38.3 (transport safety certification). Teams are also performing vehicle-level tests by installing standardized battery packs on various types of equipment, including forklifts and construction machinery, and carrying out system stabilization and optimization activities based on feedback from on-site users.

In addition, Doosan Bobcat is proactively responding to increasingly stringent global environmental and product regulations—such as the EU Battery Regulation and the Cyber Resilience Act (CRA)—by implementing related analyses and verification procedures. Through these efforts, we are establishing a foundation to ensure stable supply of battery packs despite regulatory changes across countries.

Doosan Bobcat is steadily advancing the internalization of battery packs, a core factor in the performance of electric equipment. Since 2023, we have worked with China's CosMX, a global lithium-ion battery company, to develop a battery pack that delivers improved stability and performance. These upgraded battery packs are now built into electric forklift products and are already reaching customers in the market. Recently, Doosan Bobcat jointly developed a standardized battery pack for compact construction equipment with LG Energy Solution and signed a business agreement to provide this solution to key markets such as NA. In addition, the eFORCE LAB., a dedicated battery pack research center in Anyang, Gyeonggi Province, was established and is promoting the development of the Bobcat Standard Unit Pack, a modular standard battery pack. Through these efforts, Doosan Bobcat is internalizing its battery pack design and validation capabilities and strengthening vertical integration of this core component.

Bobcat Standard Unit Pack, BSUP

- **A battery pack designed based on a block-type modular structure,** enabling scalability to required voltage and capacity through series and parallel connections
- **Designed for compatibility across equipment types and manufacturers.**

PRODUCT SUSTAINABILITY

Product Sustainability

Energy Efficiency | From an energy efficiency standpoint, Doosan Bobcat is reducing the negative environmental impact of products by enhancing their energy efficiency and developing them using alternative energy sources.

NA and EMEA have established stricter internal standards regarding the environmental impact of their products and batteries, in line with the EU Battery Directive. In addition, regional sites are reviewing the possibility to develop products that utilize hydrogen technology and battery-based electric mini excavators and small loaders with enhanced energy efficiency. Furthermore, NA is researching advanced combustion technologies, strengthening biofuel applications, expanding electrified products, and increasing hydrogen energy applications in accordance with the decarbonization strategy. In EMEA, a smart energy consumption management system was developed in 2024 to reduce unnecessary energy consumption during the use phase and improve efficiency. In 2025, the region also launched models with enhanced smart features aimed at improving energy efficiency and reducing fuel consumption during product operation. For the TLS product line, fuel optimization features such as cruise control, a speed limiter, and Eco mode were applied, along with PF2 V-Drive–based noise reduction technology. For the MEX 1–2T models, smart control technologies, including an auto-idle function, were used to reduce unnecessary fuel consumption, and future electrification options are currently under review.

In EMEA, we have also enhanced logistics efficiency by adjusting the counterweight configuration that stabilizes the CWL's center of gravity, allowing more efficient container loading. As a result, we have reduced product-stage emissions and energy consumption, supporting broader carbon footprint reductions across the value chain.

In ALAO, a company-wide roadmap for eco-friendly product development has been established and embedded in design and development processes. The roadmap focuses on electric equipment and engine technologies to cut GHG emissions and includes projects to develop forklifts powered by lithium-ion batteries made with alternative resources, along with hydrogen-powered forklifts. Since 2023, the Incheon site has participated in the "Eco-friendly Engine Replacement Project" in cooperation with the Ministry of Trade, Industry and Energy, the Ministry of Environment, the Ministry of Land, Infrastructure and Transport, and local governments, thereby contributing to the introduction of eco-friendly engines in the construction machinery industry. Over the three years to 2025, engines in a cumulative total of 660 equipment were replaced with eco-friendly engines, and cumulative sales of replacement parts reached approximately KRW 5 billion. In addition, the site is undertaking technology development projects to improve vehicle energy efficiency, with a particular focus on heating and cooling systems. From 2026, follow-up initiatives will include analyzing heat transfer characteristics within the operator cabin. In January 2024, the Incheon site commercialized the first hydrogen forklift in Korea. The site is also contributing to the expansion of hydrogen forklift distribution by participating in the 'Reliability Verification Technology Development for Demonstration-Based Commercialization of Hydrogen Forklifts' pilot project implemented by the Ministry of Trade, Industry and Energy. In addition, the Suzhou site in China is improving energy efficiency during the product internal testing stage by reducing the mechanical function testing time of the S450 and S500, thereby reducing fuel consumption per machine.

Material Efficiency |

Use of Raw Materials

Doosan Bobcat is increasing the use of raw materials assessed based on environmental criteria in its products and is introducing a dedicated supplier selection criteria for sourcing these materials.

NA provides the option of biodegradable hydraulic oil for heavy equipment such as loaders and excavators and continues to develop recyclable plastic materials, as well as plant-based sustainable materials that can be applied to interior components in loader cabs.

In EMEA, the Engineering and Procurement teams work together to incorporate sustainable raw materials into product design and production lines. Supported by ongoing R&D efforts, the region is also expanding the use of fuel types compliant with applicable emission regulations such as Hydrotreated Vegetable Oil (HVO). In 2025, EMEA completed validation of HVO use across all diesel-powered products.

At the Yantai site in the ALAO region, approximately 50% of the pallets used to supply engines were converted from single-use cardboard and wooden boxes to reusable steel boxes. The site also advanced development projects for lithium-ion battery-powered and hydrogen-powered forklifts that incorporate alternative and more sustainable materials.

EMEA Product Certifications and Promotional Material

FATIGUE-FREE SHIFTS
Cruise through your workweek! Our V-Drive transmission and Cruise Control offer a smooth, quiet ride, so you can ditch the fatigue and stay focused on what matters most.

CUT THE NOISE
Enjoy a quieter, more comfortable workday with the V-Drive transmission, designed for smoother operation. With a 60% reduction in vibrations and the elimination of the transmission's whistle sound, it cuts noise both inside and outside the cabin. And paired with features like the Stop & Start function, you'll get the job done with less disturbance!

OPTIMIZE YOUR RIDE
Cut costs with our V-Drive transmission! Enjoy better fuel efficiency with ECO-Ride, enhanced safety with a Maximum Speed Limiter, and increase your resale value with the Stop & Start function. Keep your budget in check and your savings growing.

SMOOTH AND SAFE
With Cruise Control and a Maximum Speed Limiter, our telehandlers keep you safe and in control on the job. You'll enjoy smooth, steady operation while maintaining the highest safety standards.

STAY IN MOTION WITH OUR CONTINUOUS TRANSMISSION
Our new V-Drive continuous transmission lets you accelerate from 0 to 40 km/h without stopping or shifting gears. It offers best-in-class traction, effortlessly adapting to any terrain. And by using hydraulic motors in series rather than parallel, we eliminate the need for a gearbox, reducing the risk of failures. Keep driving without interruptions all shift long!

PRODUCT SUSTAINABILITY

REMAN Products

The REMAN (Remanufacturing) process represents Doosan Bobcat's commitment to environmental sustainability through the circular use of resources that entails restoring used products to a state nearly equivalent to their original condition. The process includes thoroughly disassembling, cleaning, reprocessing, and reassembling used parts to decrease waste and to lower production costs, and energy consumption. Recycling disassembled parts that cannot be reused further reduces negative environmental impacts.

Doosan Bobcat implements the REMAN process for various products, including engines, turbochargers, fuel parts, hydraulic/pneumatic parts, starters and alternators. We are also continuing our effort to expand REMAN product lines in each region.

To deliver on this, we are promoting the REMAN process in close cooperation with a range of partners from various fields. Notably, we participate in the Remanufacturing Industries Council (RIC) in the United States to share best practices of REMAN products and continuously monitor relevant regulations. The NA region has established a 2026 target of achieving year-over-year REMAN sales growth of more than 4.5%.

The NA region is collaborating with Cox Automotive on an EV battery remanufacturing project and is continuously advancing resource circularity through battery repair and recycling.

In ALAO, the emphasis is on introducing REMAN products to local markets and adapting our offering to local demand and preferences.

RISK MANAGEMENT

Product Environmental Impact Risk Management

Doosan Bobcat systematically oversees risks that may arise across the complete product lifecycle. In EMEA, environmental impacts such as carbon emissions, air and noise pollution, and hazardous substances are evaluated in advance of the product planning stage. Analysis results inform the establishment of product-related environmental targets. EMEA also advances product development and supplementation to effectively address strengthening requirements.

At the ALAO India site, Life Cycle Assessments (LCA) are carried out based on customer feedback and

CASE STUDY

EMEA REMAN Activities

In EMEA, the REMAN product portfolio continues to expand, with four new items added in 2025 to the existing lineup of 146 products. These four newly added items were the first to adopt a remanufacturing model in which cores are collected from dealers and returned to suppliers. In 2025, they accounted for €252,000 of the REMAN category's total sales of €500,000. Looking ahead, EMEA has set a mid- to long-term goal of expanding the portfolio into more complex equipment, including REMAN engines.EMEA is also focused on creating processes that help customers and partners use our core products more effectively, while clearly communicating the benefits of REMAN solutions so that they become the preferred choice. Going forward, EMEA plans to expand the REMAN program to the material handling business in order to build stronger synergies between REMAN offerings and Doosan Bobcat's wider product line-up.

In the second half of 2025, EMEA put in place procedures to systematically collect cores and parts across our European dealer network. In 2026, EMEA will expand dealer onboarding and roll out communication and standardized operating routines, with the aim of further increasing parts return rates and overall collection volumes.

EMEA REMAN Product Strategy and Performance

EMEA REMAN Product Strategy

Product Line Expansion and Market Share Rise by REMAN	Parts Localization	Improvement in Dealer and Customer Preferences
· Expansion of product range (e.g., REMAN engines) · Expansion of material handling business unit for synergy with other product lines	· Selection of local partners for REMAN products in EMEA · Optimization of REMAN suppliers	· Provision of incentives for returning used core products · Promotion of REMAN products incentives

2025 EMEA Region REMAN Product Performance

REMAN Product Sales
€ 498,837 Reached

PRODUCT SUSTAINABILITY

environmental impact assessment results. These LCAs consider potential ESG risks and opportunities related to product innovation, consumer needs, supply chain sustainability, and environmental regulations. Additionally, Doosan Bobcat is working to reduce various product-related risks from the development, production, use, and end-of-life stages

Product Development and Production Phase

Doosan Bobcat is mitigating environmental impacts across product development and manufacturing processes by expanding the use of eco-friendly technologies and products.

To support greenhouse gas reduction efforts, we obtained certification for the use of Hydrotreated Vegetable Oil (HVO) fuel in our diesel-powered products. In North America, approval has been granted for the use of biofuels and biodegradable hydraulic oils.

Doosan Bobcat additionally developed mobile compressors compliant with Stage V emission regulations and implemented product improvements in line with the latest environmental standards for products with an air delivery capacity of 2.0–30.0 m^3, including the G20StgV and G100StgV models. In addition, the company also approved a phased initiative to apply eco-friendly refrigerants to the HVAC systems across all products by 2027 in accordance with established Standard Operating Procedures.

Product Use and End-of-life Phase

Doosan Bobcat is also working to reduce negative environmental impacts during the use and end-of-life stages of products. For products with a high level of parts commonality, we apply a global platform and promote lightweighting to improve fuel efficiency during product transportation.

In NA, most products sold are equipped with spark-arresting exhaust systems, or equivalent devices that meet the recommendations of the USDA Forest Service. These systems reduce combustible materials that may be generated during engine operation, thereby lowering the risk of fire. The region also provides free battery collection services through state government programs and is reviewing ways to expand recycling services for parts and materials such as packaging, oil, tires, and filters. In addition, to ensure the environmentally responsible treatment of lithium-ion batteries, it has partnered with a specialized recycling company to provide battery recycling services across North America.

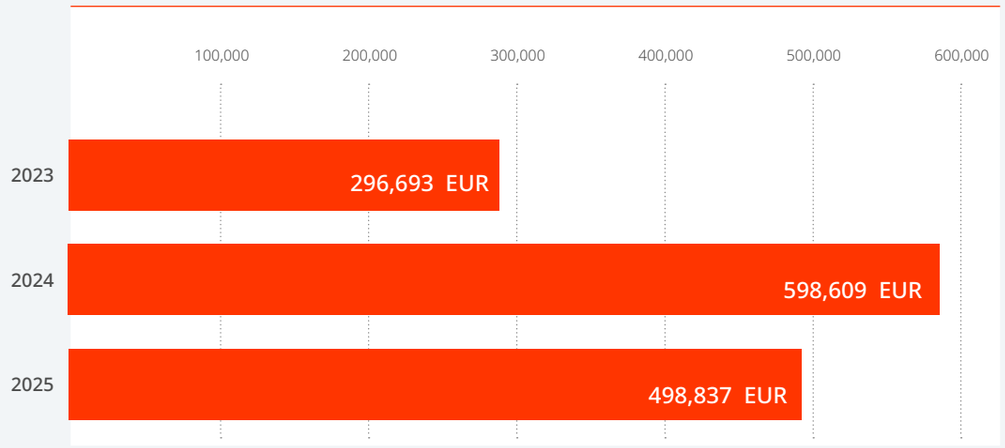
In EMEA, Doosan Bobcat develops and sells forklifts that comply with Stage V emission standards, minimizing exhaust emissions during product use. In the ALAO region, the Suzhou plant in China has doubled the oil change interval for engine and powertrain products, improving maintenance efficiency and reducing resource consumption and waste generation. The India plant has converted conventional BS IV engines to BS VI engines, which emit significantly lower levels of air pollutants, thereby reducing air emissions during the use phase.

METRICS & TARGETS

In line with our sustainable product strategy, Doosan Bobcat has established internal management indicators to systematically monitor related performance. First, in connection with our Product Innovation strategy, the product portfolio is managed to reflect the strategic directions of Future of Retail, Autonomy, Connectivity and Electrification, while at the same time discussing options for portfolio expansion. In addition, to strengthen product sustainability, Doosan Bobcat has selected indicators such as energy efficiency, volume of sustainable raw materials used, raw material efficiency and revenue from REMAN products, and manages performance against these metrics.

EMEA plans to establish quantitative and qualitative targets for sustainable products going forward, thereby proactively responding to disclosure requirements—such as the EU Corporate Sustainability Reporting Directive (CSRD)—and the expectations of stakeholders.

EMEA REMAN Product Revenue



HUMAN RIGHTS

GOVERNANCE

Human Rights Management System

Human Rights Governance

Under the leadership of the Chief Human Resources Officer (CHRO), Doosan Bobcat maintains a company-wide framework for managing human rights. The Global HR executive partners with HR executives in the NA, EMEA, and ALAO regions to examine human rights issues across the business and report regularly to the CHRO on key matters and the results of related initiatives.

CLO&CCO(Chief Legal Officer & Chief Compliance Officer) address and respond to matters regarding human rights management. HR and Legal & Compliance teams in each region monitor human rights management through employee engagement sessions.

STRATEGY

Human Rights Management Strategy

Human Rights Policy

We comply with Doosan's Code of Conduct and the Doosan Credo. We also adhere to global human rights standards such as the UN Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, and International Labor Organization's Declaration on Fundamental Principles and Rights at Work. We continuously strive to foster stakeholder confidence through a zero-tolerance policy for discrimination, forced labor, child labor, and other human rights violations, and by carrying out ethical and responsible corporate activities.

Doosan Bobcat's Human Rights Policy is grounded in the Group's human rights management policy and is implemented globally, with consideration given to local regulatory requirements and stakeholder expectations.

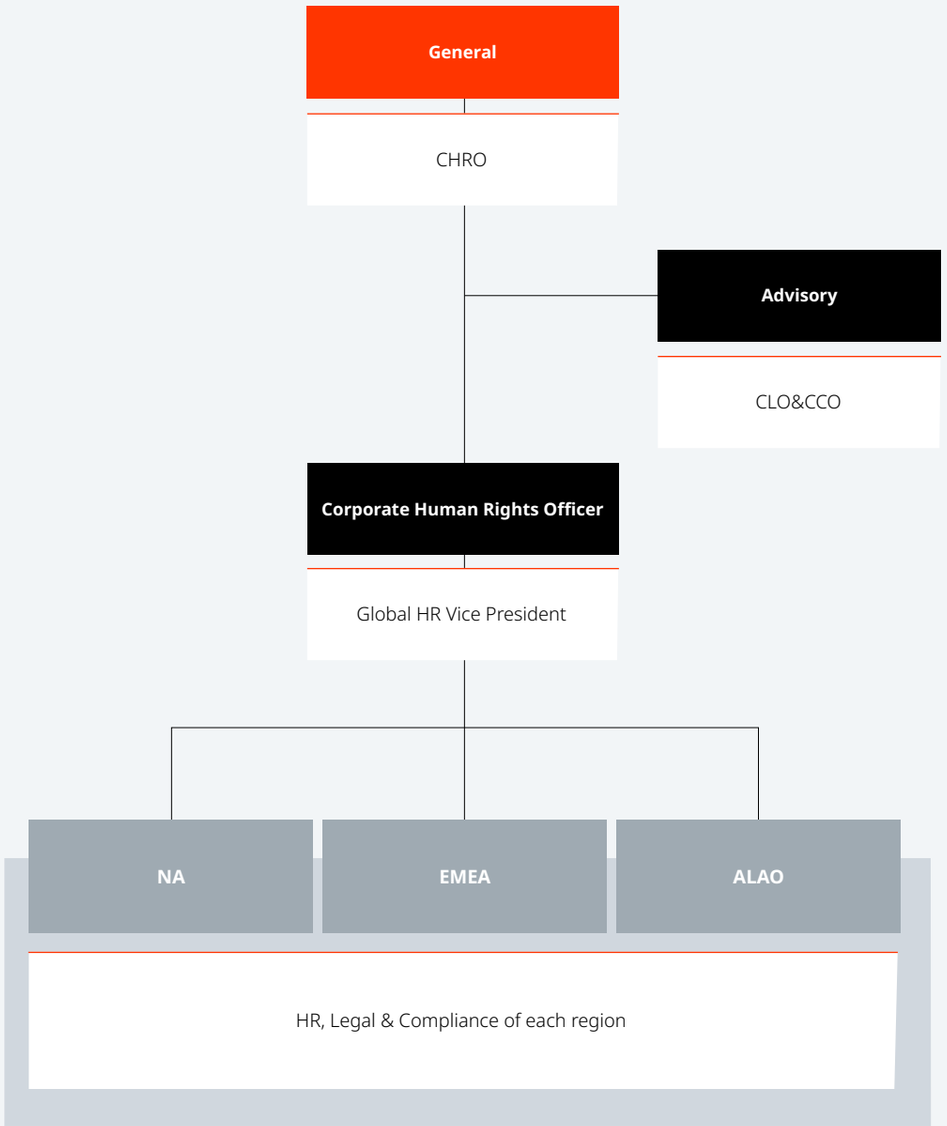
NA is an Equal Opportunity Employer, including individuals with disabilities and protected veterans. We offer equal opportunities to all individuals without regard to sex, age, race, color, religion, creed, citizenship status, national origin, disability, marital status, sexual orientation, gender identity, protected veteran status or any other status or characteristic protected by law. In the EMEA region, social aspects are governed by an overarching general HR policy that sets company-wide principles, supported by 13 detailed policies on specific topics including working conditions, adequate remuneration, anti-discrimination and anti-harassment, among others. In the ALAO region, the India operations maintain a separate policy that prohibits discrimination on the basis of gender, religion, caste, or language spoken.

Link to
Human Rights Policy

UN SDGs

SDG 3	Good Health and Well-being
SDG 5	Gender Equality
SDG 8	Decent Work and Economic Growth

Human Rights Management Governance



HUMAN RIGHTS

Human Rights Management Activities

Doosan Bobcat carries out annual human rights training based on the Code of Conduct to strengthen employees' awareness of human rights and to build a culture of respect. The Code of Conduct, which highlights the importance of human rights as a core value, explicitly prohibits any form of discrimination—whether based on gender, religion, disability, region of origin, or other characteristics—as well as the use of inappropriate language, including verbal abuse and sexual harassment.

Furthermore, Doosan Bobcat proactively reinforces all employees to consistently create a culture of mutual respect by requiring them to submit a Code of Conduct Pledge upon completion of the human rights training. In 2025, 96.5% of our workforce successfully completed the relevant training programs.

Labor Management Relations

Doosan Bobcat guarantees employees' freedom to form and join unions, supporting both their rights and working conditions. Labor unions are active mainly in key production sites in NA, EMEA (Czech Republic, France) and ALAO (Incheon, China). In 2025, Doosan Bobcat Korea's labor union membership rate stood at 85.7%, and all technical workers at Doosan Mottrol's Changwon site were union members.

Doosan Bobcat collaborates closely with labor unions in each region to discuss major labor-management matters and proactively communicates to resolve grievances and improve working conditions. We also honor the collective bargaining agreement signed with the labor union and hold quarterly labor–management meetings to proactively listen to and reflect employee feedback.

NA upholds the protection of workers' rights and provides a secure working environment by guaranteeing the right to collective bargaining and freedom of association. Through agreements with labor unions, NA works to bolster safety standards, enhance working environments, and prevent industrial accidents. Additionally, NA runs a joint labor-management council to continuously improve employment stability and minimize layoffs. In 2025, the Mexico Monterrey site supported employees' membership in FNSI (Federación Nacional de Sindicatos Independiente), a Mexican labor union federation, and is working toward a collective agreement. In 2026, the Gwinner site initiated collective bargaining with the United Steelworkers (USW), while the Bismarck site maintained its existing collective agreement with the USW.

The India site in the ALAO region held labor-management council and grievance committee meetings on a quarterly basis from 2024 to 2025, discussing issues related to working conditions and human rights. The site continues to maintain these consultation channels, including a grievance committee meeting in the first quarter of 2026. Separately, Doosan Bobcat Korea and Doosan Mottrol's Changwon site reached collective bargaining agreements on wages and collective agreements in September 2025.

Human Rights Training Program by Region

Region	Training Program
NA	Implementation of Code of Conduct training sessions and signing the Code of Conduct Pledge for new hires
	Introduction of Code of Conduct training at the Monterrey facility in Mexico
EMEA	Annual human rights-based Code of Conduct training (99.66% completion rate in 2025)
	Training participants signing the Code of Conduct Pledge
ALAO	Code of Conduct training provided for office and field employees at the India site (298 employees completed the training in 2025)
	POSH (Prevention of Sexual Harassment) training provided at the India site
	Ethics and compliance training for new hires at domestic sites and implementation of an ethics and compliance pledge
	Doosan Credo training for new hires at the India site and year-end online training
HQ	Completion of a Code of Conduct practice pledge for new hires and provision of online Code of Conduct training

HUMAN RIGHTS

Communication Between Labor and Management

Doosan Bobcat runs various communication channels, actively collecting employees' feedback and strengthening communication. At HQ, quarterly labor-management council meetings are held with management and employee representatives. They work together to deepen mutual understanding of the company's management strategies and actively solicit and consider employee feedback. Additionally, an Open Door Policy allows employees facing difficulties in communicating with their superiors to freely engage in discussions with the HR team and senior managers. Moreover, Doosan Bobcat collects employees' opinions through newsletters, bulletin boards, internal displays, etc. and proactively integrates this feedback into management activities.

CA(Change Agent) Activity

Doosan Bobcat collects employees' feedback on working processes and wellbeing based on the Change Agent (CA) System.

CA activities are employee-driven programs. They disseminate the company's management philosophy, including the Doosan Credo, within the organization and reinforce Doosan Bobcat's corporate culture. We proactively coordinate with the HR department to identify matters that require CEO decision-making based on the results of CA activities and develop and implement improvement tasks according to the CEO's final decision.

CA Program Workflow

Member Feedback Collection

- Listen to employee feedback on work practices and welfare, guided by the Credo and ICA (Innovation, Collaboration, Agility)

↓

Divisional Executive Meetings

Discuss actions for improvement in organizational culture

↓

HR-CA Meetings

- Share annual planning / mid-year review / annual activity
- Confirm CEO decisions

↓

Final Decision by the CEO (or Regional Head)

- Drive improvements through CEO decisions

CA Role

Category	Role	Specific activities
Active Listener	**Identify and gather issues related to organizational culture**	Listen to opinions on improving organizational culture and ways of working
		Hold monthly CA meetings by division
Org. Culture Facilitator	**Plan and execute initiatives to improve organizational culture and ways of working**	Support new-hire onboarding and serve as a buddy
		Facilitate networking and communication at the individual and organizational level by leveraging internal culture programs such as the Bobcat Salon
		Plan and deliver workshops
		Monitor the execution of divisional initiatives and survey follow-up items
Communicator	**Communicate to strengthen alignment with the company's direction and goals**	Share the company's direction, objectives, and leaders' aspirations for the organization with employees – across Business, HR, and ESG

2025 CA Highlights

Activity type	Key activities	Core objective	Key implementation methods
1 Active Listening	**Padlet, MS Forms, regular surveys, individual meetings, anonymous forums**	Collecting employee feedback	Anonymous and named surveys, 24/7 communication channel, 1-on-1 and small group meetings
2 Communication	**Sharing CEO meeting outcomes, executive reporting, and disseminating messages within the organization**	Disseminating messages on management and culture	Sharing summaries of CEO and executive remarks, and explaining policies and strategic direction
3 Culture Building	**Team building, cross-team lunches, workshops, and group activities**	Strengthening bonds and collaboration	Team and division-level events, AI-based group formation, and workshops
4 Onboarding & Growth	**New hire buddy, lunch chats, 1-on-1s**	Onboarding and integration support	Mentoring, lunch networking, and workplace Q&A
5 Learning & Improvement	**Agile training, expertise sharing, and ESG campaigns**	Improving ways of working	Training sessions, cross-functional knowledge sharing, and implementation of improvement ideas

HUMAN RIGHTS

RISK MANAGEMENT

Stakeholder Human Rights Protection

Doosan Bobcat runs grievance handling channels to safeguard the human rights of all stakeholders, including employees. We run a global hotline called EthicsPoint, enabling employees and external stakeholders to report breaches of laws and regulations, including human rights issues.

We have also established a Human Rights Protection Center. It is tasked with ongoing monitoring of compliance with human rights legislation and ethical codes, ensuring employee protection. Doosan Bobcat identifies violations of the Code of Conduct, related laws, and internal policies through the Whistle Blowing Center accessible to external stakeholders. We also cultivate a healthy reporting culture by maintaining strict confidentiality of the identities of internal whistleblowers and report content.

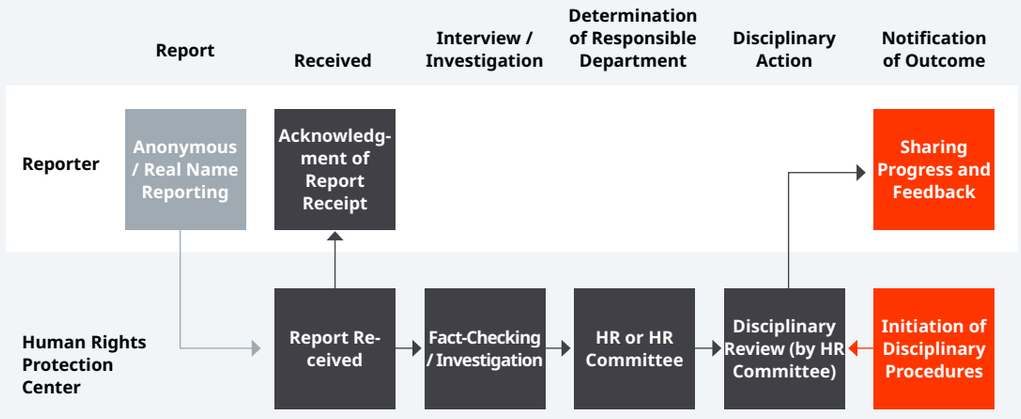
When cases are received through the grievance handling channels, Doosan Bobcat carries out investigations following fair and transparent procedures. All matters received in 2025 have been processed. Through our human rights due diligence, we identify key human rights risks and formulate and implement improvement measures for each risk area At the ALAO Incheon sites, the HR team identified potential risks of human rights violations within the sites and implemented measures to prevent actual violations.

METRICS & TARGETS

Human Rights Metrics and Targets Management

Doosan Bobcat strives to protect the human rights of stakeholders and minimize related negative issues. We monitor the status of human rights training programs, labor-management communication channels, and related events in each region. We also continuously track the number of human rights-related incidents reported through grievance handling channels.

Human Rights Due Diligence Process



Human Rights Training Indicators

Category	Unit	2023	2024	2025
Total Training Hours	Hours	1,494	1,857	2,319
Human Rights Training Hours per Person	Hours	3	3	3

Human Rights Grievances Indicators

Category		Unit	2023	2024	2025
Grievance filings by type	Harassment and Employee relations	Number	36	33	30
	Discrimination and Equal Opportunity	Number	32	24	21
Percent of grievances addressed		%	100	100	100

HUMAN CAPITAL

GOVERNANCE

Employee Development System

To manage employee development issues, Doosan Bobcat leverages collaboration between the Global HR team and regional HR teams, under the leadership of the CHRO. The Global HR team establishes the company's employee development strategies, while each regional HR team carries out HR-related tasks that reflect regional characteristics in alignment with this direction. Doosan Bobcat continuously fosters an environment in which employees across the company can develop their own competencies and proactively engage in their work through inter-regional collaboration.

