

2020-21

DOOSAN BOBCAT SUSTAINABILITY REPORT





INTRODUCTION

- 4 About Doosan
- 6 CEO Message
- 8 About Doosan Bobcat

OUR BUSINESS

- 13 Growth Strategy
- 16 Innovation & Digitalization

OUR APPROACH

- 24 🐱 2020-21 ESG Highlights
- 26 ESG Strategy
- 28 Key Stakeholders
- 29 Materiality Analysis

OUR FOCUS AREAS

- PEOPLE**
- 34 Respecting Human Rights
- 35 Human Capital
- 40 Occupational Safety & Health
- 42 🐱 Story 1. COVID-19 Response
- PRODUCT**
- 43 Quality Management
- 46 Sustainable Products
- 50 🐱 Story 2. Doosan Bobcat at CES 2022
- 51 Customer Satisfaction
- ENVIRONMENT**
- 55 Environmental Management
- 56 Climate Change Action
- 58 Water & Waste Management
- 60 🐱 Story 3. Sustainable Workplaces
- COMMUNITY**
- 61 Community Engagement
- 62 Employee Involvement
- 64 Support for STEM education
- 66 Charitable Giving

OUR ESSENTIALS









- GOVERNANCE**
- 70 Corporate Governance
- 73 Shareholder Rights
- 74 Compliance
- VALUE CHAIN SUSTAINABILITY**
- 78 Supply Chain Management
- 81 Supply Chain Sustainability
- RISK MANAGEMENT**
- 82 Risk Management System
- 84 Tax Strategy
- 85 Data Security

INTERACTIVE USER GUIDE

We have published a digital version of this report in PDF format. It will allow us to communicate with our stakeholders about our sustainability activities in a convenient and effective manner.

DESIGN: IM CREATIVE (<http://im-c.co.kr>)

Click the icons to navigate through the report

-  Cover page
-  Contents
-  Return to previous page
-  One page forward
-  One page back
-  Search the document
-  Print
-  Go to related contents in this report



INTRODUCTION

- ABOUT DOOSAN
- CEO MESSAGE
- ABOUT DOOSAN BOBCAT

ABOUT DOOSAN

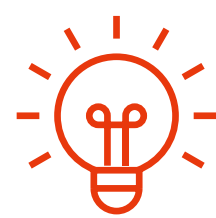


Our Name, Doosan



The Oldest Company in Korea

Doosan is the oldest running company in Korea, with a history of 125 years. It was founded in 1896 under the name "Park Seung-Jik store," the first modern shop in Korea, and has continuously made radical changes and achieved continuous growth for over a century.



An Innovative Global Business

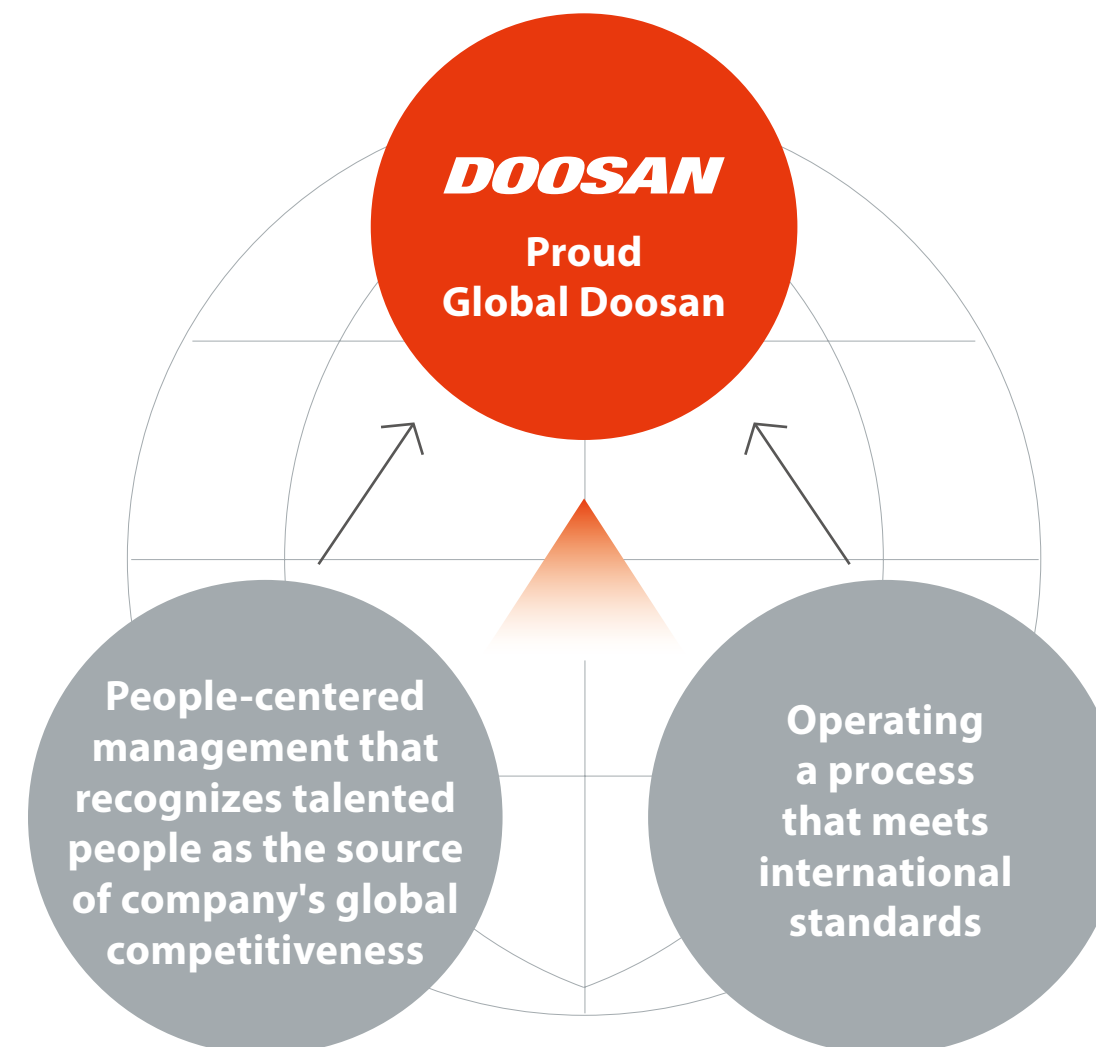
We are fully committed to continuing our tireless efforts to innovate and create value, as well as improving the quality of people's lives.



A People-Centered Business

We aim to maximize the value we bring to our customers, shareholders, and investors based on our people-centered values and to improve customer satisfaction.

Group Vision



Doosan Group Companies (as of 4Q21)

Doosan Corporation	>	Electro-Materials BG / Fuel Cell Power BU / Retail BU / Doosan Digital Innovation BU
Affiliates ¹⁾	>	Doosan Enerbility / Doosan Bobcat / Doosan Fuel Cell / Doosan Robotics / Doosan Mobility Innovation / Doosan Logistics Solutions / Doosan Mecatec / Oricom / Doosan Magazines / Doosan Bears / Doosan Cuvex / Hancomm
Auxiliary Organizations	>	Doosan Yonkang Foundation / Doosan Art Center / Doosan Business Research Institute

¹⁾ There are some differences in the lists of key subsidiaries from the information in annual report

Our Aspiration & Core Values

« When asked ‘what kind of company is Doosan,’ our answer is steadfast. We are a company renowned for our unique devotion to cultivating people. »

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

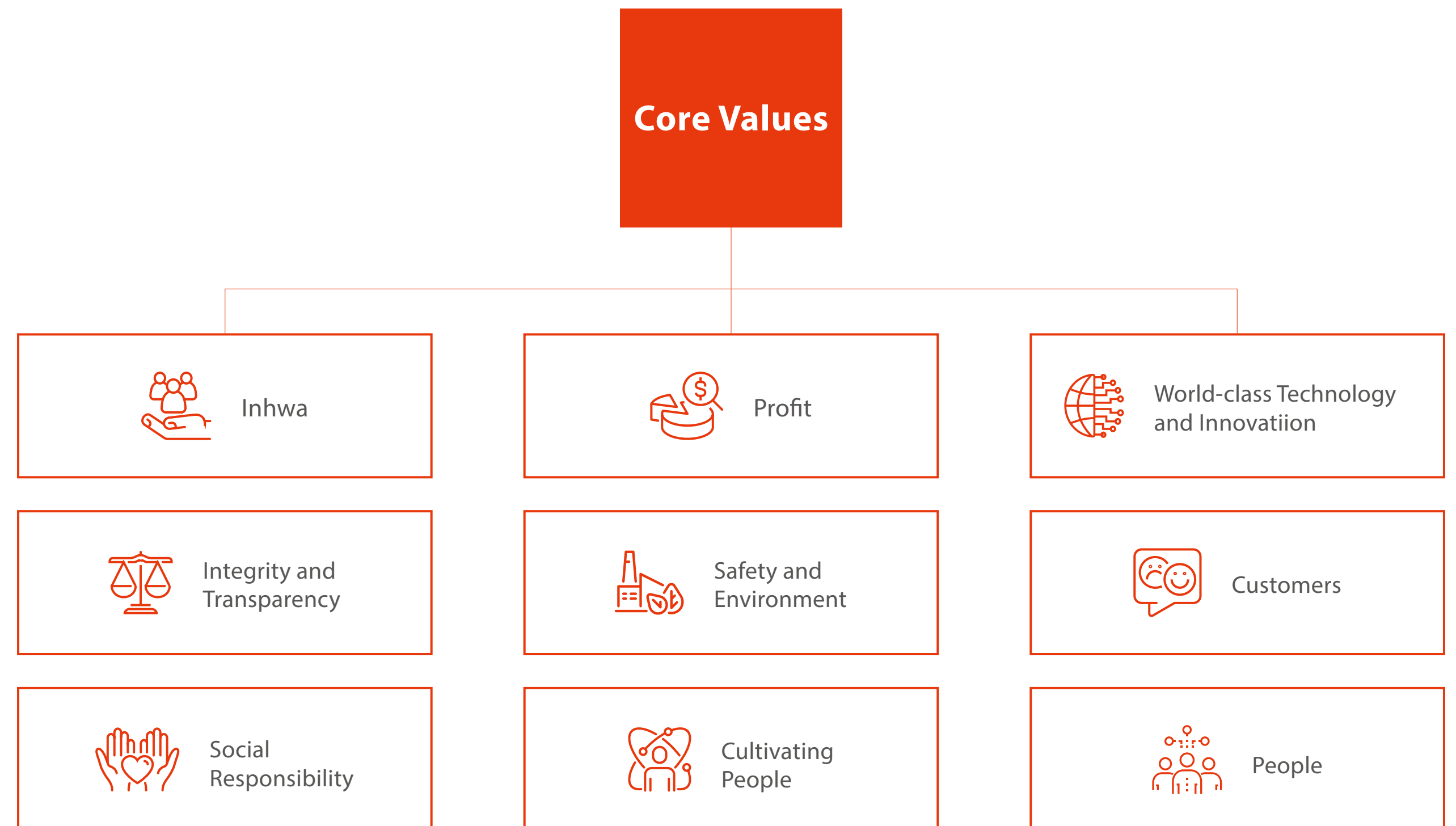
Aspiration, ‘Proud Global Doosan’

Each of our employees and all stakeholders will benefit from and be proud of their association with Doosan. Every employee takes great pride in being a member of Doosan. Each customer recognizes and appreciates Doosan’s high-quality goods and services. Every shareholder values our fair and high levels of profit.

Core Values

Doosan People practice the nine core values of the Doosan Credo everywhere we operate, every day, to build a “Proud Global Doosan”. These values guide the way we do business, the way we treat each other and the way we work with all of our partners. The nine core values of the Doosan Credo are shown as follows:

DOOSAN CREDO





CEO MESSAGE

Dear valued stakeholders,

Agility, responsiveness and innovative thinking are driving Doosan Bobcat's success in today's business environment. While the impact of the global pandemic lingers through supply chain constraints, rising material costs and labor shortages, our industry is experiencing unprecedented demand, which creates significant opportunity for our business. At Doosan Bobcat, we are capitalizing on this opportunity through our people who relentlessly solve challenges and deliver on promises. We continue to design, build and deliver the best product and services in the industry, and are expanding our offerings to achieve our aggressive growth targets.

In 2021, we achieved significant results, including sales of USD 5.082 billion (up 40% from the previous year) and operating profit of USD 520 million (up 56% from the previous year). At Doosan Bobcat, we empower people to accomplish more and aim to become the global leader in compact equipment.

**WE EMPOWER
PEOPLE
TO DO MORE.**





Doosan Bobcat is achieving its growth targets by staying focused on core fundamentals of production efficiency, business operations and customer service. To grow in a strategic and sustainable way, we are steadfast towards mid- to long-term growth targets through research and analysis of the industry as well as adjacent and predictive industries. We stay connected to customers' growing and evolving needs and work to develop solutions through innovative technology, design and product offerings. Recently, we expanded our product offering into the Grounds Maintenance Equipment (GME), a natural complement to the construction equipment industry where we have established our brand and reputation. The GME expansion has achieved strong business growth over the past two years, and its success includes growth of our dealer network and the launch of a region-specific product portfolio.

Through the acquisition of the Doosan Industrial Vehicle Business Group in 2021, we have expanded our business portfolio to include a high-growth logistics business. Our research, innovation, solutions, and offerings consistently center on the customer experience and how to solve our customers' growing needs. By putting the customer first, we continue to achieve sustainable and steady growth.

» Doosan Bobcat prioritizes the environmental, social and governance expectations of our growing business. «

Doosan Bobcat prioritizes the environmental, social and governance expectations of our growing business.

Within our environmental focus, we recently launched the world's first all-electric compact track loader, the Bobcat T7X. This machine is one proof point of Doosan Bobcat's commitment to environmental mindfulness and alternative power solutions. In January, the T7X won two 2022 CES (Consumer Electronic Show) Innovation Awards in the categories of Vehicle Intelligence & Transportation and Smart Cities, being recognized for maximizing energy efficiency and reducing environmental impact. In addition to our all-electric loader, we are implementing hydrogen fuel cells within some of our operating facilities and products. We also continue to advance research, testing and development to meet the future needs for environmentally sustainable power and technology.

On the social level, Doosan Bobcat works to support mission-based organizations and communities, giving back to help make our world a better place. Our support of the Wounded Warrior Project, National Disaster Search Dog Foundation and others, provides these organizations with tools and resources to empower them to accomplish their missions.

Finally, on governance, it is within the core fundamentals and expectations of our organization to create a safe work environment and adhere to the regulations of our industry. We continue to remain diligent on these expectations and respect the critical need for quality, safety, human rights and more.

We would like to thank our stakeholders for their support and interest in Doosan Bobcat as we navigate the evolving business environment and reach towards our growth targets. We are proud of our legacy of innovation, solving customer needs since the very beginning. We continue to approach challenges with innovative thinking and responsive problem solving, while leading our industry and customers towards sustainable change and growth.

A handwritten signature in black ink, appearing to read 'S. Park'.

Scott Park,
CEO, Doosan Bobcat



ABOUT DOOSAN BOBCAT

Company Profile

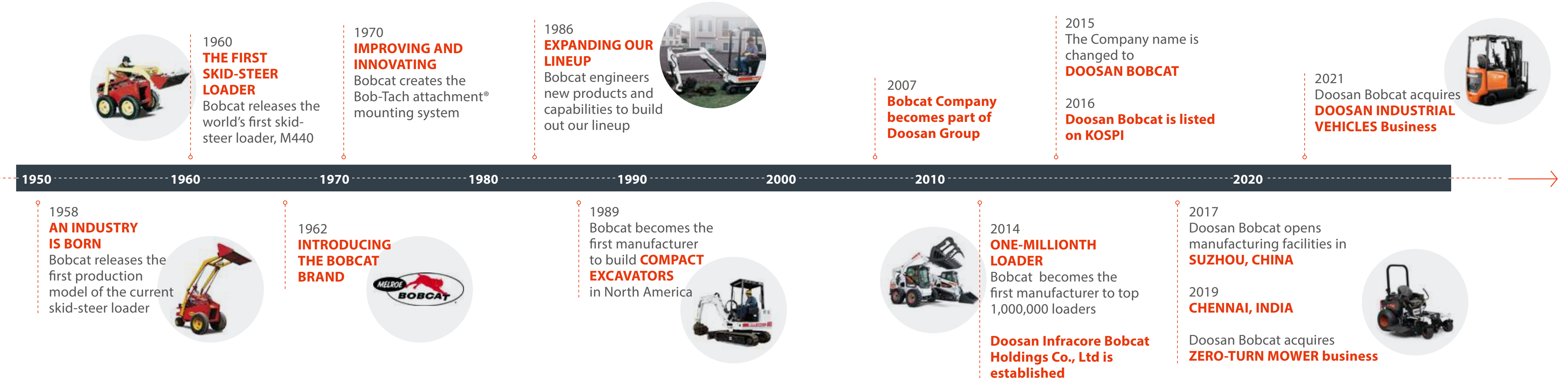
With an enduring commitment to innovation, technology and sustainability, Doosan Bobcat has become a world-renowned brand and industry leader in the global marketplace. We manufacture world-class versatile compact equipment, used in markets as diverse as construction, landscaping, agriculture, and private sectors, while carrying out R&D, purchasing, manufacturing, marketing, and sales activities in West Fargo, North Dakota, USA, in Dobříš, the Czech Republic, and in Bundang, the Republic of Korea.

In 2021, Doosan Bobcat became a subsidiary of Doosan Enerbility (formerly known as Doosan Heavy Industries & Construction) and acquired 100% stake in the Doosan Industrial Vehicles(DIV), who began its new journey with us. Doosan Bobcat anticipates synergy driven by more diversified product offerings within the Doosan Bobcat brand and product offerings, stronger dealer networks, and more advanced technologies for product innovation. After the acquisition, we expect an increase in sales of USD 1,100 million (KRW 1.3 trillion) in 2022, based on DIV's 2021 sales performance, USD 900 million (KRW 1 trillion).

Company	Doosan Bobcat Inc.
Year Founded	2014
CEO	Scott Park
Main Business Areas	Production and sales of Construction Equipment/ Portable Power Equipment/Industrial Vehicles
Employees	9,003 (As of December 31st, 2021)
Location	Bundang Doosan Tower 155 Jeongjail-ro, Bundang-gu, Seongnam-si, Gyeonggi-do, 13557 Republic of Korea
Revenues(cons.)	USD 5,082 million (As of December 31st, 2021) ¹⁾

1) Revenue of Doosan Industrial Vehicles, acquired by Doosan Bobcat in July 2021, is included

Company History





Our Brand

Doosan Bobcat's brands represent a proud history and our commitment to manufacturing industry-leading products and services.



The Bobcat brand is synonymous with durability and dependability. Tough, versatile, agile Bobcat® equipment has rightly earned the nickname "One Tough Animal."

- Compact Loaders
- Compact Excavators
- Utility Products
- Telehandlers
- Attachments



Doosan Industrial Vehicle, Korea's first forklift manufacturer since 1968, strives to become a leader in the logistics and material delivery and handling industries.

- Internal Combustion Pneumatic Forklift
- Internal Combustion Cushion Forklift
- High Capacity Forklift
- Electric Counterbalance Forklift
- Warehouse Equipment



Based on a century of experience, Doosan Portable Power provides innovative products and industry-leading support to the customers.

- Air Compressors
- Drill Modules
- Generators
- Light Towers
- Light Compaction



Geith, a manufacturer of heavy attachments for excavators, has worked diligently for more than 50 years to bring customers the best in terms of quality, service and reliability.

- Buckets & Angle Tilt Buckets
- Quick Couplers
- Rippers
- Crushers
- Grapples



Creator of the original four-wheel drive, articulating tractor, Steiner equipment continues to drive business through product quality and design innovation, while adding accessories and attachments that showcase passion, power, and versatility.

- Turf Maintenance Attachments (Mower, Aerator, Scoop, Cutter, Blower, Sweeper, etc.)
- Snow Removal Attachments (Snow Blower, Sweeper, Angle Blade, etc.)



At Ryan, we have earned a reputation for building some of the most dependable equipment in the turf renovation industry. And we've proven it for more than 75 years. Ryan® equipment doesn't just set new standards. It IS the standard.

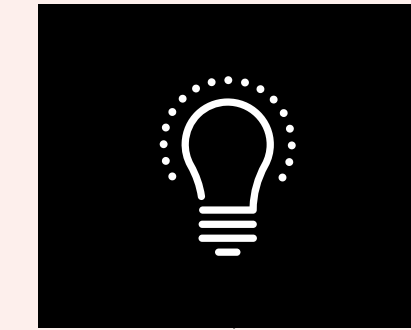
- Aerators
- Sod Cutters
- Power Rakes & Dethatchers
- Overseeders

Our Vision

Global Leader in Compact

Doosan Bobcat provides the most reliable equipment, attachments and services in the market today, helping customers conquer their toughest jobs. Our diverse brand family is united by our common cultures, values and goals.

We aim to strengthen our leadership position when it comes to compact equipment and portable power products, and recently expanded our business portfolio into grounds maintenance and material handling equipment. In order to grow sustainably and achieve our vision, we focus on product and geographical portfolio diversification while offering innovative products and services.



● PRODUCT DIVERSIFICATION

Doosan Bobcat offers products and services that empower our customers to do their jobs more efficiently and effectively by establishing a sustainable business model.

- Diversifying Core Products and Developing Region-specific Products
- Extending Product Portfolios and Penetrating the Adjacent Market/Businesses
- Expanding Value Chain and Grasping Future Opportunities in Advance

● GEOGRAPHIC DIVERSIFICATION

Doosan Bobcat continues to strengthen its leadership position in the developed markets. We enhance our competitive edge in emerging markets by providing localized products and services.

- Enhancing the Foundation for Growth of Our Core Products in the Market
- Extending Market Based on the Needs of Local Stakeholders
- Increasing Customer Access through Various Sales Channels

● INNOVATION

Doosan Bobcat creates value for our stakeholders in the innovative ways. We develop and apply the cutting-edge technologies and skills to lead the industry.

- Autonomy | Increasing Productivity and Safety
- Connectivity | Managing Customer Satisfaction and Product Life-cycle
- Electrification | Contributing to Reducing Carbon Emissions



Global Network

★ Corporate HQ — 1

- Sunghnam, Republic of Korea (Global)

○ Regional HQ — 3

- West Fargo, ND, USA (NA)
- Dobris, Czech Republic (EMEA)
- Sunghnam, Republic of Korea (ALAO)

◆ Training Center — 2

- Aurora, CO, USA
- Dobris, Czech Republic

+ The Studio — 1

- (Digital Innovation Center)
- Fargo, ND, USA

▶ Global Collaboration Center — 1

- Minneapolis, MN, USA

▲ Research & Development — 15

- Bismarck, ND, USA
- Gwinner, ND, USA
- Johnson Creek, WI, USA
- Litchfield, MN, USA
- Minneapolis, MN, USA
- Sahuarita, AZ, USA
- Statesville, NC, USA
- Wahpeton, ND, USA
- Dobris, Czech Republic
- Pont-Chateau Loire-Atlantique, France
- Swords, Dublin, Ireland
- Suzhou, Jiangsu Province, China
- Yantai, Shandong, China
- Gummidipoondi, Tamil Nadu, India
- Incheon, Republic of Korea

● Sales Offices — 21

- Buena Park, CA, USA
- Buford, GA, USA
- Mississauga, ON, Canada
- Elancourt, France
- Bensheim, Bergstraße, Germany
- Cuxhaven, Germany
- Mulheim an der Ruhr, Germany
- Stade, Germany
- Swords, Dublin, Ireland
- Lissone, Italy
- Moscow, Russia
- Alrode, Johannesburg, South Africa
- Leigh, UK
- Northampton, UK

- Santiago, Chile
- Suzhou, Jiangsu, China
- Chennai, Tamil Nadu, India
- Yokohama, Kanagawa, Japan
- Mexico City, Azcapotzalco, Mexico
- Changwon, Republic of Korea
- Pyeongtaek, Republic of Korea

◆ Manufacturing Facilities — 14

- Bismarck, ND, USA
- Gwinner, ND, USA
- Johnson Creek, WI, USA
- Litchfield, MN, USA
- Statesville, NC, USA
- Wahpeton, ND, USA
- Dobris, Czech Republic
- Pont-Chateau, Loire-Atlantique, France
- Bersteland, Brandenburg, Germany
- Suzhou, Jiangsu Province, China
- Yantai, Shandong, China
- Bangalore, Karnataka, India
- Gummidipoondi, Tamil Nadu, India
- Incheon, Republic of Korea

■ Parts Distribution Centers — 10

- Buford, GA, USA
- Chicago, IL, USA
- Sint-Niklaas, Belgium
- Halle, Sachsen-Anhalt, Germany
- Dubai, UAE
- Northampton, UK
- Suzhou, Jiangsu Province, China
- Yantai, Shandong, China
- Hwaseong, Republic of Korea
- Incheon, Republic of Korea



2021 Financial Highlights (in USD Million)





OUR BUSINESS



- GROWTH STRATEGY
- INNOVATION & DIGITALIZATION

GROWTH STRATEGY

North America (NA)

The North American market is our production and sales base, accounting for more than 74% of all Doosan Bobcat sales. Despite the COVID-19 pandemic and continued supply chain constraints, market sales in 2021 increased 33.41% YoY to USD 3,554 million.

Key Products & Services

Doosan Bobcat North America holds the No. 1 position in the compact construction equipment market with its long-standing brand recognition and excellent product competitiveness. The sales of our core products, loaders and mini excavators, increased to USD 1,984 million in 2021. We also experienced significant growth with our expansion into grounds maintenance equipment (GME). During the pandemic, regional demand increased for machines used in the housing and landscaping industries. With the launch of compact tractors and mowers, we successfully expanded the product portfolio into adjacent business areas. The sales of GME increased to USD 413 million.

Doosan Bobcat NA remains committed to producing innovative solutions, and that commitment has made the company a leader in developing eco-friendly compact equipment



NA

including remanufactured (REMAN) parts and service. In the Canadian market, we expanded e-commerce to Canadian customers and now offer more than 20,000 remanufactured parts and other products on our digital site.

Market Strategy

Doosan Bobcat NA actively utilized local industry events to unveil our cutting-edge products. At CONEXPO-CON/AGG 2020, we demonstrated our innovative products and technologies, including a trio of electric/hydraulic prototype machines, E17e, S70e, and T76e. We also introduced the MaxControl system, providing iOS(Apple) based remote control solutions for our loaders. At CES 2022, we unveiled T7X, the world's first, all-electric compact track loader, maximizing sustainability and productivity with zero carbon emissions.



GME



Headquarters

Additionally, we gained sustainable advantages through local partnerships. In 2020, we acquired BOB-CAT Mowers, Steiner, and Ryan brands, renowned GME experts. Our strategic investment in Ainstein AI in 2021 supports the commercialization of our future autonomous technology. After acquiring DIV in July 2021, we expanded our forklift market and enhanced the competitiveness of our distribution channel in the North American market.

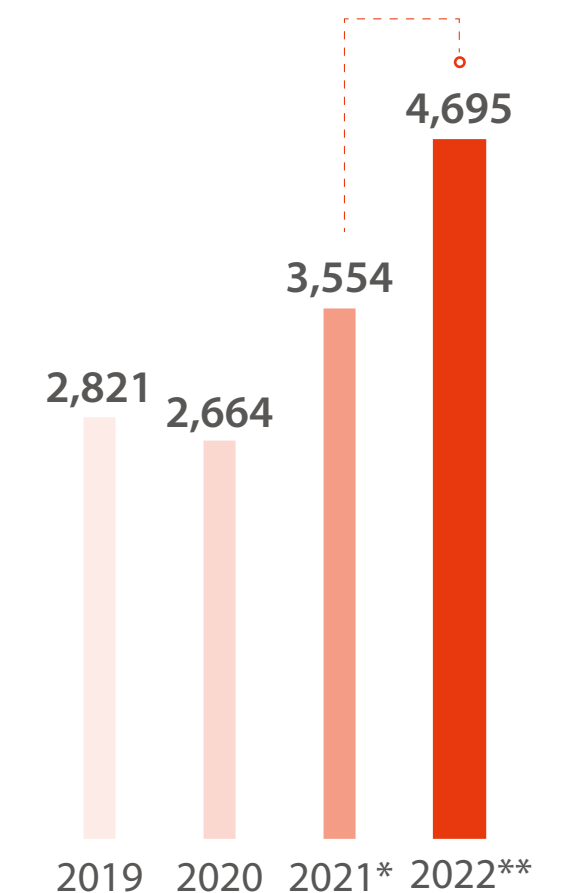
2022 Business Outlook

Doosan Bobcat NA leads technical enhancement in the global compact equipment market by considering the high demands for eco-friendly and sustainable machines. The commercialization of our all-electric machines and automatic operating systems will allow our products to have more exclusive value. We expect 32.1% YoY growth in the North American market in 2022.

SALES IN NA

USD in million

+32.1%



* Revenue of DIV has been included since 2021

** 2022 sales outlook (Inter-Company Revenue included)



The Dobříš Campus



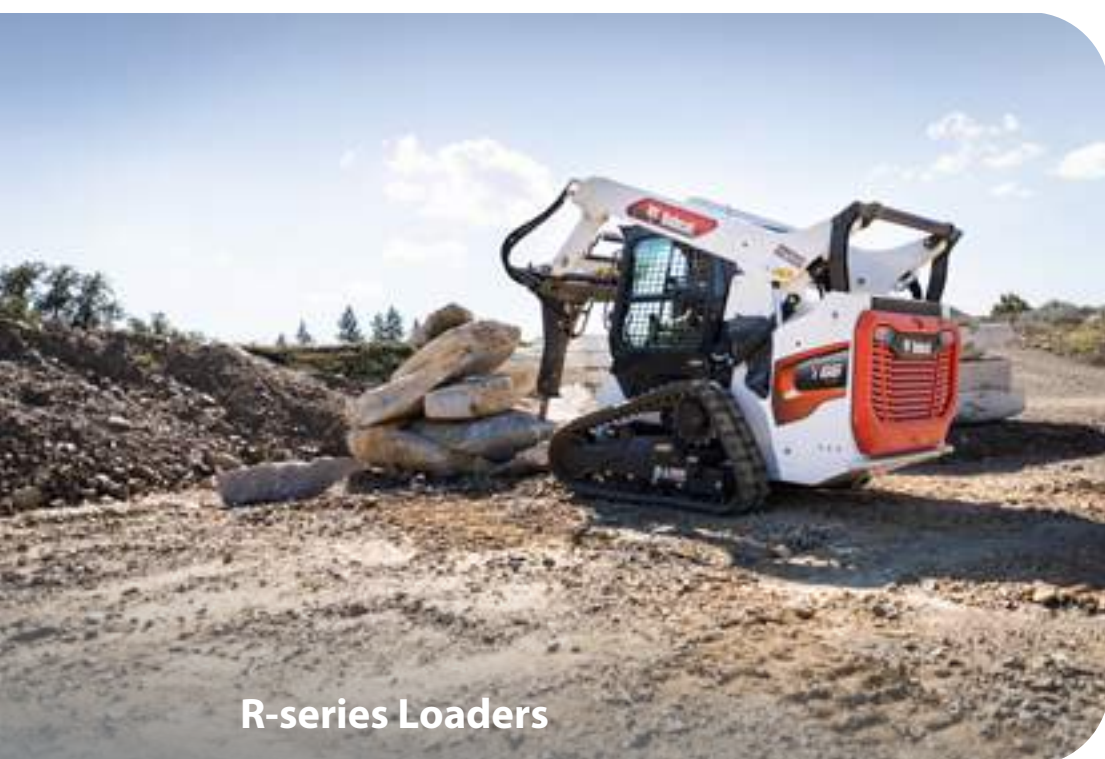
R2-series MEX



EMEA

Europe/Middle East/Africa (EMEA)

Total revenue of the Europe, Middle East, and Africa(EMEA) market increased 42.67% to USD 1,003 million in 2021 compared to the previous year. This revenue growth is the result of increased sales of core products as well as an economic recovery in Germany, Italy, France and other countries.



R-series Loaders

Key Products & Services

For a rapid recovery of the construction industry in Europe, the EU is investing billions of euros in the reconstruction of the European infrastructure. Doosan Bobcat EMEA is expanding business in the European market by aggressively launching new products in response to the positive market signals. In 2020, we hosted our largest ever virtual launch event in this region and unveiled our core 48 products in 12 categories, including R-series loaders and R2-series mini-excavators. Also, Doosan Bobcat EMEA led digital innovation of the market by launching a new generation of R-Series Stage V compliant telehandlers for both construction and agriculture in 2021.

Market Strategy

Doosan Bobcat EMEA focuses on the excellence of both our business and dealership. The Dobříš, located in the Czech Republic, is a unique center where machine development, production, and

dealer training center are located in one place. On campus, we can develop our full product line-ups, ranging from designing to manufacturing. Meanwhile, we look for competitive dealers with extensive knowledge of compact equipment and telehandler products, as well as a familiarity with local customers. Doosan Bobcat EMEA manages 196 authorized dealers in 77 countries.

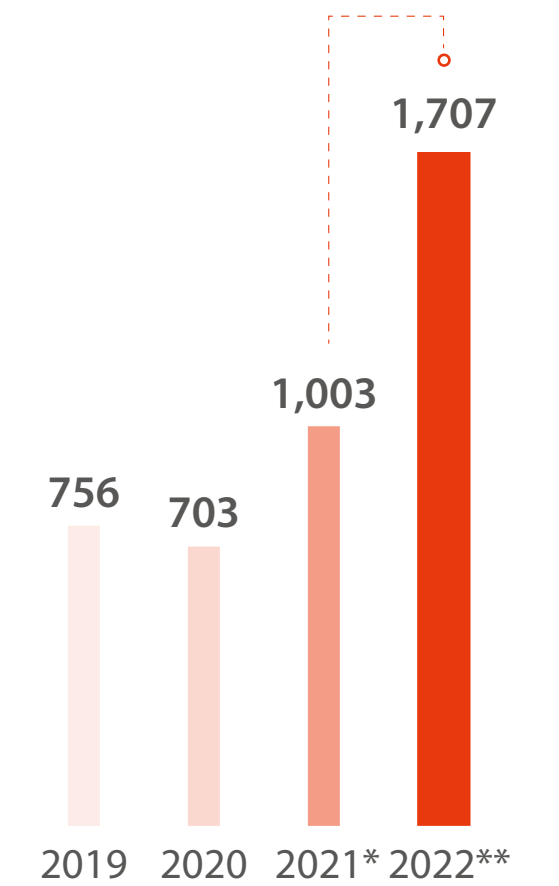
2022 Business Outlook

Doosan Bobcat EMEA aims to continue its growth through the launch of new models of major products, including mini excavator and telescopic handler. Also, we strive to strengthen our brand positioning in the EMEA market by expanding the product lines to include compact wheel loaders, light compaction equipment and GME. The expansion of the product portfolio allows us to expect 70.2% YoY growth in the EMEA market in 2022.

SALES IN EMEA

USD in million

+70.2%



* Revenue of DIV has been included since 2021
** 2022 sales outlook (Inter-Company Revenue included)



GROWTH STRATEGY



Chennai All-around Facility

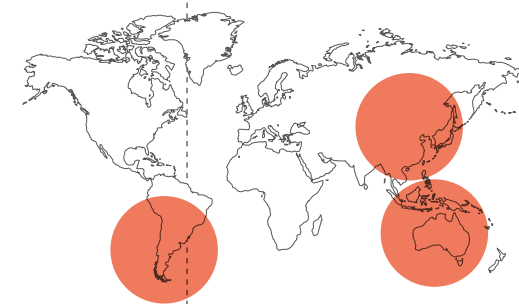
Asia/Latin America/Oceania (ALAO)

Our sales in the Asia, Latin America, and Oceania (ALAO) market increased with the robust sales in Oceania and Latin America from the COVID-19 recovery, which partially offset the sluggish sales in China and India. The acquisition of Doosan Industrial Vehicle (DIV) in 2021, the largest manufacturer in the Korean forklift market, led to 101.5% YoY growth in sales from FY2020.

Key Products & Services

With our market-competitive product portfolios, Doosan Bobcat has been actively penetrating the ALAO market. In Korea, we held more than 50% of the Korean forklift market, based on the electric and engine forklift products lineup. We will continue to build on our leading position in the market. In emerging markets, such as China

ALAO



and India, we develop our product portfolios by conducting local production and sales of localized products. In China, we had a competitive advantage over local brands by launching a new S70 loader after the release of economic loaders 'Earthforce' (S16 and S18). In India, more Doosan Bobcat skid steers are sold than any other brand. We are targeting this specific market by increasing the sales of the Backhoe loader(BHL) B900 developed in Chennai. Also, we spur the development of the customized BHL for the Latin American markets.

Market Strategy

Doosan Bobcat actively responds to local market needs by promoting a localization strategy in the ALAO region and achieves cost reduction and enhanced productivity. We have localized our manufacturing process, from R&D and purchasing to manufacturing in key

countries, such as Korea, China, and India. In China, we manufacture skid-steer loaders and mini excavators in the Suzhou plant. We also operate both manufacturing and sales entity for forklift business in Yantai. In India, our facility in Chennai can be used as a warehouse and manufacturing site for up to 8,000 units per year. The facility in India will serve as our strategic base to enhance our global sourcing and productivity.

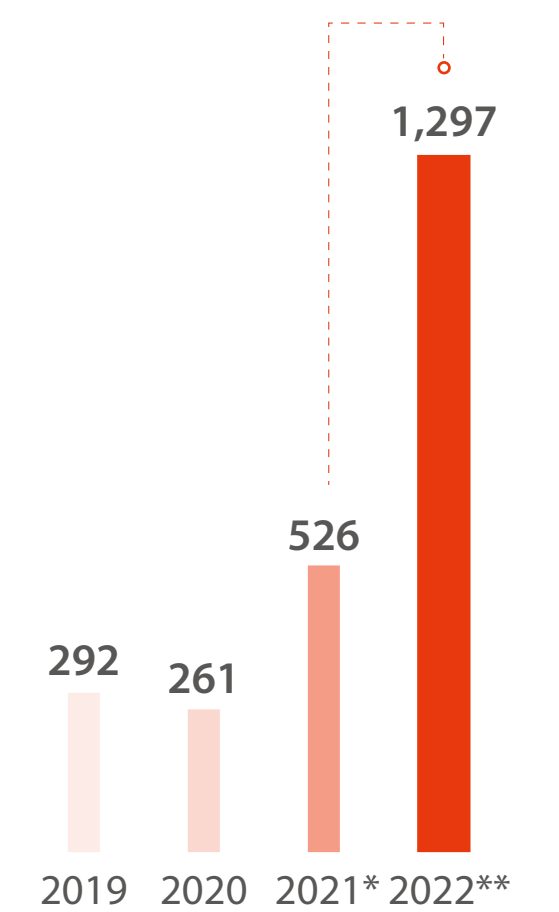
Doosan Bobcat focuses on developing customer contacts by providing advanced digital platform, Lin-Q, a telematics system for forklift products, and expanding the local dealer networks. To share our market strategy with dealers, forklift business held the '2020 Korean Dealership Kick-off Meeting' in Korea and the '2021 Virtual Dealer Conference' in China. Doosan Bobcat India set an ambitious goal to increase the number of our dealerships to 200 by 2023.

2022 Business Outlook

In July 2021, DIV, a leader in the Korean forklift market, became part of Doosan Bobcat. DIV's solid position and R&D/Manufacturing Purchasing capabilities serve as a stepping stone to facilitate Doosan Bobcat's growth in the ALAO region. Doosan Bobcat's ongoing localization strategies will lead to tangible results in 2022 as we expect 146.5% YoY growth in the ALAO market.

SALES IN ALAO

USD in million

+146.5%

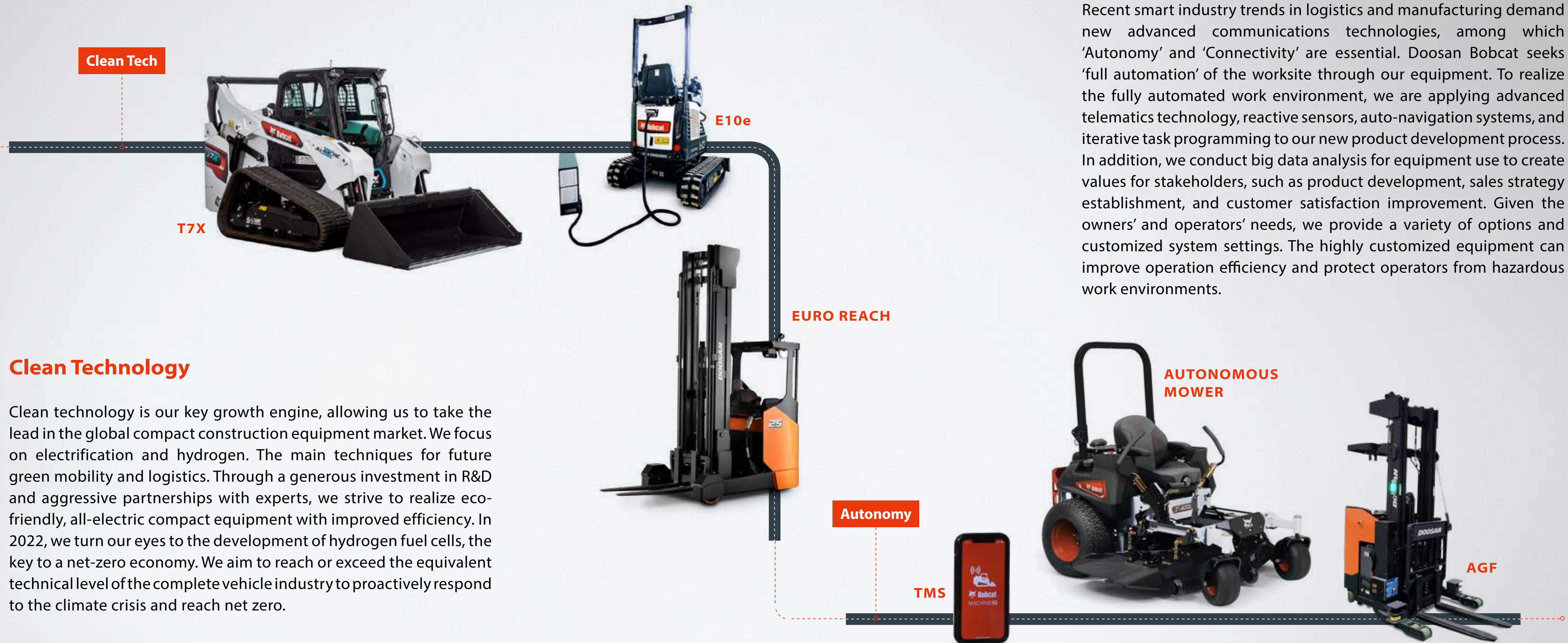
* Revenue of DIV has been added to the portfolio since 2021

** 2022 sales outlook (Inter-Company Revenue included)



S70

INNOVATION & DIGITALIZATION



Clean Technology

Clean technology is our key growth engine, allowing us to take the lead in the global compact construction equipment market. We focus on electrification and hydrogen. The main techniques for future green mobility and logistics. Through a generous investment in R&D and aggressive partnerships with experts, we strive to realize eco-friendly, all-electric compact equipment with improved efficiency. In 2022, we turn our eyes to the development of hydrogen fuel cells, the key to a net-zero economy. We aim to reach or exceed the equivalent technical level of the complete vehicle industry to proactively respond to the climate crisis and reach net zero.

Autonomy & Connectivity

Recent smart industry trends in logistics and manufacturing demand new advanced communications technologies, among which 'Autonomy' and 'Connectivity' are essential. Doosan Bobcat seeks 'full automation' of the worksite through our equipment. To realize the fully automated work environment, we are applying advanced telematics technology, reactive sensors, auto-navigation systems, and iterative task programming to our new product development process. In addition, we conduct big data analysis for equipment use to create values for stakeholders, such as product development, sales strategy establishment, and customer satisfaction improvement. Given the owners' and operators' needs, we provide a variety of options and customized system settings. The highly customized equipment can improve operation efficiency and protect operators from hazardous work environments.



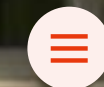
T7X, The World's First All-Electric Compact Track Loader

The T7X is an **ALL-ELECTRIC COMPACT TRACK LOADER** that does not rely on a hydraulic system to power its work group functions. The lithium-ion battery and electrical powertrain generate incredible performance characteristics, with instantaneous torque that's greater than traditional, diesel-powered loaders. It has **HALF THE NUMBER OF PARTS**, driving down maintenance and ownership costs to levels never reached before. The T7X generates only a fraction of the noise of a diesel-powered equivalent and produces **NO EMISSIONS.** (↗50p)



Sneak Around Silently E10electric Excavator

The E10e is **THE WORLD'S FIRST FULL ELECTRIC 1-TON MINI-EXCAVATOR**. Because it is driven by an electric motor instead of an internal combustion engine, the E10e produces **NO HAZARDOUS AIR EMISSIONS** and significantly less noise than their diesel-powered equivalents. The lightweight and compact E10e excavator allows users to perform tasks indoors.



Reborn With High Performance Euro Reach

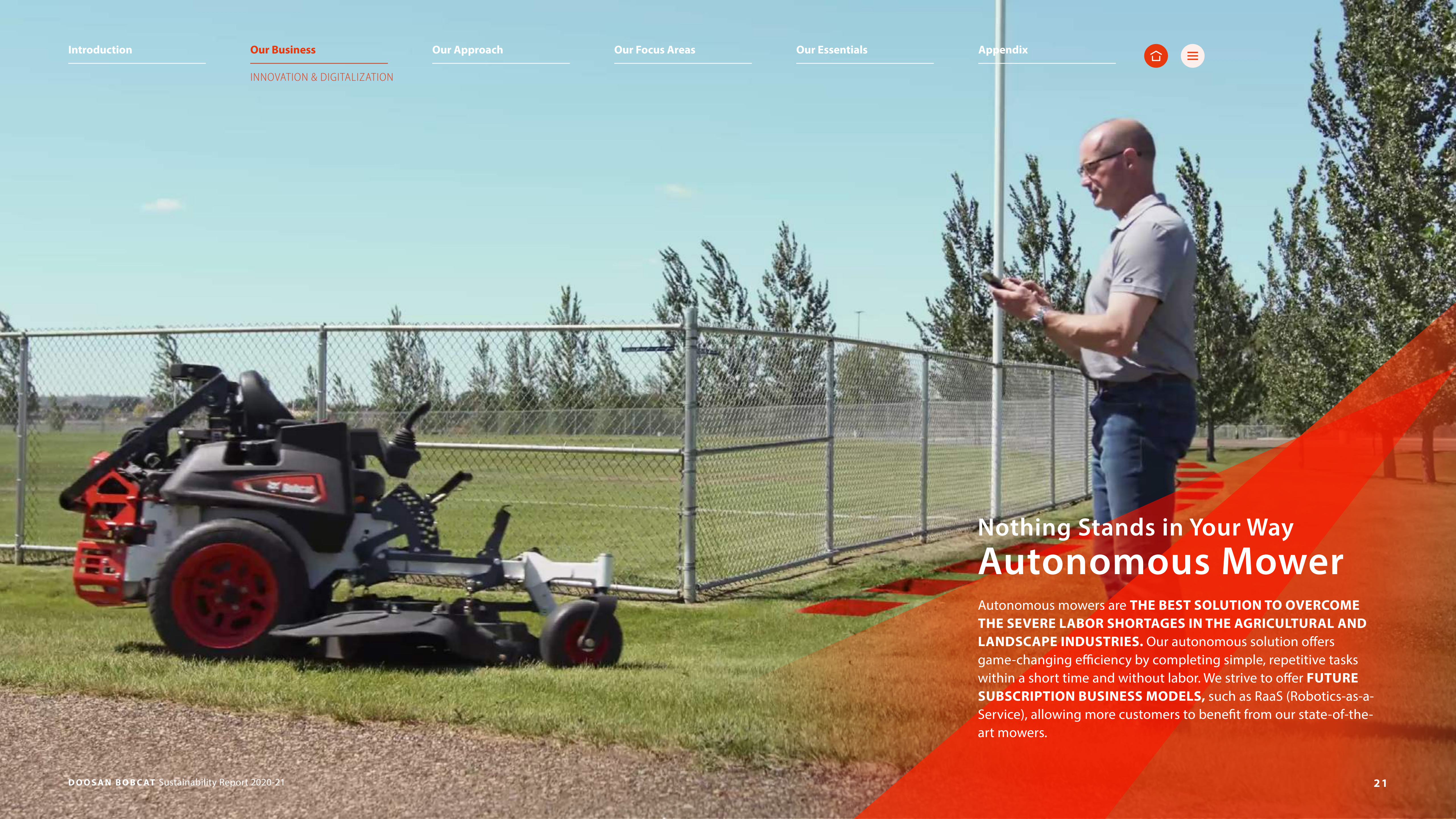
Our Euro Reach forklift truck line products offer **HIGH PRODUCTIVITY AND SAFETY**. Their compact size makes them suitable for small work spaces, while their ergonomic masts **PROVIDE A CLEAR VIEW TO THE OPERATOR**. NFC and Pin Code systems, **ALLOWING ONLY AUTHORIZED PERSONNEL TO OPERATE THE EQUIPMENT**, are at the core of ensuring safety of the Euro Reach operators. Power, excellent performance, driving comfort, durability, and outstanding productivity will satisfy customers.



Brains Meet Brawn in the Palm of Your Hand TMS (Telematics Management System)

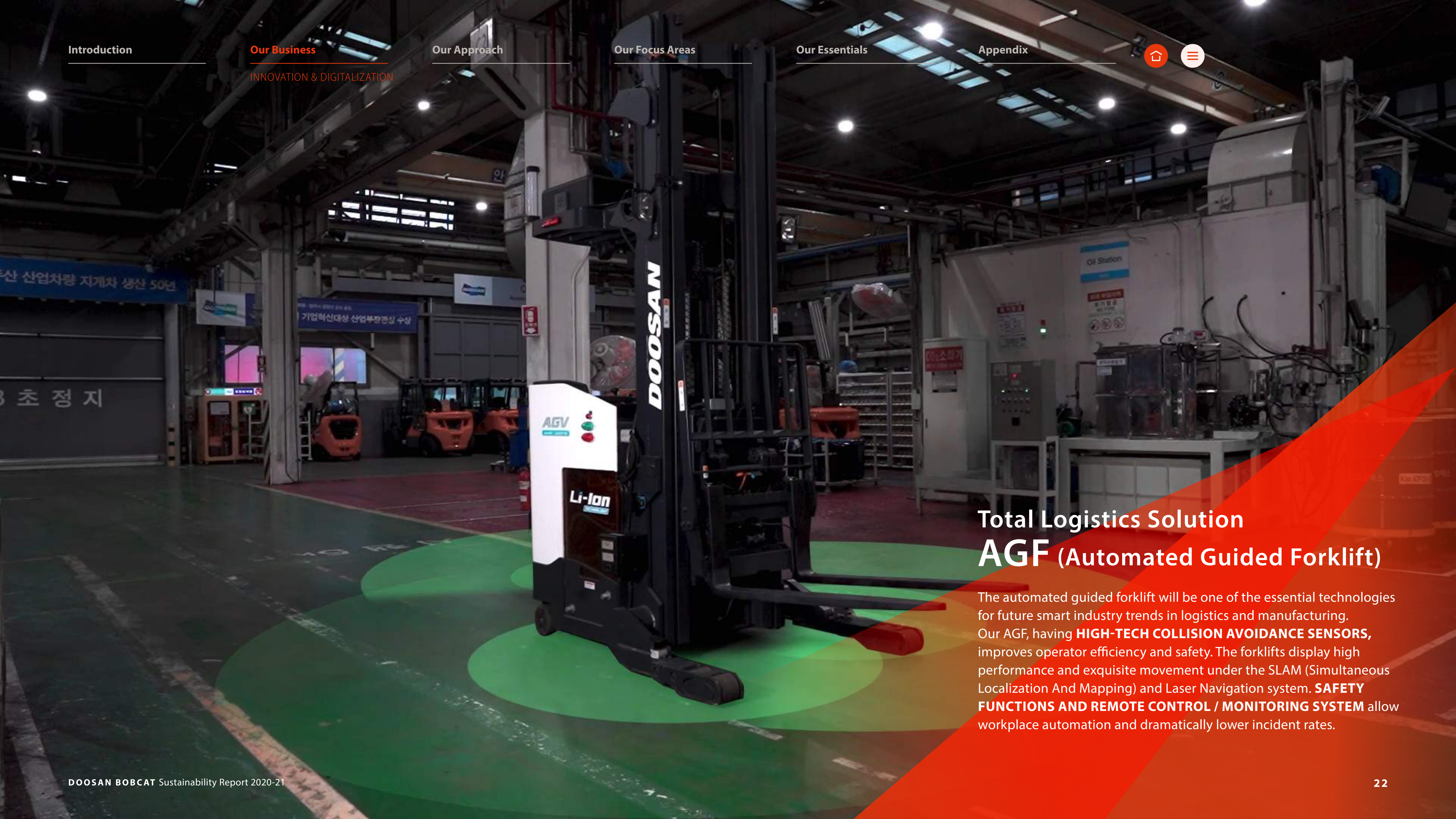
Our **MACHINE IQ (MIQ)¹⁾** AND **LIN-Q²⁾** CONNECT YOU TO YOUR MACHINE anytime, anywhere, from any device. Owners and operators can **CHECK THE STATE OF THEIR MACHINES AND REMOTELY TRACK INFORMATION** to improve maintenance, security, and performance. The mobile apps for MIQ and Lin-Q deliver all of the machine telematics data and information included in the users' portal accounts.

1) MIQ: Bobcat Product, 2) Lin-Q: Forklift Product



Nothing Stands in Your Way Autonomous Mower

Autonomous mowers are **THE BEST SOLUTION TO OVERCOME THE SEVERE LABOR SHORTAGES IN THE AGRICULTURAL AND LANDSCAPE INDUSTRIES.** Our autonomous solution offers game-changing efficiency by completing simple, repetitive tasks within a short time and without labor. We strive to offer **FUTURE SUBSCRIPTION BUSINESS MODELS**, such as RaaS (Robotics-as-a-Service), allowing more customers to benefit from our state-of-the-art mowers.



Total Logistics Solution AGF (Automated Guided Forklift)

The automated guided forklift will be one of the essential technologies for future smart industry trends in logistics and manufacturing. Our AGF, having **HIGH-TECH COLLISION AVOIDANCE SENSORS**, improves operator efficiency and safety. The forklifts display high performance and exquisite movement under the SLAM (Simultaneous Localization And Mapping) and Laser Navigation system. **SAFETY FUNCTIONS AND REMOTE CONTROL / MONITORING SYSTEM** allow workplace automation and dramatically lower incident rates.



OUR APPROACH

- 2020-21 ESG HIGHLIGHTS
- ESG STRATEGY
- KEY STAKEHOLDERS
- MATERIALITY ANALYSIS

2020-21 ESG HIGHLIGHTS

Sustainable power and technology



First **All-Electric** Loader, T7X won two 2022 CES Innovation Awards

- Vehicle Intelligence & Transportation
- Smart Cities

Page. 50



Battery-electric compact excavators, E10e

Zero Emissions & Half the Noise

Page. 18



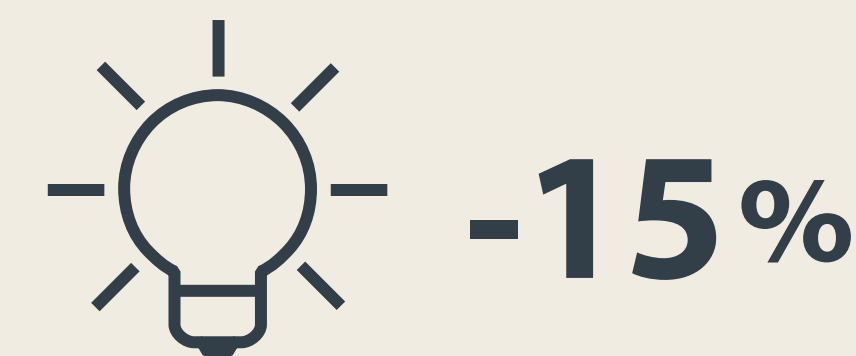
Maximizing energy efficiency

LEED Gold Certification



of the North America headquarter building

Page. 60



Reduction in Energy Consumption per Production unit at Company Plants in North America and Korea (2020-2021)

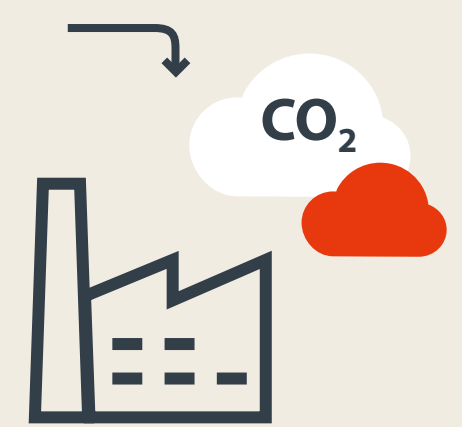
Page. 91

Reducing environmental impact

-17%

Reduction in Green House Gas Emission per Production unit at Company Plants in North America and Korea (2020-2021)

Page. 91



61% Increase in Remanufactured Product Sales

(Net Sales Growth Rate)

Page. 48

ZERO Hazardous Waste in North America (2020-2021)





2020-21 ESG HIGHLIGHTS

Core fundamentals to respect the critical needs for human rights, safety, ethics, value chain, community and more!