STRATEGY

Employee Development Strategy

To strengthen the capabilities of employees and the organization based on the integration of ESG principles, Doosan Bobcat has established and runs an 'Employee Development Strategy'.
We are committed to discovering and evaluating talent that reflects the core values of 'Doosan People,' which are ① People ② Integrity and Transparency ③ Inhwa ④ Passion for Excellence ⑤ Social Responsibility. These values are fundamental to our HR management and approach to hiring, administration, development, and evaluation, actively guiding employee training and supporting continuous growth and development.

Employee Development Strategy

CASE STUDY

Global HR Workshop

To advance our global talent management strategy, Doosan Bobcat held a workshop to share key HR initiatives implemented across all regions, including headquarters. During the review of regional HR issues, we introduced the newly acquired Doosan Mottrol organization to enhance the alignment of the company-wide HR system. Participants also compared regional activities and focused on areas requiring consistent management across global operations.

The workshop focused on topics directly related to talent management, including changes in ESG guidelines and the enhancement of employee engagement surveys. Participants also reviewed the operational direction of the Specialist Track for nurturing technical talent, explored plans to strengthen the company-wide digital HR system, and discussed the potential of utilizing AI in HR.

Talent Recruitment

To attract talent aligned with the Doosan Group's 2G Strategy, Doosan Bobcat emphasizes the "Growth of People" and "Growth of Business," underpinning our belief in "Driving business success through the development and growth of our people". We are dedicated to offering equal opportunities to all individuals, regardless of race, gender, age, and disability or any other legally protected status. In 2025, we integrated our country-specific recruitment platforms and introduced multilingual support, creating an environment that enables us to attract top talent beyond national boundaries.

Link to
Global Recruitment Platform

HUMAN CAPITAL

Capacity Building

Doosan Bobcat fosters an organizational culture in which all employees can fully realize their potential and grow, based on the talent attraction, development, and retention principles set out in the Doosan Group's Credo.
Guided by Doosan Credo, which outlines principles for identifying, nurturing, and retaining talent, Doosan Bobcat fosters a culture where every employee has the opportunity to reach their full potential. Doosan Bobcat HQ runs various programs aligned with five key directions: Leadership, Organizational Development, Global, Professional, and Learning Culture.

Capacity Building Programs

Doosan Bobcat supports all employees in developing competencies adapted to their roles and positions. We provide customized competency development programs tailored to each level, from new employees to leadership roles, along with business and communication training programs designed to enhance job competencies.

Doosan Bobcat Employee Development Strategy and Objectives[1)]

Approach		Goal
Leadership	Foster authentic leaders	· **Understand generations and cultivate soft skills** for **authentic leadership**
Organizational Development	Enhance engagement through proactive communication & collaboration	· **Build relationships** to proactively communicate and collaborate · Support the **soft-landing of new hires**
Global	Support the enhancement of global communication competency	· **Enhance global competency** by acquiring **language proficiency and global business skills**
Professional	Upskill Job Competencies for High Performance	· **Improve basic competencies** and **support self-directed learning** with always-on learning
Learning Culture	Build a positive learning culture	· **Build a positive learning culture** where employees actively participate in required training and self-enrichment

1) Regional goals and programs are developed and implemented based on local characteristics.

Leadership | Doosan Bobcat provides leadership training for team leaders based on the results of its multi-rater leadership assessments and current leadership trends. In July 2025, we conducted one-on-one feedback training for team leaders at Doosan Mottrol. In November, we also provided leadership training on empowering and talent development for team leaders at HQ and in the ALAO region, helping strengthen the capabilities required of effective team leaders.

The NA region runs an annual leadership development program for newly appointed managers. Following their appointment, new managers are required to complete a mandatory training curriculum within a set period to deepen their understanding of managerial responsibilities and enhance their leadership capabilities. In 2025, the program had 53 participants. To further support inclusive leadership development, the NA region also offers the "Legacy Builder" program, which enables employees to develop into leaders and demonstrate their full potential regardless of gender, race, or other attributes. Through networking opportunities, educational sessions, and experiential activities, the program helps cultivate the next generation of leaders while strengthening leadership capabilities across the organization. In 2025, 14 future leaders participated. Beyond these programs, the NA region provides a variety of training courses on productivity improvement, team leadership, communication skills, project management, and more. In 2025, a total of 759 employees participated in these training initiatives.

In the EMEA region, Doosan Bobcat offers training programs to develop leadership, collaboration, innovation, communication, and execution skills. In 2025, internal and external training programs were delivered in line with the L&D (Learning & Development) guidebook. In total, 291 employees joined 33 external training programs, and 178 employees participated in 12 internal training programs. The region also ran a four-module leadership program for managers, with 244 employees participating across 56 sessions.

The ALAO region runs annual "Ways of Working Improvement" sessions at both team and department levels. As part of the People session, department heads present areas where improvements are needed, and the resulting action items are implemented by the end of the year. The region also offers dedicated leadership sessions for executives and regional leaders to set out the key principles that guide its ways of working. At the India site, an advanced leadership course has been offered since 2024 to further develop the leadership team's capabilities. The site also provides training for new leaders on leadership skills and the significance of leadership as part of its efforts to cultivate next-generation leaders. In July 2025, one-on-one feedback training was provided to team leaders at Doosan Mottrol. In November, HQ and ALAO team leaders took part in leadership training on "Empowerment and Talent Development" designed to help strengthen the competencies required of team leaders.

HUMAN CAPITAL

Organizational Development | Doosan Bobcat operates onboarding and orientation programs to help new employees gain a deeper understanding of the company. We also produce and distribute a "New Joiner Welcome Guide & Kit" to facilitate quicker adaptation for new employees and hold celebratory events for those who have reached their first anniversary. In addition, Doosan Bobcat HQ runs leisure and daily life participation programs to enhance employees' organizational commitment.

Since 2024, Doosan Bobcat has been conducting special lectures by guest speakers twice a year to improve employees' business insights. In July 2025, a lecture was held on employee health and well-being, followed by a lecture in January 2026 on changing trends in the AI era and related business insights.

In addition, Doosan Bobcat newly introduced the "Team Lab." program in 2025, which is an Organizational Development (OD) program designed to strengthen team-level organizational capabilities. Based on an analysis of each team's development stage and current status, the program provides tailored solutions to support stronger collaboration both within and across teams, while fostering a healthy team culture.

Global | Doosan Bobcat continues to operate practical, work-oriented global communication training programs to strengthen employees' global business capabilities. Through the "Effective Business Course," which is designed to enhance English email writing and presentation skills, we support employees in improving their capabilities for global business execution. In 2025, Doosan Bobcat also newly introduced "Speak," an AI-powered English learning tool, with approximately 1,000 employees participating in the program.

Invited Lecture for Employees and Executives

Professional | Doosan Bobcat continues to operate internal strategy courses to enhance employees' understanding of products and the business, along with basic training to improve job-specific competencies. Through "Strategy 101," which covers strategy development and strategic communication, "Finance 101," which focuses on financial understanding such as financial statement analysis and cash flow, and the product experience-based "Mini-Boot Camp," we support employees in strengthening their overall business understanding and practical capabilities.

In addition, Doosan Bobcat newly developed a Business Communication Skill course tailored to the company to enhance common competencies such as reporting and communication, based on interviews with leaders and employees and collaboration with external experts. In 2026, we plan to internalize and expand the course by selecting internal instructors, thereby supporting employees in proactively creating performance outcomes.

Furthermore, to strengthen employees' basic DX capabilities, Doosan Bobcat has been operating Data Literacy training focused on Excel, data analysis, and Power BI since 2023. In the second half of 2025, we established an AI training framework based on a five-level AI competency model and operated the "AI Literacy Basic" course. In 2026, we plan to introduce the "AI Literacy Intermediate" course, focusing on practical AI application and automation.

Learning Culture | To encourage employees' voluntary participation in learning opportunities, Doosan Bobcat produces and distributes a training catalog that outlines the objectives, key content, and schedules of its programs. We also share employee participation stories and program updates through our internal portal to increase interest and engagement in training. In addition, Doosan Bobcat has systematized its training operation processes and attendance criteria to ensure stable and consistent program delivery. To accommodate employees working from remote locations, we provide online access to training sessions and has established ground rules for course participation

Unified Organizational Culture | Following the acquisition of Doosan Mottrol in October 2024, Doosan Bobcat integrated HR systems and provided PMI (Post-Merger Integration) training for employees to support a smooth institutional and cultural integration. In January 2025, we conducted training for Doosan Mottrol executives and team leaders to deepen their understanding of Doosan Group and Doosan Bobcat. In February 2025, Doosan Bobcat carried out activities for all employees to enhance their understanding of the Doosan Credo and the company's business.

HUMAN CAPITAL

Evaluation and Compensation

Doosan Bobcat conducts fair evaluation of employee performance and competency based on the Management by Objectives (MBO) framework and the Doosan Competency Model (DCM). We provide fair and competitive compensation and remuneration.

Doosan Bobcat conducts MBO evaluations in connection with the company's business strategy. Employees set their goals annually and are evaluated based on their achievement of those goals. The evaluation results serve as a basis for performance bonus calculations and as a foundation for setting a direction for individual growth. Doosan Bobcat incorporate ESG KPIs in the MBO evaluations of global executives and their departments to enhance the company's ESG capabilities.

Doosan Bobcat also applies the DCM framework to conduct detailed assessments of each employee's role and job responsibilities. In addition, the company establishes individual Development Plans (DPs) and provides tailored training opportunities based on the level of progress made against each plan. Each region establishes succession plans for executives and team leaders and builds a Talent Pool through the Region People Session Process, supporting employees in strengthening their capabilities based on their Development Plans (DPs). At the headquarters level, Doosan Bobcat also discusses succession plans for all executive positions annually through the Corporate-level People Session Process.

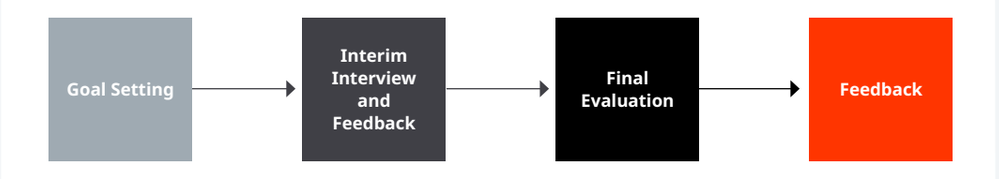
Since 2024, Doosan Bobcat headquarters and the Incheon site in the ALAO region have fully revamped the employee Promotion Session for Korean employees, which had previously been conducted through discussions among leaders, and now operate it as a Development Session. Employees who wish to be considered for promotion participate in the session by submitting a job description, after which promotion decisions are made based on multi-rater feedback from colleagues, as well as interviews with job experts and leaders. In addition, individual development areas identified through the session are reflected in each employee's Development Plan (DP), regardless of promotion results, supporting employees' self-directed capability development. Since 2025, the process has also been expanded to Doosan Mottrol.

In addition, since 2023, Doosan Bobcat has conducted multi-rater leadership assessments for executives and team leaders at its Korean sites. Based on the assessment results, leaders are encouraged to reflect on their leadership and establish a Leadership Development Plan (LDP) using feedback from their team members. In 2025, the multi-rater assessment was conducted for incumbent leaders, including 25 at headquarters, 33 in the ALAO region, and 21 at Mottrol.

Following the introduction of the Development Session, Doosan Bobcat has also reviewed whether leaders have contributed to change management. For leaders undergoing reassessment in their third year, the company examines behavioral changes made since the previous assessment, thereby contributing to the establishment of a positive organizational culture. Since January 2025, Doosan Bobcat has also been carrying out a global project to meet regional and country-level requirements for pay transparency and equity.

In the NA region, Doosan Bobcat has established a Total Rewards Package to support employee growth and performance creation. Based on this package, the company provides rewards aligned with organizational goals and employee performance. In addition, Doosan Bobcat continues to enhance its Annual Compensation Review process for Professional employees, striving to provide more reasonable and competitive compensation for this employee group.

MBO Evaluation Process



- Set individual MBO goal linked to business strategy and department goals
- Check on progress against career objectives
- Discuss goal adjustments and improvement directions when necessary
- Review the progress of achieving MBO goals
- Conduct evidence-based performance evaluations
- Establish performance, promotion, and career development plans based on evaluation results
- Provide feedback to enhance future work capabilities

HUMAN CAPITAL

Organizational Culture

Creating an Environment for Employee Engagement

Doosan Bobcat fosters a work environment where employees can fully engage in their work, based on an integrated and horizontal organizational culture. Following the acquisition of Doosan Mottrol, we reorganized our HR systems across the organization. In February 2025, Doosan Bobcat conducted training for all employees on the revised HR system, the Doosan Credo, and the company's overall business.

Doosan Bobcat also operates a simplified job title system consisting of two levels: Associate and Senior Manager[1]. In addition, we promote a horizontal organizational culture by collecting opinions from employees across various levels through multi-rater assessments and employee Focus Group Interviews.

Recently, Doosan Bobcat introduced a flexible working hour system and childbirth and childcare support programs and revised its employment rules accordingly. We also operate the "Childcare Leave Supporters" program, which provides financial support to team members of employees who take childcare leave for six months or longer, helping create an environment where employees can use childcare leave more freely.

Furthermore, we actively support employees in balancing work and family life through various programs, including congratulatory gifts for pregnancy, childcare leave incentives, emergency childcare services, and childcare subsidies. In recognition of these efforts, we obtained the Family-Friendly Company Certification from South Korea's Ministry of Gender Equality and Family in December 2023 and have continued to maintain and strengthen related programs since then.

Employee Wellness Program

Doosan Bobcat runs various wellness programs to ensure employees can work in a safe work environment that enables full employee engagement. Each region adapts its wellness programs to its unique characteristics, factoring in the specific needs of our employees.

Great Place to Work Certification

Great Place To Work. Certified DEC 2024-DEC 2025 UAE

Best Workplaces™ for Women Great Place To Work. GCC 2025

2025 Credo Award Results

Category	Evaluation Criteria	No. of Winning Teams/ Projects
Strong Competitive Edge Award	Competitiveness, technological innovation, intellectual property (patents, copyrights, etc.), and contribution to business growth	3
Advanced Processes and Systems Award	Business performance, operational efficiency improvements (processes, systems, etc.), and mid- to long-term contributions to ESG and organizational culture	6
Core Values Award	Credo Value Practice (Integrity, Transparency, Inhwa, etc.)	3

Employee Wellness Program [2]

Category	Program Composition	
Health and Wellness	· Healthy Blue (Wellness program) · Telehealth (Remote Diagnosis and Treatment) · Dental & Vision Benefits · 'DooHug' Mental Wellness Program · Life and Accidental Death and Dismemberment (AD&D) & Group Insurance · Medical Expenses Support · Extended Medical Leave (EML) · Regular Yoga Program	· Wellness Benefits · Financial Wellness · Voluntary Benefits (Auto & Home Insurance, Legal Plan, etc.) · Fitness Center, GX / Pilates Programs · Remote Office System · "BCBSND.me" Healthcare Service App · Medical Consultation Program
Family-friendly Policies	· Paid Parental Leave · Day Care Center, Nursing Room · Children's Tuition Scholarship Program & Employee Tuition Reimbursement · Vacation, Holiday, Sick, Military, Bereavement and Funeral Leave	· Hybrid / Flexible Work Hours · Emergency Childcare Services · Parental Leave Support Grant
Employee Support Program	· Employee Engagement & Lifecycle Survey[3] · Production PM & Incentive Program[4] · Confidential Emotional Support · Work / Life Balance Support System	· Legal Consultation · Financial Counseling Program · 24/7 Online Support
Recreational Program	· Overseas Backpacking Trip for Leisure / Refresh · Summer Vacation Expenses	· Discount for the Affiliated Resorts · Supporting Club Activities
Others	· Employee Equipment Purchase Program · Equipment Rental Program	· Identity Theft Program

1) Job titles vary by region
2) Employee welfare programs are tailored to each region, with additional region-specific initiatives beyond those listed below
3) Tracking employee experience and driving culture improvement initiatives through onboarding, employment, and off-boarding lifecycle surveys, as well as employee engagement surveys
4) Enhancing employee motivation through preventive maintenance (PM) activities and performance-based incentive systems

HUMAN CAPITAL

RISK MANAGEMENT

Global Employee Engagement Survey

Doosan Bobcat collects a wide range of employee feedback through the Global Employee Engagement Survey to identify risks related to the work environment and implement improvement initiatives.

In 2025, Doosan Bobcat conducted a survey of a total of 4,308 employees, with 84% responding. This represents a 3%p increase in the response rate compared to the previous year. Since 2022, the response rate has continued to rise steadily by around 3%p annually. In addition, the overall positive response rate was 68%, and employee engagement was measured at 76%.

2025 Employee Engagement Survey Results

84% Participation Rate

68% Positive Response Rate

76% Engagement Result

Doosan Bobcat has also introduced an AI-based analytics tool to enhance the usability of the Global Employee Engagement Survey results and improve analytical efficiency. Through this tool, we conduct in-depth analysis of survey results, identify key issues, and support the development of action plans, thereby strengthening insight-driven activities to improve employee engagement.

Doosan Bobcat carries out activities every year to enhance employee engagement based on the results of the engagement survey. In addition, the company selects three key themes based on the assessment results and promotes related activities.

Furthermore, the ALAO India site conducts an additional satisfaction survey that reflects regional characteristics. Based on the survey results, the site implements activities to improve employees' working environment.

Employee Engagement Activities

Provide Better Employee Experience	Promote More Proactive Communication	Innovation at Work
· Enhance leadership skills through leadership courses such as coaching and improvement management · Review HR policies including compensation and benefits · Support human resource management and organizational restructuring · Strengthen communication related to corporate vision and strategy	· Improve communication strategies for effective dialogue · Strengthen communication related to corporate vision and strategy · Continually share strategic direction through regular webinars among leaders · Implement programs to promote collaboration and communication between departments	· Strengthen leaders' improvement management capabilities through improvement management leadership training · Support decision-making through the introduction of a project portfolio prioritization process · Develop and implement improvement plans by team/department based on employee engagement survey results

METRICS & TARGETS

Based on the talent management strategy, Doosan Bobcat has established and is implementing objectives related to four key themes. Additionally, the Global Human Resources Information System (HRIS) is used to manage employee-related data and monitor the progress of our talent management strategy.

Employee Headcount

Category		Unit	2023	2024	2025
Total Number of Employees		Persons	9,879	9,621	9,846
By Region	**NA**	Persons	5,636	5,139	5,246
	EMEA	Persons	2,534	2,481	2,413
	ALAO	Persons	1,569	1,843	2,187
Total Number of new employees hired		Persons	1,768	911	1,020

Talent Development [1)]

Category	Unit	2023	2024	2025
Total Training Hours	Hours	201,559	159,010	176,982
Average Training Hours per Employee	Hours	21	17	20
Percentage of total employees who received a regular performance and career development review	%	100	100	100

1) 2023–2024 training hours and average hours per employee were revised due to aggregation errors in training course unit hours

Employee Development Strategy Goals

Four Themes of Employee Development Strategy	Key Objectives
Improve Employee Experience	Conduct employee satisfaction surveys and implement improvement activities based on survey results
	Foster an organizational culture of innovation and collaboration
Strengthen Organizational Capability	Enhance business capability and leadership
	Expand training programs for employee development
Advance HR Operational Efficiency	Ensure the stable operation of the global cloud-based HRIS and establish a robust data and systems foundation to prepare for AI-enabled change.
Strengthen ESG Responsibility to Advance Better Tomorrow	Raise employee awareness on the importance of ESG
	Promote ESG-related activities such as community engagement and creating a safe working environment

PEOPLE FIRST

GOVERNANCE

People First Governance

Doosan Bobcat, led by the Chief Human Resources Officer (CHRO), has established a company-wide operating framework aligned with our People First initiative. Under the overall direction of the CHRO, HR managers in each region develop People First strategies that reflect the local workforce profile and business environment and drive related activities.

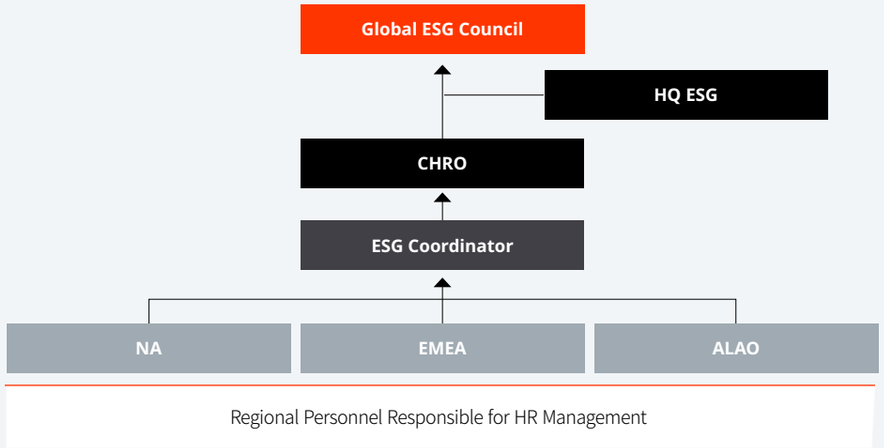
The CHRO reviews the status of People First initiatives on a semiannual basis and consolidates key activities from regional HR organizations and shares them with ESG coordinators. The ESG coordinators, in turn, communicate relevant agenda items to the HQ ESG team and the Global ESG Committee.

STRATEGY

People First Strategy

To reinforce our People First culture, Doosan Bobcat has defined three core pillars: Diverse People, Equitable Opportunity and Inclusive Culture.

People First Governance Framework



People First Strategy

PEOPLE FIRST

People First Management

People First Training

Doosan Bobcat provides company-wide online training each year on topics such as disability awareness, prevention of sexual harassment and workplace bullying, and non-discrimination to enhance employees' understanding of People First. These programs are complemented by additional training tailored to the specific context of each region.

In the EMEA region, employees participated in training on communication methods tailored to diverse cultural backgrounds under the theme of "cultural differences," with related content, such as unconscious bias training, continuously available online.

People First Activities by Region

In December 2024, the EMEA region launched the "WeDo (Women Empowerment @ Doosan)" initiative to enhance the capabilities and career development of female employees and foster a more inclusive organizational culture. In 2025, a wide range of activities were carried out across EMEA, including mentoring programs, leadership development workshops, site-level networking events, and participation in external women's leadership conferences. In 2026, EMEA established a formal Employee Resource Group structure and has continued to promote initiatives aimed at empowering female employees and expanding their leadership opportunities.

In June 2025, the Dobris site also hosted "Girl's Day," an educational program designed to support female students from nearby communities in developing as next-generation leaders. In addition, the site held an "EmpowerMENt" workshop to promote the well-being and mental health of male employees.

To proactively prepare for the EU Pay Transparency Directive, which is scheduled to take effect in 2026, EMEA conducted an analysis of pay gaps by gender and country and is developing strategies to ensure compliance with the directive.

ALAO launched a project to strengthen welfare programs in order to improve the working environment for female employees. In 2025, the Korea operations introduced new schemes to support work–life balance for female employees with family responsibilities. The duration of parental leave and spousal maternity leave was extended beyond statutory requirements, and financial support programs such as childbirth bonuses, parental-leave allowances, and childcare subsidies were improved. In addition, since 2023, the Incheon site has employed baristas with disabilities at its on-site café to promote increased employment and independence for people with disabilities. As of 2026, the site has hired an additional five in-house artists with significant disabilities, thereby continuously expanding employment opportunities for underrepresented groups.

RISK MANAGEMENT

People First Risk Management

The EMEA region operates a phased process to effectively manage risks and opportunities related to its People First strategy. First, it systematically collects employee feedback through the Employee Engagement Survey and uses the resulting data to identify key risks from a People First perspective.

The identified issues are then prioritized through an internal review process, and where an issue is deemed to pose a risk, mitigation measures are promptly developed. To strengthen execution, the region also allocates budgets for People First programs and, where necessary, collaborates with external experts and organizations.

In addition, all ongoing initiatives are continuously monitored using employee feedback, on-site reviews, and performance indicators. Regular impact assessments are then conducted to determine whether each measure has been effective, and the results are actively reflected in future improvements to the People First action plans.

METRICS & TARGETS

Doosan Bobcat selected People First as one of our core ESG focus areas, establishing and managing internal goals over the mid- to long-term. We also share best practices by region through workshops and support activities to achieve goals in each region that align with global strategies and directions.

People First Metrics

Category			2023	2024	2025
By Job Title	Top management positions (Registered executives)	Total	57	67	**74**
		Male	53	63	**69**
		Female	4	4	**5**
	Middle management positions	Total	1,566	1,720	**363**
		Male	1,315	1,431	**323**
		Female	251	289	**40**
	Junior management positions	Total	1,940	2,206	**1,588**
		Male	1,415	1,570	**1,281**
		Female	525	636	**307**
By Job Title	White-collar[1]	Total	4,506	4,850	**4,677**
		Male	3,361	3,625	**3,500**
		Female	1,145	1,225	**1,175**
	Blue-collar[1]	Total	5,373	4,771	**4,651**
		Male	4,457	4,017	**3,937**
		Female	916	754	**713**
Disabilities	Total number of employees with disabilities		6	12	**16**
	Percentage of employees with disabilities (%)		0.06	0.12	**0.16**

1) Figures may differ from the total due to employees at overseas sites who chose not to disclose personal information, including gender and age.

HEALTH AND SAFETY

GOVERNANCE

Health and Safety Management System

Health and Safety Governance Structure

Doosan Bobcat operates a systematic safety and health management system. Led by the Chief Safety and Health Officer (CSHO), the company not only respond to Korea's Serious Accidents Punishment Act but also carry out safety-related tasks such as accident prevention and response, and management of the EHS (Environment, Health & Safety) system. In addition, each region deploys dedicated EHS organizations or managers to promote safety and health activities tailored to regional characteristics.

The EHS organization in EMEA leads the implementation of the company-wide safety and health management framework. The region continues to strengthens its system through regular monthly meetings between the ESG and EHS departments and through consultative bodies such as the Social Sustainability Committee. In EMEA, regional leaders and ESG coordinators set the overall vision and operating principles for health and safety management. At the site level, EHS managers use the PDCA approach to systematically oversee compliance inspections and incident management. Major KPIs and implementation progress are shared and reviewed with regional leadership each month during the MOR meeting. Frontline Supervisors monitor safety and health issues arising in the field and manage employee participation activities. For non-production sites, Health & Safety Ambassadors are designated to ensure compliance with safety and health regulations, conduct emergency response drills, and manage related data.

In the ALAO region, the Incheon site operates an Industrial Safety and Health Committee on a quarterly basis in accordance with the Korean Industrial Safety and Health Act. In addition, the site maintains a voluntary safety management system by holding monthly joint labor-management inspections to discuss and decide on major safety and health issues.

STRATEGY

Health and Safety Strategy

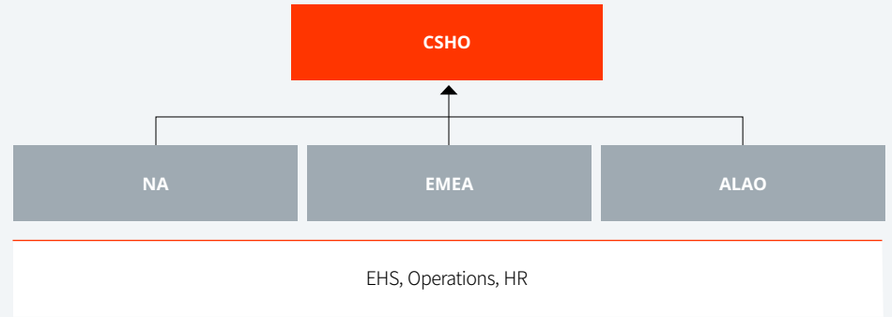
Analysis of Health and Safety Risks and Opportunities

Doosan Bobcat identified potential financial impacts by reviewing risk and opportunity factors related to occupational health and safety. In particular, we assessed risks and opportunities that could occur across the value chain and analyzed both the potential financial impact of each factor and the anticipated timing of those impacts.

Health and Safety Strategy

Doosan Bobcat advances company-wide health and safety management activities through the Proud Workplace strategy, which integrates health and safety as part of our global ESG strategy.

Health and Safety Governance Structure



Analysis of Health and Safety Risks and Opportunities

Driver	Potential Financial Impact: Category	Potential Financial Impact: Financial Impact Pathway	Value Chain Stage	Period[1]
Strengthening and expansion of global occupational health and safety regulations	Risk	Imposition of fines and penalties due to regulatory violations; criminal liability, litigation, and compensation costs in the event of serious accidents	Own Operations	Medium- to long-term
Increasing legislation on supply chain occupational health and safety responsibilities	Risk	Additional costs for supplier due diligence, training, and monitoring; legal liability and compensation costs for the principal contractor in the event of serious accidents at suppliers	Upstream	Medium- to long-term
Accelerated adoption of smart safety management technologies	Risk	Initial capital expenditures, system implementation, and maintenance costs; costs for EHS personnel retraining and early replacement of existing equipment	Own Operations	Short- to medium-term
	Opportunity	Reduction in accident risks and associated costs by upgrading the health and safety management system through the implementation of a smart safety management system	Own Operations	Short- to medium-term

1) Impact by time horizon: Short-term (within 1 year), Medium-term (1 to 5 years), Long-term (over 5 years)

HEALTH AND SAFETY

Health and Safety Management Activities

Health and Safety Training and Drills | Doosan Bobcat runs educational programs to ensure employee safety with a focus on prevention and to heighten awareness of health and safety. An EHS orientation program is provided for new employees at all business sites, while separate safety training is delivered for newly appointed site managers. Additionally, job-specific programs are conducted to provide instruction on job hazard analysis and work protocols.

In NA, Occupational Safety and Health Administration (OSHA) training is mandatory for new hires. Quarterly EHS training is conducted both online and offline. The attendance rate for these training sessions is included into the MBO KPI for the training department, promoting increased employee engagement. Furthermore, NA consistently holds events such as Safety Week, Health Fairs, and distribution of safety promotional materials to cultivate a corporate safety culture.

In the EMEA region, health and safety training is provided to all new production employees as part of the TQM (Total Quality Management) Academy, a one-week intensive program. At the Dobris site, all employees are required to complete safety training on their first day of work. In accordance with legal requirements, the training is renewed every two years, and completion status is closely monitored. After employees are assigned to their roles, additional safety training is provided on the specific risks and hazards associated with their work. Further training and certification support are also offered based on job requirements and applicable legal obligations.

In 2025, the region piloted a quarterly H&S newsletter. Since 2026, it has been sharing a wide range of safety culture knowledge with employees through quizzes and interactive programs. In addition, the EMEA region conducts various health and safety training activities, including mental health webinars and safety onboarding training for new hires.

The ALAO region's Incheon site held a public-private joint drill simulating a factory fire. In 2025, Suzhou site employees received 21.5 hours of occupational health and safety training per person, while the India site delivered a total of 29 safety and health training programs.

Health and Safety Management by Region | Doosan Bobcat provides global direction and standards for occupational health and safety through the Health & Safety module within the Doosan Bobcat Production System (DBPS), and each site implements and operates them in accordance with local characteristics and regulations. A global risk-assessment standard enables us to manage hazards in a structured way across manufacturing lines, warehouses, logistics operations and office environments. These standards and related best practices are uploaded to the DBPS portal so that every site can access, share and apply them. At the same time, each site runs its own health and safety programs tailored to local operating conditions, helping to make our safety management more practical and effective on the ground.

NA runs the Velocity EHS Program, a software tool that offers functions such as risk assessment, incident reporting, and site monitoring, supporting sites to carry out EHS-related duties more efficiently. To enhance employee safety awareness and promote health and safety activities based on employee participation, NA delivers safety-related content through various channels, such as bulletin boards and TVs within the workplace. Safety Point Contact Meetings and Safety Steering Committees (SSC) are also held to facilitate communication related to health and safety. In addition, NA shares information on best practices in safety measures across sites, thereby enhancing the overall level of safety management within the organization.

To build a secure working environment for employees, EMEA has set up five essential focus areas for safety and health, defining specific activities for each area.

Health and Safety Training Programs

New Hire Orientation
- General safety education and site-specific EHS training

Post-employment Support programs
- 60-day monitoring and risk prevention support for new hires

EHS Compliance Training
- OSHA and EHS compliance program training

New Management/ Supervisor Safety Training
- Management/supervisor role in safety and task hazard analysis, incident reporting and investigation, risk prevention and control

Incident Prevention Workshop
- Quarterly leader workshops for executives, field leaders, and key partners
- Develop accident prevention action plans
- Safety accident monitoring management

Customized Programs by Job Function
- Crane operations safety training
- Chemical representative training

EMEA's Health&Safety Strategy

Vision

"One EMEA-One Safety Culture : where very employee, contractor, and leader takes ownership of health and safety, ensuring that safe work is the only way we work."

Mission

To build a proactive, visible, and consistent Health & Safety culture across all EMEA sites by aligning leadership, processes, and people making safety a core business value, not a priority that shifts.

Focus Areas

Improve Learning & Build "Safe Community"	Unify & Synchronize EMEA Standards	Empower People & Competence	Strengthen Leadership & Culture	Drive Continous Improvement

HEALTH AND SAFETY

EMEA also collects and manages health and safety data in accordance with applicable international regulations and initiatives. In particular, the Dobříš site regularly monitors workplace health and safety conditions against legal requirements and analyzes the results to develop improvement plans. Safety incidents are recorded in an internal database, and preventive measures are reinforced through root cause analysis (RCA) of each incident and long-term statistical analysis. In addition, the site advances its health and safety activities in collaboration with emergency response agencies, such as local fire departments and community NGOs. In addition, the Czech site operates a near-miss reporting system and a workplace improvement program, with plans to gradually expand the scope to non-production sites from 2026 to 2028.

At the Dobříš site, key workplace hazards are systematically reduced in line with the Annual Operating Plan (AOP) to enhance occupational health and safety levels. The site continues to implement improvement initiatives across training, equipment and the working environment to protect workers' safety and health, while progressively increasing facility investments to effectively reduce on-site risks.

The ALAO Incheon site has launched a Mobile EHS Program leveraging QR codes. Mobile-based training is delivered to internal employees, and the educational content is enhanced based on feedback from understanding and satisfaction surveys of the program. Additionally, when external stakeholders visit the site, QR codes are used to guide them through internal EHS policies and safety protocols, along with a process for distributing and collecting compliance pledges. In addition, the Incheon site is continuously promoting on-site improvement activities, including enhancing equipment safety across the facility, improving welding work environments, and eliminating risk factors in logistics and frame operations.

Furthermore, Doosan Mottrol provides experiential occupational health and safety training for supervisors and offers VR-based training for technical staff. The site also systematically advances accident-prevention activities on site by analyzing past internal safety incidents and issuing monthly safety alerts based on these findings.

Health and Safety Incident Management

Doosan Bobcat executes an incident management procedure to reduce harm to employees in the event of safety and health incidents occurring at the workplace.

In NA, an incident management program has been launched across all sites to set up a system for the immediate reporting of incidents and potential hazards, such as near misses. In the event of an incident, the program involves determining the cause, carrying out follow-up actions, and completing incident closure procedures.

In EMEA, the Dobříš site also has a rapid incident response procedure, and a system is being set up to examine causes and ensure that suitable corrective and preventive actions are developed through thorough investigations. A standardized incident report and incident recording system based on the QRIC Methodology[1] is developed to oversee and document all procedures. In addition, site managers assess each incident to prevent recurrence. Managers, supervisors, and leaders actively work to address incidents within their scope of responsibility.

The ALAO Incheon site executes standard procedures according to the severity of incidents and takes actions based on incident investigations to prevent recurrence.

1) Rapid response procedure in the event of an incident is based on the 8D QRQC (8 Disciplines Quick Response Quality Control)

Health and Safety Risk Mitigation Activities at the EMEA Dobříš Site

Category	Details of Health and Safety Activities
Health and Safety Training	Operation of safety training programs
	Implementation of LOTO (Lock-Out, Tag-Out) system and provision of related training to employees
Equipment and Facility Improvements	Equipment improvements to reduce noise and vibration
	Upgrade of fume extraction and filter systems for welding operations
	Enhanced safety in machinery and work environments
	Advanced installation of harmful substance vapor emission reduction equipment
Work Environment Improvements	Improvements to workplace ergonomics
	Replacement of equipment to improve air quality and heating/cooling environments
	Reinforcement of fire prevention through upgrades to exhaust systems and safety facilities
	Installation of stormwater drainage and oil traps to reduce complex environmental risks
	Improvement of material storage and workflow in painting and welding operations

Workplace EHS Incident Management Procedure

Procedure	Representative	Key Response Activities
Incident Intake/ Initial Reporting	Emergency Response Leadership	Run an emergency response program
	EHS Manager	Submit an incident initial report
Investigations	Health and Safety Department	Investigate the root cause
	Product Manager	Inspect corrective actions and approve changes based on findings
Corrective Action	EHS Manager	Monitor for investigation findings and subsequent corrective actions
	Relevant Departments	Implement emergency handling and recovery
Final Review		Safety checks; Department monthly meetings; Monthly checkup of KPIs; Meetings with employees

HEALTH AND SAFETY

RISK MANAGEMENT

Health and Safety Risk Management

ISO 45001

By predicting and preventing potential hazards within the workplace through health and safety management system certifications, Doosan Bobcat systematically manages organizational health and safety. Major sites in NA/EMEA/ALAO, as well as the Doosan Mottrol Changwon site, have acquired ISO 45001:2018 certification, which is used as a foundation to formulate our health and safety policies that are adapted to each region.

NA runs internal health and safety risk management systems, such as Enterprise Risk Management (ERM), and builds a solid health and safety structure by performing third-party verification during the ISO 45001 certification process.

At the Dobříš site, there were no legal violations related to occupational health and safety in 2025. The EMEA Dobříš site has established and operates an on-site occupational health and safety strategy designed to meet ISO 45001 requirements while reducing risk factors across the workplace. Regular internal inspections and external audits are conducted in accordance with ISO 45001 to verify compliance with the standard's requirements, and follow-up actions are implemented for any nonconformities identified. In addition, whenever processes or equipment are changed, the site uses its Management of Change system to conduct PRES (Project Review Environment and Safety) reviews before, during, and after the change. This enables the site to proactively confirm compliance with legal requirements and identify any changes in risk factors. In 2025, Doosan Bobcat had no legal violations related to occupational health and safety across its global operations, supported by systematic risk management under its health and safety management system.

ISO 45001 Certified Sites

Health and Safety Risk Management by Region

Doosan Bobcat carries out risk assessments and analyses related to health and safety within the workplace and executes mitigation actions for identified risks. To assess the effectiveness of these mitigation actions, each region's EHS team carries out periodic inspections and site audits.

In addition, Doosan Bobcat strengthens voluntary compliance with health and safety regulations by integrating our approach with the company-wide risk management framework, and systematically manages environmental, safety and health risks by incorporating the findings of external audits and inspections.

NA oversees potential health and safety hazards through routine inspections, systematically managing safety and health records for employees and partners. Additionally, an emergency response team is stationed on site to ensure immediate action in emergencies, and drills are carried out to strengthen real-world response capabilities.

HEALTH AND SAFETY

Since 2018, the Dobříš site in EMEA has strengthened its occupational health and safety management system by implementing task-based risk assessments using the Kinney methodology[1]. Assessments are conducted for all work areas and individual tasks, while risk and opportunity assessments are updated annually in line with ISO 45001. The site also maintains job risk classifications in accordance with legal requirements. In addition, risks associated with non-routine or high-risk work, as well as contractor activities, are managed separately through the work permit process.

In addition, EMEA carries out health and safety reviews for site-based projects and equipment in three phases: design, installation, and final commissioning. Compliance with regulatory requirements for equipment handling, electricity and gas is rigorously assessed, and workshops are organized to ensure safe design and operation of facilities. Monthly internal audits are carried out to identify areas with poor safety and health performance, subsequently followed by technical inspections of equipment, tools, and structures as per regulations, with improvement measures executed based on the findings.

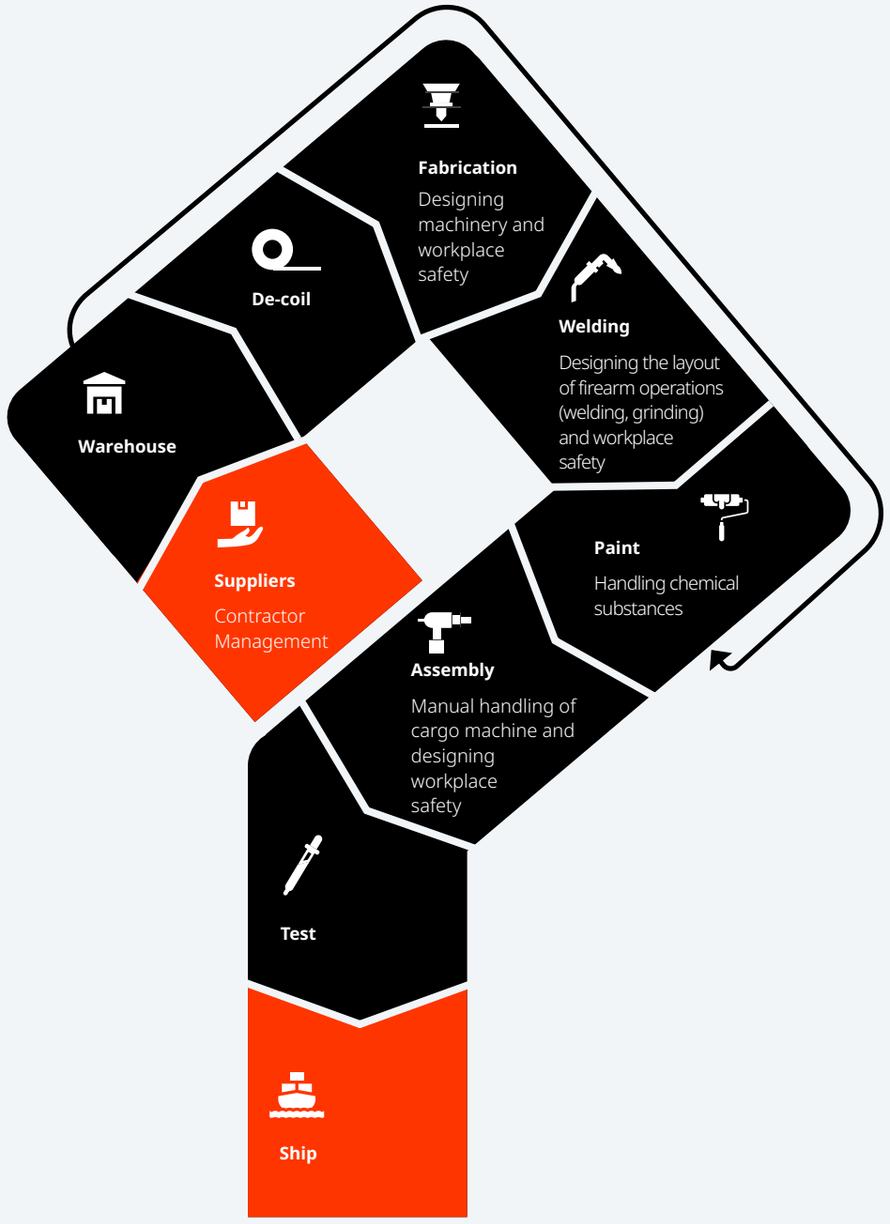
The ALAO Incheon site oversees workplace risk factors through periodic risk assessments involving all employees. Each team develops and executes health and safety improvement tasks. These activities are communicated at quarterly EHS management meetings chaired by the ALAO regional head . In the future, an EHS health and safety culture awareness survey will be conducted using the Korea Occupational Safety and Health Agency's (KOSHA) official program to evaluate safety consciousness and develop improvement measures for a higher level of safety culture.

At the India sites, risk assessments are performed every six months. Ongoing improvements to the work setting are made through changes in process as necessary. In addition, the site runs a system that identifies 50 cases of unsafe work settings every month and ensures that all identified issues are fully addressed, strengthening workplace safety on an ongoing basis. Furthermore, employees who suggest meaningful EHS-related topics receive appreciation awards to foster active participation in safety on a quarterly basis.

Doosan Mottrol holds monthly EHS review meetings chaired by the CSHO to systematically check safety and health conditions across sites. The sites manage latent workplace risks through company-wide risk assessments, a voluntary inspection program for hazardous machinery, and dedicated surveys on musculoskeletal risk factors in high-strain tasks. Doosan Mottrol also performs proactive inspections of fire-vulnerable areas to reduce the chance of incidents to the greatest extent possible.

1) A quantitative technique for evaluating health and safety risks, considering the probability, frequency, and severity of risk factors.

Risk Management Stages in EMEA Production



HEALTH AND SAFETY

METRICS & TARGETS

Health & Safety Metrics and KPIs

Doosan Bobcat establishes health and safety metrics and KPIs for effective site-level management and consistently monitors their performance through regular manufacturing operation review meetings. NA and EMEA use the Total Recordable Incident Rate (TRIR) as their main KPI, while the ALAO Incheon site uses the industrial accident rate as its primary measure. Doosan Mottrol notably manages health and safety issues based on the comprehensive accident index.

NA rigorously tracks quantitative metrics such as the injury rate, occupational disease incidence rate, lost workdays, absenteeism rate, number of occupational fatalities, Lost Time Injury Rate (LTIR), and TRIR.

The EMEA Dobříš site documents all incidents by type, including near misses, and monitors the number of incidents with delays in investigation or in the implementation of corrective and preventive measures.

The Yantai and Suzhou sites in the ALAO region set annual EHS objectives and manage related indicators by categorizing them as proactive and reactive. Proactive indicators are qualitative metrics for incident prevention, while reactive indicators are quantitative metrics such as the number of safety incidents and fire incidents. The Suzhou site recorded a TRIR of 0 in 2025, outperforming its annual target of less than 1.25. The India sites likewise achieved a TRIR of 0 against an annual 2025 target of 0.34, maintaining a high level of occupational health and safety performance. In addition, the Incheon site has established mid- to long-term occupational health and safety targets and manages TRIR as a key performance indicator. In particular, the site has set a goal of reducing its incident rate by 50% by 2030 compared with 2026, and has maintained zero serious accidents and environmental incidents since 2011, continuing to implement strategies and initiatives to strengthen its safety culture.

In addition, Doosan Mottrol managed its occupational health and safety performance using a composite accident index up to 2025, and from 2026, has transitioned to using the TRIR, aligning with international standards.

Incheon Site Medium- to Long-term Health and Safety Targets

2030 Target

50% reduction compared to the 2026 TRIR target (1.6)

KPI **TRIR**

- Improving key facilities/equipment and enhancing operational efficiency
- Building stronger emergency response capabilities
- Enhancing EHS risk management
- Expanding health care support for employees
- Strengthening EHS competencies across the workforce
- Tracking incident counts and frequency rates

Occupational Health and Safety Management Indicators[1)]

Category			Unit	2023	2024	2025
EHS management system	Coverage	Employee	Persons	7,934	9,373	**8,044**
		Percentage	%	80	94	**82**
	EHS management system that has been internally audited	Employee	Persons	4,466	4,928	**4,926**
		Percentage	%	45	49	**50**
	EHS management system that has been externally audited	Employee	Persons	4,787	4,771	**4,184**
		Percentage	%	48	48	**42**
ISO 45001 Certified Sites			Count	6	7	**7**

Occupational Health and Safety Incident Indicators

Category		Unit	2023	2024	2025
Occupational Health & Safety Metrics [2)]	Total Recordable Incidents	Count	492	322	**244**
	Total Recordable Incident Rate (TRIR)	Cases per 200,000 working hours	5.84	4.04	**2.93**
	Total number of lost-time injuries	Count	224	152	**110**
	Lost Time Injury Rate (LTIR)	%	2.67	1.91	**1.32**
	Number of Near Misses [3)]	Count	702	634	**1,443**
	Near Miss Frequency Rate (NMFR) [3)]	%	9.08	8.79	**17.33**

1) Restatement of occupational health and safety management data resulting from revisions to ALAO regional data for 2023–2024
2) Scope: All sites in the NA region; sites in the Czech Republic, France, and Belgium in the EMEA region; and the Incheon, China (Yantai and Suzhou), India, and Doosan Mottrol sites in the ALAO region
3) Scope: All sites in the NA region; sites in the Czech Republic, France, and Belgium in the EMEA region; and the China (Yantai and Suzhou), India, and Doosan Mottrol sites in the ALAO region

SUSTAINABLE SUPPLY CHAIN

GOVERNANCE

Supply Chain Governance

Doosan Bobcat operates a Sustainable Supply Chain (SSC) management system led by the Chief Procurement Officer (CPO). The system consists of the Procurement organization, which is responsible for day-to-day supply chain operations, and an Executive SSC (Sustainable Supply Chain) Board, which oversees risk management. By ensuring active communication and collaboration between these groups, we can objectively review supply chain performance and implement our sustainable strategy in supply chain in a structured, consistent way.

Procurement Team

The Procurement Team is responsible for procuring raw materials and parts needed to manufacture our products. The team manages suppliers against criteria such as product quality, cost and timely delivery performance, helping to strengthen the resilience and stability of the value chain.

Executive SSC Board

The Executive SSC Board is composed of the ESG SSC Council and the Risk Committee. The board oversees ESG-related activities across the supply chain and reports supply chain–related risks to senior management when such risks are identified. On a quarterly basis, the Risk Committee convenes meetings attended by the CPO and Procurement executives from each region to review and discuss the company's most material supply chain risks.

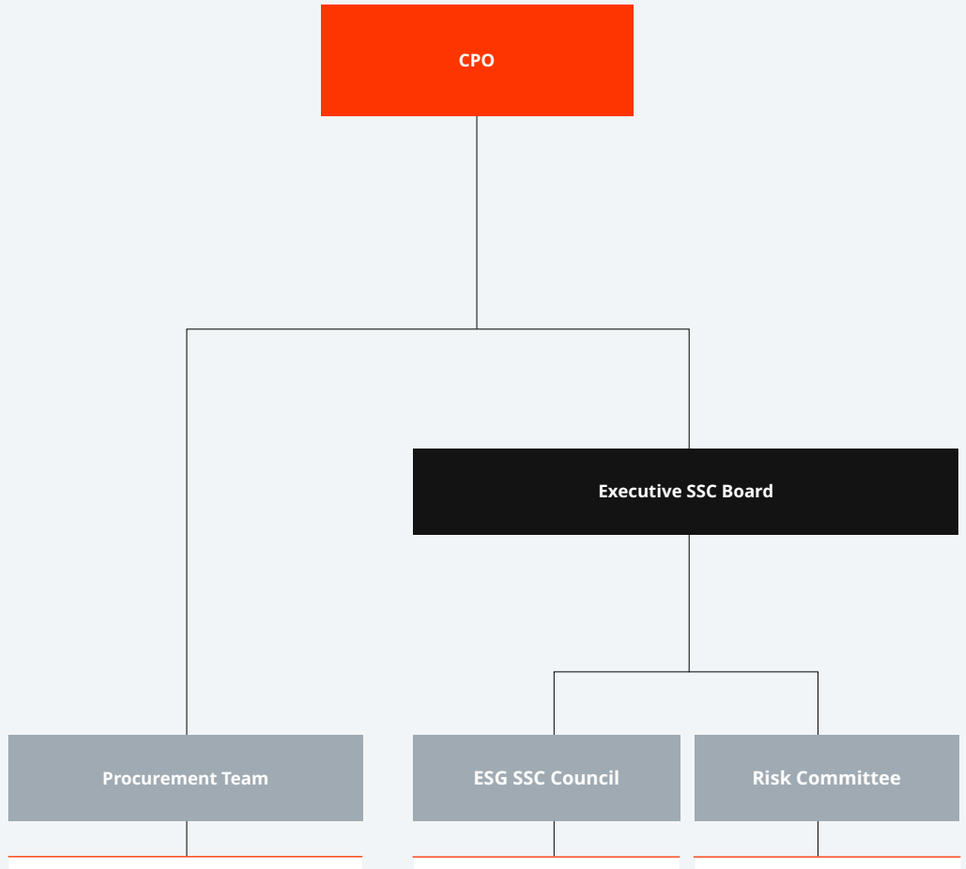
ESG Sustainable Supply Chain Council | The ESG SSC Council develops the strategic roadmap for building a sustainable supply chain and drives related initiatives. The council is composed of procurement governance representatives from each region and holds weekly meetings to share the status of regional initiatives and set company-wide directions for achieving the roadmap's objectives.

Risk Committee | Led by the CPO, the Risk Committee brings together members from the ESG SSC Council and the global managers responsible for materials and components. The committee manages ESG and financial risks within the supply chain through monthly meetings. Based on supply chain assessment results, the committee identifies potential risks with a high likelihood of occurrence and implements mitigation measures for the risks identified, thereby promoting activities to enhance overall supply chain stability.

The ALAO Risk Committee was also established in July 2025 to oversee financial and ESG risks for suppliers in Korea and China and develop mitigation actions for suppliers identified as high risk. Moving forward, the committee will continue regular monthly meetings and work with the global team to gradually expand its risk monitoring coverage based on the level of supplier expenditure.

UN SDGs
SDG 11 Sustainable Cities and Communities
SDG 12 Responsible Consumption and Production

Supply Chain Governance



SUSTAINABLE SUPPLY CHAIN

STRATEGY

Sustainable Supply Chain Management Strategy

Supply Chain Management Policy

Global Sourcing Policy | To maintain the stability of the global supply chain, Doosan Bobcat oversees suppliers according to our global sourcing policy. Factors like safety, quality, delivery, price, technical capability, and service are evaluated when selecting suppliers. To enhance the capabilities of our suppliers, we also deploy support programs. In addition, we evaluate Total Cost of Ownership (TCO) — encompassing purchase price, operating expenses, and environmental costs, as well as the product's environmental and social impact — when making decisions related to transactions with our suppliers, in our efforts to build a sustainable supply chain.

Link to
Global Procurement Policies and Guidelines

Supplier Code of Conduct | All suppliers and their subsidiaries, joint ventures, and affiliates who deliver products and services to all global operations worldwide are governed by Doosan Bobcat's Supplier Code of Conduct. The Supplier Code of Conduct encompasses sustainability-related criteria that our suppliers must comply, including topics such as labor and human rights, safety and health, and environment. It also covers responsible mineral sourcing, ethical behavior, supply chain management systems, freedom of association, and community engagement. Doosan Bobcat mandates that all suppliers adhere to the Code of Conduct and makes it accessible through the Supplier Portal and our website.

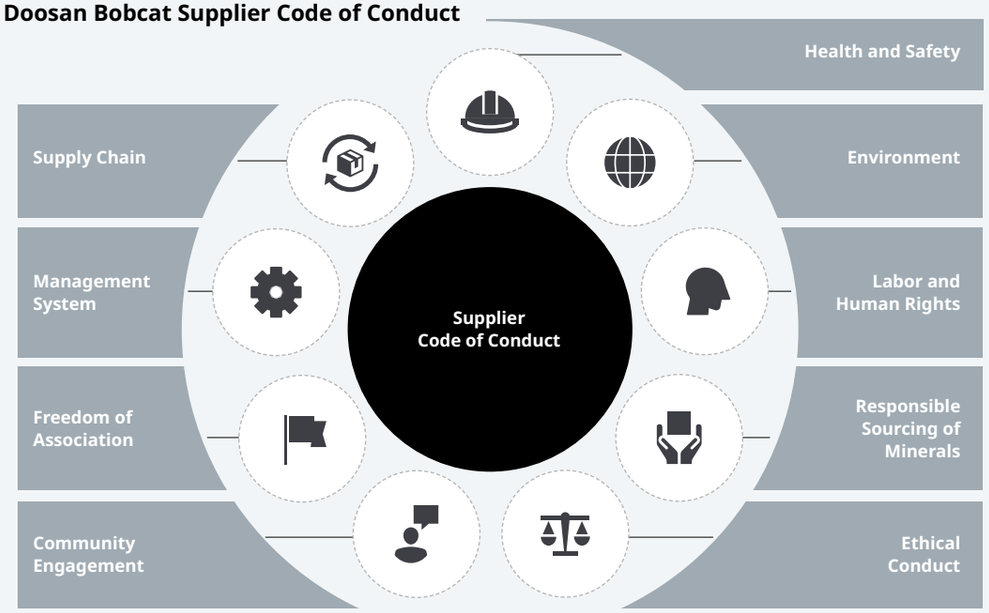
Additionally, in January 2025, we laid the foundation for strengthening the management system for human rights issues within the supply chain by specifying requirements related to labor and human rights, including forced labor, wages and benefits, and working hours, in line with U.S. customs requirements.

Roadmap for a Sustainable Supply Chain

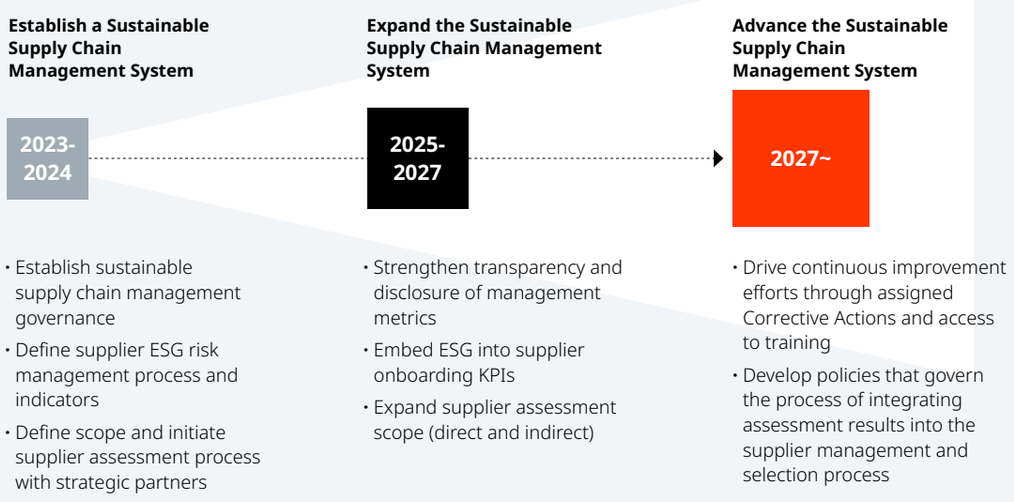
Doosan Bobcat has developed a "Supply Chain ESG Management Roadmap" to reinforce both the resilience and sustainability of our supply base. The Supply Chain ESG Management Roadmap incorporates the phased expansion of ESG assessment targets, continuous improvement through corrective actions and training, and the development of policies to integrate ESG assessment results.