WeGrow

a supportive community for women in North America to inspire one another (2021)

➤ Page. 36



- 2 locations
- 33 events & Approx. 600 attendees

- 1 location
- kick-off

100%

in responding to Ethicspoint, Whistle-blowing Reports Channel

➤ Page. 76

91% of employees completed Code of Conduct Training

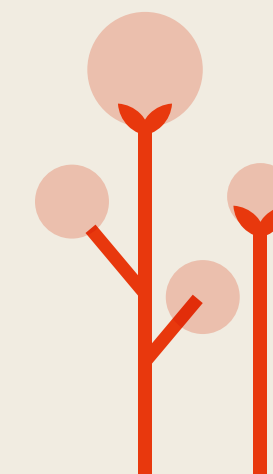
➤ Page. 94



+28%

Doosan Supplier Excellence Program contributed to improved quality of our partners in 2021 compared to 2020

➤ Page. 81



Increase in sales at all regions (FY2021)

+33.4% in North America

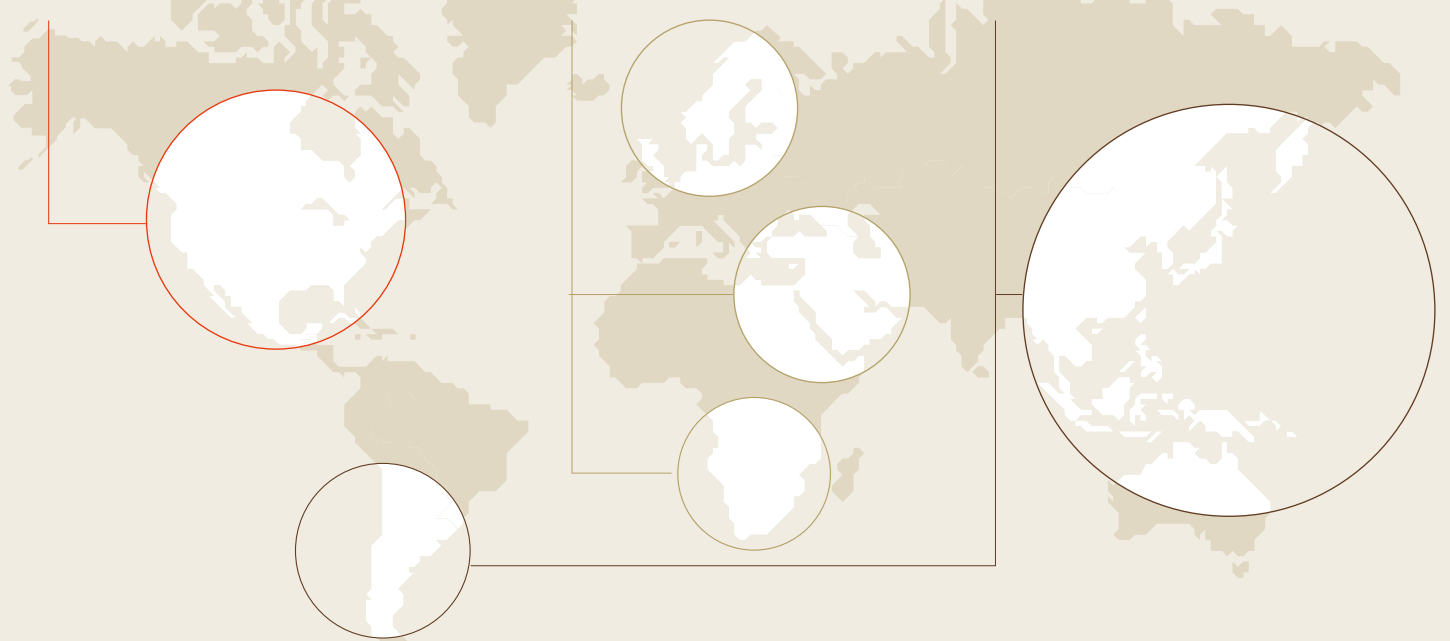
3,554 (USD in million)

+42.7% in EMEA

1,003 (USD in million)

+101.5% in ALAO

526 (USD in million)



* Revenue of DIV has been included since Jul. 2021

5,082 Sales (USD in million)

520 Operating Profit (USD in million)



\$1.87 million charitable giving

to support mission-based organizations and communities

➤ Page. 66

NO shut-down

due to COVID-19 ('20-'21)

➤ Page. 42



ESG STRATEGY

ESG Vision & Framework

Doosan Bobcat continues to expand our sustainability vision across our business and global value chain. Replacing the term 'CSR' with 'ESG' reflects recent global trends and our commitment to pursue the performance-driven sustainability actions by measuring and evaluating our environmental and social impacts.

Doosan Bobcat's ESG Vision & Framework is designed to achieve 'Growth and Sustainability.' We place the ESG vision at the heart of our business policies and management systems, and constantly remind our employees and dealers about the value of sustainability. Our ESG framework, composed of three essentials (Governance, Value Chain Sustainability, and Risk management) and four pillars (People, Product, Environment, and Community), provides practical guidance to 'our people' to operate a sustainable business and provide effective ESG disclosures.

In 2019, we established our '2025 ESG Roadmap' as a practical guideline for our mid- to long-term value creation strategies. By following the roadmap, we establish our ESG foundation by setting ESG governance and extending ESG management system. The roadmap will ultimately help us realize "Global Full Coverage," which integrates our ESG strategies across business plans and activities.

DOOSAN BOBCAT ESG VISION & FRAMEWORK

Vision

Growth and Sustainability

Pillars

People

Product

Environment

Community

SDGs



Areas

Human Rights/
Labor Practice

Quality Management

Climate Change &
Energy

Community
Engagement

Human Capital

Sustainable Products

Water & Waste
Management

Charitable Giving

Occupational Health
& Safety

Customer Satisfaction

Essentials

Governance

Value Chain Sustainability

Risk Management

2025 ESG ROADMAP ¹⁾

Phase 1
Establish
ESG Structure
('19~ '21)

- Composition of ESG Governance
- Establishment of ESG Management System
- Disclosure of Sustainability Report

Phase 2
Roll-out ESG
Management System
('21~'23)

- Roll-out ESG Management System to Global
- Establishment of ESG Strategy & KPIs
- Scope Expansion of Disclosure

Phase 3
Enhance
ESG Expertise
('23~'25)

- Realize "Global Full Coverage"
- Management & Disclosure of ESG KPIs
- Monitoring & Evaluation of ESG impact

1) Doosan Bobcat 2025 ESG Roadmap was updated in 2022



ESG Governance

ESG governance is a key element in reinforcing our corporate sustainability. Doosan Bobcat ESG governance consists of the Global Steering and Operational Committee. The HQ ESG Coordinators and ESG Working Group support sustainability implementation at the executive level. In 2021, the Operational Committee expanded its activities to the ALAO region. In a few years, we will establish a complete ESG governance across all regions by extending it to the EMEA region.

Global Steering Committee consists of the CEO, regional presidents and global function heads. Together, they examine key ESG risks and opportunities and oversee the overall progress on a regular basis. The committee also reviews and determines the company's material ESG issues, reported in the sustainability report.

HQ ESG Coordinators are members of the Human Resources team based at Doosan Bobcat headquarters in Korea. By embracing the 'Doosan 2G strategy' stemming from 'People,' the HQ HR team plays a pivotal role in our sustainability activities. They propose the overall directions for the Doosan Bobcat ESG strategies by closely monitoring actual ESG practices and actively communicating with our employees and other stakeholders. Between the Global Steering Committee and the Regional Operational Committee, the coordinators timely deliver each committee's opinions and decisions. For the external stakeholders' ESG inquiries and requirements, they communicate and respond in several ways, including our sustainability report, sustainability data disclosure and official websites.

Operational Committee is made up of corporate executives from each division who are responsible for establishing specific ESG strategies for each function and reviewing the instant outcomes to identify the ESG risks and opportunities. Some ESG activities, such as EHS (Environment, Health & Safety), ESG communication, innovation, etc., are incorporated as the executives' key performance indicators (KPIs). The committee oversees the ESG Working Group, which is composed of working-level staff who implement ESG activities. Taking advantage of our global business environment, the working group promotes a culture of sustainability by strengthening various stakeholder relationships across the regions.

ESG GOVERNANCE STRUCTURE

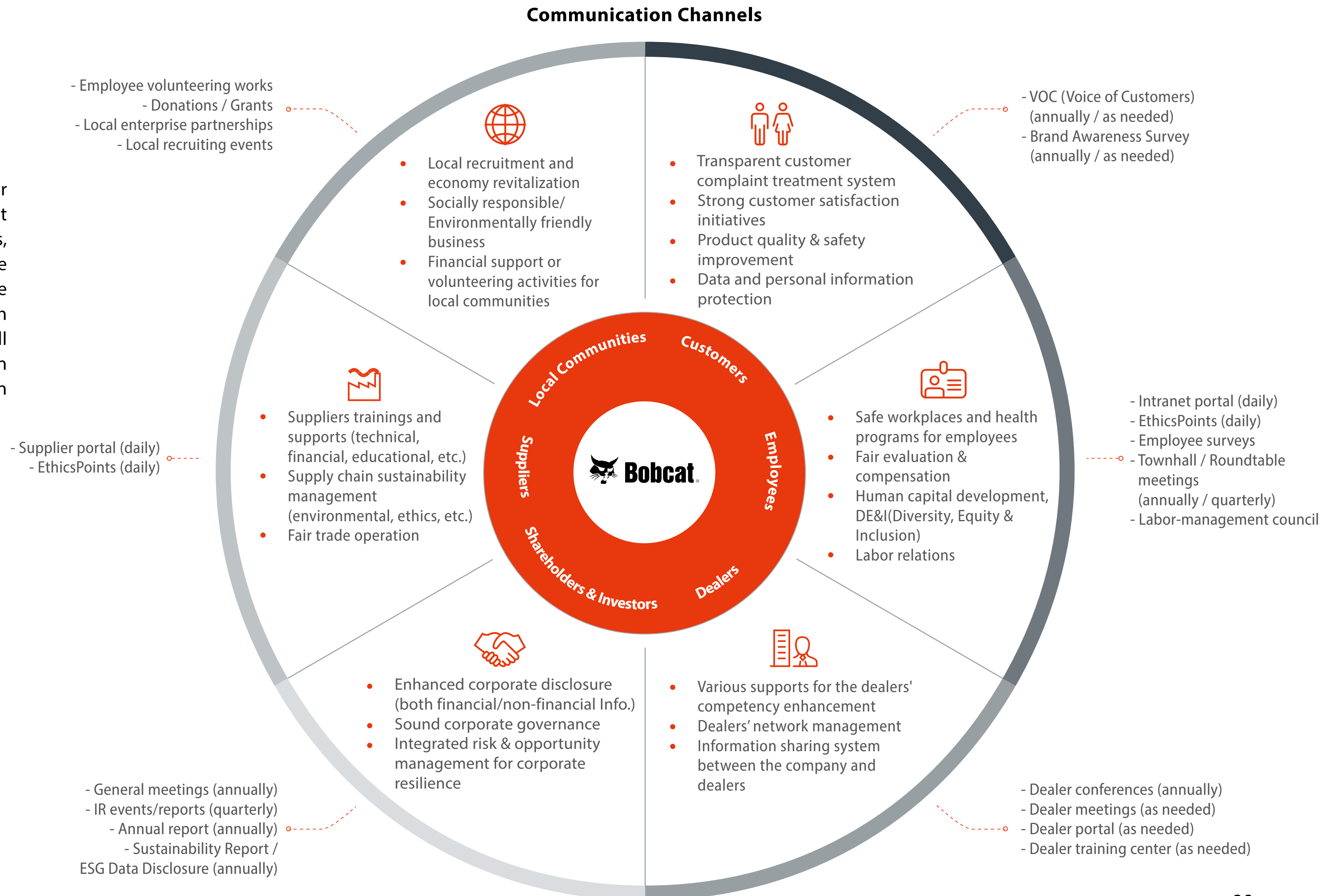


KEY STAKEHOLDERS

Doosan Bobcat Stakeholders & Engagement

Doosan Bobcat upholds sustainable business practices for our stakeholders. We have identified six key stakeholders with significant impact: customers, employees, dealers, shareholders and investors, suppliers, and local communities. Since we fully recognize the importance of stakeholders with direct and indirect influence on the company's business and operation, we regularly collaborate with them to gain insight and to deliver the business outcomes we all expect. We strive to maintain active and transparent communication with our stakeholders and utilize their feedback to improve Doosan Bobcat's business and operation.

- Key Stakeholders
- Key Interests
- - - - - Communication Channels





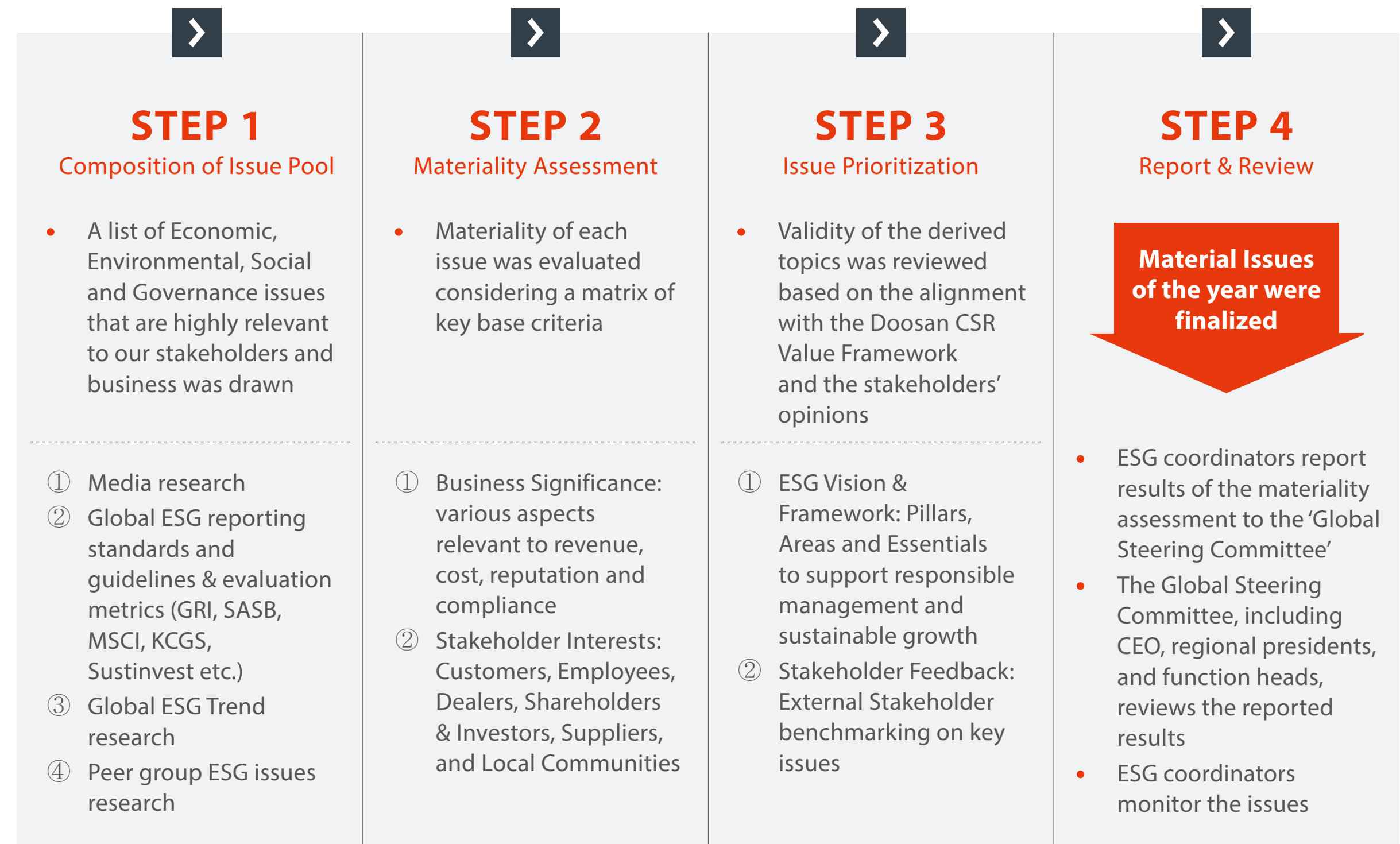
MATERIALITY ANALYSIS

Materiality Assessment Process

The role of companies in maintaining a sustainable future has become critical. Meanwhile, various ESG risks have major impacts on business operation and corporate financial performance. To mitigate the impact of ESG risks, Doosan Bobcat has identified existing or potential economic, environmental, social, and governance risks and opportunities and has prioritized issues via biennial assessment since 2019.

We perform the assessment in three steps. First, we compile a list of issues during 2020-2021 by conducting media research, referring to the international ESG standards or guidelines, examining policies and regulations, and conducting peer performance review. The comprehensive analysis allows us to identify and prioritize key material issues based on key baseline matrix: business significance and interest of stakeholders. Then, our corporate governance and ESG team review the validity of the materiality matrix based on the alignment with the ESG Vision & Framework and the stakeholders' opinions.

Throughout this report, we address our management approach for each issue. This report reflects our ongoing commitment to fulfill and implement corporate responsibilities, while taking into account the risks and opportunities to support sustainability.





MATERIALITY ANALYSIS

2020-2021 Materiality Assessment Result

The 2020-2021 Materiality Assessment results contain various economic, social, environmental and governance subjects surrounding our stakeholders and Doosan Bobcat operations. Compared to 2019, more emphasis was placed on external influences in 2020-2021 due to the COVID-19 outbreak, resulting in the ESG paradigm shift in the company's ecosystem. Accordingly, Doosan Bobcat decided to prioritize 16 ESG issues in consideration of two external influencing

factors: severity of the external pressure or demand; and value of our societal impact. After prioritization, we identified the top five material issues of 2020-2021. In this report, we disclose detailed information about these issues and acknowledge the impact and value of each issue by integrating them into our business. All material issues stem from Doosan Bobcat's 'Corporate Responsibility.' As a responsible manufacturer, we prioritize 'Product

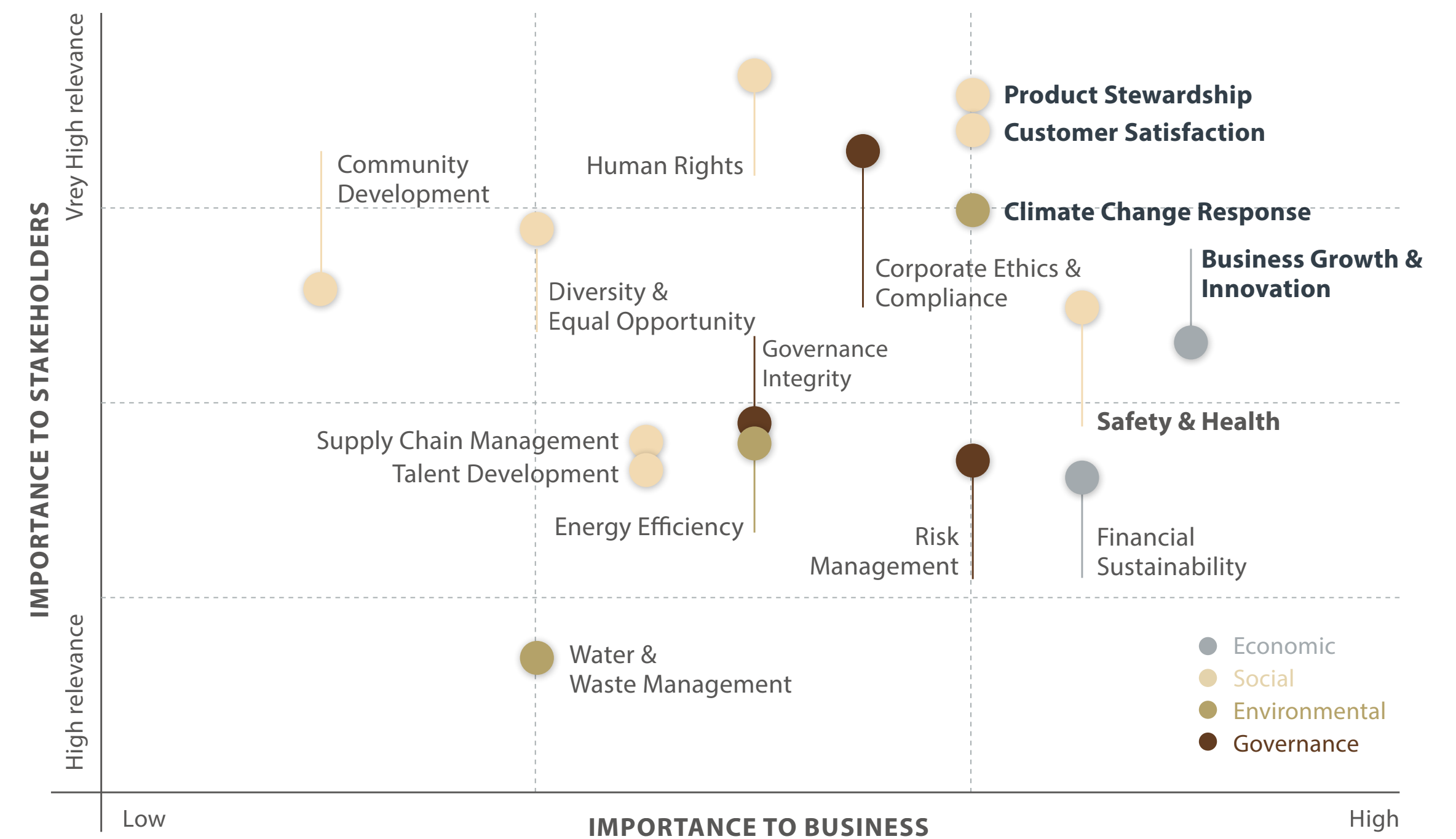
Stewardship' and 'Customer Satisfaction' for our sustainable business management. Our 'Business Growth & Innovation' strategies are designed to produce responsible corporate approaches to resolve global issues such as climate change, safety and health. Doosan Bobcat will continue to manage and analyze the material issues to maintain our reputation as a responsible corporate for our stakeholders.

Ranking of Issues

● Low ●● Medium ●●● High ●●●● Very High

Issue Priorities	Key Stakeholders						
	Customers	Employees	Dealers	Shareholders & Investors	Suppliers	Local Communities	
1 S Product Stewardship	●●●●	●●●	●●●●	●●●	●●●	●●	
2 S Customer Satisfaction	●●●●	●●●	●●●●	●●●	●●	●●	
3 EC Business Growth & Innovation	●●	●●●	●●●	●●●	●●●	●●	
4 E Climate Change Response	●●●	●●●	●●	●●●●	●●	●●●●	
5 S Safety & Health	●	●●●●	●●●	●●●	●●●	●●●	
6 G Corporate Ethics & Compliance	●●	●●●●	●●●	●●●●	●●●	●●●	
7 S Human Rights	●●●	●●●●	●●	●●●●	●●●●	●●●	
8 EC Financial Sustainability	●●	●●●	●●	●●●	●●	●	
9 G Risk Management	●●	●●●	●	●●●	●●●	●●	
10 G Governance Integrity	●●	●●●	●●	●●●●	●	●●	
11 E Energy Efficiency	●●	●●●	●●	●●●	●●	●●	
12 S Diversity & Equal Opportunities	●●	●●●●	●●	●●●	●●●	●●●●	
13 S Supply Chain Management	●	●●	●●●●	●●●	●●●●	●●	
14 S Talent Development	●	●●●	●●●	●●	●●	●●●●	
15 S Community Development	●●●	●●●	●●●	●	●●●	●●●●	
16 E Water & Waste Management	●●	●●	●	●●	●	●●●	

2020-2021 Materiality Matrix





Material Issues

	Context	Our Approach	Next Step
① Product Stewardship	As the European Union (EU) Taxonomy expands, global sourcing regulations and the definition of sustainable green business activities become clearer and more concrete. As a result, the development of clean technologies continues to accelerate throughout the world, and political and financial support for innovative solutions have increased. Global companies are actively engaged in various product stewardship activities, such as developing eco-friendly technologies and analyzing product sustainability. In particular, the global construction equipment industry is advancing digital technologies to develop product features that enhance safety and efficiency. The industry is also pursuing remanufacturing activities and low-carbon fuel technology which help reduce environmental impacts.	<ul style="list-style-type: none"> • Adhering to the Doosan Bobcat eco-friendly product principles ↘ • Improving product innovation and sustainability based on electrification, autonomy and digitalization ↘ <ul style="list-style-type: none"> - T7X, the world's first all-electric compact track loader ↘ - Machine IQ (MIQ) and Lin-Q, the telematics management systems ↘ • Securing user safety by applying efficient product design ↘ • Offering the Doosan Bobcat REMAN services in the USA ↘ 	<ul style="list-style-type: none"> • Establishing Doosan Bobcat's mid-to long-term sustainable product roadmap considering future technology, such as BEV (Battery of Electric Vehicle), hydrogen fuels, etc. • Extending the rate of green and REMAN products to the entire product portfolio • Disclosing the detailed analysis of product stewardship performances • Enhancing partnerships with experts for clean technology
② Customer Satisfaction	Customer demand for high-quality products continues to grow. Companies providing products and services need to keep communicating with their customers and consumers to learn more about what they need to improve, reflect consumer feedback, and set the direction of their business. Therefore, maintaining relationships with customers is important for all global companies. With concerns over market decline and customer relations dissolution due to COVID-19, companies are discovering various online channels and more actively promoting and selling products/services using them. In the global vehicle market, we are expanding and enhancing opportunities to communicate with customers. By properly handling customer needs and difficulties in a timely manner, companies can ensure a great market reputation and a high level of marketing ethics.	<ul style="list-style-type: none"> • Responding to customer needs for quality products by applying the 6 core values supporting our product strategy vision ↘ • Collecting user/customer information via TMS-based hardware platform on products for customized services ↘ • Conducting segmented customer satisfaction surveys ↘ • Strengthening dealership capacity to provide better customer experience ↘ • Communicating with customers via various online & off-line channels ↘ 	<ul style="list-style-type: none"> • Diversifying communication channels with our customers • Providing an advanced digital platform to our product users and customers • Analyzing user and customer behaviors by utilizing the smart TMS and applying the analysis to product and service development • Enhancing capacities of our dealer network
③ Business Growth & Innovation	In the global infrastructure industry, 'customization' based on regional characteristics for construction equipment used to build smart cities and 'digital transformation' for building and managing smart infrastructure are in demand. Specifically, vehicle automation, connectivity, electrification, and sharing (ACES) movement is increasing in the marketplace in response to a growing demand for innovation across the value chain for a sustainable future. Thus, the global compact equipment market is expanding localized product portfolio diversification and R&D investments for advanced digital technologies. In particular, construction equipment operators focus on upgrading and commercializing technologies for 'remote control technology' to ensure workers' safety and 'electrification' of equipment to comply with stricter global air pollution control regulations.	<ul style="list-style-type: none"> • Developing future-oriented innovative technologies and promoting their marketing ↘ <ul style="list-style-type: none"> - Proving business resilience by winning two CES 2022 Innovation Awards in the categories of 'Vehicle Intelligence & Transportation' and 'Smart Cities.' ↘ • Expanding our business to the adjacent agricultural/landscape equipment market and the high-growth logistics market ↘ • Applying localization strategy to each region ↘ • Participating in the global conference/forum/expo and identifying needs of our stakeholders ↘ 	<ul style="list-style-type: none"> • Promoting persistent technology innovation <ul style="list-style-type: none"> - Future-oriented technology : Autonomy, Connectivity, Electrification, etc. • Diversifying product portfolio by identifying and applying regional characteristics <ul style="list-style-type: none"> - NA : commercialization of our all-electric machines and automatic operating systems - EMEA : launching new models of major products, including mini-excavator and telescopic handler - ALAO : continued localization strategies and enhancing R&D / manufacturing / purchasing capabilities



Material Issues

	Context	Our Approach	Next Step
④ Climate Change Response	<p>The Paris Climate Agreement, signed in 2016, is a legally binding international treaty on climate change. The agreement aims to overcome climate change by containing the rise in the average global temperature rise to well below 2°C and not exceed 1.5°C. More stringent global environmental regulations in North America and Europe have created direct impact on global companies' revenue-generating activities. Major global investors request companies to develop more specific mid- to long-term environmental management strategies and roadmaps, applied to both their enterprises and their supply chains. In response, major global construction equipment companies are preparing for the upcoming 2050 carbon-neutral era by setting their own carbon neutral goals and establishing both roadmaps and specific action plans to implement them.</p>	<ul style="list-style-type: none"> • Expanding the environmental management system ↘ <ul style="list-style-type: none"> - Global EHS (Environment, Health & Safety) Policy - ISO 14001 (Environmental Management System) certified worksites • Operating the local energy efficiency management system ↘ <ul style="list-style-type: none"> - ①Saving Energy ②Improving Efficiency ③Using Renewables • Reducing environmental impacts in the manufacturing process ↘ <ul style="list-style-type: none"> - Reducing GHG emissions per unit - Conducting strategic air emission control • Focusing on 'electrification' and 'hydrogen,' key techniques for zero-emission and future demands for environmentally sustainable power ↘ 	<ul style="list-style-type: none"> • Establishing corporate-wide mid-to long-term climate change response strategy and roadmap • Measuring environmental impact of business activities across the entire value chain • Reducing GHG emissions • Setting energy efficiency goals
⑤ Safety & Health	<p>Various stakeholders, including the government, investors, and local communities, request companies upgrade their health and safety management systems for their employees and partners. Due to the COVID-19 pandemic since the end of 2019, concerns about employees' physical and mental health are increasing. As a result, corporate stakeholders are asking companies to disclose their corporate health and safety issues. Global companies must establish regional safety and health management systems that align with the Occupational Safety and Health Act, relevant regulations of each country, and special infectious diseases-related laws. Then, the companies are required to establish safety and health programs. In addition, the recent enhancement of the Serious Accident Punishment Act of the Republic of Korea has become a crucial consideration for construction equipment manufacturing industry.</p>	<ul style="list-style-type: none"> • Solidifying the Doosan Bobcat global safety & health system ↘ <ul style="list-style-type: none"> - Global EHS (Environment, Health & Safety) policy & procedures - ISO 45001(Occupational health and safety management systems) certified worksites • Managing site-specific safety & health risks ↘ <ul style="list-style-type: none"> - Monitoring risk factors at worksites - Risk assessment and reporting - Compliance obligations • Carrying out the regional COVID-19 emergency response & prevention strategy ↘ • Providing safety training to employees, contractors, and suppliers ↘ 	<ul style="list-style-type: none"> • Expanding roles and responsibilities of Chief Safety and Health Officer (CSHO) to global sites • Upgrading the safety and health training system • Enhancing safety and health management across the supply chain <ul style="list-style-type: none"> - Safety and health audit and assessment - Disclosure of the audit and assessment results



OUR FOCUS AREAS



- PEOPLE
- PRODUCT
- ENVIRONMENT
- COMMUNITY



PEOPLE

Respecting Human Rights

Our Commitment to Human Rights

Doosan Bobcat supports the protection of fundamental human rights in all our operations by complying with principles described in the UN Universal Declaration of Human Rights (UDHR) and the International Labor Organizations (ILO) Declaration on Fundamental Principles and Rights at Work. The Code of Conduct and Doosan Credo state that our commitment and core values apply to all of our employees and business partners. Our approach is guided by the UN Guiding Principles on Business and Human Rights (UNGPs). Our HR team takes proactive measures to prevent violations of human rights in the workplace.