Guided by this roadmap, we seek to manage ESG risks across our supply network more effectively and to deepen long-term, sustainable partnerships with our suppliers, ultimately building a responsible, future-ready supply chain.

Doosan Bobcat Supplier Code of Conduct



Supply Chain ESG Management Roadmap



SUSTAINABLE SUPPLY CHAIN

Supply Chain Management Activities

Supplier Selection

Doosan Bobcat Global Sourcing System | Doosan Bobcat assesses and identifies potential suppliers based on the Doosan Bobcat Global Sourcing System (DGSS). Potential suppliers are assessed throughout the supplier life-cycle process, including negotiation, contract, and qualification verification frameworks. In addition, to assess the sustainability of suppliers, the company applies evaluation criteria based on environmental and social standards, including compliance with chemical regulations (REACH[1] CLP[2], RoHS[3], TSCA[4]), prohibition of child and forced labor, and the adoption of non-discrimination policies in the workplace.

On-Site Assessment (OSA) | Doosan Bobcat assesses potential suppliers based on the information submitted in their Request for Information (RFI) and Request for Quotation (RFQ) and performs On-Site Assessments (OSA) to thoroughly evaluate their capabilities and sustainability.

The OSA examines suppliers' capabilities in areas such as compliance with ethical benchmarks, material procurement and resource management, product design and quality, as well as safety and health management. The procurement team performs on-site assessments for both new and existing suppliers, considering product complexity and risk levels. The team ascertains whether to proceed with the partnership or transaction based on the assessment results. ESG-related criteria have been integrated into the assessment process. For suppliers who do not fulfill certain benchmarks, the team advises implementing corrective actions and delivers support to ensure successful implementation. NA has introduced an OSA approval process for production suppliers to ensure that evaluation results are reflected in actual operational controls and transaction management.

In 2025, Doosan Bobcat implemented a new system, Ariba Supplier Lifecycle and Performance (Ariba SLP), to centrally manage supplier information and performance. Based on this system, the company introduced and operates an evaluation process for newly registered suppliers to review their adherence to the Supplier Code of Conduct and verify their compliance status. Going forward, Doosan Bobcat plans to use SLP to further refine the due-diligence process for new suppliers and to improve the assessment of suppliers' operational capabilities, thereby helping to mitigate potential risks within the supply chain.

Supplier Communication

Doosan Bobcat maintains a Supplier Portal for supplier companies and publishes the Supplier Code of Conduct on both the Supplier Portal and our website. The company manages an anonymous supplier hotline and unfair practices counseling center, available to employees and suppliers, enabling suppliers to provide input.

Link to
Compact, Portable Power, Ground Equipment (NA, EMEA and India Operations)

Link to
Industrial Vehicle (Korea Operations) and Compact (China Operations)

Supplier Quality Management

To maintain the quality of products manufactured and sold, Doosan Bobcat is expanding its 'Zero Defect Approach' to all suppliers. Through TQM, the company consistently enhances product quality to fulfill the criteria of internal and external stakeholders.

Doosan Bobcat has also developed the 'Global Supplier Quality Management Manual,' based on comprehensive supply chain standards. The manual details the standards and processes supplier companies must adhere to during all stages of production, including procurement and New Product Development.

In NA, suppliers that provide key engineering components and single-sourced items are designated as "critical suppliers," allowing those with the greatest operational impact to be managed as a priority. In addition, priority suppliers (Level 1 based on the DGSS score) are classified separately so that a performance-based supplier portfolio can be maintained in a systematic manner.

Link to
Doosan Bobcat Supplier Quality Manual

Supplier Health and Safety

To ensure the health and safety of all supplier workers, including on-site contractors, Doosan Bobcat has developed and distributed a Supplier Handbook. The handbook outlines standard safety rules that supplier workers are required to follow, and security personnel at each site distribute the handbook and confirm workers' understanding of these rules.

Doosan Bobcat requires suppliers to watch video training materials on safety and health before beginning work and, when necessary, delivers additional videos on essential compliance criteria for suppliers.

Furthermore, the Incheon site operates a consulting program for suppliers in collaboration with external professional institutions, supporting them in areas such as risk assessment techniques, safety management system establishment and prevention of the three major types of industrial accidents. The site also provides practical support through safety and health seminars and campaigns, and the provision and distribution of protective equipment, thereby continuously enhancing suppliers' safety awareness and promoting on-site improvement activities. Doosan Bobcat provides EHS orientation to suppliers and assesses safety and health criteria as part of supplier evaluations, fostering a safe working environment for both employees and supplier workers.

1) Registration, Evaluation, Authorization and Restriction of Chemicals
2) Classification, Labelling and Packaging of Substances and Mixtures
3) Restriction of Hazardous Substances
4) Toxic Substances Control Act

SUSTAINABLE SUPPLY CHAIN

Shared Growth Program

Guided by our shared growth philosophy, Doosan Bobcat operates a Shared Growth Program to strengthen the fundamental competencies of its suppliers and to support their operational stability. The company provides comprehensive support across multiple areas, including finance, R&D, productivity enhancement and market expansion. Doosan Bobcat also proactively manage potential risks through regular supplier ESG risk assessments and supply chain compliance risk analyses. In recognition of these efforts to build a virtuous cycle of partnership and successfully implement the subcontract payment linkage system, Doosan Bobcat received the Chairman's Award at the 2025 Korea Shared Growth Awards and named an Excellent Company in Subcontract Payment Linkage by the Fair Trade Commission.

Supplier Performance Management

Doosan Bobcat systematically manages Tier 1 supplier performance by creating and monitoring monthly supplier scorecards. These scorecards include criteria to assess product quality and on-time delivery, with the evaluation results serving as the basis for purchasing decisions.

In addition, Doosan Bobcat shares the evaluation details with suppliers to support improvement activities in product quality, productivity, cost, delivery, and service. Furthermore, the company operates the Doosan Supplier Excellence Program to continuously enhance supplier capabilities. Through this program, the company evaluates supplier performance to select top-performing suppliers, providing them with training, such as factory improvement expert courses, to strengthen their competitiveness.

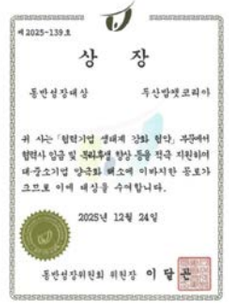
Supplier Shared Growth Program

Areas of Support	Details
Financial Support	· Created a KRW 13 billion Shared Growth Fund in partnership with the Industrial Bank of Korea to provide low-interest loans · Provided network loans based on transaction history to help suppliers secure operating funds
R&D and Production Support	· Supported the establishment of 'Shared Growth Smart Factories' in collaboration with the Ministry of SMEs and Startups · Co-developed a deep learning AI-based forklift-pedestrian collision prevention system with a supplier (Geummun Corporation), winning the 'Win-Win Honors' from the Ministry of SMEs and Startups · Provided customized professional consulting to drive productivity innovation and reduce costs · Dispatched technical experts on-site and hosted quality exchange meetings
Safety, Health, and Technology Protection	· Subsidized the replacement of outdated and hazardous equipment for suppliers in partnership with the Ministry of Employment and Labor and the Korea Occupational Safety and Health Agency · Provided customized health and safety equipment to suppliers to prevent industrial accidents · Subsidized technology escrow fees for core technical data in partnership with the Win-Win Cooperation Foundation and the Korea Technology Finance Corporation
Market Expansion Support	· Covered expenses for participating in construction machinery exhibitions (e.g., Bauma CHINA) · Provided consulting on overseas expansion strategies and target market analysis
Employee Benefits and Recruitment	· Provided comprehensive health checkups and bereavement services for supplier employees · Operated a dedicated Doosan Bobcat recruitment section on an SME job portal and subsidized usage fees · Supported professional skills and foreign language training through an online learning platform
Fair trade practices and communication channels	· Implemented and operated a subcontract payment system linked to raw material price fluctuations · Gathered feedback through top management visits to supplier sites and the operation of supplier councils (subcommittees) · Adhered to non-retaliation guidelines and operated a supplier hotline (Unfair Practices Counseling Center)

Support Activities Based on Supplier Evaluations

- Identify, evaluate, and train strategic suppliers based on Lean Six Sigma principles[1] to achieve industry-leading performance in safety, quality, delivery, and cost
- Manage new product design and supply chain processes based on Advanced Product Quality Planning (APQP) to achieve internal targets for quality, delivery, and cost
- Protect the intellectual property rights of the Company and its supply chain while identifying and applying world-class supply chain management processes and technologies across the value chain
- Evaluate the product quality and management capabilities of the supply chain

1) A process improvement methodology designed to enhance performance by eliminating waste and defects in operations.



Received the Chairman's Award at the 2025 Korea Shared Growth Awards

SUSTAINABLE SUPPLY CHAIN

RISK MANAGEMENT

Sustainable Supply Chain Risk Management

Financial Risk Management

Doosan Bobcat assesses the financials of potential suppliers to better oversee financial risks within the supply chain. Led by the Risk Committee, supplier qualification screening are conducted at the selection stage, alongside third-party financial risk assessments, to identify and manage the financial risks of suppliers. The company reviews various Korean and international evaluation benchmarks to assess the financial status of suppliers. If financial risks are detected, gradual actions are taken to mitigate those risks.

ESG Risk Management

Doosan Bobcat oversees a supply chain composed of essential partners involved in the production of Hydraulics & Powertrain, Steel & Weldment, and Petrochemicals. To maintain the sustainability of its supply chain, ESG risk assessments are performed to evaluate suppliers' ESG management practices and detect and mitigate potential risks within the supply chain.

In 2025, supplier assessments were conducted in collaboration with EcoVadis across four areas: environment, labor and human rights, ethics, and sustainable procurement. Prior to the assessment, suppliers were provided with guidance on the relevant procedures, and each supplier carried out a self-assessment using the EcoVadis questionnaire. Assessment results were then reviewed and, where key ESG risks were identified, measures were discussed with the suppliers to mitigate these factors.

In addition, participating suppliers were provided with the assessment results issued by EcoVadis. The results include detailed scores across four areas: environment, labor and human rights, ethics, and sustainable procurement. If a supplier scores below 20 points in any area, corrective actions are assigned. After assigning corrective actions, Doosan Bobcat encourages each supplier to complete the required measures and discusses implementation status and related progress through monthly compliance update meetings.

NA plans to enhance its analysis of supply chain risks and sustainability by leveraging third-party data intelligence going forward. In addition, for suppliers that require improvement in ESG and financial soundness evaluations, NA will further refine documentation and reporting processes and gradually expand the scope of suppliers participating in ESG assessments.

In addition Doosan Bobcat plans to incorporate the results of supplier ESG risk assessments into company business activities to minimize risks across the supply chain and enhance the stability of the overall value chain. In addition, based on the assessment outcomes, Doosan Bobcat intends to implement improvement measures to strengthen the capabilities of suppliers within the supply chain and enhance the competitiveness of the broader industry.

METRICS & TARGETS

Doosan Bobcat has set a target of gradually expanding the scope of suppliers subject to risk assessment through 2027, as part of efforts to reinforce supply chain stability. In line with the Supply Chain ESG Management Roadmap, the company plans to implement key improvement initiatives to strengthen supply chain stability, including incorporating ESG criteria into the supplier selection process and providing training programs to enhance suppliers' ESG capabilities.

Furthermore, building on its sustainable supply chain management framework, Doosan Bobcat will systematically manage supplier profile data and analyze related trends to establish future objectives and strategic direction for strengthening supply chain stability.

CASE STUDY

2025 Supplier ESG Risk Assessment

In 2025, Doosan Bobcat introduced the EcoVadis IQ+ system to systematically manage ESG risks across its supply chain. Using AI-based risk estimation based on operating countries, industry sectors, and internet screening data, we registered a total of 2,597 suppliers in the system and selected 834 suppliers for EcoVadis assessments, taking factors such as spending volume into account. Of these, 585 suppliers were selected for initial assessments, and 249 for reassessments. Corrective actions were assigned to suppliers with insufficient assessment results, and Doosan Bobcat is establishing the future direction of our procurement ESG strategy through a Maturity Review with EcoVadis.

2025 EcoVadis Supply Chain Assessment Metrics

Category	
Suppliers registered in the system	2,597
Suppliers subject to assessment	834
Suppliers selected for the initial assessment	585
Suppliers selected for reassessment	249

CUSTOMER EXPERIENCE

GOVERNANCE

Customer Experience Governance

Doosan Bobcat emphasizes customer experience and product quality. In each region, quality management teams are formed to strengthen product quality and broaden positive customer experiences.

In NA, a management team composed of regional heads, executives, and team leaders from relevant departments handles quality management functions. NA recruits industry experts to conduct R&D tasks to improve product quality and strengthen the overall resilience of the production process.

The Incheon plant in ALAO conducts regular quality management sessions aimed at improving product quality and customer satisfaction. The Yantai Plant performs risk assessments and internal and external quality audits, led by leaders from relevant departments, including the quality management team. The appropriateness and efficacy of the quality management system, including risk assessment results, are assessed by management. Monthly quality sessions are held to examine the progress of quality-related metrics and the achievement of KPIs. The Suzhou Plant communicates product quality improvement activities and outcomes through sessions with the Incheon plant's comprehensive quality management team.

STRATEGY

Customer Experience Strategy

Quality Management Standards

Doosan Bobcat manages products in line with quality management standards established on the basis of six core values. In particular, the company operates a quality management strategy designed to maintain high quality levels throughout the entire product lifecycle, from development and production to sales.

Product Quality Management Activities

Doosan Bobcat is advancing various activities to oversee product quality across the development, production, and sales stages.

Product Development | Doosan Bobcat proactively examines quality risks for existing products, through collaborations between the product design and R&D departments. The focus of the collaboration is on eliminating risk factors by developing new products or improving existing production processes. In NA and EMEA, existing products are enhanced using the New Product Development Process, to maintain product quality.

Product Quality Management Standards

Product Quality Management Activities

Product Development	Review quality-related risks for existing products
	Improve and supplement existing products or promote new products based on the New Product Development (NPD) Process
Production	Manage quality-related issues in the production process based on Statistical Process Control (SPC)
	Inspect incoming new parts and implement Quality Control Inspection (Q-Status) for existing parts
Sales	Conduct detailed inspections on finished products
	Review quality risks through Prosumer Program
	Provision of warranty certificates upon product sales
	Provide warranties at sale point and incorporate customer feedback for product and quality improvement

CUSTOMER EXPERIENCE

Production | Doosan Bobcat oversees quality-related issues by using Statistical Process Control to track key variables in the production process. We conduct inspections on incoming new parts and Q-Status quality control inspections on existing parts to mitigate potential problems arising in the production process. In NA and EMEA, quality evaluations of parts purchased from supplier companies, using the Supplier Development and Supplier Quality Framework, avert risks that may occur at the production stage.

In NA, a dedicated Internal Quality Team tracks the manufacturing process and oversees production-stage quality. The ALAO China plant conducts audits on supplier companies with low product and service quality. Specifically, to assist suppliers in improving raw material quality, the Yantai Plant has established a Supplier Quality Engineering Team. Additionally, Process Quality Control is conducted on the entire production line to mitigate product quality threats at the production stage.

Sales | Before selling products, Doosan Bobcat maintains comprehensive management of product quality in both pre- and post-delivery. A detailed inspection of completed products is conducted before they are transferred to dealers. Notably in the case of forklift production facilities, the quality risks of the product are pre-checked through the Prosumer Program. This program includes major dealers and customers.

Doosan Bobcat provides a warranty upon the sale of our products and continues to enhance them by incorporating after-sales customer feedback. In EMEA, the Quick Response Quality Control policy is implemented to promptly address customer inquiries. If defects are found in products at the Yantai Plant in ALAO, priorities are set to resolve the issues. All defective products are then collected and examined to implement the appropriate corrective actions.

Additionally, product quality-related risks are evaluated quarterly with dealers, and efforts to improve identified risk factors are actively advanced. Moreover, the Yantai Plant encourages the recycling of defective parts and gathers feedback on products by directly visiting customers.

Marketing Channels

- Facebook
- LinkedIn
- Instagram
- X
- YouTube

- CONEXPO
- Intermat
- BAUMA
- Samoter
- Logimat
- Agritechnica
- Demopark
- Promat
- CES
- World of Concrete

- Compact Equipment
- Landscape Management
- Equipment World
- For Construction Pros
- Successful Farming
- Agriculture.com
- Construction Europe
- International Construction
- Algemeine Bauzeitung
- Baumagazin
- Costruzioni
- Profi

- Doosan Bobcat Day of Community Service
- Bobcat North Dakota Open

Customer Experience Management Activities

To enhance customer satisfaction throughout the entire journey, from product purchase to use, Doosan Bobcat is implementing a range of initiatives.

Strengthening Customer Support

To rapidly address customer queries, Doosan Bobcat is implementing a dedicated system. Product-related information is routinely updated through our website. Contact points are also provided in case of product-related concerns. Local staff are dispatched to resolve problems and swiftly share relevant information with dealers when customers request support or raise product concerns. In NA, dealers directly conduct on-site repairs if product-related safety concerns arise or parts are damaged or malfunctioning. Following repairs, NA tracks the product's performance over time to check for any abnormalities. The ALAO Incheon site responds to customer complaints within 24 hours.

Responsible Marketing

Doosan Bobcat maintains that the information distributed in our various marketing channels is precise and transparent. For information such as safety information that immediately affects customers, the company ensures marketing content adheres to guidelines. Doosan Bobcat does not advertise through companies and platforms that contain inappropriate content such as illegal activities, misrepresentation, falsehoods, impersonation, threats, harassment, abuse, obscenity, explicit sexual content, defamation, racial or ethnic discomfort, or infringement of others' privacy rights. Doosan Bobcat also excludes participation and advertising from channels that do not align with our values or violate responsible marketing practices. Appropriate corrective measures are taken if advertisements deviate from our approach to responsible marketing.

CUSTOMER EXPERIENCE

Finding Sustainable Marketing Alternatives

To reduce the environmental footprint of the product sales process, Doosan Bobcat is enhancing the sustainability of the materials and distribution methods used.

EMEA procures the majority of its merchandising materials from sustainability-certified suppliers. Doosan Bobcat strives to meet diverse certification benchmarks such as the Global Organic Textile Standard (GOTS), Global Recycled Standard (GRS), and OEKO-TEX®[1] certification for the materials used in our products. To minimize waste generation and GHG emissions during waste disposal when attending exhibitions, we replaced chipboards and dry-wall structures with reusable containers.

EMEA created a sustainable system to help dealers market Doosan Bobcat's products and transition from paper-based materials to digital leaflets, brochures and catalogs, through the One Tough World app. EMEA has also established the Desygner platform, enabling dealers and customers to communicate online, thereby reducing dealer travel distances and lowering GHG emissions and energy consumption associated with transportation.

1) A certification scheme used to evaluate the potential hazardous characteristics of textile products.

Reusable shipping containers booth

Dealer Management

Doosan Bobcat runs various programs to boost dealers' abilities to promote and sell its products. The company improves collaboration with dealers by gathering feedback and addressing challenges through designated communication channels.

Mobile app: One Tough World

Dealer Support and Training | Doosan Bobcat provides a range of training opportunities to strengthen dealer capabilities. These include onboarding programs, sales and service training, Dealer Boot Camp, and Bobcat University online training. Dealers can also reference promotional materials and market analysis documents supplied in sales activities.

NA formed the 'Best Practice Peer Group' to help regional dealers share insights on financial performance and business best practices. The 'Dealer Profitability' app was built to optimize dealers' sales activities by highlighting profitable opportunities. NA also reinforces dealer capabilities by developing training curricula for service and sales managers and hosting meetings to identify strategies for boosting dealer profitability.

EMEA operates the Bobcat Institute, a dealer training and demo center located in Dobříš, Czech Republic. EMEA provides over 150 training courses annually on product promotion, sales, demonstrations to more than 1,500 dealers across the region, as well as over 350 online courses accessible in six languages through the dealer network. The Institute enhances dealers' capabilities to deliver positive customer experiences while advancing brand and increasing prospects.

ALAO operates approximately 60 online training courses for dealers and based on survey results, adapts the training provided to dealers' needs, delivering either on site or at HQ. Quarterly dealer training related to Compact Products (CP) is provided, and supplementary training is provided based on demand surveys, if necessary.

Dealer Communication | Doosan Bobcat enhances dealer collaboration through consistent communication. With dealer participation, NA hosts an annual marketing conference and routinely distributes newsletters. The ALAO Incheon site carries out monthly online meetings for dealers and hosts offline meetings twice a year.

Dealer Performance Management | By linking compensation to performance results, Doosan Bobcat strengthens dealer performance. NA utilizes a differential rental financing system based on dealer performance evaluation outcomes. The ALAO Incheon site carries out quarterly evaluations of Material Handling (MH) service work and infrastructure. Constructive feedback is provided based on these reviews. For overseas markets, monthly Dealer Performance Sheets are issued for MH based on SAP warranty performance, while annual dealer evaluations for CP(Compact) are conducted, with compensation such as salary increases provided based on the results.

CUSTOMER EXPERIENCE

RISK MANAGEMENT

Risk Management Related to Customer Experience

Doosan Bobcat places customer satisfaction as a top priority throughout the entire product journey, from purchase to use, and proactively manages risk factors that could negatively impact customer experience. In particular, potential risks are identified related to product quality and safety in advance and implement a range of measures to mitigate them.

ISO 9001

Doosan Bobcat operates a quality management system in compliance with ISO 9001:2015, an international benchmark for quality management systems. This benchmark was created by the International Organization for Standardization (ISO) and encompasses requirements that each company must adhere to in order to guarantee product quality, including risk management requirements.

In 2025, a total of 15 sites across the NA, EMEA, and ALAO regions obtained ISO 9001 certification. Doosan Bobcat will continue to maintain this level of ISO 9001 certification as part of its efforts to enhance its global quality management framework.

Product Safety Risk Management

Doosan Bobcat has established a product compliance framework aligned with global standards by complying with environmental, safety, and quality regulations. The company provides chemical handling guidelines in product manuals to help customers use the products safely. Doosan Bobcat also reviews potential impacts products may have on customers and carries out safety improvement activities to prevent and minimize accidents that may occur during product use.

Hazardous Materials Management

Doosan Bobcat complies with major global regulations related to chemicals and materials, including the U.S. Occupational Safety and Health Administration (OSHA) and Environmental Protection Agency (EPA) requirements in NA, the EU Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) regulation and Restriction of Hazardous Substances (RoHS) Directive in EMEA, and applicable laws and regulations in ALAO. We also rigorously follow internal policies and guidelines for the handling and disposal of hazardous chemicals.

Doosan Bobcat actively participates in industry associations such as the Association of Equipment Manufacturers (AEM), the Committee for European Construction Equipment (CECE), and the Korea Construction Equipment Manufacturers Association (KOCEMA) to monitor industry trends and regulatory changes related to hazardous materials. Since 2016, the Incheon site in ALAO has been operating as a Zero Hazardous Chemicals site.

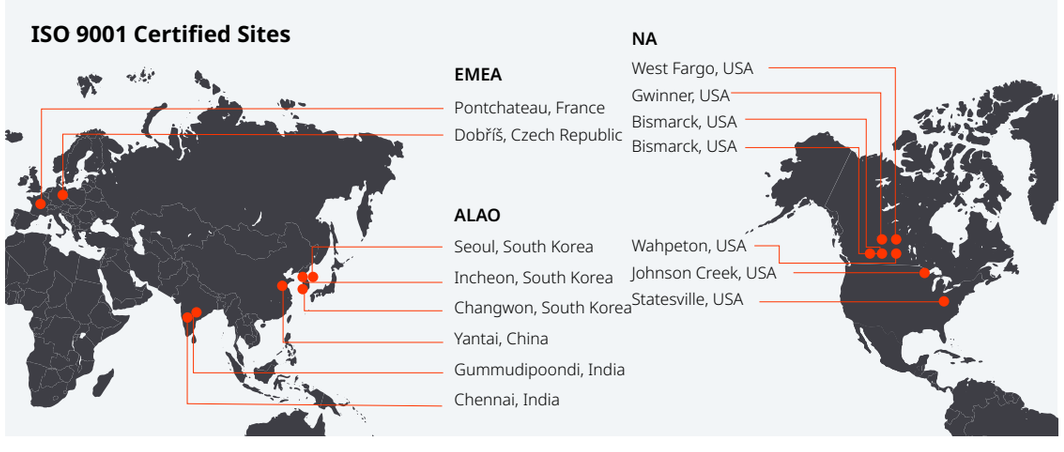
Product Safety

To ensure high levels of quality and safety, Doosan Bobcat incorporates various safety features into the product design stage, including safety locks, handrails, emergency exits, and safety decals. We also operate a systematic product safety communication system by providing Operation & Maintenance Manuals, operator handbooks, operator training and safety videos, and rental safety guides.

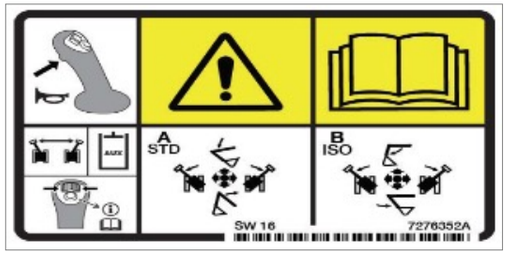
In addition, Doosan Bobcat collects and manages information on field incidents through the Accident Reporting System to help prevent and minimize accidents that may occur during product use.

Product Regulatory Compliance

Doosan Bobcat products comply with international, regional, and industry-specific safety standards and regulations. The Product Safety & Compliance organization continuously monitors standardization trends, and for certain products and applications, and third-party approvals and certifications are obtained, including road homologation, where required. In particular, the Gummidipoondi site in ALAO fulfills all safety standards under the Central Motor Vehicle Rules 1989 and has secured product quality-related certifications from the Automotive Research Association of India and the International Centre for Automotive Technology.



Product Safety Phrases and Safety Stickers



CUSTOMER EXPERIENCE

METRICS & TARGETS

Customer Satisfaction

Doosan Bobcat routinely tracks customer satisfaction survey outcomes to evaluate customer experience performance.

To enhance customer satisfaction, the marketing team in North America conducts annual customer satisfaction surveys and utilizes the outcomes. The Product Management Team proactively recognizes customers' needs through interviews and other surveys alongside these efforts. The Support Team utilizes these findings to enhance products and address customer queries.

In the ALAO region, the Incheon site conducts semiannual customer satisfaction surveys to collect feedback on product quality and services. In the first half of 2025, the customer satisfaction score reached 73.9, improving year over year in all categories, including quality and performance (72.5) and service (74.8). The findings are shared with relevant departments and used to improve products and services. The site also provides training programs focused on identified improvement areas and promotes activities to enhance service capabilities.

Product Quality Management

To guarantee comprehensive management of product quality, Doosan Bobcat is steadily increasing the number of ISO 9001 certified facilities. In 2025, a total of 15 sites, including the Doosan Mottrol site, maintained and managed ISO 9001 certification, establishing a sustainable quality management system.

Product Quality Management Indicators

Category		Unit	2023	2024	2025
ISO 9001 Certified Sites	NA	Number	7	7	7
	EMEA		2	2	2
	ALAO		4	5	6
Total		Number	13	14	15

Customer Satisfaction Indicators

Category	Unit	H2 2024	H1 2025
Overall Satisfaction	Score	70.9	73.9
Quality and Performance Satisfaction	Score	71.6	72.5
Service Satisfaction	Score	70.6	74.8
Customer Issue Resolution Satisfaction	Score	70.6	74.2
Customer Inquiry Response Satisfaction	Score	71.4	75.2
Technical Capability & Expertise Satisfaction	Score	69.9	75.0

COMMUNITY ENGAGEMENT

GOVERNANCE

Community Engagement Governance

The Social Contribution Committee leads Doosan Bobcat's community management activities. Chaired by the CEO with participation from the CFO and legal team executives, the Committee develops and implements company-wide community engagement strategies. The Committee distributes contributions according to specific criteria: intended purposes, relevance to our business, and public interest.

NA manages social contribution programs through a committee composed of delegates from finance, marketing, HR, communications, and STEM (Science, Technology, Engineering and Math). The committee develops regional strategies and plans in connection with the worldwide community engagement strategy and is responsible for budgeting, reporting outcomes, training, and external communication for community engagement activities. To make determinations related to community engagement, NA also created a Corporate Community Impact (CCI) committee at each business site. Utilizing the My Impact Philanthropy platform, the committees oversee data on contributions and volunteering activities.

Community engagement activities are conducted by EMEA through the Social Sustainability Committee, composed of the HR team. The committee first routinely assesses monetary support appeals, including community donations, then performs legal and compliance checks on approved requests, and finally executes support activities upon approval from the regional HR VP and CHRO. In accordance with internal management standards and processes, the finance executive and regional President approve specific donations.

STRATEGY

Global Community Engagement Strategy

In line with our ESG strategy, Doosan Bobcat defines principal areas of focus for community engagement activities as Inspire People, Preserve Environment, and Support Community. In particular, through initiatives aligned with the Preserve Environment and Support Community pillars, Doosan Bobcat advances the United Nations Sustainable Development Goals (SDGs) while strengthening its global community engagement through region-specific frameworks.

NA supports the growth of STEM fields and endeavors to strengthen environmental and community sustainability. Through its CCI activities, the region seeks to attain sustainable growth alongside the community. NA also offers direction for community engagement and donation activities to non-profit organizations the company's global community engagement strategy, and in doing so, advances activities that align with the main objectives and focus areas of each non-profit organization.

EMEA has identified environmental conservation, STEM educational support, community assistance and disaster relief as key focus areas for community engagement in alignment with the company's global community strategy. Based on these priorities, the region implements a range of community engagement initiatives tailored to local needs. To further support environmental conservation and sustainable product use, EMEA also conducts workshops designed to help local customers and product users maximize the efficient and responsible use of Doosan Bobcat products.

Global Community Engagement Strategy

ESG Vision

We endeavor to create a better tomorrow by advancing sustainable solutions

Community Engagement Areas	Inspire People	Preserve Environment	Support Community
Focus Areas	• Develop STEM education using industry competency and resources • Provide opportunities and support for children in need of an equitable future • Cultivate future talent in our community through quality education	• Preserve the ecosystem in our community using competencies • Enhance employee engagement campaigns for climate change • Support environmental organizations and communities	• Solve challenges of communities in need using our competencies & resources • Support the safety of our communities from disaster/accidents • Improve social welfare & equity through partnerships
UN SDGs	1 NO POVERTY, 4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH	13 CLIMATE ACTION, 14 LIFE BELOW WATER, 15 LIFE ON LAND	3 GOOD HEALTH AND WELL-BEING, 11 SUSTAINABLE CITIES AND COMMUNITIES, 17 PARTNERSHIPS FOR THE GOALS
Community Impact	Supporting future generations	Enhancing ecosystem resilience	Enhancing community sustainability

COMMUNITY ENGAGEMENT

Community Engagement Governance

Inspire People

Since 2024, Doosan Bobcat Headquarters has been carrying out Young Carer[1] support programs in collaboration with the Gyeonggi branch of ChildFund Korea (Green Umbrella). The program provides selected children and adolescents with essential living expenses, including housing, medical and educational costs, helping them focus on their studies and daily lives while supporting healthy development. As of 2025, nine beneficiaries receive support worth KRW 10 million per year, with aggregate contributions amounting to KRW 100 million.

The NA region communicates community initiatives via a dedicated website, in line with the region's community engagement strategy. The region supports a range of educational institutions with scholarships and donations to broaden access to STEM education and nurture future talent. Partnerships with universities and technical schools also help build a more sustainable learning environment and give the next generation hands-on opportunities to develop real-world skills. In 2025, a 103 employees participated in STEM events and provided educational programs, while designated STEM ambassadors carried out 402 hours of community engagement. In addition, the company contributed to the enhancement of the STEM education environment by opening a Bobcat exhibition hall at a science museum near its facilities. The region has also expanded the Discovery Grants program to support STEM education from kindergarten through high school and is currently reviewing proposals for the introduction of large-scale projects.

Furthermore, a team of 35 employees participated in career fairs at 35 universities, supporting workforce development and student engagement through skills-based volunteer activities. In 2025, Doosan Bobcat also provided internship programs for 272 participants and operated an apprenticeship program involving seven apprentices, helping support talent development and future workforce readiness.

In November 2025, EMEA's Dobříš site organized a "Career Day" event for approximately 120 ninth-grade students from nearby schools who were preparing to choose their post-graduation pathways. More than 30 employees participated as volunteers, hosting booths to introduce the work of each department and running various experiential workshops, providing students with opportunities to experience an industrial workplace first-hand and explore potential future careers.

At the ALAO Incheon site, Doosan Bobcat provides regular annual donations to students at the Boramae Children's Welfare Center and supports facility upgrades and clean-up activities. To further strengthen ties with the local community, the site has increased its sponsorship of local events and community programs and has organized coal-briquette deliveries to help vulnerable households during the winter season. In India, the Gummidipoondi site donated water purification systems, sports equipment, and school supplies to a nearby high school, and carried out environmental improvement activities, including wall painting and the cleanup of the playground and surrounding bushes. In addition, the Bangalore site donated daily necessities, such as washing machines, blankets, and beds, to a local orphanage. Through the Didim Seed program, the the region helps children under 18 build financial resources that will support their transition into adulthood. The program is funded by employee donations, along with matching grants from the company and local governments.

'Inspire People' Activities in NA

Institution	Amount	Details
Fargo-Moorhead Science Museum	$250,000	• Provided annual donation of $250,000 from 2025 to 2028 (totaling $1 million)
NDSU - North Dakota State University	Approximately $180,000	• Provided over 60 scholarships of $3,000 each
UNC-Charlotte	$60,000	• Awarded scholarships in 2025
NYU Stern School of Business	$50,000	• Awarded scholarships Awarded in 2025
Five Technical Colleges[2]	$25,000 (annually)	• Continued Bobcat STEM (Science, Technology, Engineering and Math) Scholarship program
Doosan Bobcat Discovery Grants	$125,216	• Provided STEM education grants
SkillUSA	$25,000	• Provided sponsorships

Link to
NA Region's Inspire People Activities

1) Children and adolescents who are responsible for supporting or caring for their families in place of parents, grandparents, or siblings experiencing difficulties such as disability, mental or physical illness, or substance dependency.
2) Mitchell Community College, Bismarck State College, Waukesha County Technical College, North Dakota State College of Science, and Minnesota State Community and Technical College

COMMUNITY ENGAGEMENT

Preserve Environment

As part of its Work Worth Doing initiative, the North America (NA) region took part in Park and Recreation Month organized by the National Recreation and Park Association (NRPA) in 2025. The #WorkWorthDoing social media campaign encouraged employees and local community members to post about their daily activities in parks and at job sites. By donating USD 10 for each post, Doosan Bobcat contributed a total of USD 150,000 to the NRPA, supporting environmental conservation activities at local parks. In addition, Doosan Bobcat carried out site-level environmental protection activities, including support for trail development at Rescue Ranch, a local animal welfare organization near the Statesville, North Carolina site, and improvements to a local bike trail near the Fargo, North Dakota site using Doosan Bobcat equipment.

In 2025, the Dobříš site in EMEA collaborated with Svatohorské sady, a local orchard-management organization in the Czech Republic, to host the "Bobcat Biodiversity Day" event. The site organized two workshops for approximately 350 local students: one on biodiversity delivered by a local NGO and another on Doosan Bobcat's products. The team also worked with participating students to manage a roughly six-hectare orchard, supporting biodiversity through activities such as tree maintenance and installing birdhouses and insect hotels.

Support Community

As part of the Support Community activities, Doosan Bobcat Headquarters regularly carried out an Angel Tree initiative. Under this program, employees voluntarily donated individual gifts for children aged 0–18. In 2025, the company delivered two gifts to each of the 76 children at Namsanwon and Joeun Jib, while also donating KRW 1.6 million in gift certificates to the two childcare facilities.

In NA, Doosan Bobcat advanced a variety of community engagement initiatives under the "Work Worth Doing" initiative. The site donated equipment to U.S. military veterans and supported wildfire response efforts in cooperation with the Los Angeles Fire Department. NA also provided equipment to local schools to improve sports-field conditions and carried out activities to enhance surrounding outdoor spaces. The Statesville site supported the operation of the on-site kitchen and food pantry at FeedNC, a local food assistance organization, while the Minneapolis site carried out volunteer activities with a local food bank.

The EMEA region held a charity Christmas market at the Dobříš site, bringing together local nonprofits and elementary schools. A total of seven NGOs and two local elementary schools participated as vendors, offering Christmas ornaments, handmade goods, and other items for sale. Proceeds from the market were donated to local charitable organizations. The event was further supported through donations of Bobcat merchandise. Employees joined in by buying the items, turning their purchases into support for local nonprofits and reinforcing community engagement.

The Gummidipoondi site in India, in the ALAO region, hosted a medical camp for residents of nearby villages, providing basic health consultations and screening services to more than 110 residents.

CASE STUDY

Doosan Bobcat Community Days

Guided by our community engagement strategy, Doosan Bobcat works to create positive impact in the communities where we operate. A key component of these efforts is Doosan Bobcat Community Days, a global volunteer initiative driven by employee participation and focused on addressing local community needs. In 2025, Community Days activities centered on the theme "Preserve Environment," with employees participating in environmental cleanup and sustainability-focused initiatives across local communities. Under the theme "Support Community," the company also implemented programs designed to assist local stakeholders and vulnerable populations. In total, Doosan Bobcat carried out 50 community projects in 2025, with approximately 776 employees participating in volunteer activities worldwide.

Preserve Environment Activities by Region

NA	Gwinner	Planting trees near Dakota Lake
		Planting and shrub removal in the surrounding area
	Wahpeton	Clearing vegetation and cleaning up the surrounding area
		Improving infrastructure at Bois de Sioux Adventure Area
EMEA	Dobris	Planting cherry trees, shrubs, and perennials, and restoring gardens
	Sint-Niklaas	Creating upcycled pallet planters and planting, Clearing vegetation around the office
		Creating an organic pond to enhance biodiversity
	Bensheim and Stade	Conducting community cleanups and creating upcycled planters
	South Africa	Planting trees around test tracks and facilities
		Bike-to-work campaign
	Pontchâteau	Cleaning local dam and planting tree on office grounds
	Dubai	Visiting turtle sanctuaries and donating equipment
ALAO	Suzhou	Removing invasive and ecosystem-disrupting species
	Yantai	Cleaning beaches and removing marine debris
Doosan Mottrol		Stormwater drain cleanup activities and marine environment conservation campaigns

Support Community Activities by Region

NA	Gwinner	Supporting flood recovery efforts in local communities in partnership with the Great Plains Food Bank
		Repairing park asphalt and eroded trails
		Repairing nearby museums
	Buford	Repairing nearby community and residential facilities
EMEA	Dobris	Improving local infrastructure, sports facilities, and recreational areas
	Halle	Cleaning and painting kindergartens, and repairing parks and waterfronts
	United Kingdom	Improving Ronald McDonald indoor and outdoor gardens, and providing family support kits
	Ireland	Landscaping local centers and donating blood
ALAO	Incheon	Conducting volunteer activities for vulnerable groups
	Bangalore	Donating home appliances, including water purifiers and washing machines, to orphanages
	Chennai	Donating water purification systems and school supplies to high schools, and improving the surrounding environment

COMMUNITY ENGAGEMENT

Charitable Giving

Doosan Bobcat supports community development by defining key donation areas and sponsoring non-profit organizations that align with these areas. To ensure transparency, the Corporate Social Responsibility Committee manages donations in accordance with guidelines that outline donation procedures and criteria.

Doosan Bobcat also contributes in line with Doosan Group's philanthropic focus. The company donated KRW 2 billion in total to the Babo Nanum Foundation and the Incheon branch of the Community Chest of Korea to support underserved communities, while also providing donations to Chung-Ang University and KAIST to nurture future leaders.

In 2025, the NA region donated a total of USD 1.48 million to local communities through various channels, including corporate and site-level contributions. Through the employee education matching program, employees donated approximately USD 6,195, and a total of USD 12,390, including the company match, was contributed to local universities. NA also donated Doosan Bobcat equipment valued at approximately USD 465,000 to the Salvation Army. In the 2025 fall giving campaign, 186 employees participated, contributing approximately USD 101,000 in employee donations. Together with approximately USD 94,000 in company matching funds, the campaign raised a total of USD 195,000.

EMEA has established a community charity policy focused on supporting charitable and non-profit educational organizations. Through this policy, the site provides financial support to local organizations, contributing to the development of the communities where it operates.

RISK MANAGEMENT

Community Risk Management

EMEA identifies community-related risks and opportunities based on stakeholder feedback gathered through local community engagement. Leveraging diverse on-site input, the region establishes the strategic direction for its community initiatives and proactively identifies potential risks. Furthermore, EMEA explores measures to maximize positive impact on local communities.

In addition, EMEA allocates a dedicated budget to implement initiatives addressing community-related risks and opportunities, and regularly reviews expenditures. Tailored to the nature of each activity, the site conducts various projects by engaging internal teams, local organizations, and external experts. Also, EMEA regularly monitors the performance of these activities based on stakeholder feedback, on-site assessment results, and trends in performance indicators aligned with sustainability goals.

METRICS & TARGETS

Doosan Bobcat expands its positive impact on local communities and stakeholders by implementing social contribution activities aligned with the company's global community engagement strategy. The company tracks key annual metrics, including the number of employees engaged in community activities and the hours they contribute, to monitor and manage performance.

Key Donations by Region

Region	Target	Programs
NA	Local Universities	Donated $610,000 to 6 local universities and institutions. - Provided foundation for STEM education, career development, and research.
	Local Non-profit Organizations	Donated equipment worth a total of $300,000 to the Fargo Park District
		Donated $50,000 to the Village Family Service Center during the 61st Bobcat North Dakota Open
		Donated approximately $13,000 to local student organizations
		Donated a total of $17,000 to local non-profit organizations through the Credo Award Donation
EMEA	Donation of Doosan Bobcat Equipment	Donated L85E equipment worth EUR 70,000 to Dobříš, Czech Republic
		Donated an electric forklift to People in Need, an NGO
		Provided COBOT equipment on a long-term lease to the Příbram Secondary and Vocational Technical School
	Local Governments and Public Institutions	Supported Dobris and Příbram regional fire brigade
		Donated EUR 14,200 to local governments and educational institutions
ALAO	Vulnerable Groups	Donated coal briquettes and KRW 10 million in Onnuri gift certificates to the Incheon Coal Bank
		Donated approximately KRW 31 million to three childcare facilities near the Incheon site
	Community Support	Provided water purification systems and school supplies to schools near the Chennai site
		Donated appliances, including water purifiers and washing machines, to an orphanage near the Bangalore site
Doosan Mottrol	Vulnerable Groups	Donated approximately KRW 12 million to Gyeongnam Social Welfare Center.

2025 DBCD Highlights

50 Projects Completed

12 Countries Represented

776 Participants

Community Engagement Indicators

Category	Unit	2023	2024	2025
Total donations	USD 1,000	15,086	11,516	7,435

GOVERNANCE

Board of Directors

Board Composition

As of March 2026, Doosan Bobcat's Board of Directors, the highest decision-making body, consists of five directors, three of whom are outside directors. To strengthen oversight of management and establish a sound governance structure, Doosan Bobcat ensures the independence and expertise of the Board by appointing outside directors whose independence has been verified in accordance with the strict standards set forth under the Commercial Act. To effectively ensure Board independence, all Board committees responsible for overseeing management —including the Audit Committee, Compensation Committee, Internal Transaction Committee, and Outside Director Nomination Committee — are composed entirely of outside directors. The chairs of these committees are also outside directors. In 2026, in line with amendments to the Commercial Act, Doosan Bobcat revised its Articles of Incorporation to reflect changes such as the terminology update to "independent directors" and the expanded separate election of Audit Committee members, further strengthening the Board's independence and oversight. In addition, as Doosan Bobcat operates in an industry that is typically sensitive to construction market cycles and subject to business volatility depending on economic conditions, the CEO serves as Chair of the Board to enable a more agile response to market conditions and strengthen accountable management by the Board. Over the past three years, the average tenure of Doosan Bobcat's Board members has been four years.

Board Diversity and Expertise

Doosan Bobcat appoints directors with diverse backgrounds and capabilities without discrimination based on religion, gender, age, region, or nationality to ensure diversity and expertise within the Board. In 2026, Doosan Bobcat newly appointed Director Yoon Jae-won, an expert in accounting and finance, thereby maintaining female representation on the Board. The Board is composed of directors with expertise across various fields, including finance, audit, global management strategy, and law.

Doosan Bobcat also continues to provide training opportunities to enhance directors' expertise. In 2025, training was conducted by Kim & Chang on amendments to the Commercial Act and strengthened directors' duty of care, and all outside directors completed online training on the internal accounting control system hosted by the Korea Listed Companies Association. In addition, training was provided to the Board and management on key amendments to the Commercial Act, including the expanded duty of loyalty for directors, strengthened separate election requirements for Audit Committee members, and the mandatory adoption of cumulative voting.

UN SDGs SDG 16 Peace, Justice and Strong Intuitions

Board Composition

Internal Director

Scott Sungchull Park
2014.04 - 2029.03
(Reappointed 4 times)

- Chairperson of the Board of Directors
- Vice Chairman, Doosan Bobcat Inc. (CEO)

Current) Vice Chairman (CEO) of Doosan Bobcat Inc.
Former) President in charge of Construction Equipment NA/EMEA/DIPP at Doosan Infracore Co., Ltd.

Duck Je Cho
2021.03 - 2027.03
(Reappointed once)

- Representative Director, Doosan Bobcat Inc.
- CFO

Current) Executive Vice President, Doosan Bobcat Inc. (CFO)
Former) Executive Director, Doosan Bobcat Inc. (CFO)
Former) Managing Director, Doosan Bobcat Inc. (EMEA Finance)

Outside Director

Doo Hee Lee
2024.03 - 2027.03

- Chairman of the Outside Director Candidates Recommendation Committee
- Audit Committee member
- Internal Transactions Committee member
- Compensation Committee member

Current) Honorary Professor at Korea University Business School
Current) CEO of Veteran Society Co., Ltd.
Current) Honorary Professor at Renmin University of China
Former) Professor of Business Administration, Business School, Korea University

Moo Kyum Kim
2025.03 - 2028.03

- Chairman of the Compensation Committee
- Chairman of the Internal Transaction Committee
- Audit Committee member
- Outside Director Recommendation Committee member

Current) Representative Lawyer, LOGOS Law LLC.
Former) Judge, Seoul High Court
Former) Judge, Seoul Northern District Court

Jae Won Yoon
2026.03~ 2029.03

- Chairman of Audit Committee
- Compensation Committee member
- Outside Director Nomination Committee member
- Internal Transactions Committee member

Current) Professor of Business Administration, College of Business Administration, Hongik University
Current) Vice President, Korean Academic Society of Taxation
Former) Outside Director and Chairman of the Board, Shinhan Financial Group

Board Competency

Category	Scott Park	Duck Je Cho	Doo Hee Lee	Moo Kyum Kim	Jae Won Yoon
Audit (Accounting)					●
Finance		●			●
Legal				●	
Global Business Strategy	●				
CE Market and Industry	●	●			
Management			●		
Risk Management				●	

GOVERNANCE

Appointment of Directors

At Doosan Bobcat, internal directors are nominated by the Board of Directors and appointed at the General Meeting of Shareholders. When appointing outside directors, supporting departments such as Investor Relations (IR), Accounting, and Compliance teams, first verify the qualifications and independence issues of candidates. The Outside Director Candidate Recommendation Committee then nominates candidates for the final appointment process, through the General Meeting of Shareholders.

Board Committees

Doosan Bobcat has an Audit Committee, Outside Director Candidate Recommendation Committee, Internal Transactions Committee, and Compensation Committee, all of which are composed entirely of outside directors. Each committee's structure, functioning, and authority are codified in the Articles of Incorporation, Board Operation Regulations, and individual committee regulations to ensure an independent and specialized decision-making process. In 2025, Doosan Bobcat set up a Compensation Committee composed entirely of outside directors to enhance transparency and objectivity in executive compensation.

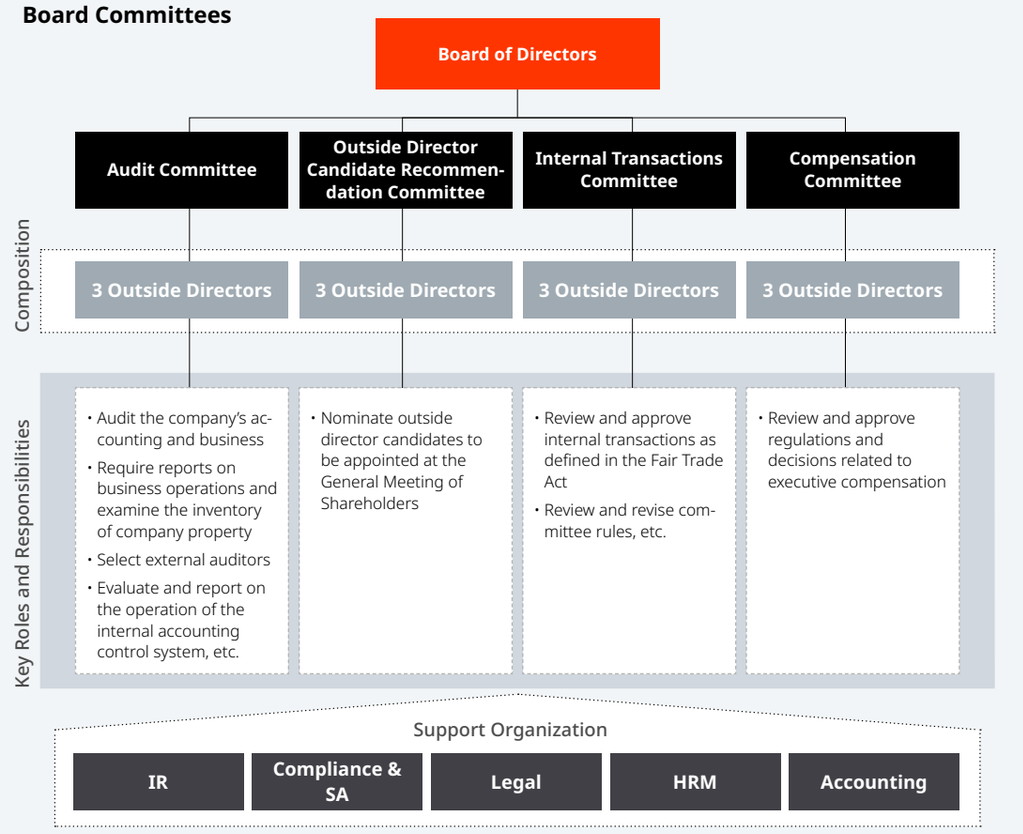
Board Operations

Doosan Bobcat holds quarterly Board meetings and additional meetings as required. Directors receive notification of agenda items at least two days prior to the Board meeting to ensure they have adequate time to form informed opinions. If directors are unable to attend in person, they may participate in resolutions via communication methods that allow both simultaneous voice transmission and reception. This is in accordance with Article 8 of the Board Operation Regulations and Article 40, Paragraph 4 of the Articles of Incorporation. In 2025, a total of 10 Board meetings were held, during which 37 agenda items, including the ESG strategy report, were reviewed and resolved. These consisted of 23 resolution items and 14 reporting items.

A board resolution can only pass if the majority of directors are in attendance and cast a vote, with each director being entitled to one vote. Directors with special interests in a resolution are included in the quorum for the meeting but excluded from the quorum for the resolution. Following a meeting, minutes are prepared to capture information on the major agenda items and decisions. Once reconfirmed by all directors, these minutes are signed, sealed, and reported as necessary.

In addition, Doosan Bobcat reviews and manages its board operations in accordance with the Corporate Governance Code of the Korea Institute of Corporate Governance and Sustainability (KCGS). As of 2025, the company received an A grade in the governance category of the KCGS evaluation for the third consecutive year.

Board Committees



Outside Director Appointment Process

GOVERNANCE

Outside Director Training and Support

Doosan Bobcat runs a training program for outside directors to support and develop their capabilities in a changing market. Following the amendment of the External Audit Act, which expands the roles and responsibilities of the Audit Committee, Doosan Bobcat offers specialized seminars and lectures to ensure readiness for these changes.

In 2025, all outside directors completed online training on the internal accounting control system organized by the Korea Listed Companies Association. Doosan Bobcat also offered training led by Kim & Chang covering key topics under the amended Commercial Act, including directors' duty of care and the newly introduced duty of loyalty to shareholders.

Doosan Bobcat has designated the IR team as a dedicated support team to facilitate the performance of outside directors' duties. When outside directors request materials or raise inquiries, relevant departments such as the Accounting, Compliance & SA, and Human Resource Management (HRM) teams provide the necessary supporting documents and additional explanations. In situations requiring in-depth discussion on specific agenda items, pre-briefing sessions are conducted to support the professional judgment and performance of outside directors.

Management and Director Compensation

Doosan Bobcat determines Board member compensation within the remuneration limit approved at the General Meeting of Shareholders. Compensation for internal directors is paid in the form of salary, retirement benefits, and performance-based incentives.

To ensure the independence of their duties, compensation for outside directors is determined in accordance with the Executive Officer HR Management Regulations, and does not include performance-based incentives, retirement benefits, or stock options.

Compensation Components for Internal Directors

Category		Details
Salary		Determined by comprehensively considering factors such as the company's ability to pay, market competitiveness, the director's length of service, contribution to the company, position and responsibilities, and executive grade.
Retirement Benefits		Calculated in accordance with the company's executive retirement benefit payment regulations.
Performance-based Incentives	Short-term Incentive	Paid within a range of 0–175% of the base salary by grade, based on a comprehensive evaluation of the previous fiscal year's performance, including quantitative indicators such as financial and strategic performance, as well as qualitative indicators such as growth potential and market conditions.
	Long-term Incentive	In accordance with the RSU (Restricted Stock Unit) operating regulations, the number of shares to be granted is calculated within a range of 0–100% of the annual salary by grade, reflecting both quantitative and qualitative indicators. The grant is finalized upon approval by the Compensation Committee, and the shares (all or part of which may be replaced with cash) are paid out three years after the grant base date.

Shareholder Rights

Shares and Capital Structure

Doosan Bobcat manages 26 global consolidated subsidiaries. As of December 31, 2025, the number of issued shares was 95,856,065. All issued shares are common shares with equal rights, with one voting right granted per share. The largest shareholder is Doosan Enerbility, with a 48.17% stake.

Protecting Shareholder Rights

Doosan Bobcat operates various systems to ensure that shareholders can actively participate in the decision-making process. To support the exercise of voting rights by minority shareholders, Doosan Bobcat has introduced and operates an electronic voting system and reviews the operation status and future plans for the voting rights system at the General Meeting of Shareholders each year.

At the Annual General Meeting of Shareholders in March 2026, the Articles of Incorporation was amended to introduce electronic shareholders' meetings and mandate the use of electronic voting, thereby enhancing the efficiency of shareholder meeting operations and strengthening shareholder rights. Through these measures, Doosan Bobcat is creating an environment in which shareholders can exercise their voting rights without being constrained by time or location.

GOVERNANCE

Shareholder Return Policy

Doosan Bobcat enhances shareholder value by establishing its dividend policy with reference to industry peers and leading global companies and by aligning dividends with business performance. Since our listing, we have steadily increased dividend per share, achieving one of the highest dividend yields in the industry, while maintaining a stable average dividend payout ratio of 31.4%.

In December 2024, Doosan Bobcat announced the Corporate Value Enhancement Plan as part of the Korean government's Value-up Program. The Board of Directors held three separate non-face-to-face sessions for reporting and in-depth discussions to establish the Corporate Value Enhancement Plan, which was given final approval at the December Board meeting. Under the plan, Doosan Bobcat set a target shareholder return ratio of 40% for the three-year period starting in 2025, introduced a minimum dividend of KRW 1,600 per share, and transitioned from semi-annual dividends to a quarterly dividend structure. In addition, at the end of 2024, Doosan Bobcat repurchased and cancelled KRW 200 billion of treasury shares, completing the cancellation on February 27, 2025, as part of our active shareholder return policy. In 2025, Doosan Bobcat disclosed the implementation status of the Corporate Value Enhancement Plan twice a year and achieved a shareholder return ratio of over 40%, earning certification as a high-dividend company.

To enhance the predictability of dividends, Doosan Bobcat amended our Articles of Incorporation at the regular General Meeting of Shareholders in March 2023, allowing the Board of Directors to determine the record date for year-end dividends. In March 2025, the Articles of Incorporation were revised to enable the Board of Directors to establish the record date for quarterly dividends following the declaration of dividend amounts.

Link to
Value-Up Program Implementation Status

Corporate Value Enhancement Plan (2025-2027)

Dividend Frequency
40%

Minimum Dividend
KRW
1,600
/per sare

Shareholder Return Ratio Targets
Quarterly

Shareholder Communications

Doosan Bobcat announces quarterly results through business briefings and engages with shareholders through over 230 regular and occasional meetings, including Non-Deal-Roadshows (NDR), external conferences, and direct meetings between management and investors as required, each year.

In February 2025, Doosan Bobcat hosted an Investor Day to engage with shareholders and investors, sharing the company's management strategy, 2024 performance, and 2025 outlook. Communication was expanded between top executives, including the CEO and CFO, with shareholders, investors, and other stakeholders to actively sharing company-related information.

Doosan Bobcat has provided disclosures in English since 2021 to improve access to disclosure information for overseas investors and encourage investment participation. In 2025, all disclosures, except periodic reports, were also made available in English. Doosan Bobcat also continues to carry out activities to deepen key stakeholders' understanding of our business, including overseas site visits for outside directors and analysts.

In addition, since the 2025 Annual General Meeting of Shareholders, Doosan Bobcat has provided an "Easy-to-Understand Agenda Guide" in both Korean and English on our website to further strengthen communication with shareholders.