We strive to ensure our employees and third parties comply with our policies on human rights issues, including mutual respect, a safe and healthy workplace, freedom of association and collective bargaining, wage, and working hours. We do not tolerate any form of discrimination, harassment, forced or compulsory labor, child labor, violations involving the rights of indigenous people, or irresponsible sourcing practices involving conflict minerals. Recognizing that violations of human rights may occur outside the company's control, we try to improve our management of human rights issues in the supply chain. We strive to address and advance the human rights movement through appropriate supply chain due diligence efforts.

Grievance Management

To support employees' engagement in open and constructive communication, Doosan Bobcat operates various feedback channels with three principles: confidentiality, employee relations, and feedback. 'EthicsPoint,' an independent global hotline, is the major channel for all employees. The Internal Reporting Center and the Human Rights Center monitor concerns over human rights laws and internal regulations like Code of Conduct. HR staff and the Labor Management Council make up another available channel for employees to share any grievances. External stakeholders can report issues using company websites for the customer support team.

We handle all reported grievances transparently by following our policies for appropriate remediation efforts. We have and follow a non-discrimination, non-harassment, and non-retaliation policy. We have an effective reporting procedure in place and promptly investigate and address, as appropriate, any reported concerns. In 2020, we conducted Human Rights due diligence for employees under the Industrial Vehicle business in Korea. From our due diligence efforts, we identified one voice of the stakeholder asking to strengthen of our grievance channels. To remediate, we expanded our internal reporting center and the workplace harassment prevention center. In 2020 and 2021, Doosan Bobcat addressed all the matters reported via grievance channels.

Labor Management Relations

Doosan Bobcat respects the right of our employees to be represented by trade unions. We operate with local labor unions in North America and South Korea. In South Korea, 89% of the blue-collar workers in the Incheon plant have joined the unions. By working with the local labor unions, we discuss and handle major labor management issues, while promoting open labor-management communication to handle grievances and improve working conditions. The outcomes of collective agreements are applied to all members.

We also launched a Labor Management Council in our headquarters office in Korea in 2019. At the council, both corporate executives and the labor representative have labor-management dialogues to enhance employees' understanding of management, through which we achieved more active participation from our employees. This ongoing dialogue has improved business competency and employee satisfaction. As part of our Open Door Policy, any employee who feels uncomfortable talking to their supervisor can report their concerns to HR staff or higher-level supervisors. We also offer employees numerous communication methods, including newsletters, bulletin boards, and workplace TV displays.



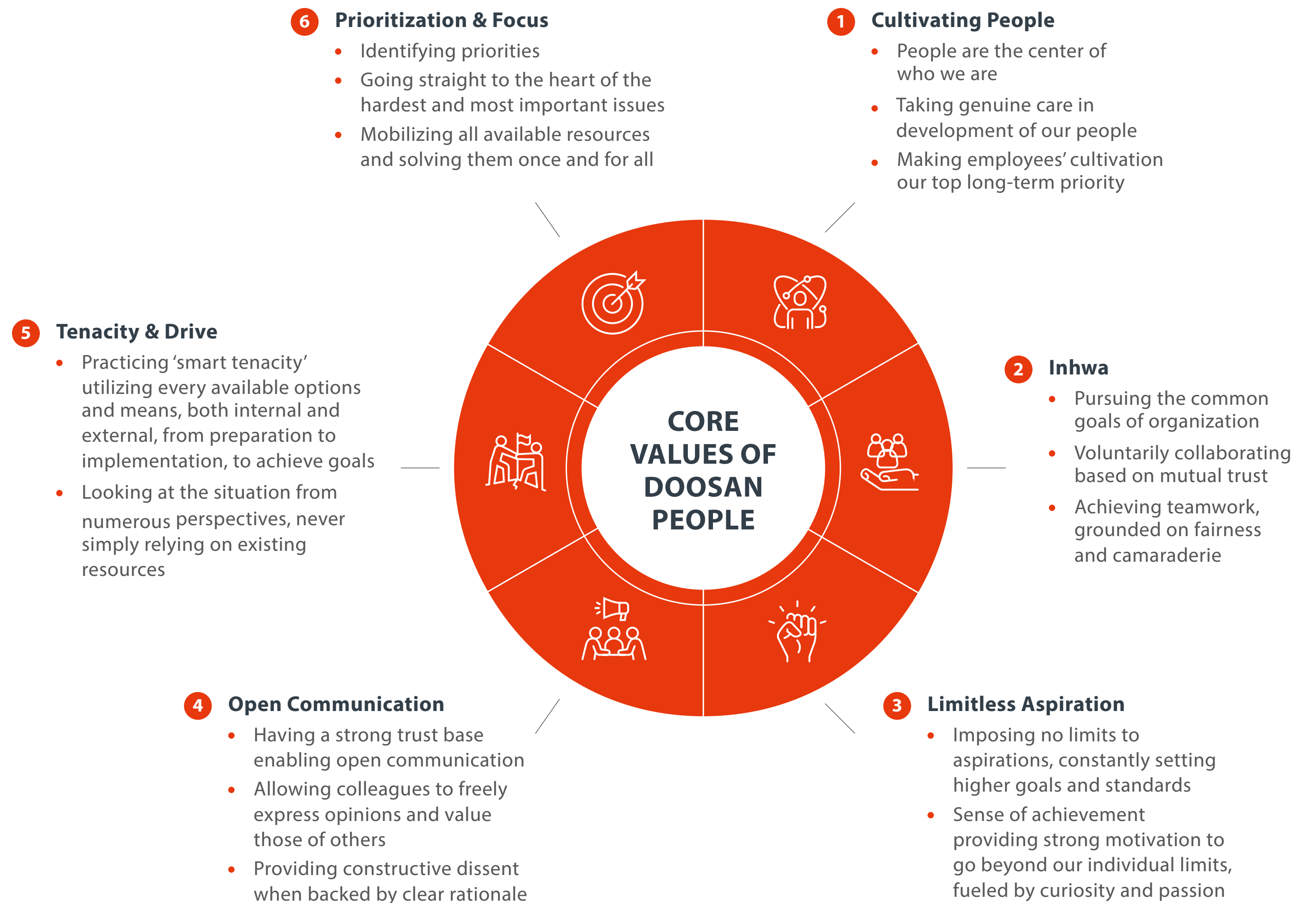
Human Capital

Our People

Our employees serve as the driving force of Doosan Bobcat's success. We create an environment where they feel valued and confident to build their career as an industry leader. Through our winning culture and one global team, we collaborate to deliver the best products and services to our customers and make the world a better place.

Doosan Bobcat seeks to find and attract people who uphold the core values of Doosan people, called 'Doosan-In (people of Doosan)'. The core values include six values: ①Cultivating People ②Inhwa ③Limitless Aspiration ④Open Communication ⑤Tenacity & Drive ⑥Prioritization & Focus. We hire, manage, support, and assess our people by continuously reminding and pursuing the core values.

As part of the Doosan Group, Doosan Bobcat employs more than 9,000 people in 38 countries worldwide. We provide an equal employment opportunity to all individuals regardless of their race, color, gender, age, disability, health, physical appearance, religion, ideology, political opinion, nationality, sexual orientation, pregnancy, veteran, or any other legally protected status.





Promoting Diversity

The strength of Doosan Bobcat can be found in our diverse workplaces and customer relationships throughout the world. In 2021, a stronger emphasis on Diversity, Equity, & Inclusion (DE&I) led us to establish the baselines and dashboards to track our progress. This enabled us to start defining our metrics and goals for diversity moving forward.

Doosan Bobcat North America, a federal contractor, establishes annual Affirmative Action plans. Affirmative Action is an active effort to improve employment or opportunities for qualified women, minorities, individuals with disabilities, and protected veterans. By law, covered federal contractors and subcontractors are required to develop written Affirmative Action plans. Thus, we have established separate action programs for each group: individuals with disabilities, minorities and women, and protected veterans.

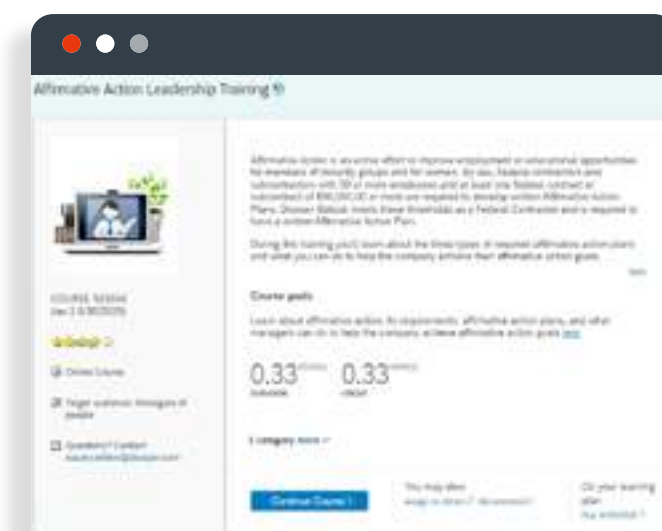
To raise diversity awareness in the workplace, Doosan Bobcat annually conducts online training sessions on the prevention of sexual harassment, bullying, and discrimination against those with a disability. A total of 98.7% of Doosan Bobcat employees completed the mandatory diversity training sessions in 2020 and 2021.

Doosan Bobcat also carries out many different offline diversity activities focused on fostering future leaders and empowering the female workforce. To attract talented human capital, we have built a robust student program, providing invaluable experience to a wide range of students. The program shares insights to our business and helps students choose their career paths.

The WeGrow program empowers women to build confidence through a community that inspires them to learn and grow. The program includes internal mentors, external coaching resources, and hands-on experience. In 2021, we organized 'Ride and Drive' and the 'WeGrow Rodeo' to teach the operation of Doosan Bobcat equipment.



Affirmative Action Leadership Training



Learning Contents

- Definition of Affirmative Actions
- Requirements
- Affirmative Action Plans
- Detailed Roles & Responsibilities of Managers for achieving Affirmative Action Goals

Doosan Bobcat continues providing employees in leadership position with online training on Affirmative Action.



'WeGrow,' a supportive community for Women at Doosan Bobcat North America



"It gave me a sense of pride to be able to actually operate the equipment myself."

- Ride and Drive program attendee

Location	2021 Activities	Performances
West Fargo	<ul style="list-style-type: none"> • Business Acumen session • Social in July • Leadership session • Social & Donation drive 	<ul style="list-style-type: none"> • (Apr) 5 internal speakers, 30 attendees • (Jul) 22 attendees • (Oct) 47 attendees • (Dec) 20 attendees
Bismarck	<ul style="list-style-type: none"> • Lunch-n-Learn (virtual) • WeGrow Rodeo - Ride & Drive • Social in September • Letter Writing Campaign 	<ul style="list-style-type: none"> • (Jan-Jun, Weekly) approx. 15 attended regularly • (Jul, Nov) approx. 3-40 attended each • (Sep) 13 attendees • (Dec) 15 attendees
Statesville	<ul style="list-style-type: none"> • Kickoff of Statesville WeGrow community • Lunch-n-Learn 	



Talent Development

The development of Doosan Bobcat employees is core to the Doosan group '2G Strategy': Growth of Business and Growth of People. Our Doosan Credo provides guidelines for talent attraction, development, and retention. We strive to promote a culture where all individuals can thrive and best contribute their talents.

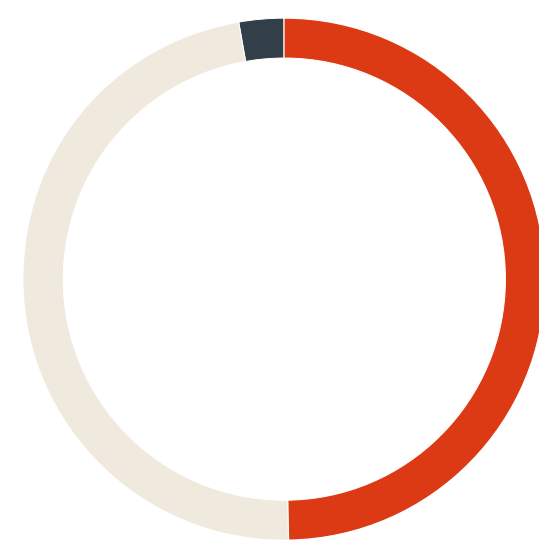
Talent Development Programs

Doosan Bobcat conducts various talent development programs. The programs are designed to attract people with great potential, enable current employees to enrich their careers, and assist our people in meeting both their professional and the business needs. Recognizing rapid changes surrounding our business environment, Doosan Bobcat is committed to retaining our talent with training and opportunities.

TYPE OF TRAINING COURSES

Language
2.53%

Management & Soft Skills
47.74%



Job Specific Expertise
49.73%

Since 2021, we have partnered with LinkedIn Learning to offer more than 11,000 online training courses and more than 30 professional certification preparation courses globally. We offer various e-learning courses on the internal, online learning platform, MyHR for both salaried and hourly paid employees. The courses are categorized and customized based on roles and positions, ranging from new managers to mechanics. Meanwhile, we provide employees with job-specific skills training, such as quality assembly, computer numerical control (CNC), safety and material handling. To foster expertise, we offer six professional training systems for engineering, sourcing, quality manufacturing, finance, HR and sales. In 2020 and 2021, we provided professional trainings on big data analysis to improve work efficiency and achieve better business performance. We established a foundation to expand the advanced Digital Transformation (DT) work environment by selecting citizen data scientists from R&D, sales, quality management and production teams. The citizen data scientists successfully applied their professional training in their daily jobs.

Talent Review

Doosan Bobcat evaluates employees annually, utilizing Management By Objectives (MBOs) and Doosan Competency Model (DCM) tools to drive the company's performance and allow employees to grow as leaders who embrace the core values of 'Doosan-In (people of Doosan)'. The company's strategic tasks to achieve business goals are cascaded into individual MBOs, the annual targets and performance evaluation criteria of our employees. We try to motivate towards better performance of our employees by applying the MBO results to the criteria for annual employee bonus calculations.

DCM consists of detailed evaluation items based on 'role levels' so that our employees receive accurate assessments of their roles and responsibilities. Also, we continue to support our employees' sustainable development by creating and following through on development plans (DPs). High-performing employees, based on their talent reviews, are appointed 'back-up candidates' for major leadership positions. Corporate executives proceed with the succession planning by following the 'People Session Process'.

PEOPLE SESSION PROCESS

Category	Participants	Key Agenda
Group People Session	Hosted by Group Top Team / Reported by CEO	<ul style="list-style-type: none"> Succession planning for CEO/ Region President positions Organization change/Staffing at Executives' level <ul style="list-style-type: none"> - New Executives promotion - Promotion, Position change, etc.
HQ People Session	Hosted by CEO/ Reported by Region Presidents	<ul style="list-style-type: none"> Succession planning for Region President /Executive positions Organization change/Staffing at Executives' level <ul style="list-style-type: none"> - New Executives promotion - Promotion, Position change, etc.
Region People Session	Hosted by Region Presidents / Reported by Executives	<ul style="list-style-type: none"> Succession planning for Executive/Team Leader positions Organization change/Staffing at Team Leader level



Employee Engagement

Doosan Bobcat strives to provide the best employee experience to our greatest asset, our people. We are powered by our people and ensure they are provided meaningful work and growth opportunities, enabling them to feel valued for their contributions and perspectives. Each year, we provide multiple opportunities for employees to share their opinions through leadership check-in meetings, focus groups, and employee lifecycle and engagement surveys. We analyze trends and take action to build an even better employee experience.

In 2020, we conducted a full engagement survey, followed by a pulse survey in 2021 with 80% participation. In 2021, our employees scored the company higher than the previous survey in our focus areas of providing strategic alignment and insights, and our agility and ability to drive change. We strongly encourage all employees to participate by ensuring complete confidentiality.

We also operate a change agent (CA) system in Korea to deliver to leadership the voice of our employees such as improving work processes for better productivity and developing more employee benefits. Executives involved in the CA system discuss the employee's feedback with each function head and strive to act on employees' ideas. In November 2021, several employee engagement agenda items were reported to and discussed with the CEO. The agenda included the operation of a work-from-home policy for better work and life balance for our employees, a remote office option for long-distance commuters, more support for leisure activities, unified IT-based working infrastructure, workplace improvements and renovation at the Incheon plant in Korea.

CHANGE AGENT (CA) COMMUNICATION SYSTEM





Fostering Employees' Well-Being

Employees' health and welfare are significant aspects that enhance engagement and work-life balance. Our goal is to offer affordable, flexible work choices that add value to employees in their personal and professional journeys. The Total Rewards program of Doosan Bobcat is comprised of health & well-being, compensation, financial supports, and recognition. The components are typically reviewed and evaluated annually, using feedback from internal and external resources, including employees, benchmark data, and consulting partners. We also maintain data in global HRIS (Human Resources Information System) to offer fair and competitive compensation.

Doosan Bobcat made significant investments in 2021 to move its Korean headquarters to the Bundang Doosan Tower. We upgraded a day care center, a nursing room, a Fitness Center with GX / Pilates programs, a business center, restaurants / cafes, an Open Innovation center*, etc. We also supported our employees' daily commute, parking, and meals. We enhanced our remote work policy and utilized it broadly across our organization during the Covid-19 pandemic.

* Open Innovation center, filled with various cutting-edge technologies, supports innovative activities and services as a partner to Digital Transformation based on Design Thinking.



'DooHug' Counseling Service for Employees



Since 2017, our headquarter office in Korea has provided the 'DooHug' program, a psychological counseling program for the healing and growth of our employees. We have contracted with an external professional company specializing in employee assistance programs. Any employee who experiences or suffers from stress, anger, or depression in their daily lives, including at work and home, can freely use the service. The external counselor strictly protects the confidentiality of clients, or our employees, and does not disclose any private information.

EMPLOYEE BENEFIT PROGRAMS *

Type of Benefits	Details
Health & Well-being	<ul style="list-style-type: none"> · HealthyBlue (Wellness Program) · Telehealth (Remote Diagnosis/Treatment) · Dental & Vision Benefits · Employee Assistance Program · Learn to Live Online Cognitive Behavioral Therapy Program · 'DooHug' Counseling Service · Life and AD&D & Group Insurance · Medical Expenses Support · Extended Medical Leave (EML) · Welfare Benefits · Financial Wellness · Voluntary Benefits (Auto & Home Insurance, Legal Plan, etc.) · Fitness Center, GX/ Pilates Programs · Remote Office System
Family-friendly Practices	<ul style="list-style-type: none"> · Paid Parental Leave (PPL)/ Maternity Leave · Day Care Center, Nursing Room · Children's Tuition · Vacation & Financial Support for Family Events · Time Away from Work & Work Flex · Work From Home/ Flexible Work Hour
Employee Assistance Program	<ul style="list-style-type: none"> · Confidential Emotional Support · Work-Life Solutions · Legal Guidance · Financial Resources · 24/7 Online Support
Leisure Program	<ul style="list-style-type: none"> · Overseas Backpacking Trip for Leisure/ Refresh · Summer Vacation Expenses · Discount for the Affiliated Resorts · Supporting Club Activities

* The Employee Benefit Programs are customized for each region.



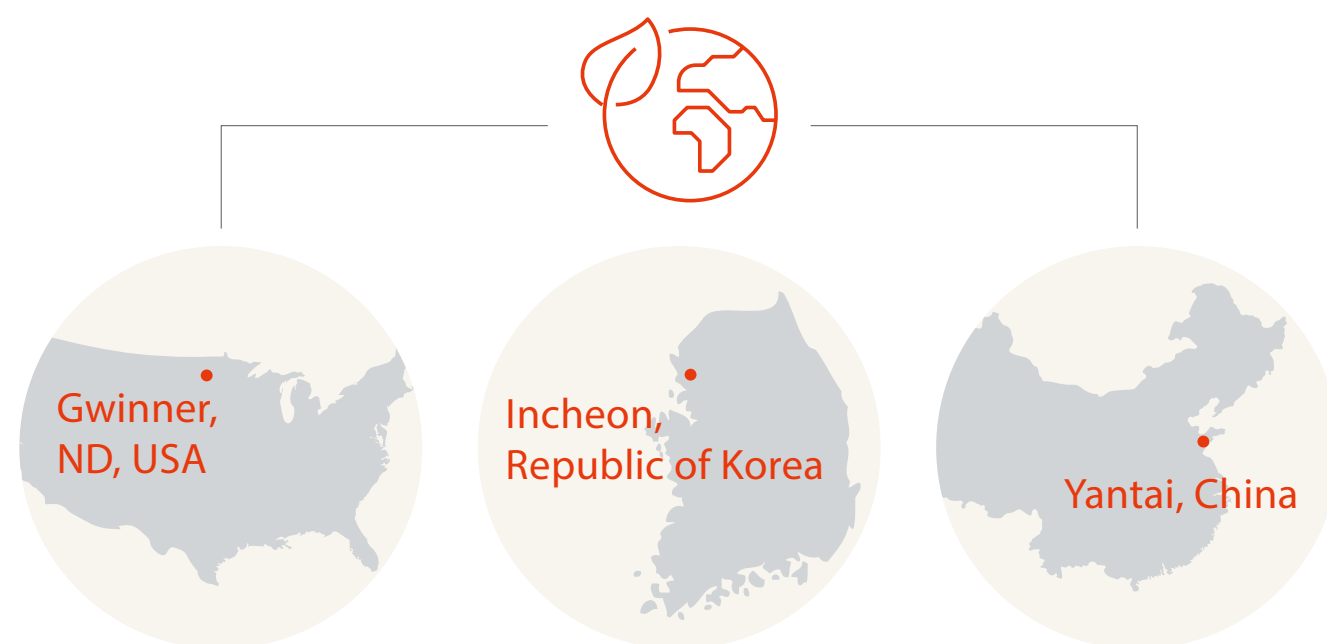
Occupational Safety & Health

EHS Management Policy

Doosan Bobcat strives to ensure workplace safety and to minimize injury risks. All work sites in North America follow the corporate EHS policy, in support of the ISO 14001:2015 & ISO 45001:2018 standards. The Gwinner site is both 14001 & 45001 certified, having completed re-certification in 2021. Our forklift manufacturing facilities in Incheon, Korea and Yantai, China, completed its ISO 45001 certification in 2020.

In 2021, Doosan Bobcat North America (NA) updated the EHS Management System policy and manual based on the new global safety and health standards. Given the policy and manual, our NA office sets annual EHS goals and reviews them at Manufacturing Operations Review (MOR) meetings. The progress and performances are also incorporated into MBOs.

ISO 45001 Certified Sites



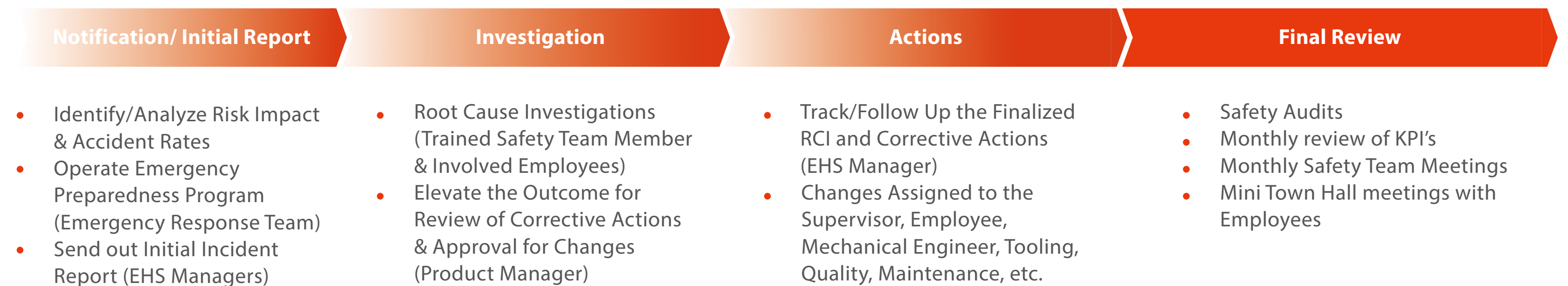
Doosan Bobcat established a Chief Safety and Health Officer (CSHO) position in 2021 to proactively respond to the Serious Accidents Punishment Act that took effect in Korea in January 2022. The CSHO takes responsibility for the overall safety and health tasks ranging from prevention and treatment to managing environmental, safety and health reports and the corporate EHS system. Led by the CSHO, we have a plan to establish the industrial safety and health committee, consisting of both production and office workers in compliance with the Korean Industrial Safety and Health Act.

Site Safety & Health Risk Control

In Doosan Bobcat North America, we monitor our potential safety and health risks through daily audits. Taking a preventive approach to managing the issues, we set emergency action procedures for each possible situation, such as fire, tornado, bomb threat, spill, building evacuation, etc. Our sites participate in Incident/Near Miss/Hazard reporting programs that create an initial incident form followed up with root cause investigations. The outcomes of the investigations are tracked by the corrective action processes for closure and follow-up.

In Korea, we also take a proactive approach that requires evaluation and remediation of hazard risks before they lead to accidents and injuries. Through risk assessments, we identify risk factors and establishes risk reduction measures for accident prevention. We report accidents and implement standard procedures base on the significance level. This is followed by an accident investigation and the implementation of recurrence prevention measures.

PLANT EHS ACCIDENT MANAGEMENT PROCESS





Promoting a Safe & Healthy Culture


Doosan Bobcat is committed to providing safety and health training for employees. Each site requires all newly hired employees to attend a multiple day orientation for items covering general EHS. To ensure they understand and meet their responsibilities, newly promoted supervisors are required to attend to safety training. Our training offerings are tailored to the specific sites and job functions of our employees. For example, job hazard analysis, job descriptions and standard work are trainings available for employees. Some sites use an online Learning Management System (LMS) and others provide in-person & hands-on training.

At Doosan Bobcat NA, we use the LMS and in-person meetings to provide EHS courses each quarter and to enhance our employees' participation and comprehension of EHS subjects. We offer a variety of EHS training topics across the sites, including courses taught internally by subject matter experts. The training department tracks specific attendance numbers as part of their KPI's and shares the information with EHS and Operations.

The training system in our North American offices tracks what is conducted and updated annually to cover a wide range of health and safety topics to raise employee awareness. In 2020-21, the training topics included hearing safety, egress and emergency action plans, fire extinguishers, hoists, hand and wrist injuries and ergonomics.

In 2020-21, we also provided accident prevention workshops and developed accident prevention activities centered on the field technical leads of our forklift business in Korea. To foster safety awareness among all employees, we organized a poster contest for EHS accident prevention of employees.

SAFETY & HEALTH TRAINING PROGRAMS

 New Employee Orientation	 Short Service Employee Program	 Promoted Supervisor Safety Training	 Compliance Programs Training	 Accident Prevention Workshop
<ul style="list-style-type: none"> • General Safety Orientation • Plant-specific EHS Orientation • Plant Tour 	<ul style="list-style-type: none"> • Monitor New Hires for 60 days • Experienced Employees Help the New Employees to Prevent Hazards 	<ul style="list-style-type: none"> • Supervisors' Role in Safety • Job Hazard Analysis • Accident Reporting & Investigation • Hazard Prevention and Control 	<ul style="list-style-type: none"> • Annual OSHA* and EHS Compliance Program refresher training <p>* U.S. Occupational Safety and Health Administration</p>	<ul style="list-style-type: none"> • Quarterly Leader Workshop, including the executives, site leaders, key suppliers • Creating Accident Prevention Tasks • Sharing/Monitoring Management Plan



Bobcat Story 1.

COVID-19 RESPONSE

COVID-19 Prevention Policy & Strategy

In response to the COVID-19 pandemic, Doosan Bobcat established a global pandemic plan as part of the safety and health procedures to protect our employees and minimize the risks. To customize the policy and strategy for each region, we implemented the steps based on our extensive communication and consultation with relevant institutions in respective states and countries, such as the Department of Health or Disease Control and Prevention Agency. We also partnered with our local medical communities, including

the on-site partnered medical providers, and used forms, tools, and advice they offered. Continuity in our response to the pandemic is vital to the safety of our employees and the success of our business operations. We consistently monitored the impact within our organization and communities and provided regular communication and protocol updates to employees. We have been tougher together, keeping our company and industry running through one of the most challenging times in our history.

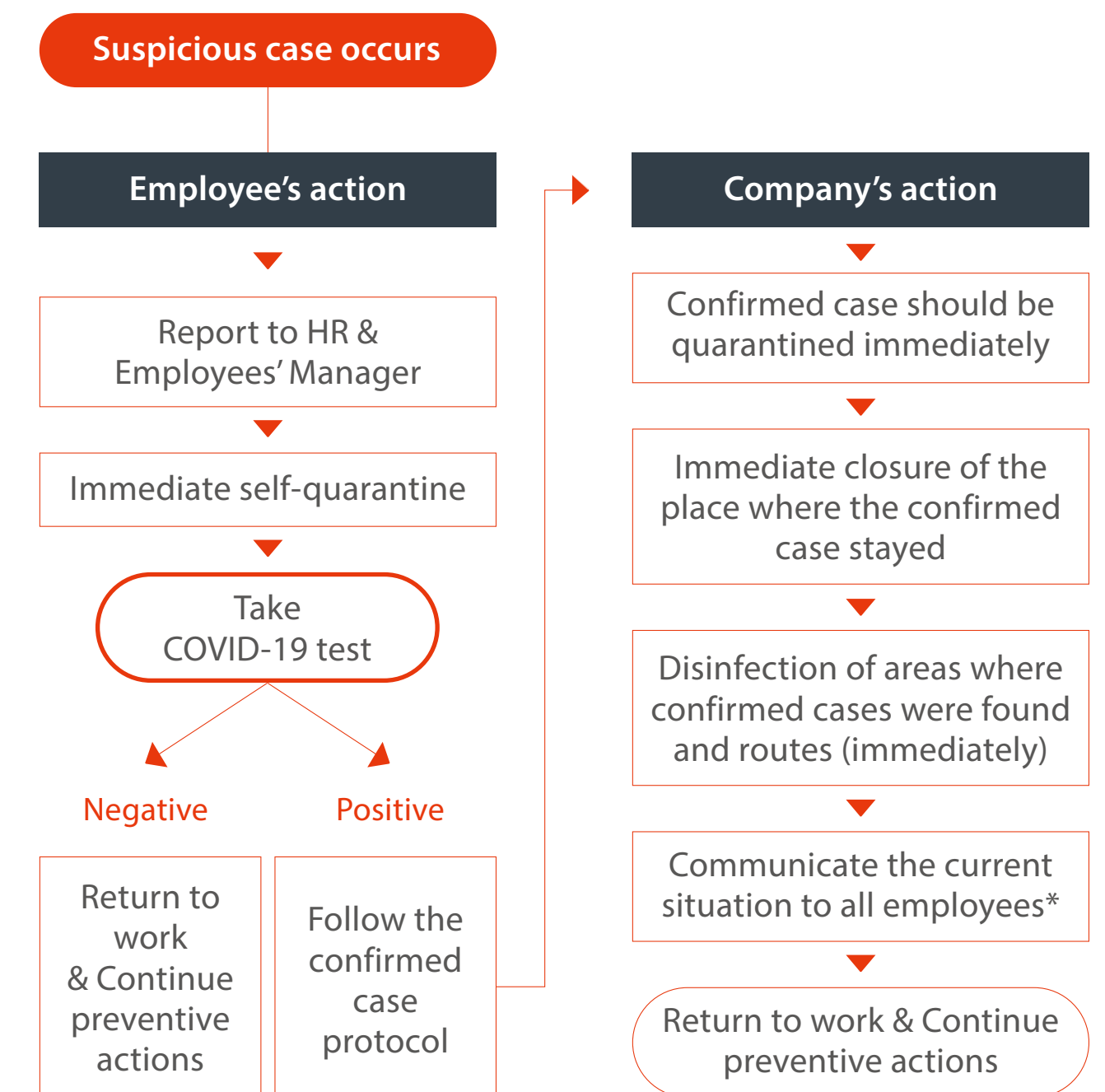
DOOSAN BOBCAT COVID-19 PREVENTION STRATEGY

Strategy	Establishment of a Preemptive Emergency Response System	Compliance with Local Government Guidelines	Risk Management of Employees' Health and Safety
Approach	<ul style="list-style-type: none"> Establishment of global COVID-19 Emergency Response System in early 2020 Setting the Global Guidance based on the best practice in Korea to ensure that employees' health and business operations are not disrupted 	<ul style="list-style-type: none"> Following the government regulations and guidelines for each country in NA / EMEA / ALAO region Providing appropriate support in consideration of regional circumstances and contexts, when issues arise 	<ul style="list-style-type: none"> Prevention: quarantine rules, recommendation to wear facial masks, measurement of body temperature, etc. Emergency Response: response plan in case of confirmed cases
Policy	<ul style="list-style-type: none"> Establishment of Governance (Hotline) Global guideline of COVID-19 response 	<ul style="list-style-type: none"> Regional guideline of COVID-19 Response in NA / EMEA / ALAO region 	<ul style="list-style-type: none"> Daily operation guideline (Group meeting, Office public area, Personal life) Business travel guideline (International, domestic) Work from home policy
Governance (Hotline)	<ul style="list-style-type: none"> Hotline Chair: Chief Safety & Health Officer (CSHO) EHS/HR team of each region (NA / EMEA / ALAO) collects and manages COVID-19 cases, and delivers confirmed cases and disruption reports to CSHO 		

No Shut-down

With the cooperation of relevant departments and all employees, the company has been operating for the past two years without a shut-down leading to negative impact on business operation due to COVID-19

MAIN PROCESS OF COVID-19 RESPONSE



* Share the current emergency situation, informs about the places where the disinfection was conducted, schedule for returning to work



PRODUCT

Quality Management

Quality Management System

Doosan Bobcat takes pride in delivering products with exceptional quality. We are committed to producing high-performance machines and providing high-quality services, by continuously improving our products and quality management system. Our quality management system integrates all functions to communicate processes, dividing them into management, support, customer-oriented processes, and alignment efforts to achieve strategic goals. We implement robust value chain processes to improve communication among functions and on-time delivery while reducing defects.

Doosan Bobcat's quality management system satisfies the international quality management standards, ISO 9001:2015. Most of our key manufacturing facilities are ISO 9001:2015 certified. We have also expanded the standardized quality management system by encouraging our key manufacturing suppliers to acquire the certification.



Leadership Commitment to Quality Management

Since ISO 9001:2015 emphasizes leadership's role in the quality management system, Doosan Bobcat's strategic goals for quality products are set and evaluated annually in our Management By Objectives (MBOs). In addition, an executive leadership team of Doosan Bobcat NA, including the regional president, executives, functional directors, and leaders of relevant teams, reviews the status and progress actions to improve the product quality, while executives conduct annual reviews of the effectiveness of the quality

management system. The meeting agenda covers both upstream and downstream of our value chain processes, such as setting quality management metrics and goals, managing significant product and site quality issues, monitoring systemic quality issues, and maintaining strategic component quality in the supply process. Additionally, we held monthly quality management meetings involving our forklift products. In the meetings, R&D, Operations and Sales team members discuss the quality improvement activities and performances of each stage of the value chain.

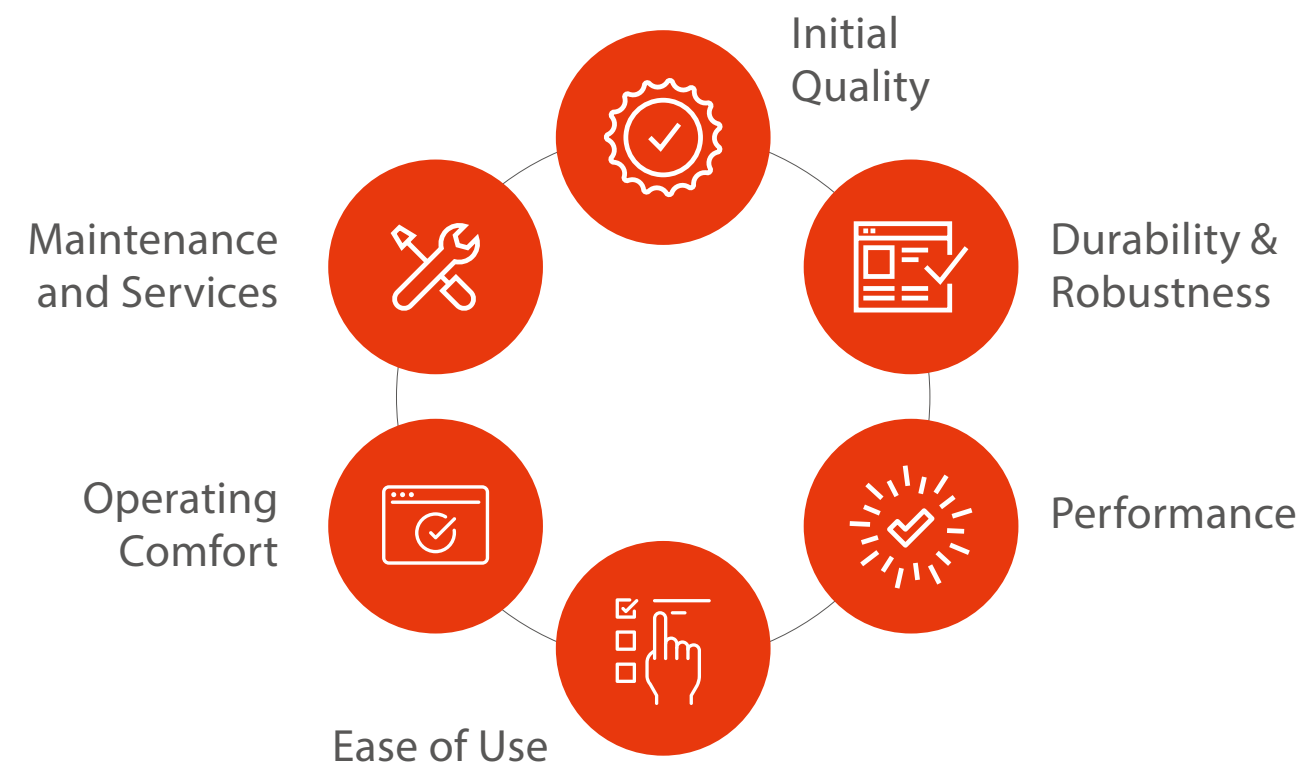
QUALITY MANAGEMENT SYSTEM





Quality Control Framework

Doosan Bobcat's Product Strategy Vision encompasses the following six core values:



Based on the values, we continue to exceed our customers' expectations.

Quality Control and Assurance in Development

As the first step for making our product strategy vision possible, we established a new product development process with two drivers, internal and external. For internal drivers, we consider expected earnings and market impacts. For external drivers, we examine target customers, demand of customers, customers' insights, market and technology trends, and competitors' practices. These processes allow us to capture quality improvements for strategic upgrades reflected in our new product development roadmaps. The roadmaps are integrated into our MBO evaluations to drive continuous improvement

and align the executive vision throughout the organization. Doosan Bobcat has continued to expand our internal metrology department to ensure that our products meet the design requirements and process capabilities. These actions support R&D to improve process robustness while reducing variation and preventing quality problems. We conducted internal audits in 2020 and external audits in 2021 at all five sites: Fargo, Gwinner, Bismarck, Wahpeton, and Statesville.

Quality Control in Manufacturing

Over the past decade Doosan Bobcat has extended its application of Statistical Process Control (SPC) to the manufacturing process. SPC is a tool to monitor critical variables on selected manufacturing operations. We encourage our key suppliers to implement SPC to monitor critical-to-quality (CTQ) product characteristics and critical processes during the manufacturing process of the parts that will be delivered to Doosan Bobcat. The more our suppliers apply the SPC tool, the greater influence we have on the supply chain. In addition, Doosan Bobcat executes incoming product inspections on new, critical parts and carries out quality control inspections on certain parts by applying the 'Q Status Process.' The Q Status Process is based on the quality of parts and previous supplier performance to monitor the incoming components and ensure the production process is not interrupted.

This process also drives the supplier's corrective action process and enforces continual improvement through the supply base. In addition to the Q Status Process, there are separate internal processes to monitor process controls and ensure that critical parts meet design requirements. The Incheon and Yantai manufacturing facilities, meanwhile, maintain a database of all quality issues based on the Manufacturing Execution System (MES) to improve quality issues, reduce the lead-time, and prevent issue recurrence. As of 2021, about 230 quality themes are registered in the database.

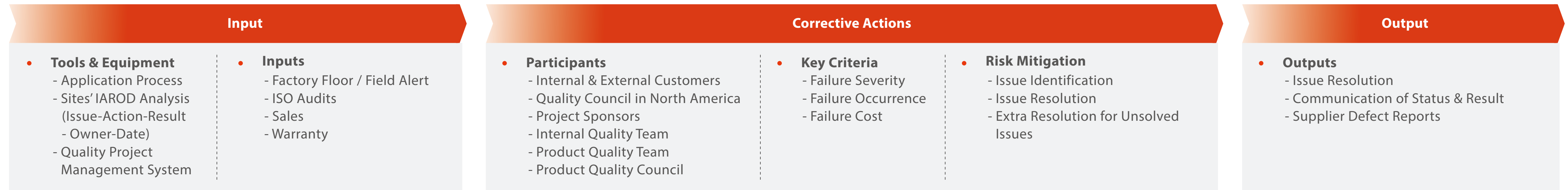
Quality Risk Management

Doosan Bobcat has formal cross-functional product quality teams for all core products. Our product quality teams monitor, identify and prioritize issues to address the root cause and implement corrective actions. SPC is used throughout each factory to monitor processes and proactively prevent product quality issues. We inspect completed products before releasing them to dealers. Forklift manufacturing facilities identify quality issues and improvement points. For better issue detection, we run prosumer programs with major dealers and customers to provide a consistently high-quality product. By applying SENX (Speed Engineering-X, [▶ Page. 45](#)) which are our unique problem-solving techniques, we promote quality management process in each stage of the forklift manufacturing process. In 2021, we completed about 70 strategic tasks and reduced spend by about USD 3 million (KRW 3.7 billion).

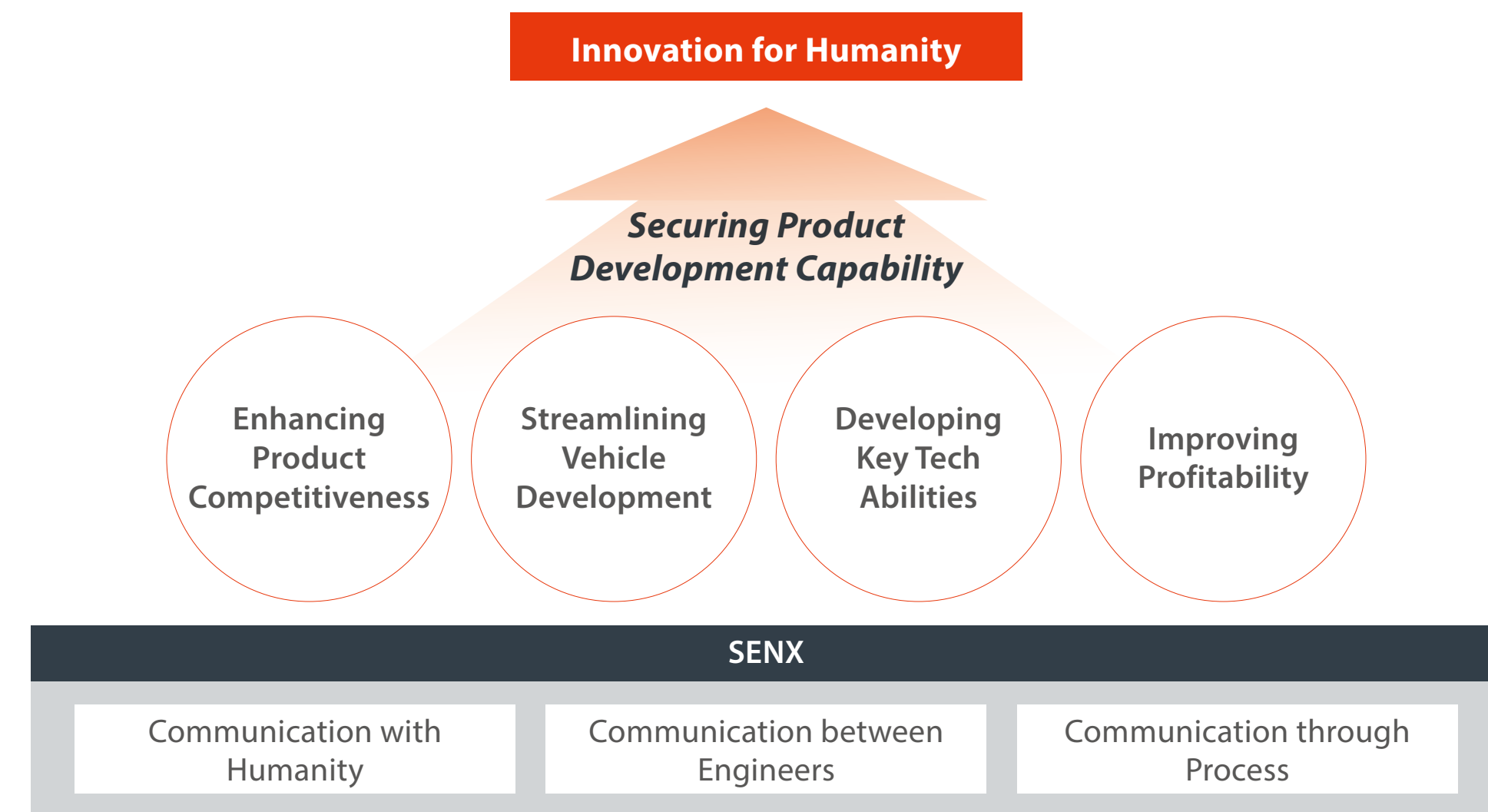
Quality Warranty Service

Doosan Bobcat has a Service Policy & Procedure Manual and Warranty Statements covering our comprehensive product portfolio. Following guides from the manual and warranty statements, we deliver our innovative and high-quality products. We install telematics, 'Machine IQ,' as standard equipment on many of our products to improve our customer experience. Forklift customers have received the GPS-based 'Quick & Smart Services,' which can collect defects in real-time and solve them promptly via a smart phone. In 2021, we introduced a smart telematics system, Lin-Q ([▶ Page. 45](#)), to maintain the best condition of the forklift products and services by monitoring, analyzing, managing and reporting the overall product and service status.

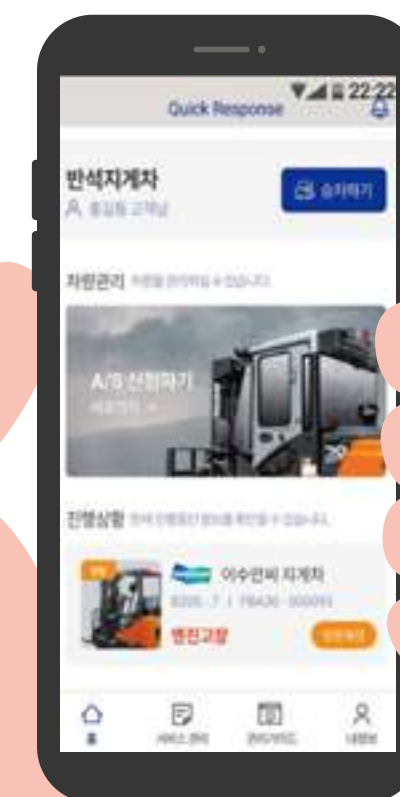
QUALITY CORRECTIVE & PREVENTATIVE ACTIONS



DESIRED EFFECTS OF SENX



Quick & Smart Services for Forklift Users, 'Lin-Q'



- A smart phone application launching in 2019 to respond promptly and accurately to customers' requests
- Customer Services:
 - After Service
 - On/off History
 - Vehicle Registration
 - Regular Vehicle Inspection
 - Service Management
 - Management Guide for Forklifts



Sustainable Products

While striving to reduce potential risks associated with our products from development to manufacture, use, and disposal, we continue to develop responsible products by applying internal and external trend analyses. We actively evaluate potential ESG risks and opportunities related to our products including technology innovation, customer needs, supply chain sustainability, and environmental regulations. All our innovative, eco-friendly products and REMAN services are the result of our rigorous product stewardship.

Innovative Products & Services

Doosan Bobcat pursues introducing disruptive products and services to market by securing future technologies that enable commercialization through collaboration between innovation and various functions or regions. Our innovative products and services move on to the following four targets: Future of Retail, Autonomy, Connectivity, Electrification.

Doosan Bobcat strives to provide on-demand products and services by aligning with engineering, product management, sourcing and commercial teams to ensure the integration of new technologies into our future platforms. For autonomy and connectivity, we strengthen our R&D capabilities in both software and hardware parts. By expanding partnerships with key technology providers, we develop cutting-edge sensor technology and establish a tailored operating system (OS). The OS applies to our new product development and our existing product lineup. We focus on developing and extending the Automated Guided Forklift (AGF) and transforming our warehouse equipment to be autonomous ones.

The ultimate goal in pursuing innovative technologies is to develop 'smarter' products and services, including all-electric products and AI platforms. We can create more opportunities to leverage capital and investment to support our technology development by introducing electric machines. Also, our AI platform can collect live customer feedback and complaints. This information will be a key input for continued technology development.

Doosan Bobcat established a long-term innovation plan with three major phases: connection, engagement, and integration. The plan aims to fully automate the operation of our products by integrating all our technological capabilities in both hardware and software. As of early 2022, Doosan Bobcat has focused on hardware platform improvements by connecting our products, customers, and dealers through advanced TMS-based 'Machine IQ' and 'Lin-Q' systems. Also, we seek ways to develop advanced technologies enabling the commercialization of autonomous products at competitive prices.



Machine IQ/Lin-Q Systems



1

TMS Controller

Collecting signals from sensors, connecting Wi-Fi & 4G, Monitoring equipment operating status

2

NFC Reader

Allowing access of registered users

3

Impact Sensor

Detecting different level of collision(lv1~lv5), Recording collision information

4

Web & App

Reporting operation time, error codes, battery condition, collision level/number, etc.



Eco-Friendly Products

Doosan Bobcat's eco-friendly products developed and produced under the following principles : Responsible Sourcing of Materials, Improving Energy Efficiency, Increasing Recyclability of Products, and Reducing Environmental Impacts.

Responsible Sourcing of Materials

Doosan Bobcat reduced noise, vibration, and harshness to improve customer comfort. Several solutions, such as cab filtration and water kits, were developed to assist customers to meet OSHA's respirable crystalline silica regulations. Our loaders and excavators incorporate recyclable plastics, and headliners in loader cabs consist of plant-based sustainable materials. We continue to expand sustainable practices by increasing the use of maintenance-free, self-lubricating pivot joints to reduce maintenance requirements and consumption of grease and oil.

Improving Energy Efficiency

Given the expansion of global emission requirements, Doosan Bobcat has developed innovative technology solutions to create an electric compact excavator lineup. In addition, many internal combustion engine models incorporate eco mode, auto-idle, and auto-throttle to reduce fuel consumption. Most Doosan Bobcat products sold in North America offer a spark arrestor muffler or equivalent to reduce the emission of potentially flammable particles from engine exhaust systems in meeting with USDA Forest Service standards. Also, we continue to launch heavy-duty diesel forklifts that comply with the European emission regulation Stage V. To actively meet external regulations, we anticipate the environmental impact of our products at the planning stage, such as CO₂ emissions, air/noise pollution, hazardous substances, etc., and set environmental targets for forklifts.

Increasing Recyclability of Products ([▶ REMAN Product](#))

Doosan Bobcat designs its products to accommodate the use of biofuels and biodegradable hydraulic oil to promote renewable fuels and reduce the environmental effects of hydraulic oils. Through innovative design and testing, we were able to extend change intervals to 750 hours on select machines to reduce engine oil consumption. We also extend fuel change intervals by following planned Korean Tier-5 emission standards for off-road engines. We minimize resource consumption and waste discharge by making both engine and powertrain oil change intervals twice as long.

Reducing Environmental Impacts

Doosan Bobcat has developed multiple electric loaders and excavator prototypes for customer research and to expand our electric machine technology. After we started developing battery-electric skid-steer loaders in 2020, we introduced battery-electric compact excavators, such as the E10e. For our electric forklift line-up, we keep upgrading the embedded system and devices. For example, the EFB (Electric Foot Brake) system mounted on 1-and-2-ton BT/BX forklifts improves the battery efficiency through regenerative braking. By redesigning the axle brake disk, we also eliminated brake oil that becomes waste and we reduced the temperature of axle oil to make oil change intervals four times longer. Doosan Bobcat will expand its sustainable product portfolios to fulfill our responsibilities to the environment and to meet customer expectations.

Doosan Bobcat leads the global construction equipment industry in transitioning to 'green' technologies. As a global leader, we also continue to advance the development of hydrogen-powered products.

Since March 2022, Doosan Bobcat has engaged in a collaborative partnership with SK Plug Hyverse to develop hydrogen-powered machines with an initial focus on our forklifts. We set an ambitious goal to replace 30 diesel forklifts to hydrogen-fueled forklifts in 2022. Also, Doosan Bobcat is working with an external partner consortium on multiple projects to develop hydrogen fuel cells that can be used in our compact construction equipment. The project, focused on the development of a commercially viable 50kW, hydrogen fuel cell module, is expected to occur over a four-year period.



E10e Compact Excavator



High Performance

- All of the Proven E10z* Performance Parameters
- Batteries with Wide Temperature Operation Window

Comfort

- Unique-in-class Joystick Control
- Electronically Activated Track Expansion
- Smart Graphic Display

Durability

- Designed for Harsh Construction Equipment Environments
- Use of Highly Durable Materials like the E10z

* E10z is one of Doosan Bobcat's conventional diesel-fueled compact excavators.



Remanufactured Products

We use a remanufacturing process to return used parts to original "same-as-new" condition. This process includes fully disassembling the components, cleaning, re-machining, and replacing the Original Equipment Manufacturer (OEM) parts during the reassembly process.

Doosan Bobcat has teamed up with remanufacturing (REMAN) suppliers that are experts within the field. A majority of our REMAN suppliers are members of the U.S. Remanufacturing Industries Council (RIC). The council members work together to share best practices in remanufacturing and assist in monitoring any government regulations that can affect their business.

REMAN focuses on the following categories: engines, turbo's, fuel components, hydraulics/hydro-static components, and starters/alternators. We are working on offering REMAN components for DEF (Diesel Exhaust Fluid Filters) systems and Diesel Oxidation Catalyst. Our REMAN parts have become excellent choices to increase availability and to reduce machine operating costs. We expanded our REMAN program globally this year by helping EMEA launch phase one of the local REMAN program. The growth of our program has created additional opportunities to pull more core out of the market to utilize within the REMAN program.

Our REMAN program revenue increased 61% in 2021, which equated to selling 35.2% more parts. We had a very successful year capitalizing on the addition of Tier 4 engines and fuel components. We continue to plan revenue growth in this business by expanding our offers for Tier 4 engines, Tier 4 components, and REMAN hydraulics throughout 2022.



Doosan Bobcat 'REMAN'



Bobcat REMAN Starters

- All solenoids are replaced with new
- All wear parts including bearings, bushings, brushes and seals are replaced with new
- Field coils, armatures and commutators are renewed to provide original performance
- Each unit is fully tested before shipment



Bobcat REMAN Alternators

- Stators, rotors and voltage regulators are tested to pass OEM specifications or they are replaced with new
- All bearings are replaced with new
- Each unit is fully tested before shipment



Bobcat REMAN Turbochargers

- Each unit is fully disassembled and thoroughly cleaned using proprietary processes and dedicated specialized equipment
- High speed balancing to ensure long-lasting, optimum performance
- 100% of bearings and seals are replaced, and all surfaces are renewed



Bobcat REMAN Hydrostatic and Hydraulic Components

- Cores are disassembled and thoroughly cleaned to determine viable re-use
- Best quality OEM replacement parts are used when assembled
- All hydrostatic and hydraulic components are tested to ensure they meet or exceed original specifications

Product Safety

If a product safety concern is identified, we notify dealers and customers of an applicable field modification. If required, the safety concern is also reported to applicable authorities. The field modification outlines the safety concern, identifies affected products, and provides customers and dealers instructions on how to correct the product in the field, at no cost to the customer. The dealer is also compensated for performing the work, including an hour of travel time for modification in the field. Completion rates for performing corrective work is recorded and monitored through the warranty system.

Precautions for Hazardous Substances

Doosan Bobcat strives to comply with OSHA’s Hazard Communication Standard by requiring material safety data sheets for hazardous chemicals that are present in aftermarket parts. Material safety data sheets contain information including the properties of each chemical, the health and environmental hazards, protective measures, and safety precautions.

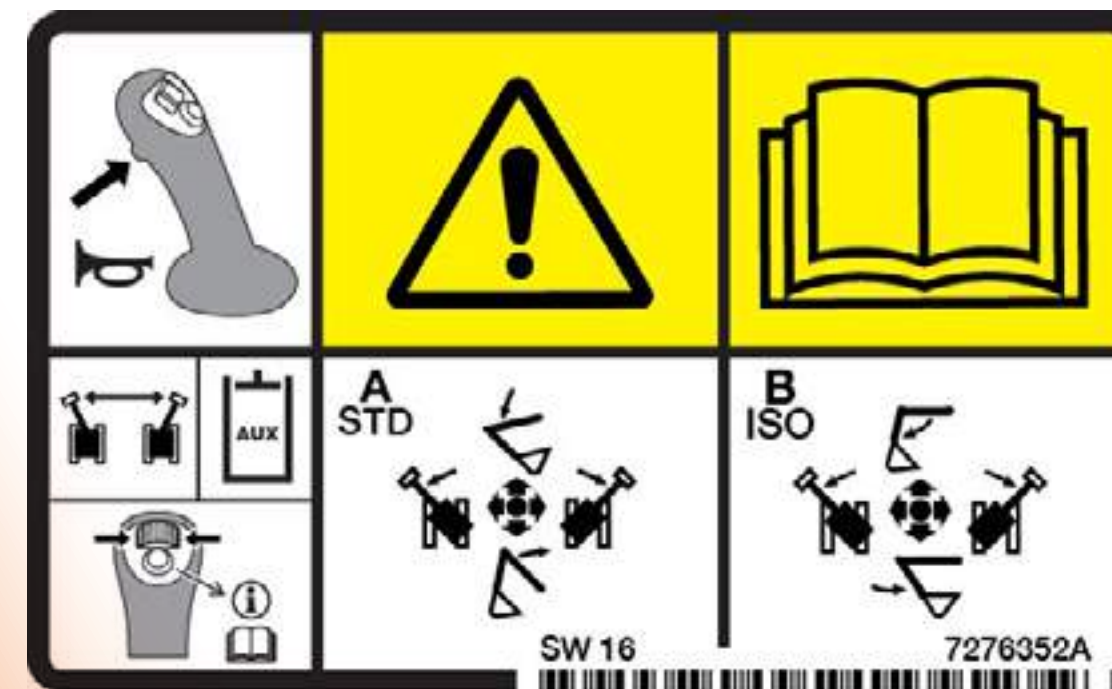
Emphasis on Product Safety and Compliance

Our emphasis on product safety starts with the instructional and safety decals on our products. At the time of purchase, we provide customers with an Operation & Maintenance Manual (O&M), an Operator’s Handbook on most products, and an Association of Equipment Manufacturer’s Safety Manual, providing the owner and operator with instructions on the safe operation and maintenance of their machine.