Average Dividend Payout Ratio

Category	Unit	2023	2024	2025
Cash Dividend per Share	KRW	1,600	1,600	**1,700**
Total Cash Dividend	100 million KRW	1,602	1,591	**1,627**
Dividend Payout Ratio (Consolidated)	%	17.3	28.2	**40.4**
Market Dividend Rate	%	3.2	3.4	**2.7**

Shareholder Communication Activities

Program/Activity	Key Details
Corporate Briefings	Disclosure of quarterly results
	Market analysis by country/region
External Conferences, including NDRs (Non-Deal Roadshows)	Sharing company-related information with shareholders and stakeholders more than 220 times per year
	Regular and ad hoc meetings
Meetings with Management	Meetings between investors and management, as needed

ETHICS AND COMPLIANCE MANAGEMENT

GOVERNANCE

Ethics and Compliance Management Governance

Compliance Organization

Doosan Bobcat has established and operates a systematic compliance governance structure in accordance with the Commercial Act and relevant regulations. The Audit Committee, composed entirely of outside directors, audits its accounting and operations and oversees all compliance activities. To ensure management transparency, the Audit Committee regularly reports its audit activities and key agenda items to the Board of Directors. As the operational body supporting the Audit Committee and executing substantive compliance activities, the compliance organization consists of the Compliance & Security Audit (SA) Team and the Compliance Program (CP) Team.

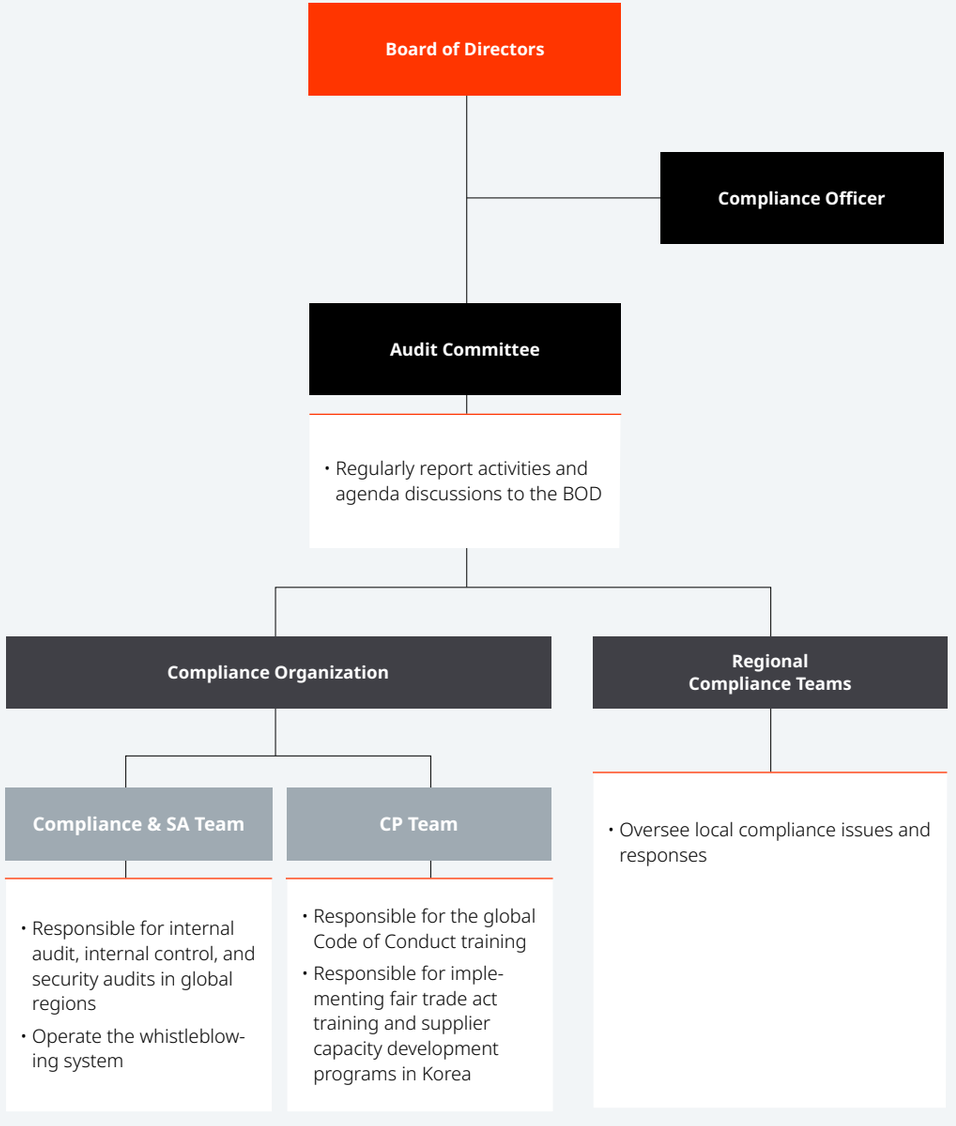
The Compliance & SA team manages internal whistleblowing reports and investigations, performs regular audits, maintains the internal control framework, carries out operating effectiveness testing, supports corrective measures, and manages external audit responses. The CP team oversees fair trade compliance, supports supply chain sustainability, conducts training on the Doosan Code of Conduct, and manages compliance with Korea's Foreign Trade Act for Korean operations. Each regional headquarters has its own compliance team to oversee adherence to local laws and regulations, while the CP team provides additional support for compliance monitoring and risk mitigation at regional sites when needed.

Compliance Officer

The Board of Directors appoints a Compliance Officer who is an expert in Korean and international corporate and trade law and meets the qualifications stipulated by the Commercial Act. In 2025, the Compliance Officer monitored and evaluated adherence to compliance control standards across all Doosan Bobcat operations, recommending necessary improvements. Additionally, the Compliance Officer reported to the Board of Directors on the effectiveness of Doosan Bobcat's compliance and anti-corruption management systems, alongside the results of establishing, implementing, and overseeing ongoing employee training programs designed to enhance compliance awareness.

Doosan Bobcat provides the Compliance Officer with the necessary authority and resources to perform their duties independently, and employees fully cooperate with requests for data and information.

Compliance Management Organization



ETHICS AND COMPLIANCE MANAGEMENT

STRATEGY

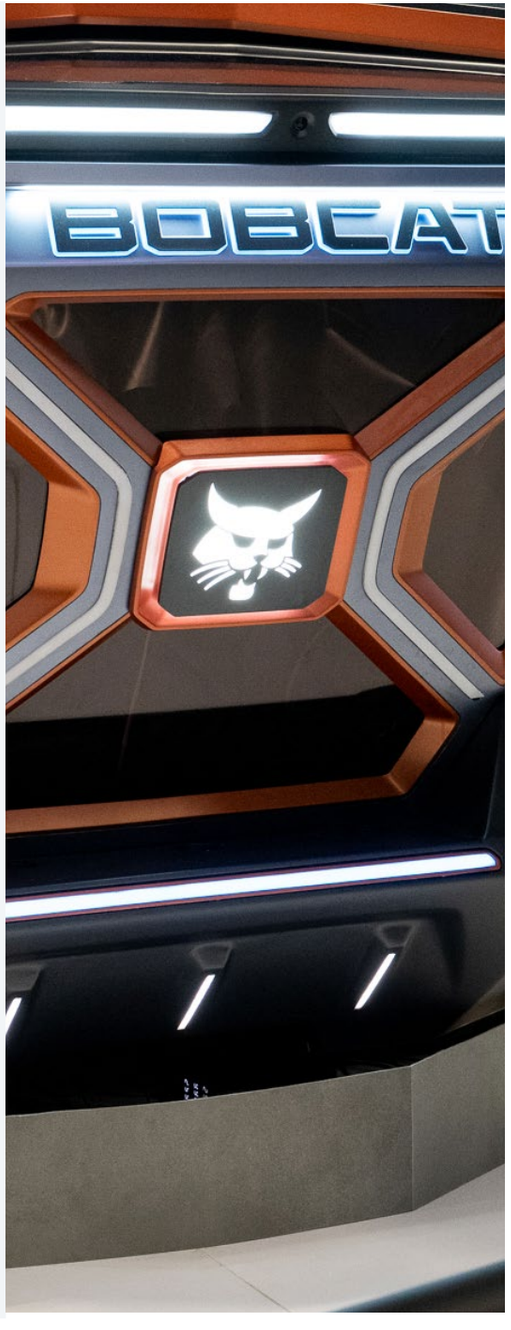
Ethics and Compliance Management Strategy

Risks and Opportunities Analysis

Doosan Bobcat identified risks and opportunities related to ethics and compliance management, along with the potential financial impacts for each item identified. The possible risks and opportunities that may occur in business activities are reviewed and an analysis is conducted of the potential financial impacts and the expected time horizon these are expected to occur.

Ethics and Compliance Management Risks and Opportunities

	Risk Factor	Potential Financial Impact	Time Horizon [1]
Risk	Occurrence of violations of ethics regulations and laws	· Costs of managing compliance issues under the three-step management process on ethics and compliance	Short to long term
		· Financial sanctions, such as fines, in the event of regulatory violations	Short to long term
		· Decline in corporate reputation and reduced sales/operating income due to negative public perception	Short to long term
Opportunity	Implementation of proactive ethics risk prevention activities	· Reduced likelihood of additional costs arising from compliance risks through effective risk management	Short to long term



1) Impact by Time Horizon: Short-term (within 1 year), Medium-term (1 to 5 years), Long-term (over 5 years)

ETHICS AND COMPLIANCE MANAGEMENT

Doosan Code of Conduct

In accordance with the Doosan Group Code of Conduct, Doosan Bobcat provides comprehensive anti-corruption standards that all employees must understand and comply with. We extend our ethical responsibility by requiring subsidiaries and third-party business partners to adhere to these same standards. Doosan Bobcat publishes the Code of Conduct in Korean and English on our website and distributes it internally in multiple languages, including Korean, English, Czech, Chinese, French, and German. In January 2025, Doosan Group revised the 'Doosan Credo,' the foundation of the Code of Conduct. Guided by this Code and its five core areas, Doosan Bobcat strengthens its competitiveness and fosters an ethical corporate culture.

Link to
Doosan Group Code of Conduct

Ethics and Compliance Management Activities

Doosan Bobcat conducts ethics and compliance management according to a three-stage monitoring, response, and prevention process. The company is committed to thoroughly investigating and responding to ethics and compliance-related incidents received through grievance channels, while continuously striving to minimize these incidents.

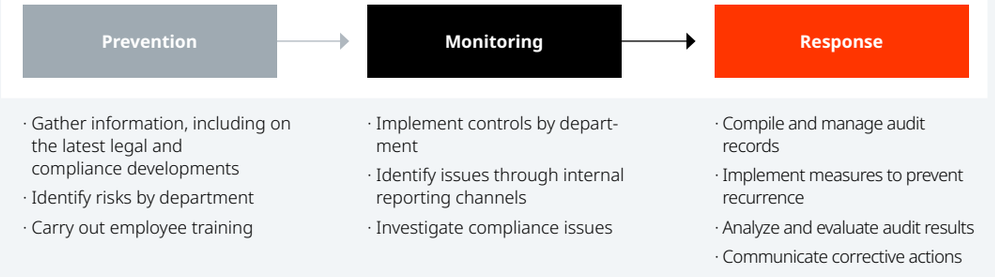
Monitoring and Response

Grievance System | Doosan Bobcat runs a global EthicsPoint hotline and an internal reporting system managed by an external professional organization. Grievance channels such as email, phone, and fax are available to allow stakeholders, including employees, to report ethics and compliance violations. EthicsPoint serves as a channel for global stakeholders to identify compliance issues in a timely manner and provides services in various languages. In 2025, a total of 72 reports were received, and Doosan Bobcat completed all necessary actions for every case. Each report received is promptly reviewed in accordance with internal investigation procedures, and the whistleblower protection policy is applied throughout the entire process to ensure that the reporter's personal information and the content of the report are kept strictly confidential. In addition, Doosan Bobcat maintains a system that guarantees the anonymity of informants, and shares the details of its whistleblower protection program through its system to foster an environment in which members can report with confidence.

Grievance Process | When a report is received through the grievance channel, the Compliance & SA Team investigates the matter, collaborating with relevant departments, and communicates investigation results to the Human Resources (HR) Team. The latter discusses investigation results with company management via the Personnel Committee, communicates conclusions to the Compliance & SA Team, and other relevant departments. The Compliance & SA Team takes follow-up actions to prevent recurrence and reports important issues to management.

At the ALAO India sites, a grievance committee meets quarterly to review employee welfare matters and areas for improvement related to company policies.

Three-Stage Process of Ethics and Compliance Management



Grievance Process

1) Escalate any noteworthy issues to management for review

ETHICS AND COMPLIANCE MANAGEMENT

Prevention

Ethics and Compliance Communication | Doosan Bobcat promotes active, senior management-led communication to strengthen employees' awareness of compliance and embed an ethical corporate culture. Through its monthly Compliance Newsletter, the company shares recent developments in areas such as anti-corruption, internal transactions, and personal data protection, while highlighting best practices and key issues related to ethics and compliance.

Doosan Bobcat also promptly communicates the latest ethics and compliance updates to employees, helping to continuously reinforce awareness of compliance management.

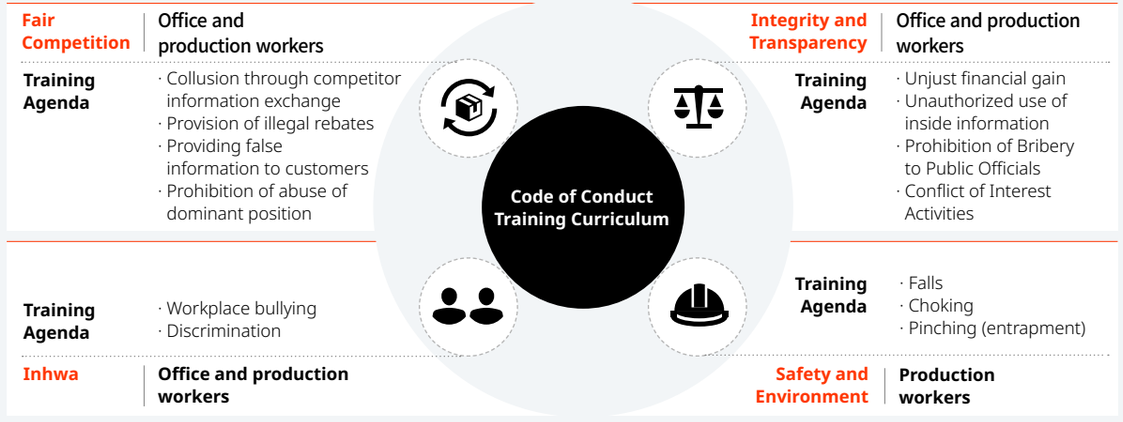
Code of Conduct and Compliance Training | Doosan Group provides Code of Conduct and compliance training to enhance employees' ethical awareness and embed practical ethics and compliance activities into daily operations. Going forward, Doosan Bobcat plans to further strengthen the global Code of Conduct and compliance training in a more systematic manner. The CLO & CCO will provide tailored training programs for global employees and work to foster an organizational culture in which employees voluntarily comply with the Code of Conduct.

Fair Competition Training | Doosan Bobcat provides training for employees on the latest cases/updates related to Korean fair competition regulations such as the Subcontracting Act and Agency Act to enhance members' awareness of fair competition. The company regularly distributes news on fair competition via email to employees to provide information on new laws, amendments, and other related issues.

Code of Conduct and Compliance Training Programs

Category	Program	Training Topics	Target Audience
Introductory Training	Ethics and Compliance Training for New Hires	· Ethics and compliance training during orientation/on-boarding	New hires
Regular Training	Company-wide Code of Conduct Training (Annual)	· Training on the Doosan Code of Ethics, including anti-corruption and business ethics · Submission of the Code of Ethics compliance pledge	All employees
Specialized Training	Code of Conduct and Compliance Workshops /Lectures	· In-depth training on core topics (2025) · ISO 37301 and ISO 37001 requirements	Korean employees
	Fair Trade Training (Subcontracting and Agencies)	· Understanding subcontracting transactions and key considerations · Key provisions and considerations of the Agency Act	Fair Trade Relevant Departments
	Advanced CP Training for Executives	· Key provisions of fair trade, subcontracting, and agency laws · Importance of an Anti-Corruption and Compliance Culture · External Violation Cases	Executives in the ALAO Region
Global Training	Code of Conduct Training	· Available in six languages (English, Chinese, French, German, Czech, and Korean)	Global Employees
Monitoring and Management	Integrity Awareness Survey	· Conducted a survey to assess the level of employee integrity awareness	Employees
	Submission of Conflict of Interest Disclosures	· Pledge to comply with conflict of interest regulations and transparently report any related issues	Employees
	Submission of Ethics Compliance	· Commitment to uphold ethical standards, including integrity, transparency, and anti-corruption	All employees

Code of Conduct Training Curriculum



ETHICS AND COMPLIANCE MANAGEMENT

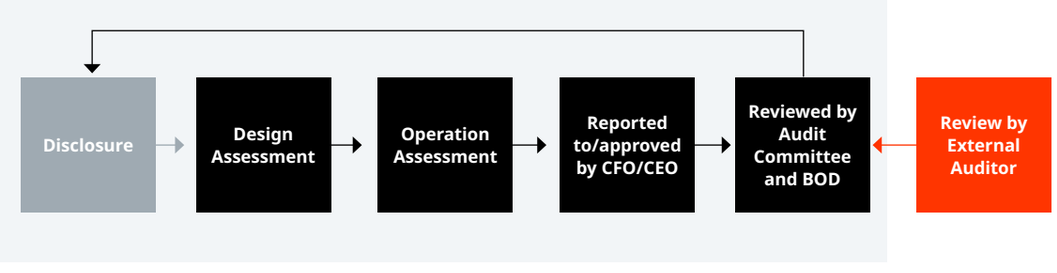
Internal Control System

Internal Audit and Control

Doosan Bobcat operates an internal audit and control system to ensure the reliability of our internal accounting practices. Internal control is a framework designed to proactively identify risks across all business activities, prevent fraud and errors, and foster a transparent and reliable business environment. To maintain the accuracy and integrity of financial information, Doosan Bobcat operates a robust internal accounting control system that includes self-assessments conducted in accordance with applicable laws and standards, as well as independent third-party reviews performed by external auditors. The Compliance & SA Team conducts annual assessments of the system's operations. The results are reported to the CFO and CEO for feedback and approval before being presented to the Audit Committee and the Board of Directors.

Internal auditors identify potential risks through regular audits and propose mitigation measures to relevant departments and internal control personnel to minimize these risks. We report planned audit activities to the Audit Committee at the beginning of each year and shares audit results and key recommendations with management, the Audit Committee, and the Board of Directors to enhance corporate transparency and accountability. Going forward, the Compliance & SA Team plans to identify risks across global subsidiaries and designate those with high fraud risk for internal audits. Furthermore, we will take disciplinary action against employees involved in serious violations identified during internal audits, in accordance with company regulations.

Internal Audit and Control Process



Internal Audit and Control System

Internal Audit

Internal Reporting	· Review agendas and management's requests, identify development points and offer solutions · Provide reporting to management
Regular Audit	· Conduct pre-approved annual audits; select target subsidiaries and departments · Make suggestions for improvement · Report to management and the Audit Committee
Feedback/Support	· Monitor the implementation of recommended actions

Internal Control

Design Assessment	· Review the internal control system design · Suggest changes in organization/business structure · Consider material risk management
Operational Assessment	· Conduct third-party assurance on control issues · Recommend improvement plans · Report shortcomings identified in reviews to management, the Audit Committee, and the Board of Directors
Feedback/Support	· Monitor the internal control review process · Support team-specific improvement plans
External Audit and BOD/GSM Reports	· Conduct the external audit and respond to audit findings · Carry out mid-year and year-end diagnostic reviews · Report to the Board of Directors and the General Meeting of Shareholders

ETHICS AND COMPLIANCE MANAGEMENT

RISK MANAGEMENT

Ethics and Compliance Risk Management

ISO 37001 and ISO 37301

Doosan Bobcat has obtained ISO 37001 (Anti-Bribery Management System) and ISO 37301 (Compliance Management System) certifications for our Korean business sites.

To achieve and maintain these certifications, we established the 'Anti-Bribery Management System Operating Regulations' and a 'Global Anti-Bribery and Anti-Corruption Policy,' both of which have been shared with all employees. Additionally, the company aims to identify and assess potential corruption risks within each department to effectively manage, prepare for, and proactively prevent corruption-related risks.

For the operation of our compliance management system, the 'Compliance Management System Operating Regulations' was developed and shared with all employees. Compliance Agents (CA) for each department were appointed to regularly identify and manage specific compliance risks.

Five-Step Compliance Management System Process

Doosan Bobcat conducts a five-step process to manage ethics and compliance risks. Notably, various compliance issues are managed like fair competition, intellectual property rights, anti-bribery, privacy protection, trade, labor and human rights, environmental and safety standards, and subcontracting to fortify the compliance management system.

Internal Transaction Risk Management

Doosan Bobcat manages risks caused by unfair internal transactions between shareholders and management through internal transaction management regulations. The Board of Directors approves all internal transactions, while the Internal Transactions Committee conducts a preliminary review for internal transactions exceeding 10 billion won, along with other internal transactions.

In 2025, there were no cases of unfair internal transactions or violations of regulations or disclosure requirements related to large-scale internal transactions.

Fair Competition Risk Management

At Doosan Bobcat, the compliance team leads fair competition risk management and updates related policies and regulations, in accordance with Korean fair-trade laws. Audits are carried out to identify potential risks in the work environment, and when identified, the CP Team enacts a risk response process. The company ensures adherence to fair trade laws when engaging with suppliers and partners by having a voluntary compliance program manager within the purchasing department who oversees the internal compliance system. Additionally, the Subcontracting Review Committee manages fair competition risks within the subcontracting review process through regular self-assessments.

5-Step Compliance Management System Process

ETHICS AND COMPLIANCE MANAGEMENT

METRICS & TARGETS

Doosan Bobcat establishes and manages goals, such as improving employee ethics training completion rates and obtaining ISO 37001 (Anti-Bribery Management System) and ISO 37301 (Compliance Management System) certifications, to enhance our ethics and compliance management system. We continuously monitor our progress against our goals by tracking indicators on employee ethics training completion rates and management performance against ISO 37001 and ISO 37301 requirements.

Fair Competition Training

Category		Unit	2023	2024	2025
Subcontracting Act Training[1]	Number of employees trained	Number	166	420	**400**
	Completion rate	%	75.1	94.2	**88.1**
Fair Agency Transactions Act Training	Number of employees trained	Number	22	48	**61**
	Completion rate	%	91.7	88.3	**92.4**

1) Conducted two training sessions (one in the first half and one in the second half of the year)

Ethics Training

2025

Completion Rate
96.5%

RISK MANAGEMENT

GOVERNANCE

Integrated Risk Governance

Integrated Risk Management System

Doosan Bobcat's Board of Directors and management regularly review financial and non-financial risks as part of our integrated risk management approach. The Compliance Organization has developed an enterprise risk management system to address actual and potential risks and collaborates with related departments.

STRATEGY

Integrated Risk Management Strategy

Financial and Non-Financial Risk Management

Doosan Bobcat manages risks arising from business operations by classifying them into financial and non-financial risks.

Financial Risk | Financial risks include accounting and finance-related risks such as market, credit, liquidity, and foreign exchange risks. These risks are managed primarily by the Finance organization. Doosan Bobcat operates a risk management framework based on a comprehensive analysis of the likelihood and potential impact of each risk factor, and establishes management policies to identify, assess, and respond to specific risks. In addition, Doosan Bobcat defines business processes for responding to each risk factor and conducts regular monitoring to minimize the impact of identified risks.

Non-Financial Risk | Non-financial risks include business and operational risks, as well as EHS risks such as climate change, safety, and health. To secure a stable foundation for business operations, Doosan Bobcat identifies and manages non-financial risks in detail. Based on our non-financial risk management activities, Doosan Bobcat aims to proactively respond to rapidly changing internal and external environments and regulatory trends, thereby supporting sustainable growth, enhancing shareholder value, and increasing customer benefits.

Integrated Risk Assessment and Management

	Risk	Risk Definition	Risk Response Activities
Financial Risk	Accounting/Finance/Market	· Risks related to financial reporting, accounting, liquidity management, exchange rates, disclosures, etc.	· Define business processes for risk-specific responses and monitor implementation
Non-Financial Risk	Manufacturing and Sales	· Risks due to sales and product manufacturing such as materials, production, quality, etc.	· Define departmental obligations for risk response and monitor implementation
	Environment/Safety/Health	· Risks associated with product certification, safety testing, type approval, waste disposal, safety incidents, etc.	· Define departmental obligations for risk response and monitor implementation · Obtain ISO45001 and ISO14001 certifications
	Fair Trade	· Risks associated with unfair trading behavior in the course of market activity	· Define departmental obligations for risk response and monitor implementation · Leverage systems to prevent risk · Provide relevant training · ISO 37301 certification
	Trade Transactions	· Trade transaction risks due to customs clearance, international trade regulations, trade sanctions, etc.	· Monitor changes in legislation and more · Provide relevant training
	Corruption and Bribery	· Risks associated with corruption or bribery that may arise from corporate activities, contractual arrangements, and business relationships	· Publicize corruption policy and regular ethics training · Define departmental stakeholders and responsibilities · Executive communications · · ISO 37001 certification · Operate whistleblowing programs
	Information Protection	· Risks related to information security such as personal and corporate data breaches, unauthorized access due to hacking activities	· Establish customized processes for risk response and continuous monitoring · ISO 27001 certification · Conduct training on handling personal information and information security

RISK MANAGEMENT

Tax Risk Management

Doosan Bobcat complies with Korean tax laws and relevant regulations in the countries in which we operate. The Tax Team under the CFO manages overall tax affairs and examines tax risks and issues arising during business operations. They also collaborate with internal and external tax experts to enhance tax risk response capabilities and provide professional advice to management.

Doosan Bobcat collaborates with external experts to perform tax filing tasks in accordance with tax regulations. When facing ambiguous tax regulations or anticipating significant financial impacts, we minimize potential risks through third-party reviews and authoritative interpretations by tax authorities. The Tax Team also conducts internal audits and review processes, reporting the results to managers and financial officers. We update internal tax control processes and carry out tests to review these processes semi-annually. We also fulfill our tax obligations diligently to uphold our responsibility as corporate citizens.

RISK MANAGEMENT

Integrated Risk Management

Risk Management System

Doosan Bobcat operates a comprehensive risk management system to prevent and manage risks that could negatively impact corporate value and result in economic losses. The integrated risk management process is carried out in stages including risk identification, risk assessment, risk response, monitoring and review, and communication and reporting.

Risk Management Process

DATA SECURITY AND PRIVACY

GOVERNANCE

Data Security Management

Doosan Bobcat operates an information security management system (ISMS) centered around the Chief Legal Office & Chief Compliance Officer (CLO & CCO), Chief Digital Officer (CDO), and Chief Information Security Officer (CISO). Data security and privacy protection enhancements are actively driven by dedicated teams, including the Digital Risk Management team and the Compliance & Security Audit (SA) team. These teams, along with the Global Security Working Group and the Global Privacy Council, focus on implementing effective security measures.

Digital Risk Management Team

The IT Security and Risk Management team, composed of the Digital Risk Management team and the Compliance & SA team, reports information security issues to the CLO & CCO, CPO, CDO, and CISO. This team actively implements preventive measures to address data loss and leakage during operations. It provides industry best-practice guidelines to enhance security and risk management, supports information security projects, and ensures a robust security system through regular diagnostics by internal and external agencies.

Global Information Security Working Group

The Global Information Security Working Group is comprised of experts from various teams including IT, Global IT Support, IT Security, Infrastructure, and Security Audit. It analyzes information security issues and risks, prepares countermeasures, and reports its discussions and findings to Doosan Bobcat's senior management.

Global Privacy Council

The Global Privacy Council convenes executives responsible for information security and leadership from NA, EMEA, and ALAO. It meets quarterly to discuss global privacy protection and security issues and supports information security tasks in accordance with consistent company-wide policies and strategies.

Data Security Management Structure

1) The CLO&CCO currently holds the role of Chief Privacy Officer within the company

DATA SECURITY AND PRIVACY

STRATEGY

Information Security and Privacy Protection Strategy

Privacy Policy

Doosan Bobcat works in full compliance with the Personal Information Protection Act, the Act on Promotion of Information and Communications Network Utilization and Information Protection, and other related laws. We are committed to safeguarding the rights and interests of individuals whose personal information we handle, including customers, employees, and website users. The company's personal information processing policy and image information processing equipment operation management policy are accessible through the Doosan Bobcat website. We actively provide information regarding the purposes and procedures we use for collecting personal information and communicate related protection measures through the official website, email, and other channels.

When these policies are updated, the company communicates this publicly via the website and other channels. Doosan Bobcat offers an Easy Version Privacy Policy on the website to facilitate stakeholders' understanding of our privacy practices.

EMEA strictly complies with the General Data Protection Regulation (GDPR), an EU law on privacy protection, when processing EU personal data. In accordance with our privacy protection policy, relevant information is provided to data subjects[1)], and when necessary, legally transferred to other countries in accordance with the EU Commission's adequacy decisions and Standard Contractual Clauses (SCC). Additionally, following the Schrems II ruling by the European Court of Justice, EMEA regularly reviews Standard Contractual Clauses to ensure strict compliance with privacy protection laws. It also updates data transfer processes as necessary.