The O&M manuals are available for purchase on Doosan Bobcat NA’s website. Also, we offer free video tutorials on how to service equipment along with proper maintenance schedules, which can be accessed on the website to help customers keep their equipment operating efficiently. Additional product safety training resources, such as safety videos and online operator training courses, are available to meet customer training needs. In 2020 and 2021, Doosan Bobcat did not have any significant incidents of non-compliance concerning the health and safety impacts of products and services.



Instructional and Safety Decal





Bobcat Story 2.

DOOSAN BOBCAT AT CES 2022



Leading Innovation, 'All-Electric Technology Powering the Future'

We first introduced our T7X compact track loader, the world's first all-electric compact track loader, at the 2022 Consumer Technology Association (CES) exhibition in Las Vegas, Nevada, USA. The T7X is a prime example of our strategy to digitize our products and services and make our customers even more productive. It also corresponds with our three key areas to achieve product innovation: electrification, autonomy, and connectivity.

The Bobcat T7X Compact Track Loader

The T7X is the industry-disrupting solution for a zero-emission future. The T7X is completely battery-powered and equipped to outperform its diesel-powered counterparts. Unlike other compact loaders, the T7X does not rely on a hydraulic system to transfer power to the machine's workgroup. Instead, it features an electrical drive system consisting of electric motors and ball screw actuators. The unique approach to designing the first all-electric compact track loader created new opportunities to integrate cutting-edge software that makes the T7X a more intelligent, more productive work machine to help operators get their work done faster.

Features of the T7X

Leading Performance

- 62 kW Lithium-ion Battery
- Up to 4 Hours of Operation Time
- 3 times Higher Instantaneous Torque

Zero Emissions

- Minimal Oil & No Fuel Required
- Possible for Evolving Global Emission Regulations

Cost Ownership

- About 1/2 the Parts and Components
- Less Down-time
- Less Maintenance and Repair Costs

Quiet

- Good for Noise-sensitive Environment
- Less Noise and Vibration

T7X

» Innovation is at the core of everything that we do. It's in our DNA. «

Scott Park

CEO of Doosan Bobcat



2022 CES Innovation Award Winner

Doosan Bobcat received two CES 2022 Innovation Awards, recognizing the T7X's leading technology in two categories: Vehicle Intelligence and Transportation, and 'Smart Cities.'

The Vehicle Intelligence & Transportation award highlights products and services that integrate technology into the driving experience, whether by enhancing the passenger experience or enabling self-driving functionality. In particular, the award recognizes the performance of the T7X, which features a battery plant and electric powertrain that is three time more efficient.

The Smart Cities award recognizes products and technologies designed to be incorporated in a smart city or technology ecosystem. Our product stewardship, embedded in T7X, was assessed as one of the essentials in future smart cities.

2022 CES Video Presentation





Customer Satisfaction

Customer Satisfaction Management

Doosan Bobcat customers are our top priority. Therefore, we take both a proactive and reactive approach to managing customer satisfaction. We carry out surveys to identify customer needs and for our customer support team to respond immediately to our customers' requests. We also utilize surveys to measure customer satisfaction and seek out customer feedback after interactions.

Rapid Response

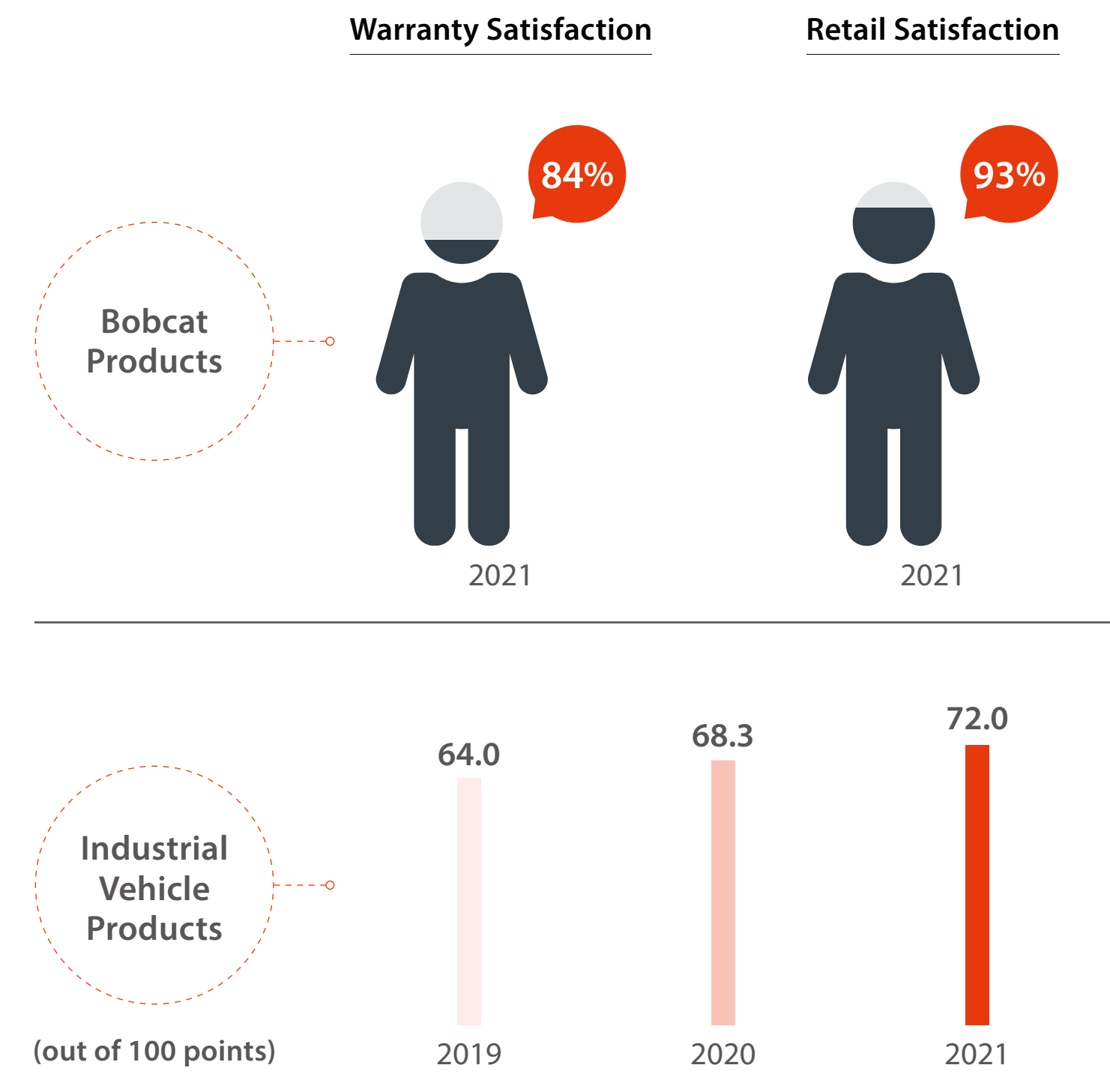
To optimize the equipment operation and improve customer experience, inventory management is critical. Doosan Bobcat manages an extensive inventory and the field staff work closely with dealerships to maintain a high level of availability to their customers. In 2021, we launched a new troubleshooting system to aid dealers in identifying machine issues and resolving them on time. We also implemented a new customer concern process to respond quickly to our customers' feedback. The new process assigns cases directly to dealers while dispatching Doosan Bobcat's field staff if support is required. This process is proceeded by the joint teams, including the field staff, dealers, warranty analysts, and our customer contact staff, to ensure timely and complete resolution in ISO 9001:2015 compliance.

Customer Satisfaction Survey

The North American Marketing Team manages a customer satisfaction survey involving new retail equipment purchases or warranty claims. This survey process includes a follow-up with the customer if they have a complaint. Also, the process involves sharing customer compliments with the dealership to reinforce what is going well. According to the 2021 Customer Satisfaction Survey, 93% of survey participants were satisfied with 'Retail' and 84% were satisfied with 'Warranty'. We also provide an online survey form to gather customer opinions and feedback, which can be a good starting point to identify product and service improvements. Our Contact Center team under the Doosan Digital Innovation team designs customer satisfaction survey questions, collects customers' opinions, and shares these with business partners for further improvement.

Every six months, we conduct two customer surveys to gauge quality and service satisfaction of our industrial vehicles. Our Product Support (PS) team utilizes an external research agency to ensure objective survey results. We select customers who purchase our forklifts, power pallet trucks and other industrial vehicles, and ask their opinions and satisfaction level about our products via e-mail and mobile survey forms. The survey includes questions around the following topics: product awareness, satisfaction, customer service quality, and purchase & rental preferences. After the survey, the PS team analyzes customer feedback on improvement and delivers the proper solutions to the relevant teams.

OUTCOMES OF CUSTOMER SATISFACTION SURVEY





Dealer Management

Doosan Bobcat strives to establish a dealership network as a trusted resource for customers. We provide plenty of information to customers via marketing materials. Doosan Bobcat's dealers, on behalf of the company, build close relationships with customers and provide tailored service. As reflected in our Doosan Bobcat Service Policy and Procedure Manual, we maintain a high level of interaction with our dealers to ensure they are equipped to serve as a critical customer contact point.

Supporting Channels

Doosan Bobcat consistently communicates with dealers via multiple online channels, such as webinars, emails, and dealership portals. Since holding the offline dealership conference in North America in 2019, we have also significantly expanded our in-person meeting opportunities with our dealer network as well. We have held dealer conferences in many regions and successfully expanded the conferences in the ALAO region. Doosan Bobcat India held a conference in 2020, and Doosan Bobcat China had a virtual dealer conference in 2021.

Technical Support

We offer dealers support through our robust Territory Field staff. The team regularly monitors dealerships and helps to successfully on-board new dealers. Their main tasks include providing parts and services support to our authorized dealers. In 2020, when isolation and travel restrictions were widespread due to the COVID-19 pandemic, Doosan Bobcat adopted a virtual meeting support system through Microsoft Teams program. Our field staff has used communication channels to remotely stay engaged and support their dealers. For our

forklift dealers, the Quick Response Network (QRN) platform played a major role in ensuring that customers get timely solutions during the pandemic. The quick fix rate per day was increased from 50% in 2020 to 67% in 2021. Also, the rate of use QRN App was increased to 98% in 2021.

Dealership Trainings

In 2019, we opened the Denver Training Center to offer world-class training for Doosan Bobcat dealers. The center provides professional training programs such as troubleshooting and diagnostics, technical issue solutions, and more.

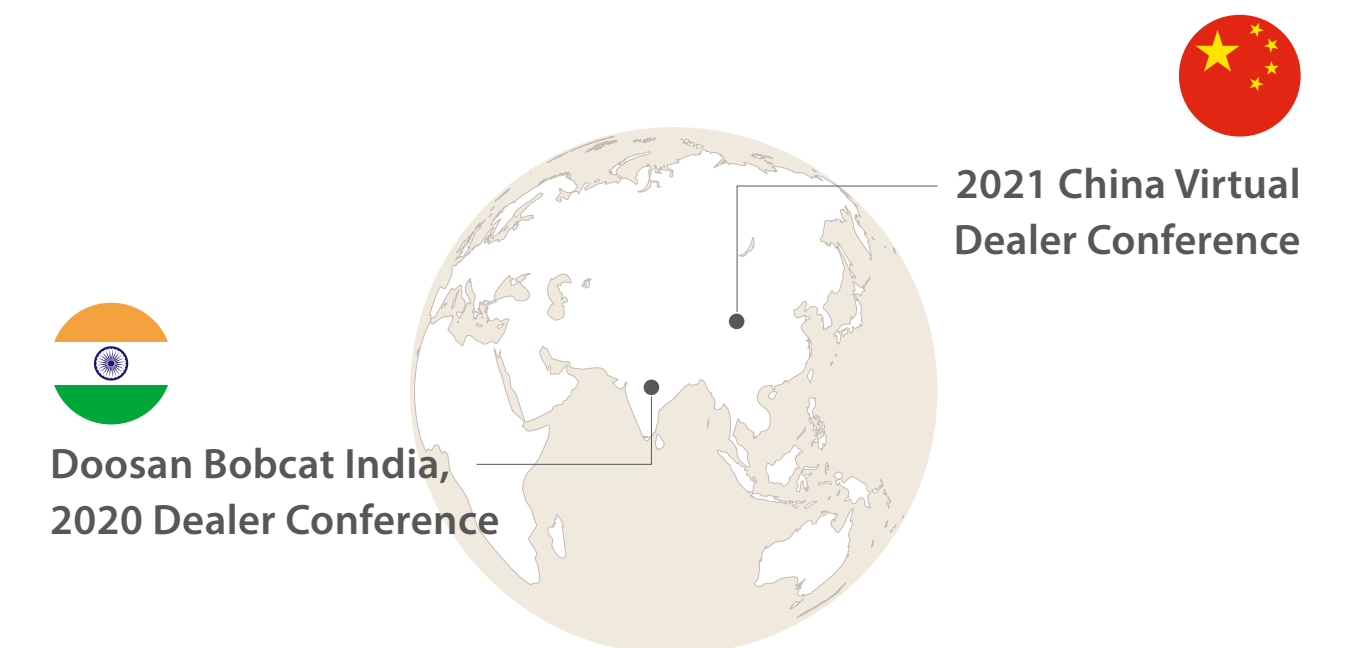
The travel restrictions across North America highly affected our dealership training in 2020. The training for U.S. dealers was postponed for four months. Also, Canadian travel restrictions halted all technician travel to Denver since the pandemic started. Although the training quickly resumed to a near-normal level for most U.S. dealers, training for Canadian dealers was suspended until the end of 2020. Doosan Bobcat has leveraged Canadian affiliate trainers and sites to facilitate technician learning through the pandemic.

In 2021, our U.S. and Canadian dealers completed a near-record number of trainings and have boosted capacity by 50% in 2022 to accommodate demand. The training center is also leveraged for non-technician training programs, including dealer profitability as well as parts manager training. With the launch of R-Series loaders coinciding with the start of the pandemic, our training team developed and deployed a series of virtual introductory classes for technicians as the new machines are very complex and completely different.

Denver Training Center



Dealer Conference 2020-2021





Assessment and Incentives

Doosan Bobcat utilizes a fair and transparent review process for dealer performance. It allows our dealers to identify opportunities to increase customer satisfaction by improving their business in alignment with the dealership assessment. We introduced a 'Dealer Scorecard System' to enhance the visibility of key performance indicators within their dealerships, including sales, rental, attachments, parts and service.

Incentives are provided to encourage dealerships to optimize their inventories. We annually update the evaluation measures as dealer performance improves. At year-end, the dealer scorecards are evaluated to establish the Dealer Leadership Group (DLG). The DLG can serve on a committee to participate in high-level meetings with the executive team and provide insight and direction on future initiatives. DLG members enjoy other incentives, such as being the first to receive new or exclusive products and participating in pilot groups. In 2021, Doosan Bobcat announced the 17 DLG members of the year. The Product Support (PS) team holds a semi-annual meeting to discuss the results of the dealer service assessment and customer satisfaction survey and to share the solutions and improvement plans.

BENEFIT PROGRAMS FOR DEALERS



Responsible Marketing

Doosan Bobcat adheres to responsible marketing by focusing on delivering safety instructions and implementing effective branding. Our company builds trust with customers by providing necessary information via website and marketing channels to help them make informed decisions. Based on corporate rules and guidelines, we provide training to the Marketing Team, and agency partners as needed, to create marketing materials that are consistent with the product warnings and instructions for safe operation and maintenance.

Doosan Bobcat was not subject to any sanctions for misleading marketing practices, including communication channel operations, in 2020 and 2021.

Marketing Training

In 2021, the vice president of marketing in North America announced an operational change, a transition from a campaign-focused agency model to a results-based internal marketing (RBM) model. The RBM model drives retail growth by focusing on first-time buyers and retention, as well as different groups within the Marketing Team, including planning, activation, brand & PR, marketing intelligence, digital experience and operations. We shared our marketing goals, including capturing the first-time buyers, opportunities, web traffic/visits to Bobcat.com, and first touch by dealers. In addition, we established an online training platform called Bobcat University, which provides hundreds of lectures on the features of our products, to both Doosan Bobcat and dealership employees. The Dealer Operations Excellence Team provides several webinars to help better understand rental marketing, operations, and utilization.

Marketing Partnership

Doosan Bobcat North America has formed marketing partnerships with several brand ambassadors to share our core values and promote our brand. We have also teamed up with organizations to promote strategic equipment donations that, in turn, promote our brand and equipment sales.

Marketing Channels

Doosan Bobcat utilizes an array of channels to market and promote our products and brand. We also built a Marketing Activation Team, focusing on digital marketing channels, as a part of the RMB model. Within this team several departments exist with focuses on paid media, traditional media, email marketing and organic social media.

MARKETING CHANNELS



Best Marketing Practices



Marketing Partnerships with Key Influencers

Doosan Bobcat North America, in partnership with Wounded Warrior Project® (WWP), donated an R-Series T76 track loader and an 80-inch bucket to U.S. Army veteran Andrew Long. We also delivered a framed photograph featuring the machine and all 45 Doosan Bobcat employees who had a hand in assembling it, along with their signatures. The donation is part of Doosan Bobcat's commitment to helping build strong communities.

World Champion, Professional Bull Rider Jess Lockwood

Lockwood, a two-time world champion bull rider, continues to rely on his Doosan Bobcat skid-steer, to help manage his family's ranch in Volborg, Montana. Lockwood's marketing partnership with Doosan Bobcat includes serving as a spokesman and displaying the Bobcat logo during his bull-riding competitions. We provide him with utility vehicles, compact excavators, and zero-turn mowers, which are a natural fit on his Montana cattle ranch.



ENVIRONMENT

Environmental Management

Environmental Management

Doosan Bobcat is committed to mitigating environmental impacts at each stage of the value chain. Following global climate standards and principles, we have established an environmental policy and strategies, managed by robust expertise and comprehensive management programs. We are well aware of the need for our company to participate more actively in global climate activities. By reviewing relevant data and monitoring industry practices, Doosan Bobcat is preparing to establish realistic environmental goals and practical action plans.

Environmental Management Policy

Doosan Bobcat strives to manage and engage in a variety of environmental protection activities at all of our workplaces, our supply chains, and communities. In our efforts to comply with the Global Environment, Health & Safety (EHS) Policy and the Environmental Management System (ISO 14001: 2015), we manage each site through specific KPIs. The Doosan Bobcat EHS Committee establishes environmental KPIs and tracks progress and performance on a regular basis. We also update those metrics in our monthly operational review in an effort to proactively manage environmental risks.

Environmental Management Team

Doosan Bobcat's EHS Team is responsible for providing environmentally friendly workplaces to our employees. We empower our EHS managers and supervisors through the EHS Performance Management Program (PMP). An annual PMP evaluation of employees consists of four key business elements: EHS, quality, delivery, and cost.

Environmental Performance Management

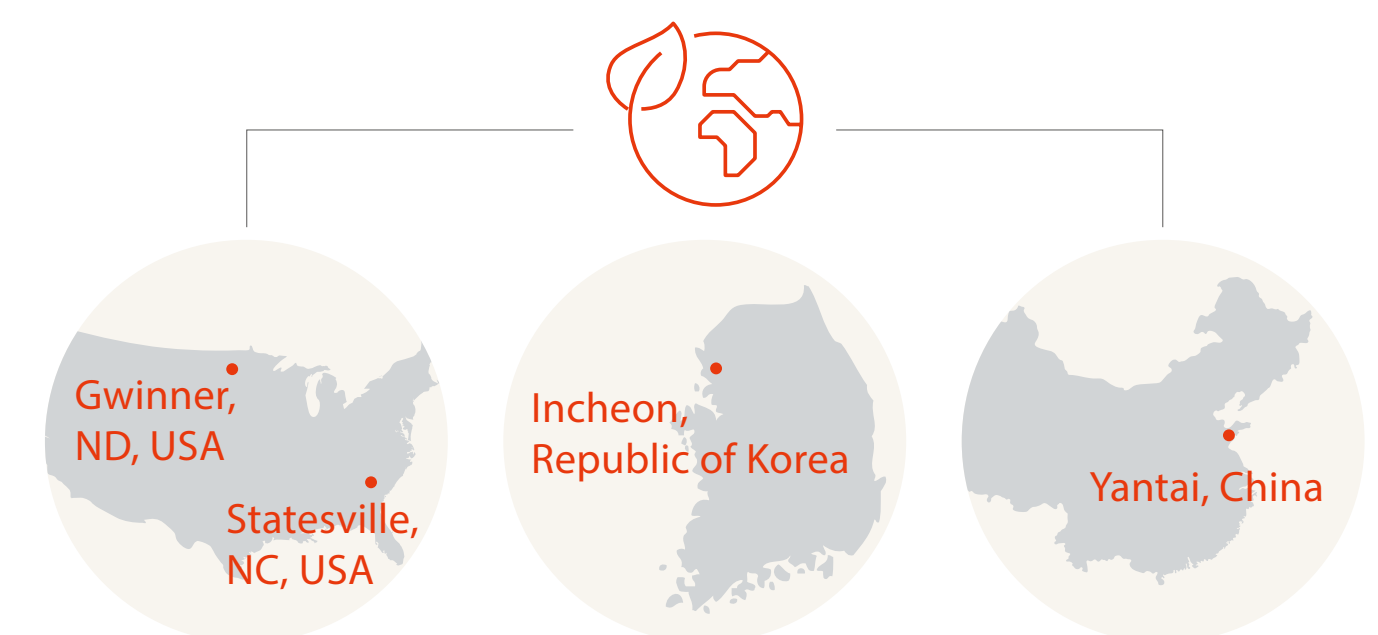
Doosan Bobcat monitors all worksites through regular internal and external EHS audits. We conduct regular internal compliance surveys and audits to evaluate the effectiveness of our EHS policies and strategies and identify potential risks to our operations.

In North America, our EHS Team prioritizes, manages, and resolves any issues detected in regular audits. We also conduct third-party reviews by accredited organizations at least once a year to verify our EHS policies and procedures and ensure compliance with ISO 14001 requirements. Our internal and external assessments help us maintain compliance with applicable legal and regulatory requirements. The Incheon plant, which met all environmental regulatory and mandatory requirements, received permission from local governments in Korea to conduct internal audits for air emissions and wastewater management.

EHS Management in Supply Chain

Doosan Bobcat relies on a broad range of suppliers to provide our customers with exceptional products and services that meet requirements on time and at reasonable prices. We established the EHS Policy and Program to foster strategic relationships with all dealers and suppliers. Our sourcing and operations functions regularly conduct performance reviews of our dealers and suppliers. We continue to seek shared leadership in the supply chain by leveraging our expertise in processes, people and systems to develop the capabilities of our suppliers and create shared value. ([↘ Supply Chain Sustainability](#))

ISO 14001 Certified Sites





Climate Change Action

Climate Change & Energy

Doosan Bobcat recognizes that efficient energy usage plays a significant role in reducing carbon emissions. We participate in a global movement that strives to combat climate change. Recent global trends reflect the establishment of climate risk strategies and integration into the company's management strategies. In fact, climate risks affect almost every aspect of our business, ranging from manufacturing processes to supply chain and business development. Among those, Doosan Bobcat expects a greater climate impact on product manufacturing processes. Therefore, we proactively address global climate risks through efficient energy consumption at our workplaces. We strive to set ambitious energy reduction targets at each of our global worksites. We also continue to set industrial vehicle industry-specific energy action plans for the manufacturing process.

Energy Management Team

Doosan Bobcat facility managers, controllers and operations personnel manage all aspects of our corporate energy use, from supply to consumption. This team is responsible for updating energy management guidelines and objectives, securing budgets for energy reduction projects, monitoring corporate energy structure, and leading our energy efficient culture throughout the value chain. In 2021 we formed an energy-focused project team that has been working to establish a fuel cell introduction plan to reduce the environment and cost in the facilities in 2022.




Energy Efficiency Activities

Doosan Bobcat continues to reduce its environmental footprint by changing to green facilities, upgrading manufacturing lines, and converting to alternative fuels with less environmental impact. To create green workplaces, Doosan Bobcat installed energy efficient LED lighting at all U.S. business facilities. By expanding the use of LEDs, we have reduced our consumption of electricity, our largest energy

resource. With the reduction in electricity usage, we also have earned additional LEED certificates, the world's most widely used green building benchmarking system. Additionally, our Korean employees participated in the 'Turn Off the Lights' campaign and adjusted the worksite air temperature to save electricity.

To improve the environmental impact of our manufacturing process, Doosan Bobcat replaced existing equipment to highly-efficient and durable alternatives. On paint lines, in particular, we upgraded the painting equipment to prevent energy loss. Our Incheon plant increased equipment productivity by preventing idling of large-capacity motors and improving air leakage units. Doosan Bobcat strives to reduce the use of fossil fuels and increase renewable energy use. In North America, many forklifts used in the Gwinner plant have been converted to run on natural gas instead of LPG. At the Incheon plant, we have reduced LNG consumption by optimizing the temperature of the dryer used in the painting process.

DOOSAN BOBCAT ENERGY EFFICIENCY MANAGEMENT

	 Saving Energy	 Improving Efficiency	 Using Renewables
North America (NA)	<ul style="list-style-type: none"> Installing LED Lights LEED Certified Workplaces 	<ul style="list-style-type: none"> Replacing Obsolete Equipment Introducing High-efficient Equipment 	<ul style="list-style-type: none"> Reducing LPG Use Increasing Natural Gas Use
Republic of Korea	<ul style="list-style-type: none"> Spreading of 'Turn off the Lights' Culture Limiting Temperature of Chiller/Heater 	<ul style="list-style-type: none"> Avoiding Idling of Motors Improving Air Leakage Units 	<ul style="list-style-type: none"> Optimizing Dryer Temperature for Painting Line



2021 Energy Consumption and Greenhouse Gas Emissions

Given the global expansion of our business and the acquisition of Doosan Industrial Vehicle (DIV), our total amount of energy consumption increased from 1,516TJ in 2020 to 1,782TJ in 2021. Total greenhouse gas (GHG) emissions also increased from 74,874 tCO₂eq in 2020 to 86,271 tCO₂eq in 2021.

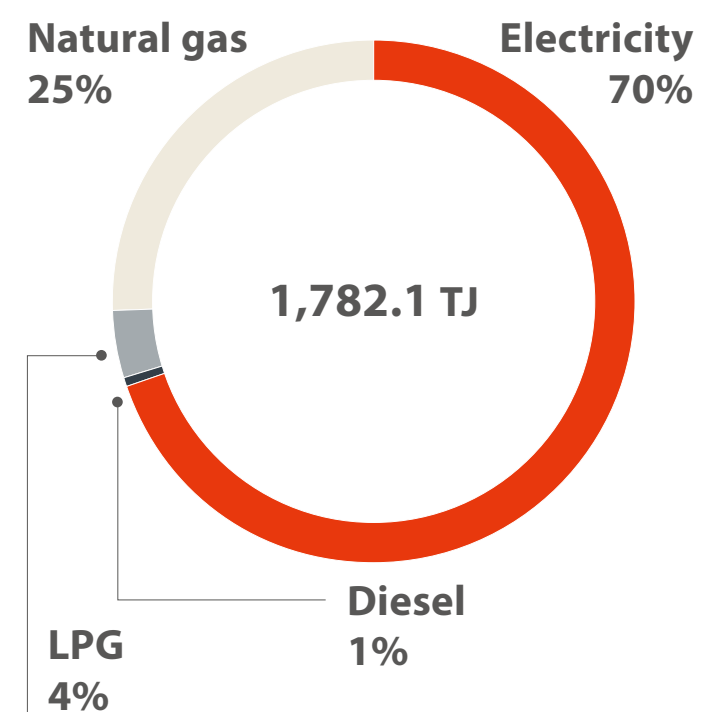
Although our energy consumption has increased due to increased manufacturing output, we strive to minimize relative environmental footprints by gradually lowering GHG emissions.

The total amount of GHG emissions in 2021 at Doosan Bobcat's main manufacturing facilities, excluding Doosan Industrial Vehicle facilities, slightly increased to 81,120.21 tCO₂eq, compared to 2020 GHG emissions of 74,873.85 tCO₂eq. However, direct GHG emissions (Scope 1) decreased from 30,294.60 tCO₂eq in 2020 to 28,104.00 tCO₂eq in 2021, as a result of our efforts to reduce emissions in the manufacturing process.

Strategic Air Emission Control

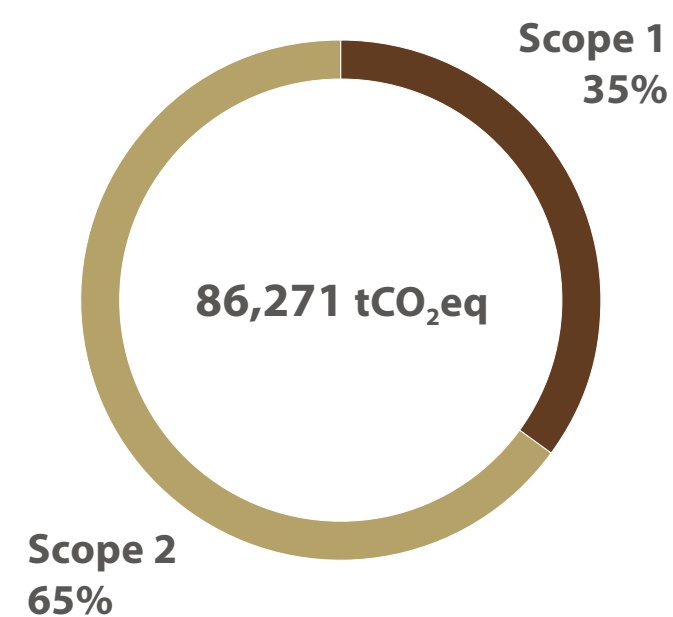
Doosan Bobcat's air emission control policy covers potential issues arising from each facility. The main sources of air pollutants, such as nitrogen oxides (NO_x), sulfur oxide (SO_x), and particulate matter (PM), are used in the painting process and operating boiler facilities. Therefore, we focus on our R&D capabilities and resources to reduce and eliminate pollution sources for each stage of the production process. We set several measures to reduce air emissions through our specific management approach.

2021 Energy Consumption



Electricity	1,244.3 TJ
Diesel	13.1 TJ
LPG	72.3 TJ
Natural gas	452.4 TJ

2021 GHG Emissions



Scope 1	30,005 tCO ₂ eq
Scope 2	56,266 tCO ₂ eq

(↘ p.91)

While Doosan Bobcat may be exempt from certain GHG regulations, we are nonetheless committed to reducing global climate risks and achieving the goals of the Nationally Determined Contributions (NDC) of the countries where our worksites are located.

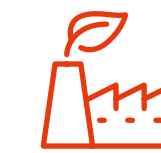
Air Emissions Control

Response to Regulatory Actions

The impact of hazardous substances generated from manufacturing plants has become a critical environmental issue. The U.S. EPA runs a national operating permit program, one example being the 'Title V Permit.' This is designed to standardize air quality permits, authorizing the process for major sources of emissions across the country. Some applicable sites in North America maintain these permits as applicable.



Doosan Bobcat Air Emissions Management Approach



- To use clean fuels where available
- To ensure efficient burning of all fuels
- To reduce smoke, odors, and dust from operations during the starting stage normal operating conditions, abnormal operating conditions, and shutdown
- To ensure that preventative maintenance program is not restricted to the plant and machinery but includes all boilers, burners, bulk storage tanks, and pipework
- To ensure any raw materials, intermediates, and/or wastes that may generate dust are properly covered, sealed, and enclosed
- To improve painting quality and eliminate deterioration factors for painting, from the supply of parts/ components to the shipping process
- To eliminate the pollution source by closing air emission/prevention facilities; shut-down of five facilities in 2020 and additional two in 2021
- To create / apply eco-friendly water-soluble paint by conducting the relevant tests

Water & Waste Management

Water Resource Management

Effective Water Use Management

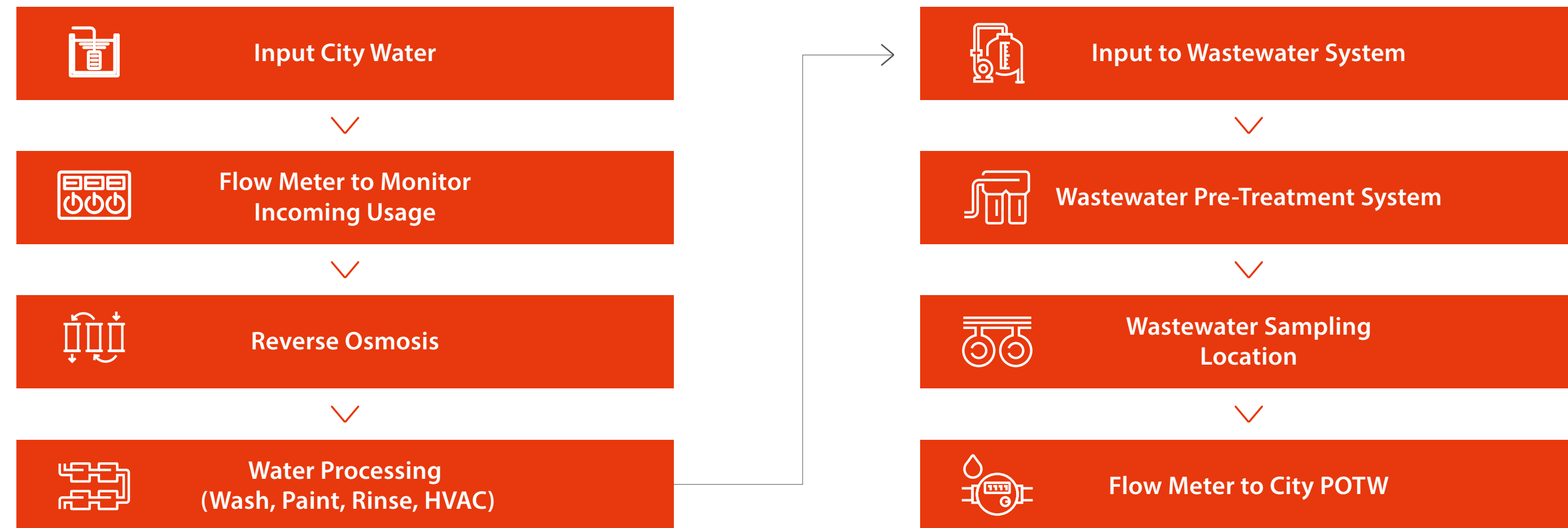
Water resource management plays an integral role in protecting the environment surrounding our workplaces. Doosan Bobcat recognizes the importance of fulfilling our global corporate citizenship to protect water resources. Our North American worksites are equipped with a system to track water usage. We continue to take additional steps to manage our water consumption, including our participation in a 2021 water reduction project at the Gwinner production facility.

Wastewater Treatment

Doosan Bobcat strives to minimize the amount of water used in the manufacturing process, while maximizing the wastewater purification to achieve compliance with applicable laws and regulations. All facilities in North America that use a phosphatizing process to pretreat parts before coating are subject to federal regulations governing metal finishing wastewater discharge. Given the negative impacts of effluents, Doosan Bobcat works diligently to comply with water laws and regulations in North America and Korea. Every year, we review and make any needed changes to the Spill Prevention Control

and Countermeasure (SPCC) plan, and the Stormwater Pollution Prevention Plan (SWPPP). For the SPCC plan, we specify a spill response process to prevent a potential petroleum-products spill for our North American sites. For SWPPP, we strive to minimize the contribution of pollutants into stormwater runoff. The applicable state or federal agencies provide support to our North American sites to manage the storm permits and wastewater permits and plans. All North American sites are subject to annual regulatory inspections. In 2022, we will proceed with a plan to install a new water clarifier for the wastewater treatment at the U.S. facility in Wahpeton, N.D.

WASTE WATER COMPLIANCE AND MONITORING PROCEDURE





Waste Management

Waste Management Policy

To minimize waste generation, Doosan Bobcat manages wastes at all stages, ranging from product design to the manufacturing process. All North American sites monitor the amount of waste generated and recycled each month. In Korea, we operate a Management Policy of Factors Generating Waste to comply with the Act on the Promotion of Saving and Recycling of Resources. The Act requires setting annual targets and measuring of the ultimate disposal rate¹⁾ and circular utilization rate²⁾. Our EHS monitors these rates and sets aggressive goals for responsible waste stewardship. Our policies and objectives also call for the proper operation of waste generators as well as the separation and discharge processes.

1) Amount of Ultimate Disposal /
(Total Amount of Waste + Amount of Recycled Resource)*100

2) (Amount of Actually Recycled + Amount of Recycled Resource) /
(Total Amount of Waste + Amount of Recycled Resource)*100

Waste Management Activities

Doosan Bobcat strives to manage waste properly by providing on-site trainings to employees, monitoring the treatment process, and upgrading treatment facilities.

In 2021, we provided hazardous waste training at applicable sites. This training allowed us to have the wastes labeled and packaged correctly.

Meanwhile, we carry out regular maintenance and routine inspections to ensure that waste is handled properly in daily operations. Doosan Bobcat also takes assessment for activities of the outsourced hazardous/regulated waste treatment facilities at sites across North America to emphasize significance of handling the waste responsibly. Audits are conducted on an annual basis. The audit process consists of inspection questionnaires and a facility visit by a third-party auditor. As the best management practice, third parties are also required to meet the regulator standards for the sites they are working with.

Doosan Bobcat identifies potential issues and invests the required resources and professional abilities to improve them. For instance, we work with suppliers that prepare packaging of products in bulk with large plastic wrap, wait until a full truckload is ready for shipment, and recycle the waste.

Waste Recycling

Since 2020, we have continued to work with partners to help us convert waste to energy and reduce the logistics impact on waste transportation. At the Incheon plant, we operate a responsibility management system for waste sources by separating and disposing manufacturing wastes. Also, to increase the recycling rate and reduce waste we follow the Wastes Control Act (Article 17-2: Designation of Official Test Facilities of Wastes) and disclose the identification of the discharging parties.

In 2021, we started working with a Plastic Recycler to reduce landfill waste, including plastics.

External Recognition and Collaboration

Our manufacturing sites in North America continuously strive to comply with applicable hazardous waste generation regulations and strive to reduce generation of hazardous waste. We continue our efforts to improve the pollution prevention programs to generate no hazardous waste. We work with a third-party partner on the 'Full-circle Advanced Waste Lifecycle Program' to try and reduce our waste to landfill amount and convert it to waste to energy or recycling.



Full-circle Advanced Waste Lifecycle Program



Customer-Centric Programs with a Partnership Model

- Tailored sustainability training programs
- Customized onsite and offsite services

Continuous Improvement Recommendations

- Focusing on innovation, sustainability, and corporate business goals

Enhanced Tracking/Reporting/Data Analysis of Waste Streams

- Performance and measure against financial/sustainability goals

Annual Report Assistance

- Assist to information gathering and responding to internal/external audits



Bobcat Story 3.

SUSTAINABLE WORKPLACES



Safety & Healthy Office

Europe, Middle East, and Africa (EMEA) headquarter for Doosan Bobcat in Dobříš in the Czech Republic won the 'Healthiest Office' Award for the CBRE Art of Space Awards in June 2020. The CBRE Art of Space Awards reviewed 250 candidates competing for the championship in six main categories across the entire spectrum of commercial real estate.

Besides the award in the 'Healthy Environment and Sustainability category, Doosan Bobcat was shortlisted as the finalists in two other categories – 'Workspace Design – Industrial' and 'The Most Attractive Meeting Point.'

The three-story Doosan Bobcat EMEA headquarters building, worth USD 11.2 million, covers an area of 1,561 square meters and offers more than 3,370 square meters of office space for 200 employees. In addition, there are sufficient parking spaces, including charging stations for electric vehicles. Investment was also made in creating over 7,000 square meters of green space. The offices were well regulated in terms of CO₂ concentration and air humidity, which is still not a natural issue for many designs. At the same time, the jury highlighted the intensive incorporation of green space into the concept of the office.



Energy Efficient Facility

Doosan Bobcat North America was certified LEED Gold for remodeling and expansion of the headquarters building located in West Fargo, N.D. in February 2021. Achieving the gold certification, the second highest rating available, makes the Doosan Bobcat facility one of 12 structures in North Dakota to achieve LEED Gold and the second corporate building LEED recognition after the Doosan Bobcat Acceleration Center in Bismarck, N.D.

Sustainability Highlights of Doosan Bobcat's LEED Gold certification

- Upgrades to geothermal heating, ventilation, & air conditioning (HVAC) and installation of ventilation monitoring systems for indoor environmental quality.
- Decreased energy consumption by 35% through high performance building systems, operating methods and light automation.
- Use of green power renewable energy to offset 53% of the building's energy costs.
- Implemented a new irrigation system for all landscaping areas and low-volume interior fixtures, resulting in a 41% reduction in water use.
- Incorporated pedestrian paths and open green spaces with native prairie grasses and trees to encourage public use and pedestrian activity.
- Utilized recycling practices to divert 77% of onsite generated construction waste from landfill and utilized recycled materials for 12% of construction materials.



COMMUNITY

Community Engagement

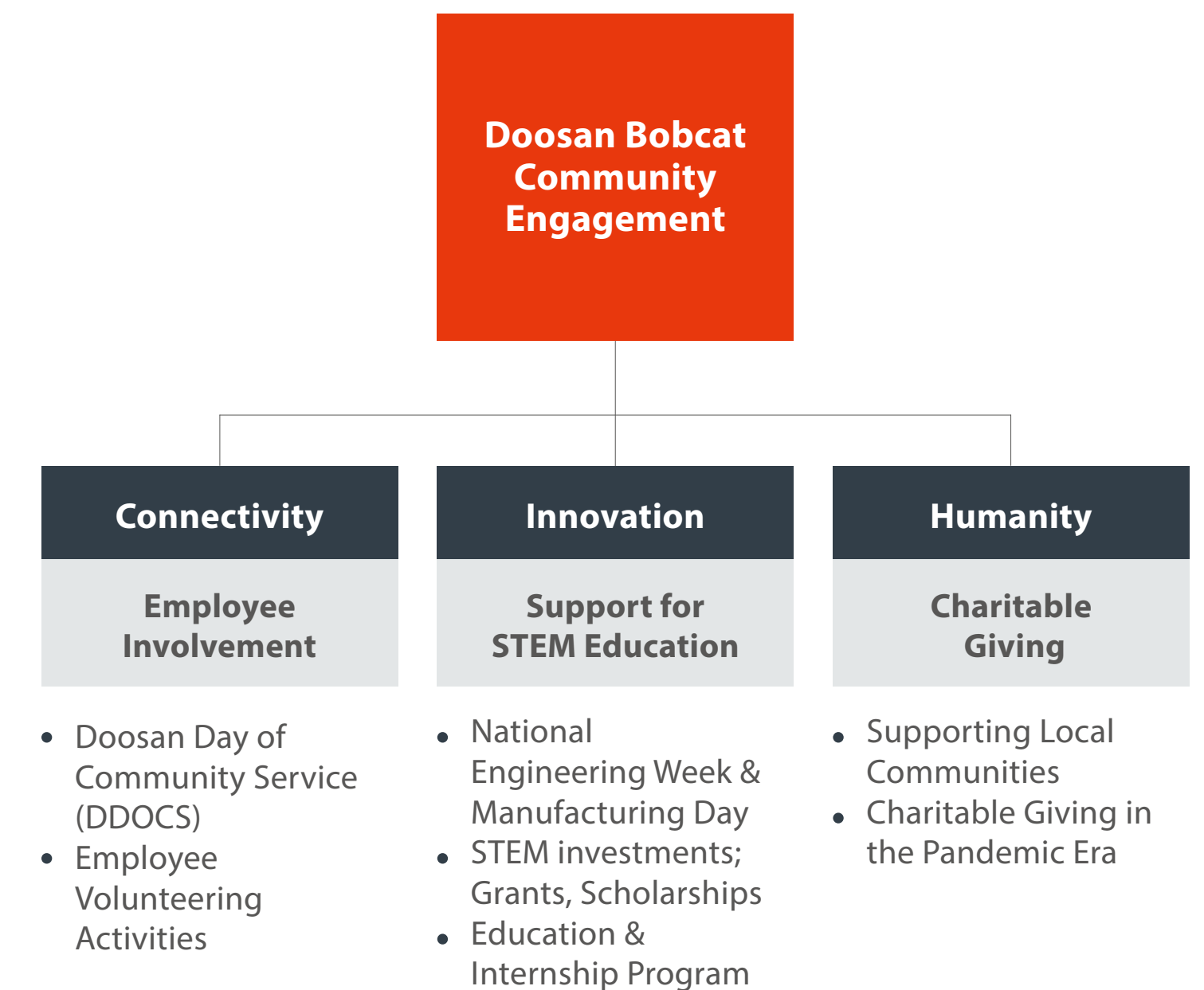
Community Engagement Areas

Doosan Bobcat believes in the significance of contributing to the communities where we work and live. We are committed to encouraging our employees to participate in volunteer activities and charitable contributions. Each year, we partner with nonprofit organizations (NGOs) as part of our Doosan Day of Community Service (DDOCS), where hundreds of employees volunteer in their communities. Meanwhile, we are passionate about growing our industry through STEM (science, technology, education and math) activities that will be responsible for building the next generation of innovators. We also provide humanitarian assistance to our communities by promoting charitable donations.

In 2021, Doosan Bobcat North America formed a 'corporate governance model' with committee members in Finance, Marketing, HR, Corporate Communication and STEM, to drive leadership involvement and alignment with corporate level strategy on Corporate Community Impact (CCI) activities across our North American facilities. This committee provides training, policy, communication, budget and reporting responsibility. We benchmarked charitable spending for 2022 and launched a philanthropy platform to provide further governance, processes, and recording systems. The MyImpact philanthropy platform will promote and support employee giving, grants and volunteering efforts.

Meanwhile, we recognize that recent trends for social contribution programs of major companies include themes like sustainable development goals, problem solving, eco-friendliness, relationship improvement, value analysis, donation, and education. We also ensure programs operating in industrial vehicles in connection with the National Sustainable Development Goals, Korean-SDGs (K-SDGs) in accordance with 17 major human co-sustainable development goals of UN SDGs. K-SDGs will provide the foundation for changes in people's lives that they can feel and advancement to an inclusive country, introducing programs operating in industrial vehicles.

DOOSAN BOBCAT COMMUNITY ENGAGEMENT AREAS



Employee Involvement

Doosan Day of Community Service (DDOCS)

Our community engagement activities in North America are annually planned and coordinated by a collaborative team consisting of STEM Ambassadors and the Doosan Day of Caring Team. The Doosan Day of Caring Team consists of local HR business partners, corporate communication team members, and a variety of volunteer employees in various regions. The corporate communication partners initiate the Doosan Days of Community Service (DDOCS) planning every year – a company-wide volunteer effort that celebrates ongoing partnerships nationally and globally with communities where Doosan Bobcat operates. The local HR business partners then develop site plans, reach out to local charities, organize employee volunteers, select site project managers, and ensure that the supplies are available for purchase and schedules are communicated to employee volunteers.

DDOCS in Doosan Bobcat North America



During the two weeks of Doosan Bobcat's Days of Community Service in June 2021, employees worked on projects that included helping various nonprofit organizations, working with local food banks and soup cafes, completing construction projects, and performing various landscaping and cleanup work at community recreational facilities, therapeutic riding stables, and shelters.

DDOCS Performance in 2021 (in NA)



National projects some of which utilized Bobcat's compact track loaders, skid-steer loaders, compact excavators, and other machines, took place at Doosan Bobcat facility locations in North Dakota, Minnesota, Georgia, Wisconsin, North Carolina, and Colorado. Due to strict COVID-19 health and safety regulations in Korea, Doosan Bobcat Korea postponed all DDOCS activity plans to 2022.



Employee Volunteering Activities

Region	Program	Purpose	Activities
Korea	Rafael's House: Taking Care of Children with Severe Disabilities	Poverty reduction and social safety net strengthening	Minimized blind spots in the social security system through various activities such as cleaning, preparing meals, doing laundry, and playing with children and ensuring a living regardless of age or disability.
	Bob-Sang Community Center: Soup Kitchen for the Elderly, Aged 70+, Living Alone	Food security and sustainable agriculture	Visited the Bob-Sang Community Center once a week to prepare meals, wash dishes, clean, and donate food.
	Boramae Nursery School's Talent Sharing Activity	Quality education	Delivered career counseling to students of various ages at Boramae Nursery School institutions.
	Incheon Day School's "Woori Duri Activity"	Resolving all kinds of inequality	Participated in a social contribution program organized by Doosan Co., Ltd. to help teenagers with disabilities develop their athletic skills and physical strength through T-Ball.
	Briquettes Donation Activities	Sustainable cities and residences	Donated 10,000 briquettes to families using briquettes living in Goengiburi Village near the Incheon plant with matching grant social contribution donations from members of various positions, including executives, team leaders, part leaders, and entry-level employees.
NA	Bobcat North Dakota Open	Regional community Behavioral health Services	Amateur and Pro Golfer tournament supporting Village Family Service Center, which is a local nonprofit. In 2021, 72 people volunteering 526 hours (45 employees).
EMEA	Charity Raffle	Collect money to support selected charity organizations	Employees can buy virtual tickets through a dedicated web page organized by UNICEF. The Employees who can not access the page could buy paper tickets and their money was later added to the account. On the last day after we closed money collection we draw winners who receive gifts, mainly company merchandising.
	Earth Day	Protection of the global environment	We encourage employees to plant some plants that they want in their home, gardens, balconies, and pots. We ask them to share picture with us through the Yammer group. Others can vote for it. The winner receives small reward.



Support for STEM Education

We are proud to support diverse STEM (science, technology, engineering and math) programs through our student scholarship program and our Doosan Discovery Grant program. We also strive to foster positive growth in our communities through STEM outreach. Additionally, Doosan Bobcat hires hundreds of college students through a competitive intern and co-op program.



National Engineering Week

Doosan Bobcat North America has partnered with middle and high schools for the National Engineering Week to increase students' interest in STEM career. We organized events in Bismarck, Gwinner, Fargo, and Wahpeton, North Dakota, and Statesville, North Carolina. Each location provides students with various engineering activities for robotics, computer simulations, heat transfer, and electrical circuit boards.



Education & Internship Program

We recruit from 15 colleges, hiring more than 150 students per year to work at our offices and manufacturing facilities across North America. Students take a semester off and devote eight months of full-time work to hands-on projects at Doosans Bobcat. In 2020, we added an apprenticeship program in our operating facilities.



National Manufacturing Day

To inspire the next generation of inventors, builders, and engineers, we organize annual STEM activities in the classroom and facility tours for more than 500 middle and high school students on National Manufacturing Day in October. We also participate in community-led Manufacturing Day events in partnership with local colleges and universities.

National Manufacturing Day



Bismarck Factory, 'Manufacturing Rocks'



2021 Manufacturing Day








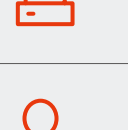



2021 Manufacturing Day, North Dakota Class



STEM Investment Activities in North America

For more than 25 years, Doosan Bobcat North America has held cooperative education and internship programs, offering practical work experience for college students in various disciplines, including electrical, mechanical, industrial, manufacturing, software engineering, procurement, marketing, HR, IT and finance. We are dedicated to investing in STEM-related programs to fuel innovation. With the Corporate Community Impact (CCI) Governance Committee established in 2021, we incorporated STEM leads into the Corporate Community Impact Charity Committee at each site.

STEM INVESTMENT ACTIVITIES (NA)

Program	STEM Investment Activities	Achievement
 Doosan Discovery Grants (2014-2022)	<ul style="list-style-type: none"> Awarded grant money to local schools for STEM class projects (USD 500 award each) 	Total USD 44,500 (accumulative) 14 projects in 2020-2022
 Apprenticeship Program in partnership with colleges (2020)	<ul style="list-style-type: none"> Partnered with 3 community colleges (Engineering Schools) on Senior Design Projects Hired students to work at offices/manufacturing facilities 	Hired 230+ students from 30+ universities
 NDSU Scholarship Endowment (2020)	<ul style="list-style-type: none"> Provided annual scholarship to students 	USD 2,000 to 60+ students
 Partnership with local technical colleges for STEM projects (2020)	<ul style="list-style-type: none"> Provided scholarships to local technical colleges (North Dakota State College of Science, Minnesota Technical College, and Bismarck State College) to support sponsored events and challenges 	Total USD 9,000 to 3 schools
 National Engineering Week (2020)	<ul style="list-style-type: none"> Reached students in North Dakota, Minnesota and North Carolina areas with STEM projects 	281 students
 Collaboration with universities on program development and student cooperative education (2020-2021)	<ul style="list-style-type: none"> Gifted a hydraulic test stand (USD 40,000 value) to the University of Mary for the Fluid Power Engineering course in 2020 Gifted a new robotic 'Cobot' and two robotic arms (USD 60,000 value) for a state-of-the-art robotics lab in 2021 	Total USD 100,000 value
 Diesel Technology Program class (2020-2027)	<ul style="list-style-type: none"> Donated equipment and USD 2,000 of investment 	Total USD 50,000 for 7 years
 National Manufacturing Day (2021)	<ul style="list-style-type: none"> Launched Manufacturing Day Video for virtual tour on social channels  	231 people



Charitable Giving

Doosan Bobcat helps to build thriving communities by supporting non-profit organizations whose outreach and primary missions align with our strategic priorities of giving: Educational Support, People/Community in Need, Environmental Preservation, Vocational Training, and Disaster Relief.

Our Global Social Contribution Committee guidelines define public interest, transparency, and appropriateness of amount as significant conditions for charitable giving criteria. The total amount of contributions executed at headquarters in Seoul is approved in advance by the Social Contribution Committee. Doosan Bobcat North America has the discretion to plan an annual charity budget at each site, and requests for funding and/or donations are reviewed by the local Charitable Committee, complying with the Global Committee guidelines.

In 2021, we created a new Doosan Bobcat North America Governance model and secured committee members to drive leadership involvement and alignment with the corporate-level strategy. We benchmarked charitable spending for 2022 and launched a philanthropy platform to provide further governance, process, and system of record. We believe that the philanthropy platform will promote and support employee donations, grants, and volunteer activities.

DOOSAN BOBCAT CHARITABLE GIVING STRATEGY



Total Amounts of Donation in 2021

USD 1.87 million



Total Number of Employees in 2021

696 person

Purpose

	Social Welfare
	Culture
	Educational Support

Program

Angel Tree Campaign
Planting Love
BaboNanum Foundation
Community Chest of Korea
Incheon Community Chest
Sejong Art Center
Chung-Ang University

Activities

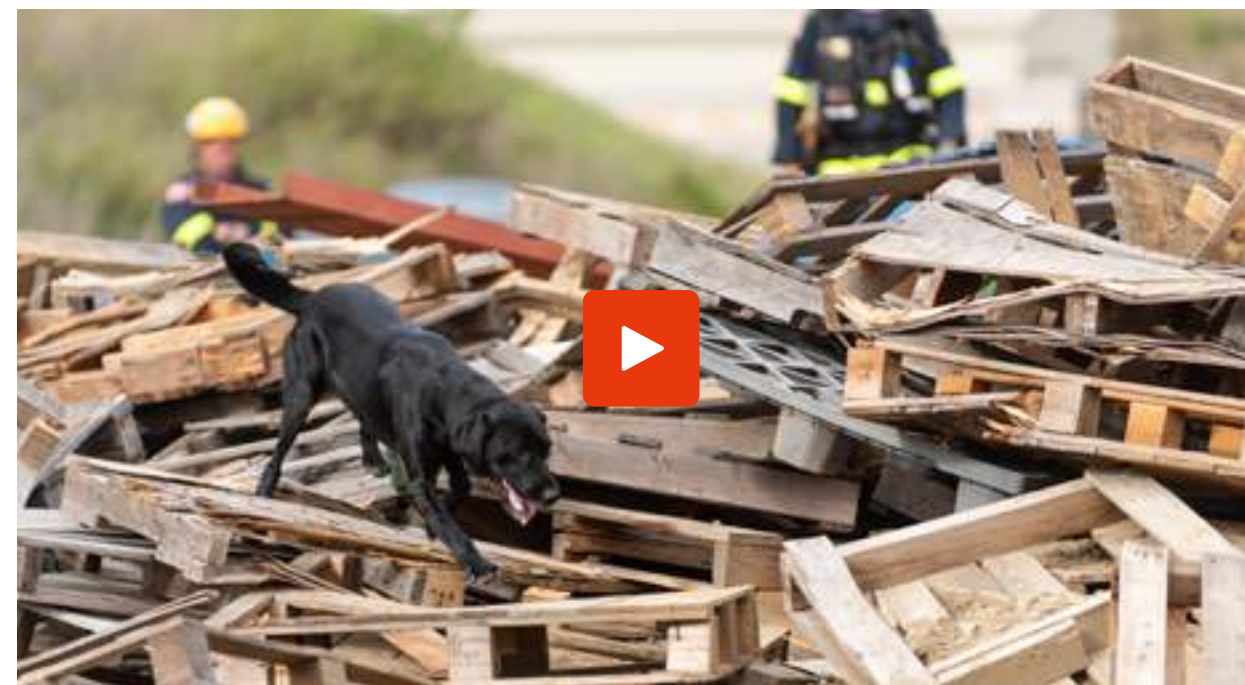
- Donated gifts to children in a nursery school (115 children in 2020, 44 children in 2021)
- Donated to a social welfare center operated by Seton House Sister Association for children with disability
- Donated to spread sharing culture for the marginalized neighbors
- Donated to social welfare center
- Individual employee giving
- Donated to cultivate cultural capital and promote arts
- Cultivated talent and expanded educational infrastructure

Supporting Local Communities

In 2020, Doosan Bobcat North America announced the donation of \$81,000 to Wounded Warrior Project® (WWP), a national nonprofit organization dedicated to assisting injured veterans and their families. The proceeds raised helped wounded veterans transition to civilian life through WWP programs and services, ranging from economic empowerment to mental health care. As part of its commitment to support local communities, we also donated 5,000 pairs of socks provided by clothing brand, Bombas, to local homeless shelters and veterans' programs in six states, including North Dakota. For the 2021 campaign, 293 employees pledged to donate through our newly implemented giving platform. The recipient nonprofit organizations were the Wounded Warrior Project and United Way.



Doosan Bobcat Equipment Used for Disaster Simulation Sites



In 2021, we also had a new partnership with the National Disaster Search Dog Foundation (SDF), a nonprofit organization committed to strengthening disaster response in the U.S. by training highly skilled canine and handler search teams. The partnership spotlights SDF's National Training Center in Santa Paula, California, where shelter dogs are trained to become rescue dogs.

During the pandemic, we encouraged our employees to donate time, food, supplies, or money to support local community needs. In April 2020, engineering team members at the Bismarck Acceleration Center produced more than 6,000 much-needed face shields for the healthcare industry.

In August 2020, Doosan Bobcat Toronto built a 'Plaid for Dad' themed T76 compact track loader and a Pink R2 Series E50 excavator to raise funds for the Canadian Cancer Society. Doosan Bobcat Toronto donated 10 percent of the machines' rental income to the Canadian Cancer Society for advanced cancer research. In October 2020, we organized a virtual food drive that resulted in 1,069 donated items and 262 hours volunteered by 58 employees plus monetary donations provided to United Way, Hospice and the American Cancer Society.