Privacy and information processing policy
Quick link

Visual Information Processing Equipment Management Policy
Quick link

Information Security within Corporate Culture

Doosan Bobcat runs regular training sessions and campaigns to enhance employees' awareness of information security.

In 2025, quarterly training sessions were conducted on topics such as identifying key security risks, preventing phishing, security threats related to AI-enabled crimes, secure password management, precautions when using generative AI, CxO fraud, and social media management. A total of 7,594 employees completed the training. For employees who did not meet the required standards, additional training was arranged to ensure completion of the program.

Data Security Training and Prevention

Category	Key Details
Regular Training	· Advanced security training for global employees led by the IT department, provided in six languages · Use of a SaaS-based training platform
SAPA Assessment	· Annual Security Awareness Proficiency Assessment (SAPA) for all employees at the beginning of each year · Design and improvement of training programs based on assessment results
Information Security Campaigns	· Campaigns to identify, prevent, and report phishing emails · Campaign results reflected in the training platform, with additional training provided to employees who do not meet test requirements
Stakeholder Training	· Free online security awareness training provided to employees' family members
Information Security Incident Simulation Training	· Simulation training conducted to respond to information security incidents · Process improvement and enhancement based on simulation results

DATA SECURITY AND PRIVACY

RISK MANAGEMENT

Information Security and Privacy Protection Risk Management

Data Security Management System

Doosan Bobcat manages various information security issues, including information security and privacy protection risks, using the Information Security Management System (ISMS), which is based on international standards and security frameworks. The ISMS provides a reliable way of managing various types of information and data security. In addition, Doosan Bobcat obtained ISO/IEC 27001:2022 certification, an international standard for information security, and continues to strengthen our company-wide information security and privacy management capabilities. By achieving ISO/IEC 27001:2022 certification, Doosan Bobcat has further reinforced the foundation for systematically protecting the information assets of various stakeholders, including customers, partners, and employees, handled in the course of business operations.

Doosan Bobcat prioritizes investments that enhance our information security systems. Collaborating with the Doosan Global Security Operations Center, cutting-edge security technologies are deployed for Network Detection and Response (NDR) services. Through cooperation with global security experts, potential security risks are thoroughly managed through the adoption of IT security monitoring tools.

We are developing security strategies to respond to the rapidly changing security environment. To prevent production disruptions, Doosan Bobcat is developing a security management framework specifically for the Operational Technology (OT) environment. The company-wide business initiative Digital eXperience Platform (DXP) is also continuously improving its security framework. Additionally, a cloud-based mobile security app is being introduced to enhance customer information protection.

METRICS & TARGETS

Information Security and Privacy Protection Metrics

Doosan Bobcat aims to minimize incidents related to information security and privacy, including customer and personal data breaches, by establishing a rigorous management system for information security and privacy protection. To this end, Doosan Bobcat is expanding training and campaigns to enhance employees' information security awareness, while continuously improving its information security management system.

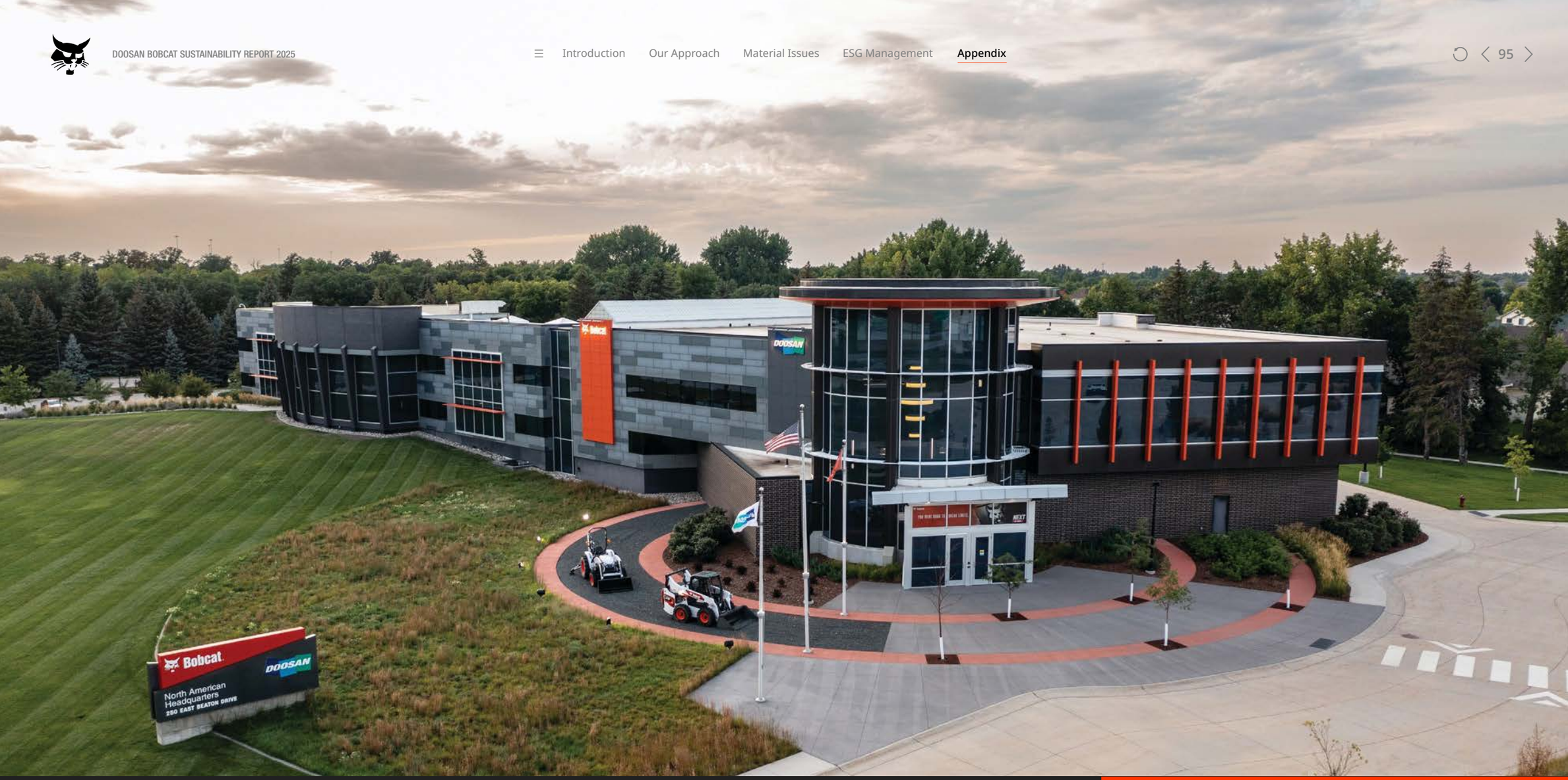
Doosan Bobcat also manages information security and privacy performance by setting key indicators, such as the number of customer and personal data breaches and the employee completion rate for information security training and uses these indicators to assess the level of management.

ISMS Goals and Guidelines

- **ISO / IEC 27001**
  Compliance with ISO / IEC 27001 (international standard for information security management systems to identify, assess, and manage an organization's information security risks)
- Compliance with the National Institute of Standards and Technology (NIST) Cybersecurity Framework (guidance for mitigating cybersecurity risks)
- Compliance with the Cloud Security Alliance's (CSA) Cloud Controls Matrix

Information Security and Privacy Management Indicators

Category	Unit	2023	2024	2025
Privacy Breach	Cases	0	0	**0**
Total Information Security Training Hours	Hours	2,104	2,105	**3,923**
Average Training Hours per Person	Hours	0.7	0.6	**1.0**
Information Security Training Completion Rate	%	94	85	**75**



APPENDIX

Reporting Methodology
ESG Facts & Figures
GRI Index
SASB Index
Greenhouse Gas Verification Statement
Third Party Assurance Statement
Membership of Associations
Awards
About This Report

REPORTING METHODOLOGY

Approach to Data Calculation

The quantitative performance metrics in the Doosan Bobcat 2025 Sustainability Report are established using the following criteria

Environmental data

Category		Criteria
Water	Total Water Consumption	• Water withdrawal – Water discharge
Waste	Total Waste Generated	• The sum of total amount of waste disposed and recovered
	Total weight of Recycled Waste	• The sum of hazardous and non-hazardous waste recycled

Social data

Category		Calculation scope and criteria
Employee status		• Total number of permanent and temporary employees across all global operations • Corporate headcount calculated as the sum of regional office headcount and headquarters headcount
Employment	Total number of new employees	• The number of regular employees hired by the headquarters and regional offices
Employment of people with disabilities		• Percentage of employees hired through internal transfers
Parental leave	Employees on parental leave	• Korean operations only; as reported to the Korea Employment Agency for Persons with Disabilities under the Ministry of Employment and Labor
	Employees entitled to parental leave	• Among the regular employees in Korea, those who have children under the age of 8 in accordance with the Equal Employment Opportunity and Work-Family Balance Assistance Act (only those who have registered their children with the system)
Employee training		• Education and training for Korean and overseas employees (including Code of Conduct training)
Occupational Safety and Health Management	Occupational Health and Safety Management System	• Employees covered by the occupational health and safety management system / Total employees
	Internal/external system audits	• Employees covered by internal/external system audits / Total employees
Occupational Health and Safety Incident Rate	Total Recordable Incidents	• Based on OSHA criteria; including incidents during business trips and travel
	Total Recordable Incident Rate (TRIR)	• (Total recordable incidents)/(Total number of hours worked annually)×200,000
	Lost Time Incident Rate (LTIR)	• (Total lost time in days)/(Total number of hours worked annually)×200,000
	Near-Miss Frequency Rate (NMFR)	• (Total near misses)/(Total number of hours worked annually)×200,000
Community engagement	Total contributions	• "Contributions" in the Business Report

Restatement of Information

Some information in the Doosan Bobcat 2025 Sustainability Report has been revised and restated due to changes in reporting scope and standards.

Category	Data	Restatement
Environment Data	Reporting Scope for Energy Consumption and GHG Emissions	• Expanded Reporting Scope for Energy Consumption and GHG Emissions in 2025
	Water Resource Management	• Doosan Mottrol sites added to the reporting scope from 2025.
	Waste Management	• Revised due to data changes in the NA region for 2023-2024. • China, India, and Doosan Mottrol sites in the ALAO region added to the reporting scope for 2023-2025. • Germany site in the EMEA region excluded from the 2025 reporting scope.
	Product Sustainability	• 2024 figures restated due to the expanded scope of REMAN product revenue starting in 2024.
Social Data	Workforce Profile	• Classification criteria for middle and junior management changed in 2025.
	People First	
	Employee Training	• Restatement due to correction of errors in the aggregation of training hours by course for 2023–2024
	Occupational Safety and Health Management	• Revised due to data changes at the Suzhou site in the ALAO region for 2023-2024. • Doosan Mottrol sites in the ALAO region added to the reporting scope from 2025. • Data for 2023-2024 is based on the Germany site, changing to the Belgium site from 2025.
	Occupational Injury Rate	

ESG FACTS & FIGURES

Environmental Data

Energy Consumption

Category		Unit	2023	2024	2025
Total Consumption		TJ	1,588.9	1,713.4	**1,975.3**
By Energy Source	Diesel	TJ	151.8	111.9	**129.9**
	LPG	TJ	43.8	45.0	**27.8**
	Natural Gas	TJ	732.5	1,049.8	**1,272.1**
	Gasoline	TJ	27.1	32.2	**34.6**
	Electricity	TJ	626.0	472.4	**507.8**
	Other	TJ	7.6	2.2	**3.0**
Energy Intensity		TJ/Number of Products	0.002	0.003	**0.003**

GHG Emissions

Category		Unit	2023	2024	2025
Total Emission	Scope 1 + Scope 2 Emission	tCO_2eq	150,071.4	135,784.1	**154,196.7**
Scope 1	Total Scope 1 Emission	tCO_2eq	52,458.2	65,760.4	**92,698.5**
	Stationary combustion	tCO_2eq	38,097.5	54,003.5	**82,586.2**
	Mobile combustion	tCO_2eq	14,360.7	11,756.9	**10,112.3**
Scope 2	Total Scope 2 Emission	tCO_2eq	97,613.2	70,023.7	**61,498.2**
Emission Intensity		tCO_2eq/Number of Products	0.163	0.194	**0.215**

Reporting Scope of Energy Consumption and Greenhouse Gas (GHG) Emissions

Category		Unit	2023	2024	2025
Total Consumption Reporting Scope	Total	Number of sites	39	42	**54**
	NA	Number of sites	15	15	**15**
	EMEA	Number of sites	14	15	**25**
	ALAO	Number of sites	10	12	**14**

Water Management [1)]

Category	Unit	2023	2024	2025
Total Water Withdrawal	m^3	110,497	69,719	**94,683**
Total Water Discharge	m^3	39,008	34,179	**40,094**
Total Water Consumption [2)]	m^3	71,489	35,540	**54,589**

1) Based on EMEA Czech, France, Germany; ALAO Incheon Site, Based on the Doosan Mottrol Changwon Site (some small operations excluded)

2) Calculated by subtracting “Total Water Discharge” from “Total Water Withdrawal”

ESG FACTS & FIGURES

Waste Management [1]

Category			Unit	2023 [2]	2024 [2]	2025
Total Waste Generated [3]			tons	21,014	18,038	**17,146**
Waste Disposal	Total Waste Disposal		tons	12,541	11,405	**10,869**
	Hazardous Waste	Incineration [4]	tons	418	296	**342**
		Landfill	tons	84	79	**26**
		Other Disposal Method	tons	393	254	**448**
	Non-hazardous Waste	Incineration [4]	tons	237	219	**218**
		Landfill	tons	10,490	10,116	**7,980**
		Other Disposal Method	tons	920	440	**1,854**
Waste Recovery	Total Waste Recovery		tons	8,472	6,633	**6,277**
	Hazardous Waste	Preparing for Reuse	tons	55	87	**8**
		Recycled	tons	145	69	**80**
		Other Disposal Method	tons	0	0	**43**
	Non-hazardous Waste	Preparing for Reuse	tons	603	721	**205**
		Recycled	tons	7,670	5,756	**5,907**
		Other Disposal Method	tons	0	0	**35**
Waste Recycle	Total Waste Recycled		tons	7,814	5,825	**5,987**
	Waste Recycling Rate		%	37	32	**35**

Environmental Management System

Category	Unit	2023	2024	2025
ISO 14001 Certified Sites	Number	7	8	**8**

Product Sustainability [5]

Category	Unit	2023	2024	2025
Remanufacturing (REMAN) product/service sales revenue	EUR	296,693	598,609	**498,837**
Increase in revenue from remanufacturing (REMAN) product/service sales	%	-	102	**-17**

1) NA Sites (Excluding Sahuarita Site), EMEA Czech, France, Germany(Excluding Germany Site for the current year); ALAO Incheon Site, China (Yantai, Suzhou), India Sites, Doosan Mottrol Changwon Site (some small operations excluded)

2) Restated due to correction of NA waste figures for 2023–2024 and expansion of ALAO calculation scope

3) Total waste generated from ALAO Incheon differs from total amount reported through the Allbaro system due to time difference between the calculation date of the waste generated and the disposal date

4) Disposal through third-parties, etc.

5) 2023–2024 figures restated due to expansion of the REMAN revenue calculation scope; 2023 revenue growth rate excluded from disclosure due to the absence of 2022 data

Social Data

Employee Status [1)]

Category			Unit	2023	2024	2025
Total Number of Employees			Persons	9,879	9,621	**9,846**
By Region	NA		Persons	5,636	5,139	**5,246**
	EMEA		Persons	2,534	2,481	**2,413**
	ALAO		Persons	1,569	1,843	**2,187**
By Gender	Male		Persons	7,818	7,642	**7,754**
	Female		Persons	2,061	1,979	**2,005**
By Age	Under 30 years		Persons	2,110	1,762	**1,698**
	30 to 50 years		Persons	5,545	5,617	**5,774**
	Over 50 years		Persons	2,224	2,242	**2,253**
By Job Type	White-collar		Persons	4,506	4,850	**5,160**
	Blue-collar		Persons	5,373	4,771	**4,686**
By Employment Type	Permanent	Total	Persons	9,566	9,377	**9,141**
		Male	Persons	7,614	7,490	**7,269**
		Female	Persons	1,952	1,887	**1,870**
	Temporary	Total	Persons	313	244	**705**
		Male	Persons	204	152	**485**
		Female	Persons	109	92	**135**

Category				Unit	2023	2024	2025
By Employment Type [2)]	Full-time	Total		Persons	9,674	9,475	**9,328**
		White-collar	Total	Persons	4,326	4,686	**5,075**
			Male	Persons	3,249	3,530	**3,787**
			Female	Persons	1,077	1,156	**1,288**
		Blue-collar	Total	Persons	5,348	4,739	**4,684**
			Male	Persons	4,434	3,987	**3,967**
			Female	Persons	914	752	**717**
	Part-time	Total		Persons	205	196	**518**
		White-collar	Total	Persons	180	164	**483**
			Male	Persons	112	95	**287**
			Female	Persons	68	69	**113**
		Blue-collar	Total	Persons	25	32	**35**
			Male	Persons	23	30	**30**
			Female	Persons	2	2	**4**

1) Based on the number of employees across all global sites as of December 31 of the current year.
- Figures may differ from the total due to employees at overseas sites who chose not to disclose personal information, including gender and age.
- Expansion of calculation scope from 2024 (including Doosan Mottrol)

2) Classification criteria for employment type
- Permanent : Employee with a contract for an indeterminate period for full-time or part-time work
- Temporary : Employee with a contract for a limited period that ends when the specific time period expires, or when the specific task or event is completed
- Full time : Employee whose working hours per week, month, or year are defined according to national law or practice regarding working time
- Part time : Employee whose working hours per week, month, or year are less than the number of working hours for full-time employees

ESG FACTS & FIGURES

Category			Unit	2023	2024	2025
By Job Title[1]	Top management positions(Registered executives)[2]	Total	Persons	57	67	**74**
		Male	Persons	53	63	**69**
		Female	Persons	4	4	**5**
	Middle management positions[3]	Total	Persons	1,566	1,720	**363**
		Male	Persons	1,315	1,431	**323**
		Female	Persons	251	289	**40**
	Junior management positions[4]	Total	Persons	1,940	2,206	**1,588**
		Male	Persons	1,415	1,570	**1,281**
		Female	Persons	525	636	**307**
By Job Title	White-collar	Total	Persons	4,506	4,850	**4,677**
		Male	Persons	3,361	3,625	**3,500**
		Female	Persons	1,145	1,225	**1,175**
	Blue-collar	Total	Persons	5,373	4,771	**4,651**
		Male	Persons	4,457	4,017	**3,937**
		Female	Persons	916	754	**713**
Disabilities	Total number of employees with disabilities		Persons	6	12	**16**
	Percentage of employees with disabilities		%	0.06	0.12	**0.16**

1) Change in classification criteria for middle and junior management from 2024 due to a job grade system revision
2) Executives
3) Professional executives, Team leaders
4) Senior management
5) Differs from the total due to the inclusion of employees at overseas sites who did not disclose personal information (gender, age)
6) Based on domestic permanent employees including Doosan Mottrol from 2024

Employment[5]

Category			Unit	2023	2024	2025
Number of new employees hired	Total		Persons	1,768	911	**1,020**
	By Gender	Male	Persons	1,383	741	**799**
		Female	Persons	385	170	**219**
		Male(Ratio)	%	78.2	81.3	**78.3**
		Female(Ratio)	%	21.8	18.7	**21.5**
	By Age	Under 30 years	Persons	634	306	**374**
		30 to 50 years	Persons	905	500	**524**
		Over 50 years	Persons	229	105	**117**
		Under 30 years(Ratio)	%	35.9	33.6	**36.7**
		30 to 50 years(Ratio)	%	51.2	54.9	**51.5**
		Over 50 years(Ratio)	%	13.0	11.5	**11.5**

Parental Leave Status[6]

Category		Unit	2023	2024	2025
Total Number of employees that were entitled to parental leave	Total	Persons	227	318	**335**
	Male	Persons	195	265	**274**
	Female	Persons	32	53	**61**
Number of employees that took parental leave	Total	Persons	28	18	**70**
	Male	Persons	21	13	**53**
	Female	Persons	7	5	**17**

ESG FACTS & FIGURES

Talent Development [1]

Category		Unit	2023	2024	2025
Total Training Hours [2]		Hours	201,559	159,010	**176,982**
Average Training Hours per Employee [2]		Hours/Persons	21	17	**20**
Training Participation Rate	Total number of employees receiving training	Persons	9,510	9,232	**8,833**
	Percentage of employees receiving training	%	96.3	96.0	**96.5**
Training & Development Expenditure		$	2,124,702	2,334,400	**1,356,577**

Employee Performance Review

Category	Unit	2023	2024	2025
Percentage of total employees who received a regular performance and career development review	%	100	100	**100**

Occupational Health and Safety Management [3]

Category			Unit	2023	2024	2025
Occupational Health and Safety Management System	EHS management system coverage	Employee	Persons	7,934	9,373	**8,044**
		Percentage	%	80	94	**82**
	EHS management system that has been internally audited	Employee	Persons	4,466	4,928	**4,926**
		Percentage	%	45	49	**50**
	EHS management system that has been externally audited	Employee	Persons	4,787	4,771	**4,184**
		Percentage	%	48	48	**42**
ISO 45001 Certified Sites			Persons	6	7	**7**

1) Expanded reporting scope due to Doosan Mottrol merger in 2024

2) Restated due to the correction of errors in the aggregation of training hours by program for 2023–2024

3) Occupational health and safety management figures restated due to correction of ALAO data for 2023–2024; Germany Site excluded and Belgium Site newly included from 2025

Occupational Health and Safety Incident

Category		Unit	2023	2024	2025
Occupational Health and Safety Incident Rate	Total recordable incident rate(TRIR) [4]	Cases per 200,000 working hours	5.84	4.04	**2.93**
	Total Lost Time Injury Frequency Rate(LTIR) [4]	Cases per 200,000 working hours	2.67	1.91	**1.32**
	Near Miss Frequency Rate(NMFR) [5]	Cases per 200,000 working hours	9.08	8.79	**17.33**
	Fatality Rate	%	0	0	**0**

Product Quality Management

Category	Unit	2023	2024	2025
ISO 9001 Certified Sites	Number	13	14	**15**

Local Community Engagement

Category	Unit	2023	2024	2025
Charitable Giving [6]	USD 1,000	15,086	11,516	**7,435**

4) All NA Sites; EMEA Czech, France, Belgium Sites; ALAO Incheon, China (Yantai, Suzhou), India, Doosan Mottrol Sites (Belgium and Doosan Mottrol Sites added in 2025)

5) All NA Sites; EMEA Czech, France, Belgium Sites; ALAO China (Yantai, Suzhou), India, Doosan Mottrol Sites (Belgium and Doosan Mottrol Sites added in 2025); 2024 ALAO near-miss figures restated due to revision

6) Donations disclosed through Annual Report

Governance Data

Governance Structure and Composition

Category			Unit	2023	2024	2025
BOD composition	Total Number of BOD member		Persons	6	6	**5**
	By Type	Inside directors	Persons	2	2	**2**
		Outside directors	Persons	4	4	**3**
	By Gender	Male	Persons	5	5	**4**
		Female	Persons	1	1	**1**
	Average Tenure of Directors		Years	4.1	3.8	**4**
BOD Operation	Number of board meetings held		Number	7	13	**10**
	Number of agenda	Resolution	Cases	21	36	**23**
		Reporting	Cases	9	13	**14**
	Average attendance rate of directors		%	95.2	96.2	**97.1**

BOD Committees

Category		Unit	2023	2024	2025
Outside Director Candidate Recommendation Committee	Number of committee meetings held	Number	1	2	**1**
	Percentage of outside directors	%	100	100	**100**
Audit Committee	Number of committee meetings held	Number	6	6	**6**
	Percentage of outside directors	%	100	100	**100**
Internal Transaction Committee	Number of committee meetings held	Number	1	0	**1**
	Percentage of outside directors	%	100	100	**100**

Ethics Management

Category			Unit	2023	2024	2025
Communication about anti-corruption	Governance body members	Total number of governance body members	Persons	6	6	**5**
		Total number of governance body members that the organization's anticorruption policies and procedures have been communicated to	Persons	6	6	**5**
		Percentage of governance body members that the organization's anticorruption policies and procedures have been communicated to	%	100	100	**100**
	Employees[1]	Total number of employees	Persons	9,879	9,263	**9,846**
		Total number of employees that the organization's anticorruption policies and procedures have been communicated to	Persons	9,879	9,263	**9,846**
		Percentage of employees that the organization's anticorruption policies and procedures have been communicated to	%	100	100	**100**
Ethics Training	Governance body members	Total number of participants	Persons	6	6	**5**
		Total number of governance body members subjected to ethics training	Persons	6	6	**5**
		Percentage of governance body members that have received ethics training	%	100	100	**100**
	Employees[2]	Total number of participants	Persons	9,879	9,583	**9,151**
		Total number of employees subjected to ethics training	Persons	9,510	9,232	**8,833**
		Percentage of employees that have received ethics training	%	96.3	96.3	**96.5**

1) Excluding Doosan Mottrol for 2023–2024

2) Expansion of calculation scope from 2024 (including Doosan Mottrol)

ESG FACTS & FIGURES

Compliance Management

Category		Unit	2023	2024	2025
Compliance with laws and regulations	Total number of instances of non-compliance with laws and regulations	Cases	1	3	**3**
	Total monetary value of fines for instances of non-compliance with laws and regulations	Million KRW	55.3	357.2	**392.6**
	Instances for which non-monetary sanctions were incurred	Cases	1	0	**0**
Anticompetitive behavior	Total number of legal actions regarding anti-competitive behavior and violations of anti-trust and monopoly legislation	Cases	0	0	**0**

Ethical Management Status

Category			Unit	2023	2024	2025
Grievance Management Status	Total number of reports		Cases	100	83	**72**
	Grievance filings by type	Harassment and Employee relations	Cases	36	33	**30**
		Discrimination and Equal Opportunity	Cases	32	24	**21**
		EHS	Cases	9	1	**3**
		Inappropriate supplier or contractor behavior	Cases	4	2	**1**
		Violations of Laws or Standards and Anti-Bribery	Cases	2	9	**3**
		Improper use of company assets	Cases	1	0	**3**
		Legal and Regulatory Compliance	Cases	0	2	**1**
		Competition and Fair Trade	Cases	0	2	**0**
		Other (product quality, etc.)	Cases	16	10	**10**
	Total number of actions taken		Cases	100	83	**72**
	Percent of grievances addressed		%	100	100	**100**

GRI INDEX

General Disclosures
Material Topics

General Disclosures

Topic	GRI Standards		Page	Remarks
GRI 2: General Disclosures 2021	2-1	Organizational details	6, 9, 81	
	2-2	Entities included in the organization's sustainability reporting	96, 115	
	2-3	Reporting period, frequency, and contact point	115	
	2-4	Restatements of information	96	
	2-5	External assurance	107	
	2-6	Activities, value chain and other business relationships	6-9	
	2-7	Employees	99-101	
	2-8	Workers who are not employees		2025 Annual Report p.295 (*Dispatched employees in administrative support roles[1])
	2-9	Governance structure and composition	79-80, 102	
	2-10	Nomination and selection of the highest governance body	79-80	
	2-11	Chair of the highest governance body	79	2026 Corporate Governance Report, Core Principle 4
	2-12	Role of the highest governance body in overseeing the management of impacts	12	
	2-13	Delegation of responsibility for managing impacts	12	
	2-14	Role of the highest governance body in sustainability reporting	12, 18, 20	
	2-15	Conflicts of interest	79-80	2026 Corporate Governance Report, Core Principle 5
	2-16	Communication of critical concerns	12, 80	
	2-17	Collective knowledge of the highest governance body	80, 81	
	2-18	Evaluation of the performance of the highest governance body	12, 81	2026 Corporate Governance Report, Core Principle 6
	2-19	Remuneration policies	12, 54	
	2-20	Process to determine remuneration	81	
	2-21	Annual total compensation ratio		Not disclosed for business reasons

Topic	GRI Standards		Page	Remarks
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	5-6	
	2-23	Policy commitments	47-48, 66, 83-86	
	2-24	Embedding policy commitments	35-38, 47-48, 66, 69	
	2-25	Processes to remediate negative impacts	48, 67, 85	
	2-26	Mechanisms for seeking advice and raising concerns	48, 56, 67, 85	
	2-27	Compliance with laws and regulations	103	
	2-28	Membership associations	111	
	2-29	Approach to stakeholder engagement	17	
	2-30	Collective bargaining agreements	48	

1) Dispatched workers in administrative support roles: non-employee workers

Material Topics

Topic	GRI Standards		Page	Remarks
GRI 3: Material Topics 2021	3-1	Process to determine material topics	18	
	3-2	List of material topics	19	

GRI INDEX

Sustainable Energy

Topic	GRI Standards		Page	Remarks
GRI 3: Material Topics 2021	3-3	Management of material topics	20, 21	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	97	
	302-3	Energy intensity	97	
	302-4	Reduction of energy consumption	97	
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	97	
	305-2	Energy indirect (Scope 2) GHG emissions	97	

Product Sustainability

Topic	GRI Standards		Page	Remarks
GRI 3: Material Topics 2021	3-3	Management of material topics	20, 22	
	Non GRI	Remanufacturing products/services	45	

Health and Safety Management

Topic	GRI Standards		Page	Remarks
GRI 3: Material Topics 2021	3-3	Management of material topics	20, 23	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	59-64, 67	
	403-2	Hazard identification, risk assessment, and incident investigation	59-63	
	403-3	Occupational health services	59-61, 64	
	403-4	Worker participation, consultation, and communication on occupational health and safety	59-63	
	403-5	Worker training on occupational health and safety	59-60	
	403-6	Promotion of worker health	55	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	67, 73	
GRI 403: Occupational Health and Safety 2018	403-8	Workers covered by an occupational health and safety management system	62-64, 101	
	403-9	Work-related injuries	64, 101	

Sustainable Supply Chain

Topic	GRI Standards		Page	Remarks
GRI 3: Material Topics 2021	3-3	Management of material topics	20, 24	
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers screened using environmental criteria	67-69	
	308-2	Negative environmental impacts in the supply chain and actions taken	24, 69	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers screened using social criteria	67-69	
	414-2	Negative social impacts in the supply chain and actions taken	24, 69	

Ethical Corporate Culture

Topic	GRI Standards		Page	Remarks
GRI 3: Material Topics 2021	3-3	Management of material topics	20, 25	
GRI 205: Anti-corruption 2016	205-2	Communication and training about anticorruption policies and procedures	66-67, 69, 86, 89, 102	
	205-3	Confirmed incidents of corruption and actions taken	103	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	103	

SASB INDEX

The Sustainability Accounting Standards Board (SASB) provides reporting standards that link non-financial factors of an organization to its financial performance. Doosan Bobcat discloses information in the 'Industrial Machinery & Goods' industry standard in accordance with the industry standard of SASB.

Topic	Code	Accounting Metric	Unit of Measure	Details
Activity Metrics	**RT-IG-000.A**	Number of units produced by product category	Number	2025 Annual Report p.17~18
	RT-IG-000.B	Number of Employees	Number	9,846
Energy Management	**RT-IG-130a.1**	(1) Total energy consumed	TJ	1,975.3
	RT-IG-130a.1	(2) Percentage grid electricity	%	0
	RT-IG-130a.1	(3) Percentage renewable	%	0
Employee Health & Safety	**RT-IG-320a.1**	(1) Total Recordable Incident Rate (TRIR)	Case per 200,000 Hours Worked	2.93
	RT-IG-320a.1	(2) Fatality rate	%	0
	RT-IG-320a.1	(3) Near Miss Frequency Rate (NMFR)	Case per 200,000 Hours Worked	17.33
Fuel Economy & Emissions in Use-Phase	**RT-IG-410a.1**	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Gallons per 1,000 ton-miles	N/A
	RT-IG-410a.2	Sales-weighted fuel efficiency for non-road equipment	Gallons per hour	Doosan Bobcat plans to review methodology for sales-weighted fuel efficiency and emissions data
	RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators	Watts per gallon	N/A
	RT-IG-410a.4	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (I) marine diesel engines, (II) locomotive diesel engines, (III) on-road medium- and heavy-duty engines, and (IV) other non-road diesel engines	Grams per kilowatt-hour	Doosan Bobcat plans to review methodology for sales-weighted fuel efficiency and emissions data
Materials Sourcing	**RT-IG-440a.1**	Description of the management of risks associated with the use of critical materials	N/A	Refer to Product Sustainability (p.44-46) and Sustainable Supply Chain Management (p.65-69)
Remanufacturing Design & Services	**RT-IG-440b.1**	Revenue from remanufactured products and remanufacturing services	EUR	498,837

GREENHOUSE GAS VERIFICATION STATEMENT

DNV

[PRJN-1209621-01-AST-ENG]

Introduction

DNV Business Assurance Korea Ltd. ("DNV") was commissioned by Doosan Bobcat Inc. ("Company") to perform third party verification for the Company's Greenhouse Gas Statement. The Company is responsible for the preparation of the GHG statement on the basis set out within 'WRI/WBCSD GHG Protocol: A Corporate Accounting and Reporting Standard ' and '2019 Refinement to the 2006 IPCC Guidelines'. The Company has full responsibility of the GHG statement. According to terms of contract, DNV expressly disclaims any liability or responsibility for any decisions, based upon the verification opinion.

Objective and Scope of Verification

The objective of the verification is to present an independent verification opinion on the company's GHG statement, and the scope of verification is as follows;

- Organizational Boundary : Company's domestic and overseas business sites*
- Reporting Boundary : Scope 1 (Direct emissions), Scope 2 (Indirect emissions)
- Reporting Period : 2025.01.01 ~ 2025.12.31

* Countries with domestic and overseas business sites included: Belgium, China, Czech, France, Germany, India, Ireland, Japan, Korea, South Africa, UAE, UK, USA

Verification Approach

The verification has been conducted in accordance with the verification principles and tasks outlined in the 'ISO 14064-3:2019', based upon a Limited Level of assurance. DNV planned and concluded our work so as to obtain all the information and explanations deemed necessary to provide us with sufficient evidence to provide a verification opinion with 5% materiality level. As part of the verification process, we have reviewed as follows;

- Adequacy of GHG data control, collection and emission calculation and report process
- The GHG inventory is based on measurements and has inherent limitations that may arise from the process of calculating, estimating, and finalizing the reported data.

Conclusions

Based on the verification, there is no evidence that the GHG statement is not materially correct and is not a fair representation of GHG data and information.

- DNV represents "unmodified" opinion on Greenhouse Gas Emissions and Energy Consumption.

(Unit: ton CO_2 equivalent)

Year	Direct emissions (Scope 1)			Indirect emissions** (Scope 2)	Total Emissions
	Stationary combustion	Mobile combustion	Total		
2025	82,586	10,112	**92,699**	61,498	154,197

* Total emissions may differ from the sum of direct and indirect emissions due to decimal rounding.
** Indirect emissions (Scope 2): Emissions calculated by applying the electricity emission factor based on the national grid, using a location-based approach.

2026. 5. 28
Lee, Jang Sup
Country Representative
DNV Business Assurance Korea Ltd.

J.S.

This Assurance Opinion is valid as of the date of the issuance. Please note that this Assurance Opinion would be revised if any material discrepancy which may impact the Greenhouse Gas Emissions of the Company is subsequently brought to our attention.
DNV Business Assurance Korea : 18F, 1, Jong-ro, Jongno-gu, Seoul, Rep. of Korea

THIRD PARTY ASSURANCE STATEMENT

[PRJN-1200640-2026-AST-KOR]

Introduction

DNV Business Assurance Korea, Ltd. ('DNV', 'we', or 'us') has been commissioned by Doosan Bobcat Inc. (hereafter referred to as 'Doosan Bobcat' or 'the Company') to undertake an independent limited assurance on the Doosan Bobcat Sustainability Report 2025 (hereafter referred as 'the Report') for the calendar year ending 31 December 2025. The intended users of this assurance statement are the management and stakeholders of Doosan Bobcat.

Standards of Assurance

This assurance engagement has been carried out in Type 2 limited assurance in accordance with AccountAbility's AA1000 Assurance Standard v3 and DNV's VeriSustain protocol V6.0, which is based on our professional experience and international assurance best practice including the International Standard on Assurance Engagements (ISAE) 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' (revised), issued by the International Auditing and Assurance Standards Board. DNV has reviewed the Report's adherence to the four principles of AA1000 AccountAbility Principles Standard (2018) and the accuracy, completeness, and neutrality principles of VeriSustain. In addition, DNV has reviewed the 'reliability of specified sustainability performance information' as described in 'Scope of Assurance'.

DNV's Verisustain protocol requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited or/and reasonable assurance.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less detailed than, those undertaken during a reasonable assurance engagement, so the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our conclusion, so that the risk of this conclusion being in error is reduced, but not reduced completely.

We have not performed any work, and do not express any conclusion, on any other information that may be published outside of the Report and/or on Doosan Bobcat website for the current reporting period.

Scope of Assurance

We have carried out an independent limited assurance on the Report and an independent verification for selected performance indicators for the year ending 31 December 2025, which include the following:

- We have reviewed the GRI Topic Disclosures relevant to the Material Topics which have been identified as material through the materiality assessment undertaken by Doosan Bobcat.
- Regarding the reliability of the specified sustainability performance information, we reviewed the quality and reliability of the following GRI Topic Standards disclosures: Anti-Corruption (205-2), Energy (302-1, 302-3, 302-4), Emissions (305-1, 305-2), Supplier Environmental Assessment (308-1), Occupational Health and Safety (403-1, 403-5, 403-7), and Supplier Social Assessment (414-1), as well as the 'Product Sustainability' disclosure (Non-GRI) developed by Doosan Bobcat.

Opinion, observations and recommendations

On the basis of the work undertaken, nothing came to our attention to suggest that the Report does not adhere to the four principles of AA1000 APS and the accuracy, completeness, and neutrality principles of VeriSustain described below. In terms of the reliability of specified sustainability performance information, nothing has come to our attention to suggest that the data have not been properly collated from information reported at the operational level, nor that the assumptions used were inappropriate. Furthermore, nothing has come to our attention to cause us to believe that Doosan Bobcat's Report has not been prepared, in all material respects, in accordance with the GRI Standards.

Without affecting our assurance opinion, we provide the following observations against the principles of AA1000 APS and VeriSustain applicable to the relevant information described in the 'Scope of Assurance':

Inclusivity: Stakeholder participation and opinion

Doosan Bobcat identifies customers, employees, dealers, shareholders and investors, local communities, and suppliers as key stakeholders, and collects their opinions through various communication channels such as VOCs, surveys, roundtables, portals, and IR activities. Key interests including customer satisfaction, health and safety management, sustainable supply chain, governance, and community contribution are identified and reflected in its business activities. Doosan Bobcat also performs stakeholder evaluations as part of the double materiality assessment and reflects the results in its sustainability management strategy and decision-making processes.

THIRD PARTY ASSURANCE STATEMENT

Materiality: Identifying and reporting on material sustainability topics

Doosan Bobcat conducted a four-step double materiality assessment based on 12 key ESG issues and identified five major material issues: Sustainable Energy, Product Sustainability, Health and Safety Management, Sustainable Supply Chain, Ethical Corporate Culture. These issues are managed in alignment with the IFRS S1 framework across governance, strategy, risk management, metrics, and targets, and are disclosed to enable stakeholders to easily identify related performance. They are also consistently applied based on prior assessment results, indicating that the identification and reporting of material sustainability issues have been appropriately carried out.

Responsiveness: Transparent response to critical sustainability topics and related impacts

Doosan Bobcat has established enterprise-wide ESG governance system led by the Global ESG Committee, under which each material issue is managed by responsible executives supported by dedicated organizations such as the HQ ESG team and ESG coordinators. The company also promotes enterprise-wide ESG integration by establishing ESG KPI systems and linking them to executive MBOs. Furthermore, ESG coordinators and regional representatives systematically manage ESG operations through step-by-step reviews of major disclosure items, while overseeing and ensuring the accuracy and consistency of related data.

Impact: Monitoring, measuring and accounting for the impact of organizational activities on the organization and its stakeholders

Doosan Bobcat identifies impacts on the organization and its stakeholders based on ESG issues derived from the double materiality assessment and operates an ESG risk management system that reflects related impacts, risks, and opportunities. Key risks, including environmental and health and safety issues, are systematically managed through integrated risk management and issue-specific management processes. In addition, based on ESG data management procedures and internal control systems, responsible functions and regional ESG coordinators manage and oversee major disclosure data in a structured manner, ensuring overall management. The company also discloses progress against milestones and short- and mid-term targets under the 2030 ESG Roadmap, indicating that monitoring of impacts from organizational activities is being effectively carried out. It is recommended that the company establish long-term targets beyond 2030 and develop a mid- to long-term roadmap for future disclosure.

Reliability: Accuracy and comparability of information presented in the report and the quality of underlying data management systems

The data collection and processing procedures, supporting documents, and records were verified through sampling techniques. Based on the results, no intentional errors or misstatements were found in the sustainability performance information described in the Report.

Doosan Bobcat is able to explain the source and meaning of its sustainability performance using reliable methods and data, and any errors or unclear expressions identified during the verification process were corrected prior to the publication of the Report.

Completeness: How much of all the information that has been identified as material to the organization and its stakeholders is reported

Doosan Bobcat reports on the Company's key non-financial disclosures based on its performance related to material topics during the reporting period of 2025 using appropriate GRI Topic Standard disclosures, for the identified boundaries of operations.

Neutrality: Extent to which a report provides a balanced account of an organization's performance, delivered in a neutral tone

Doosan Bobcat discloses the Company's performance, challenges, and stakeholder concerns during the reporting period in a neutral, consistent, and balanced manner.

Our competence, independence and quality control

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17029:2019 – Conformity assessment, whose general principles are requirements for validation and verification bodies. Accordingly, DNV maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. Our multi-disciplinary team consisted of professionals with a combination of sustainability assurance experiences. DNV conducted a verification of Doosan Bobcat's greenhouse gas emissions in 2025, and concludes this does not affect the independence or fairness of the report assurance.

THIRD PARTY ASSURANCE STATEMENT

Limitations

DNV's assurance engagements are based on the assumption that the data and information provided by the Company to us as part of our review have been provided in good faith, are true, and are free from material misstatements. Because of the selected nature (sampling) and other inherent limitation of both procedures and systems of internal control, there remains the unavoidable risk that errors or irregularities, possibly significant, may not have been detected.

The engagement excludes the sustainability management, performance, and reporting practices of the Company's suppliers, contractors, and any third parties mentioned in the Report. We did not interview external stakeholders as part of this assurance engagement.

We understand that the reported financial data, governance and related information are based on statutory disclosures and Audited Financial Statements, which are subject to a separate independent statutory audit process. We did not review financial disclosures and data as they are not within the scope of our assurance engagement. The assessment is limited to data and information in scope within the defined reporting period. Any data outside this period is not considered within the scope of assurance.
DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

Responsibilities of the Directors of Doosan Bobcat and of the assurance providers

The Company's management has sole responsibility for the integrity of the Report and this responsibility includes designing, implementing, and maintaining internal controls over collection, analysis, aggregation and preparation of data, fair presentation of the information and ensuring that data is free from material misstatement.
DNV's responsibility is to plan and perform the work to obtain assurance about whether the relevant information described in the 'Scope of Assurance' has been prepared in accordance with the reporting requirements and to report to Doosan Bobcat in the form of an independent assurance conclusion, based on the work performed and the evidence obtained.

Our statement represents our independent opinion and is intended to inform the management and stakeholders of Doosan Bobcat. DNV was not involved in the preparation of any statements or data included in the Report except for this Independent Assurance Statement.

Basis of our Opinion

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of Doosan Bobcat. We adopted a risk-based approach, that is, we concentrated our assurance efforts on the issues of high material relevance to the Company's business and its key stakeholders. Our limited assurance procedures included, but were not limited to, the following activities:

- Peer and media review to identify relevant sustainability issues for Doosan Bobcat during the reporting period.
- Review of the disclosures according to reporting requirements with a focus on the process and the result of materiality assessment, Topic Standards Disclosures, and relevant management processes.
- Understanding and evaluation of the key systems, processes, and controls for consolidating, managing, and reporting the information and KPIs included in the Report.
- Review of documentary evidence supporting adherence to the reporting principles and requirements.
- Conduct interviews with representatives from the ESG team and relevant departments with overall responsibility for monitoring, data consolidation, and reporting of sustainability-related information.
- On-site visit at the Doosan Bobcat Head Office in Seongnam, Republic of Korea to review the processes and systems for preparing site-level sustainability data and implementation of the sustainability strategy, and to carry out a sample-based assessment of site-specific data disclosures.

DNV

For and on behalf of DNV Business Assurance Korea Ltd.
Seoul, Republic of Korea
15 June 2026

Kim, So Hyun Digitally signed by Kim, So Hyun Date: 2026.06.15 12:46:51 +09'00'	Cho, Jin Seok Digitally signed by Cho, Jin Seok Date: 2026.06.15 13:30:38 +09'00'	Chang, Sang Rye Digitally signed by Chang, Sang Rye Date: 2026.06.15 16:32:56 +09'00'
So Hyun Kim	**Jin Seok Cho**	**Sang Rye Chang**
Lead Verifier	Verifier	Reviewer

AA1000
Licensed Report
000-10/V3-FD80K

This report has been translated into English solely for the convenience of international readers. The official version of this assurance statement is the signed English version; in case of any doubt regarding interpretation between this document and the Korean version of the statement, the Korean statement shall prevail.
DNV Business Assurance Korea Ltd. is part of DNV – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. Supply Chain and Product Assurance - DNV

MEMBERSHIP OF ASSOCIATIONS

Topic	Name of Organization
Industry Associations	Association of Equipment Manufacturers (Serves on the Construction Equipment Sector Board)
	National Association of Manufacturers
	Industrial Truck Association
	American Rental Association
	Landscape Ontario
	Korea Construction Equipment Industry Association (KOCEMA)
	Korea Construction Machinery Trade Association Gyeonggi Chapter (KCMTA)
	SVSS - Czech association, construction machines
	MHI – USA, material handling
	EVOLIS - France, construction machines
	AXEMA - France, agricultural machines
	CECE - European Union, constructon machines
	FEM - European Union, material handlers
	VDMA - Germany, equipment manufacturers
Professional Associations	Material Handling Equipment Distributors Association
	American Society of Mechanical Engineers
	Institute of Electrical and Electronics Engineers
	SAE International
	Public Relations Society of America
	Society of Human Resource Management
	Korea Fire Safety Institute
	Korea Industrial Safety Association
	Korea Construction Engineers Association
	Korea Electric Engineers Association
	National Quality Master Association
	CEA - United Kingdom, construction equipment
	CEN - European Union, Standardization organization
	ISO - International, Standardization organization

Topic	Name of Organization
Professional Associations	Svaz personalistů - Czech Republic, HR Union
	Unie podnikových právníků České republiky - Czech Republic, legal association
	Institut des Juristes d'Entreprise - Belgium, legal Association
	European Company Lawyers Association
	Women in Manufacturing
	International Distribution Institute
Local Industry and Chamber Associations	Greater North Dakota Chamber
	North Dakota Trade Association
	Fargo Moorhead West Fargo Chamber
	Bismarck Mandan Chamber EDC
	Aurora Chamber of Commerce
	North Carolina Chamber
	Korea Listed Companies Association
	Korea Investor Relations Service (KIRS)
	Korea Chamber of Commerce and Industry (KCCI)
	Incheon Environmental Voluntary Association (IEVA)
	Capital Goods Mutual Aid Association
	Incheon Chamber of Commerce and Industry
	Korea Industrial Safety Association
	Korea Fire Safety Institute
	National Technical Committee for Earthmoving Machinery Standardization
	China Construction Machinery Industry Association
	Jiangsu Customs Clearance Association
	Suzhou Industrial Park Trade and Investment Facilitation Association
	Suzhou Industrial Park HR Association
	Suzhou Industrial Park EHS Association

AWARDS

2025년

Awards	Organization	Commendation
Newsweek America's Great Workplaces 2025	Newsweek	Doosan Bobcat NA
Newsweek America's Greatest Workplaces for Manufacturing 2025	Newsweek	Doosan Bobcat NA
Newsweek America's Great Workplaces by State (North Dakota) 2025	Newsweek	Doosan Bobcat NA
Newsweek America's Great Workplaces for Inclusion & Diversity 2025	Newsweek	Doosan Bobcat NA
Newsweek America's Great Workplaces for Mental Well-Being 2025	Newsweek	Doosan Bobcat NA
Newsweek America's Greatest Workplaces for Gen Z 2025	Newsweek	Doosan Bobcat NA
America's Greatest Workplaces for Parents & Families 2025	Newsweek	Doosan Bobcat NA
Concrete Contractor 2025 Top Products Awards	Concrete Contractor	Bobcat B760 Backhoe Loader
Green Industry Pros 2025 Editor's Choice Awards	Green Industry Pros	Bobcat MT120 Mini Track Loader
Equipment Today: Contractor's Top 50 New Products of 2025	Equipment Today	Bobcat B760 Backhoe Loader
The Rental 2025 Editor's Choice Award	The Rental	Bobcat MT120 Mini Track Loader
Construction Equipment: Top 100 New Products of 2025	Construction Equipment Magazine	Bobcat UT6066, UT6566, UT6573 Utility Tractors, Bobcat L205, L235, L255, L285 Wheel Loaders, Bobcat TL623 Telehandler
OPE+ Twenty for 2025 New Product Award		Bobcat MT120 Mini Track Loader
Green Industry Pro’s Editor’s Choice Award		Bobcat MT120 Mini Track Loader
Compact Equipment Innovative Iron Award	Compact Equipment	B760 Backhoe Loader
2026 Top 30 Inspiring Workplaces across Europe	Inspiring Workplaces	Doosan Bobcat EMEA
Special Recognition – Inspiring Culture & Purpose	Inspiring Workplaces	Doosan Bobcat EMEA
Special Recognition – Inspiring Inclusion & Belonging	Inspiring Workplaces	Doosan Bobcat EMEA
Special Recognition – Inspiring Employee Voice	Inspiring Workplaces	Doosan Bobcat EMEA
Outstanding Manufacturer of the Year(2025)	Construction Machinery Middle East (CMME)	Doosan Bobcat EMEA
Skid Steer of the Year 2025	Construction Machinery Middle East (CMME)	Bobcat S450 Skid Steer Loader

AWARDS

2024

Awards	Organization	Commendation
2024 CES Sustainability, Eco-Design & Smart Energy	Consumer Technology Association	Bobcat S7X
2024 CES Smart Cities Award	Consumer Technology Association	Bobcat S7X
AE50 Award	American Society of Agricultural and Biological Engineers	Bobcat Premium Power Performance
Fast Company's Most Innovative Companies	Fast Company	Outstanding Innovation of the year
2024 Mower Madness Championship	Green Industry Pros	Bobcat ZT5000 zero-turn mower
Equipment Today's Contractor's Top 50 New Products	Equipment Today's Contractor	Bobcat E40 compact excavator
Concrete Contractor 2024 Top Products Award	Concrete Contractor	Bobcat Super-Flow Planer Attachment
Pavement Maintenance & Reconstruction Top 25 Pavement Maintenance Products 2024	Pavement Maintenance & Reconstruction	Bobcat S7X
OPE+ Twenty of 2024 New Product Award	OPE+	Bobcat ZT6000e electric zero-turn mower
Green Industry Pros 2024 Editor's Choice Award	Green Industry Pros	Bobcat ZT5000 zero-turn mower
Asphalt Contractor 2024 Top 30 Products Award	Asphalt Contractor	Bobcat Super-Flow Planer Attachment
Rental Magazine's 2024 Editor's Choice Awards	Rental Magazine	Bobcat E40 compact excavator
Red Dot Design Award, Design Concept	Red Dot	RogueX2 concept loader
Construction Equipment Top 100 New Products of 2024	Construction Equipment Magazine	Bobcat B760 backhoe loader
Construction Equipment Top 100 New Products of 2024	Construction Equipment Magazine	Bobcat L95 compact wheel loader
Roads & Bridges 2024 Contractor's Choice Awards	Roads & Bridges	Bobcat sweeper attachment
Compact Equipment's Innovative Iron Awards	Compact Equipment	Bobcat AT450X articulating tractor enabled by Agtonomy
Heavy Equipment Guide's 2024 Top Introductions	Heavy Equipment Guide	Bobcat B760 backhoe loader

2023

Awards	Organization	Commendation
CCMM Award	CMME-Construction Machinery Middle East Award	Temporary On-Site Solution of the year 2023 with Doosan Generator GX300XW
CCMM Award	CMME-Construction Machinery Middle East Award	Compact Equipment of the year 2023 with Bobcat Skid Steer Loader S450

AWARDS

2023

Awards	Organization	Commendation
CCMM Award	CMME-Construction Machinery Middle East Award	Electric Machine of the Year 2023 with Bobcat Mini Excavator E10e ZTS
BIG SEE Award	BIG SEE	Product Design Award - L65 and L85 Compact Wheel Loaders
Fast Company World Changing Ideas	Fast Company	Bobcat T7X
Green Industry Pros 2023 Editor's Choice Awards	Green Industry Pros	Bobcat ZT6200 autonomous zero-turn mower
Equipment Today Contractor’s Top 50 Products	Equipment Today	Bobcat S7X skid-steer loader
Diesel Progress Summit Awards	Power Progress	Bobcat T7X compact track loader
Rental Magazine 2023 Editor’s Choice Award	Rental	Bobcat S7X skid-steer loader
Construction Equipment Top 100 New Products of 2023 Award	Compact Equipment	TL519 telehandler
Construction Equipment Top 100 New Products of 2023 Award	Compact Equipment	AT450 articulating tractor
Construction Equipment Top 100 New Products of 2023 Award	Compact Equipment	Light Compaction
Compact Equipment Innovative Iron Awards	Compact Equipment	L95 compact wheel loader
Heavy Equipment Guide’s 2023 Top Introductions	Heavy Equipment Guide	L95 compact wheel loader
Heavy Equipment Guide’s 2023 Prototypes	Heavy Equipment Guide	Bobcat S7X skid-steer loader
Heavy Equipment Guide’s 2023 Prototypes	Heavy Equipment Guide	Bobcat RogueX concept loader
Roads & Bridges 2023 Contractor Choice Award	Roads & Bridges	Nitrogen breaker attachment
Roads & Bridges 2023 Contractor Choice Award	Roads & Bridges	E88 compact excavator
Roads & Bridges 2023 Contractor Choice Award	Roads & Bridges	S86 skid-steer loader
Roads & Bridges 2023 Contractor Choice Award	Roads & Bridges	Sweeper attachment

2022

Awards	Organization	Commendation
2022 CES Innovation Awards	Consumer Technology Association	Vehicle Intelligence & Transportation Winner - T7X
2022 CES Innovation Awards	Consumer Technology Association	Smart Cities' Winner - T7X
CCMM Award	CMME-Construction Machinery Middle East Award	Innovation of the year 2022
CCMM Award	CMME-Construction Machinery Middle East Award	Outstanding Manufacturer of the year

ABOUT THIS REPORT

Overview

Doosan Bobcat has published the fifth sustainability report in June 2026 to transparently disclose the economic value and sustainable performance of our management activities to our stakeholders. The report comprises three sections: ESG Issues, delineating our ESG strategy and material issues; ESG Management, offering readers an overview of our environmental, social, and governance initiatives; and an Appendix containing quantitative data. Doosan Bobcat plans to publish a sustainability report annually to actively engage with our stakeholders.

Reporting Standards

This report has been prepared in accordance with recognized sustainability reporting standards, including the Global Reporting Initiative (GRI) Standards, ISO 26000, and the U.S. Sustainability Accounting Standards Board (SASB) for the Industrial Machinery & Goods sector. Unless otherwise specified, the financial performance presented in this report has been derived from our consolidated financial statements prepared in accordance with the Korean International Financial Reporting Standards (K-IFRS).

Reporting Period

The reporting period is from January 1st 2025 to December 31st 2025 (identical to our fiscal year). Quantitative data spanning three years (2023-2025) are included to facilitate the analysis of trends over time. Qualitative performance data may include results predating 2024 and extending into the first half of 2026.

Contact Us

25F Bundang Doosan Tower 155 Jeongjail-ro, Bundang-gu, Seongnam-si, Gyeonggi-do
doosanbobcat_esg@doosan.com

Reporting Scope

- Qualitative performance reflects the activities and achievements of Doosan Bobcat across all global regions.
- Quantitative performance primarily covers the combined results of Doosan Bobcat Korea headquarters and operations in NA (North America), EMEA (Europe, Middle East, and Africa), and the Incheon site in the ALAO (Asia, Latin America, and Oceania).
- For climate change indicators, quantitative data covers all global sites of Doosan Bobcat, excluding some small (Sales) offices. (*For detailed reporting boundary, see p.97)
- Major performance content includes all global operational regions and specific reporting boundaries are indicated separately. Quantitative environmental and social indicators have specific reporting scopes as below and we plan to broaden the scope of disclosure to cover more data in the future. We intend to broaden the scope of disclosure to ensure

Reporting Scope by Key Indicator [1)]

	Indicator	Scope of disclosure
Environmenta	Water Management	• EMEA Czech, France, Germany Sites; • ALAO Incheon, Doosan Mottrol Sites (excluding some small operations)
	Waste Management	• All NA Sites (excluding Sahuarita Site) • EMEA Czech, France, Belgium Sites (excluding Germany Site for the current year) • ALAO Incheon, China (Yantai, Suzhou), India, Doosan Mottrol Sites (excluding some small operations)
	Product Sustainability	• All EMEA Sites
Social	Occupational Health and Safety Management	• All NA Sites • EMEA Czech, France, Germany, Belgium Sites (excluding Germany Site for the current year) • ALAO Incheon, China (Yantai, Suzhou), India, Doosan Mottrol Sites
	Occupational Safety and Health	• All NA Sites • EMEA Czech, France, Belgium Sites • ALAO Incheon, China (Yantai, Suzhou), India, Doosan Mottrol Sites

1) For specific indicators, the scope of data collection may vary. Details are provided in the footnotes within the 'ESG FACTS & FIGURES' section

Third Party Assurance

This report has been independently assured by DNV, an external assurance service, to guarantee the accuracy, objectivity, and reliability of the disclosed non-financial information. The third-party assurance statement is available in the Appendix.

Bobcat