**'If you have the will to give,
we have the way!'
Campaign**



E50 Excavator Painted in Pink for Canadian Cancer Society

The Bobcat North Dakota Open brings together the best amateur and pro golfers to compete and support the Village Family Service Center, a local nonprofit organization that provides behavioral health services. We have served as a major corporate sponsor for the tournament since 1984, donating a total of more than USD 1.15 million. In 2021, 72 people volunteered 526 hours to make the golf tournament a success.

Doosan Bobcat Korea provided track loaders and attachments, such as root grapples and sand cleaners, to local communities to remove garbage and clean beaches in three major coastal areas. A Doosan Bobcat track loader, replaced one excavator and two tractors. By attaching the root grapples to the track loader, the loader was able to quickly pick up trash scattered throughout the beaches. In 2021, we provided an ideal cleaning solution for Daecheon Beach and Yeonpo Beach in Chungcheongnam-do, and Oegi Beach in Jeollanam-do. The solution served not only as local community support but also as a great marketing opportunity to demonstrate product diversity to our potential customers in the local communities.

In early 2022, Doosan Bobcat expanded its humanitarian assistance by supporting Ukraine refugees. On the Doosan Bobcat campus in Dobříš, Czech Republic, we have more than 370 technicians from Ukraine. For these workers who have been concerned about their families' safety, we have supported their families' evacuation, temporary housing, basic living essentials and resettlement programs. In March 2022, we delivered financial support through UNICEF and offered practical support, such as supplying Doosan Portable Power generators to medical facilities and refugee camps.



Bobcat North Dakota Open 2021



Clean-up Project in Korean Coastal areas in 2021 - Root Grapple



Clean-up Project in Korean Coastal areas in 2021 - Sand Cleaner



OUR ESSENTIALS

- GOVERNANCE
- VALUE CHAIN SUSTAINABILITY
- RISK MANAGEMENT



GOVERNANCE

Corporate Governance

Board of Directors

Board Composition

As of March 2022, Doosan Bobcat's Board of Directors, consisting of five directors, including two inside directors and three outside directors, met requirements of Article 542-8 of the National Commercial Act of the Republic of Korea. The average tenure of the Board of Directors in the last three years is 3 years and 4 months. CEO Scott Park has served as Chairman of the Board since 2014.

As an expert in corporate management, the chairman may practice responsible corporate management and decide matters in consideration of Doosan Bobcat's mid- to long-term business strategies. The Board determines the matters regulated by corporate articles of association, terms of reference of the general meetings, and guidelines for the company operation. Also, the Board monitors and evaluates the business activities of company executives.

Appointment of Directors

Candidates for inside directors are nominated by the Board of Directors, and inside directors are elected by shareholders at a general shareholders' meeting in accordance with Article 382 of the Commercial Act. Meanwhile, candidates for outside directors shall be nominated by the Outside Director Candidate Recommendation Committee (Nomination Committee) before the vote at the General Assembly. The Nomination Committee consists of independent directors appointed at the General Meeting of Shareholders. In accordance with Article 542-8-2 of the Commercial Act, the committee and support teams (IR/PR, Accounting, and Compliance) closely examine the prerequisites for directors' disqualification, such as damage to corporate value, infringement of shareholder rights, and verification of the candidates' previous experience, competencies, and expertise. After a thorough qualification review, the Committee shall present the nomination agenda for each candidate at the general meeting.

DOOSAN BOBCAT BOARD OF DIRECTORS

As of May 31, 2022

- Inside Director
- Outside Director
- ① Expertise
- ② Attendance Rate in 2021
- ③ Committee
- Ⓐ Outside Director Candidate Recommendation Committee
- Ⓑ Audit Committee
- Ⓒ Internal Transaction Committee
- Chair ● Member

Scott Park

Chair / Male (Apr. 2014 - Mar. 2023)

(Current) President & CEO, Doosan Bobcat
(Former) President, NA/EMEA/DIPP, Doosan Infracore CE

- ① Corporate Mgmt. / Strategy
- ② 90%

Duck Je Cho

Male (Mar. 2021 - Mar. 2024)

(Current) Executive Vice President, CFO, Doosan Bobcat
(Former) Vice President, Finance, Doosan Bobcat EMEA

- ① Corporate Mgmt. / Finance
- ② 83%

Whan Bok Cho

Male (Mar. 2018 - Mar. 2024)

(Current) Outside Director, Youngone Corporation
(Former) Chair-professor, Yeungnam University
(Former) Ambassador, The Embassy of the Republic of Korea in Mexico

- ① International Trade / Diplomacy
- ② 100%
- ③ Ⓐ/Ⓑ/Ⓒ

Kyung Bok Cook

Male (Mar. 2019 - Mar. 2025)

(Current) Professor, Moon Soul Graduate School of Future Strategy in KAIST
(Former) Member, The Regulatory Reform Committee
(Former) Director, National Assembly Budget Office

- ① Finance / Economics Business Administration
- ② 100%
- ③ Ⓐ/Ⓑ/Ⓒ

Ji Kwang Choi

Male (Mar. 2020 - Mar. 2023)

(Current) Director, Han-gil Accounting Corporation
(Former) CEO, Han-gil Accounting Corporation
(Former) Certified Public Accountant, Samil PwC

- ① Finance / Accounting / Audit / Tax
- ② 100%
- ③ Ⓐ/Ⓑ/Ⓒ



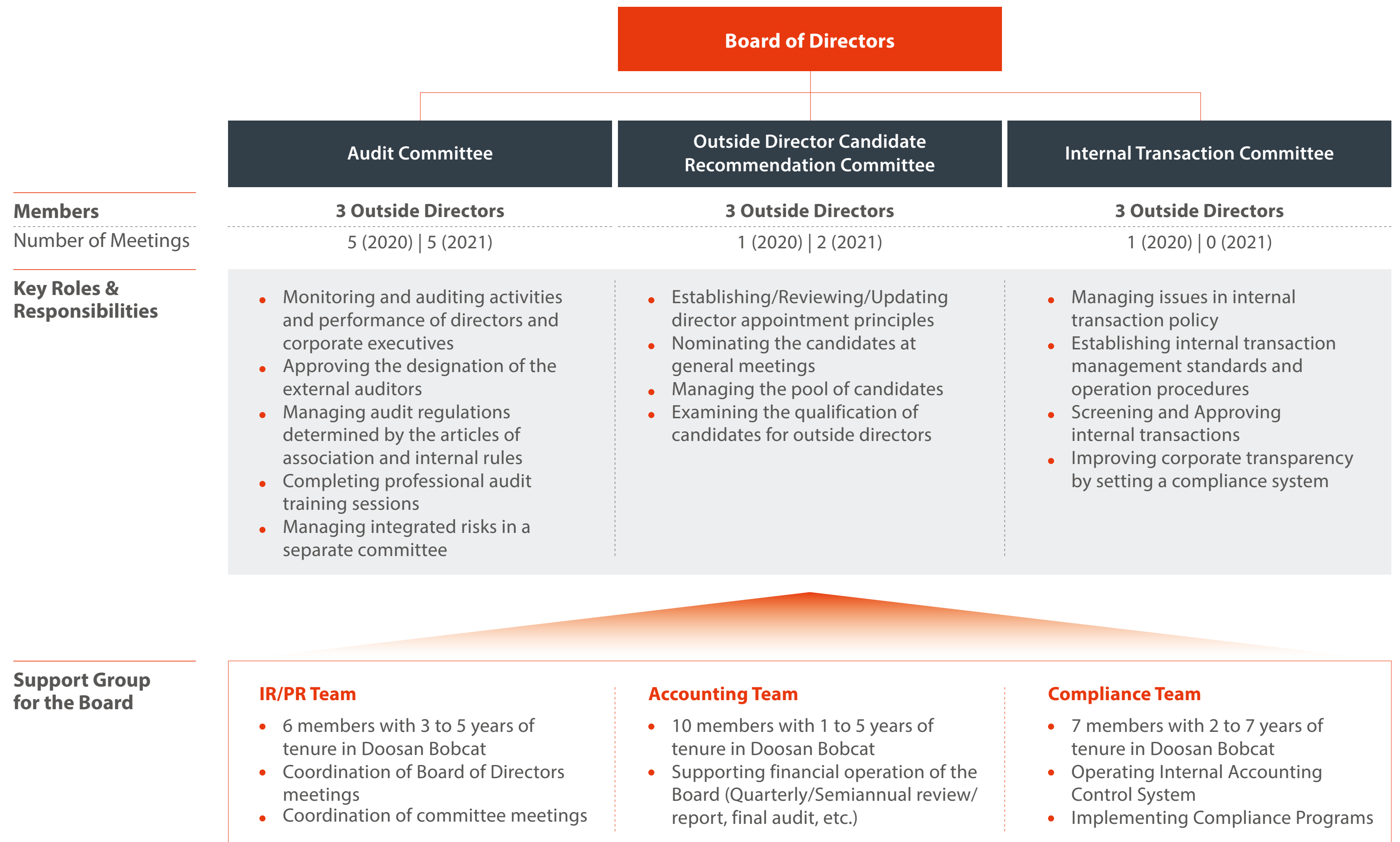
Board Committees

According to the operating regulations, the Board of Directors of Doosan Bobcat provides professional authority to the Audit Committee, the Outside Director Candidate Recommendation Committee, and the Internal Transaction Committee to increase the efficiency of the Board's operation and the transparency of its activities.

Each committee complies with the operating regulations. In addition, all committees consist of outside directors to strengthen the independence of the committees' actions. Committee members who have extensive expertise and experience in areas such as finance and global business are responsible for monitoring and consulting activities that have a significant impact on our management.

COMPOSITION AND ROLES OF COMMITTEES

as of May 31, 2022





Board Operation

Board Operation and Efficiency

Doosan Bobcat established a group comprised of IR/PR, Accounting, and Compliance, to support the smooth operation of the Board and committees with sufficient data and explanation.

We hold a board meeting more than once a quarter, and a temporary board meeting as needed. In accordance with the Board Operation Manual, board members are notified of every board meeting at least one day in advance. In 2021, we deliberated and voted on 29 items (29 resolutions and 7 report items) at 10 board meetings. Resolutions must be approved by a majority of the directors, and each director is entitled to one vote. Though in-person attendance is encouraged whenever possible, directors can attend, participate and cast votes via any communication technology that transmits and receives a simultaneous audio signal. The Board compiles the minutes of every board meeting, including details of key agenda items and decisions. The Board signs and seals the minutes and shares them with all directors to report action taken.

Board Diversity and Expertise

Doosan Bobcat values diversity and does not discriminate against religion, gender, age, region, or nationality when nominating and appointing outside directors. Doosan Bobcat is well aware that the solid expertise of board members leads to optimal decision-making. To enhance outside directors' understanding of the industry characteristics and management status, we encourage them to regularly visit our global business sites and review reports that contain summary and detailed information on the management status. In 2020 and 2021, however, outside director site visits were canceled due to the pandemic. The site visits will resume once the pandemic situation is alleviated.

We also provide professional training opportunities to outside directors to cultivate and improve their expertise. As the implementation of the Act on External Audit of Stock Companies in Korea further strengthened the role and responsibility of the Audit Committee, we offered these committee members specialized seminars and lectures.

In 2021, all members of the Audit Committee completed the basic and reimbursement courses of the PwC's Audit Committee School. The course work included lectures about the legal roles and responsibilities of the Audit Committee, a key summary of Korea Corporate Governance Service (KCGS)'s Audit Committee Standards, internal accounting control system, COVID-19 impact and checkpoints of the Audit Committee, and an ESG guide for the Board.

PROFESSIONAL TRAINING FOR OUTSIDE DIRECTORS

in recent three years

Date	Type	Courses
Jul. 2019	Offline	Training and discussion sessions to remind R&R of Audit Committee
Oct. 2020	Online (Samil PwC)	Roles and Responsibilities of Audit Committee
Nov. 2021	Online (Samil PwC)	COVID-19 Checkpoints of Audit Committee Audit Committee Guide

Board Evaluation

Although Doosan Bobcat does not have a separate evaluation system for outside directors, the IR/PR team supports outside director activities and performance and discloses the identified performance in the annual report. The identified issues are applied to improve practical support for outside directors and increase the operational efficiency of the Board through a review of the Board composition. If any issues require further action, the IR/PR team will review the issues in a timely manner.

Doosan Bobcat meets the corporate governance standards of the KCGS. This adherence to the KCGS is proof that there is little room for damage to shareholder value due to governance risk. Since Doosan Bobcat was listed on the stock market in 2016, we have been rated "A" in the corporate governance sector in the KCGS ESG evaluation for five consecutive years.

Board Compensation

Compensation for board members shall be paid within the compensation limit approved for directors at the general meeting. Approved amounts include salaries of inside and outside directors and the Audit committee members. To ensure maximum independence, outside directors' compensation, including salaries and bonuses, are handled in compliance with internal regulations of the company. In accordance with Article 542-3 of the Commercial Act, stock options may be granted to executives within 20% of the total number of issued stocks.



Shareholder Rights

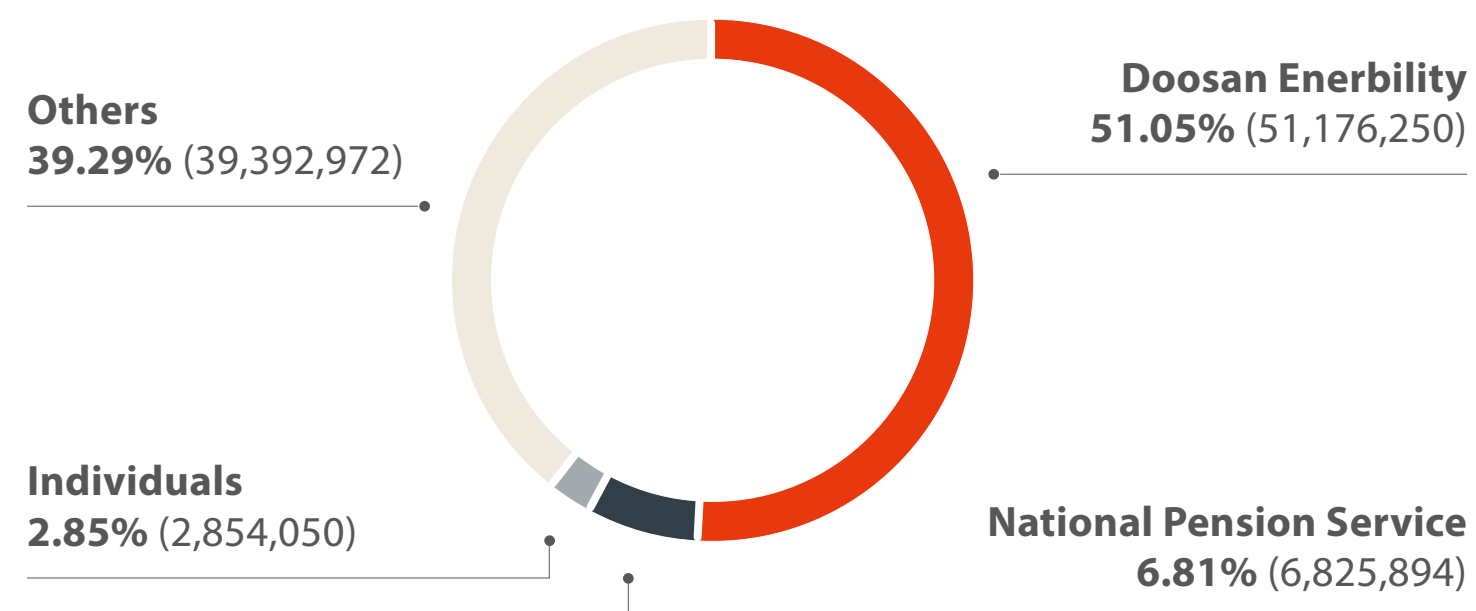
Stock and Capital Structure

Doosan Bobcat operates 29 global consolidated subsidiaries at the time of publication of our annual report. As of the end of 2021, the total number of our shares issued was 100,249,166 (ordinary:100,249,166). We allow one vote per share. The largest shareholder is Doosan Enerbility (previously known as Doosan Heavy Industries & Constructions) with a 51.05% stake.

Doosan Bobcat has expanded the company portfolio to include global logistics by acquiring Doosan Industrial Vehicle (DIV) and entering the global forklift market. Doosan Bobcat, the No. 1 global compact construction equipment manufacturer, will maximize synergies at all stages of the value chain by sharing global

OWNERSHIP STRUCTURE

*as of the end of 2021



distribution channels based on our robust brand power and wide global network, as well as by collaborating on R&D activities for automatic technology and cost reduction through consolidated purchases.

Shareholder-centric Company

Protection of Shareholder Rights

To protect minority shareholders' voting rights and promote shareholders' convenience, we have adopted and operated both written and electronic voting systems. The performance and detailed plans of both voting systems are annually reviewed at the general shareholders' meeting. Also, we request electronic proxy forms (Article 160-5 of the Enforcement Decree of the Financial Investment Business and Capital Markets Act) and proxy voting methods so that shareholders can indirectly exercise their voting rights.

Shareholder Communication

Doosan Bobcat regularly holds management briefings to announce our quarterly earnings. We annually attend more than 200 regular and non-regular meetings, including Non-Deal Roadshow (NDR) and external conferences. If necessary, our executives actively communicate with investors by holding special meetings. The essential notice for shareholder meetings, including date, location, and meeting agenda, is timely uploaded on the 'Data Analysis, Retrieval and Transfer System (DART)' and 'IR materials' tabs on

our official website. We strive to expand the use of additional communication channels with shareholders. In 2020 and 2021, Doosan Bobcat neither violated the mandatory disclosure practices nor was it included in the list of unfaithful disclosure corporations.

Shareholder Return Policy

Doosan Bobcat's dividend per share has steadily increased since our listing. As a result, we have recorded the highest level of payout ratio among machinery companies listed on the KOSPI in recent years. Through various IR channels and performance briefing events, we deliver our long-term return plans and policies to our shareholders. Doosan Bobcat has not implemented a differential dividend so far. Our average dividend payout ratio is 35.4%, if we exclude the 2020 pandemic period.



Compliance

Doosan Code of Conduct

The Doosan Code of Conduct is an extension of our values. It also serves as a framework for our business decisions and sets rules for comprehensive anti-corruption compliance, which all employees should understand and follow. We are committed to doing what is right in our day-to-day operations and openly communicating our expectations of compliance to third parties with business relationships. At the same time, we ensure that all our anti-corruption and fair competition practices comply with the applicable laws and regulations in countries where we operate.

Code of Conduct Training

An overview of the Doosan Code of Conduct is provided to all new employees as part of orientation or onboarding. Annually, all employees take mandatory courses on our Code of Conduct and submit a Code of Conduct Compliance Pledge to ensure compliance with the policy. The importance of Code of Conduct training is highlighted in our CEO's regular message, which is delivered to all global Doosan Bobcat employees. In 2021, we updated the training programs, allowing our employees to more efficiently understand the value of our code.

CODE OF CONDUCT TRAINING CURRICULUM

Topics	Training items	Targets
Inhwa	<ul style="list-style-type: none"> ① Harassment at Work ② Discrimination 	Both Office & Factory Workers
Integrity and Transparency	<ul style="list-style-type: none"> ① Improper Financial Benefit ② Unauthorized Use of Internal Information 	Both Office & Factory Workers
Fair Competition	<ul style="list-style-type: none"> ① Exchange of Information Between Competitors ② Provision of Illegal Kick-backs ③ Provision of False Information to Customers 	Both Office & Factory Workers
Safety and Environment	<ul style="list-style-type: none"> ① Falling Accident ② Suffocation Accident ③ Jamming Accident 	Factory Workers

Compliance Training

Doosan group's Code of Conduct training course topics include key compliance items, such as anti-corruption and business ethics. The completion of compliance training is mandatory for all Doosan employees. The annual business ethics training, in particular, leads our employees to increase their knowledge of and take responsibility for their management of business ethics. In 2021, we conducted both online and offline training programs in six languages: English, Chinese, French, German, Czech, and Korean. All of our global offices offered online training sessions for our employees, while those at sites conducted off-line in-house training sessions. After the training, we conducted a survey of the training attendees to observe changes in employees' understanding of business ethics.



Code of Conduct Training Materials

When all employees understand and practice the CoC through the CoC training session, we can create a corporate culture that complies with the CoC.





Compliance Management

Compliance Team

The Doosan Bobcat Compliance Team mainly supports the Audit Committee by ensuring practical compliance tasks throughout the company. The team manages Doosan Bobcat's Compliance Control and Internal Audit and Control (IAC).

For compliance control, the team oversees fair trade activities, supply chain sustainability, Code of Conduct training, and the Foreign Trade Act (Republic of Korea). Doosan Bobcat installed a separate compliance team for each regional office to manage local compliance. Other functions help the compliance team to comply with regulations and minimize risks.

For the Internal Audit and Control (IAC), our compliance team investigates internal reports, conducts regular audits, supports solutions, updates the internal control system, conducts operating tests, supports development, and issues external audits. (👉 IAC)

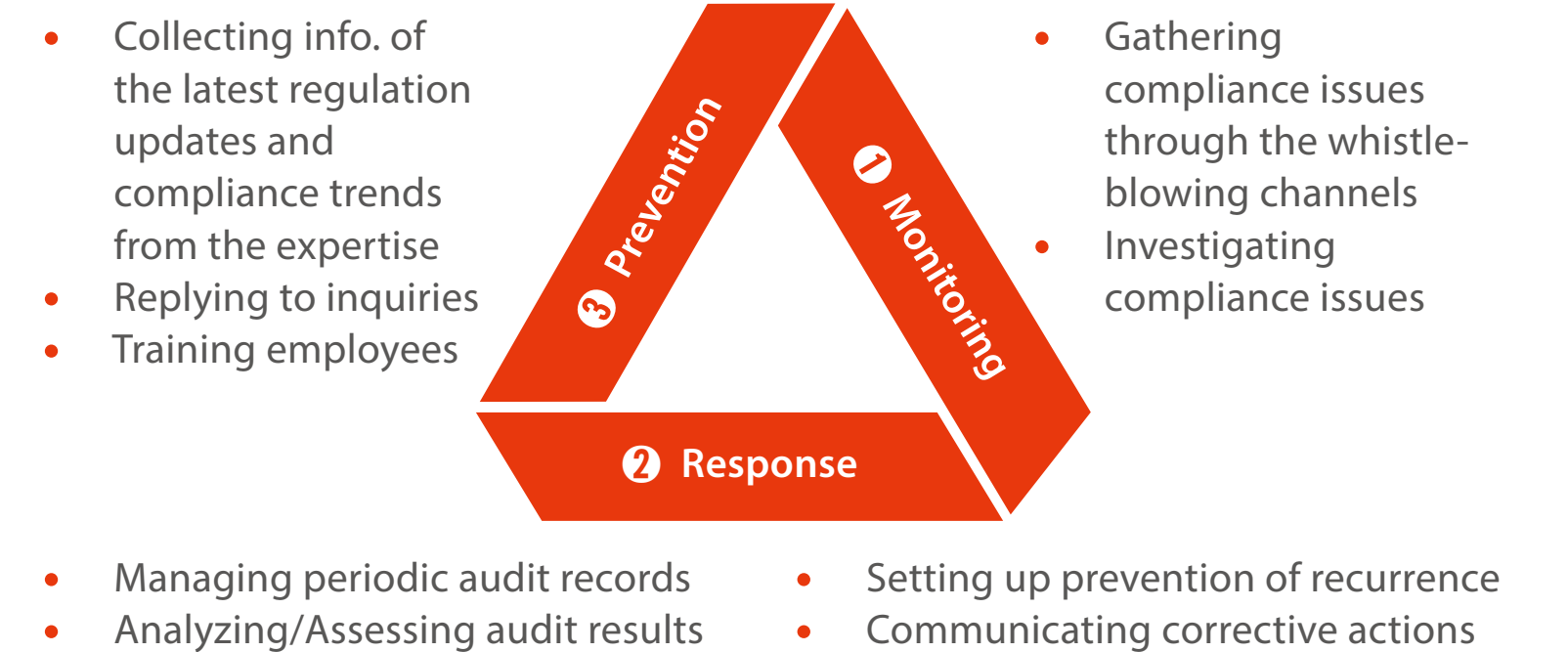
Compliance Officer

The Board of Directors of Doosan Bobcat appointed a compliance officer with expertise in Korean and international corporate and trade laws. The compliance officer conducts regular or planned compliance control actions to meet relevant regulatory requirements, and regularly reports the results of compliance control actions to the Board. In 2020 and 2021, the officer led our company to satisfy all moderate-level compliance evaluations and the completion of all required or planned compliance programs and trainings.

Compliance Management Process

Doosan Bobcat continues to upgrade the compliance management system. Our key compliance topics are prioritized and continuously managed by following the three-step process: monitoring, response, and prevention. Those prioritized topics include the following: fair trade, intellectual property rights, anti-corruption, consumer protection, protection of private information, trade, labor and human rights, environment and safety, sub-contracting, etc.

COMPLIANCE MANAGEMENT, A THREE-STEP PROCESS



KEY ACTIVITIES OF COMPLIANCE OFFICER IN 2021

Date/Frequency	Key Activity	Result
As Often As Possible	Evaluating Plan and Operation of the 2021 Internal Accounting Control System	Moderate
As Often As Possible	Operating/Investigating/Handling Whistle-blowing System	Confirmed
As Often As Possible	Monitoring Adequacy of Internal Transaction	Confirmed
As Often As Possible	Monitoring Export for Complying with Foreign Trade Act	Confirmed
Within first 90 days	Providing the New Hires with Ethics Training	Confirmed
JUN, 2021	Reviewing Suppliers' Technical Material Requests and Providing Employees with the Relevant Training Sessions	Confirmed
AUG - DEC, 2021	Reviewing the Plan of Each NA/EMEA Internal Accounting Control System	Completed
OCT, 2021	Providing Employees with Fair Trade Training Sessions (Subcontracting/Agency Transaction/Fair Trade Act)	Completed
OCT, 2021	Reviewing the Current Status for Complying with Subcontracting and Agency Transaction Act	Confirmed
OCT - DEC, 2021	Providing Employees with Mandatory Prevention Training (Sexual Harassment, Disability Discrimination, Bullying)	Completed
NOV - DEC, 2021	Implementing '21 Code of Conduct Training (Code of Conduct Pledge/ Survey, etc.)	Completed
NOV - DEC, 2021	Implementing '21 Data Security Training	Completed
DEC, 2021	Providing Employees with Export Control (Foreign Trade Act) Training	Completed

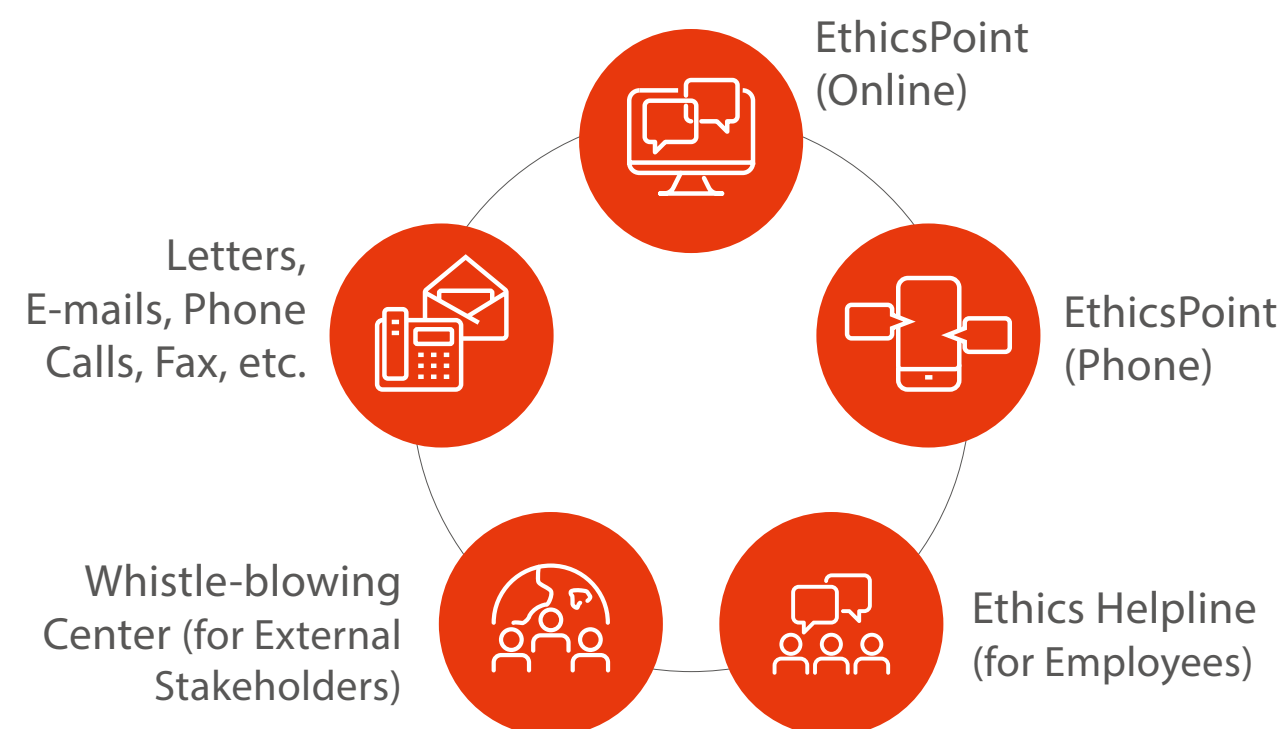


Whistleblowing System

Doosan Bobcat ensures that our employees can report compliance violations and seek advice and guidance on compliance and business ethics via various channels. A global hotline called 'EthicsPoint' is our main channel, allowing Doosan Bobcat stakeholders to identify compliance issues on time. The whistleblowing system is managed by a third-party expert, NAVEX. The system can strengthen the ability to protect reporters' anonymity and confidentiality. The EthicsPoint call center serves many different languages for our global stakeholders.

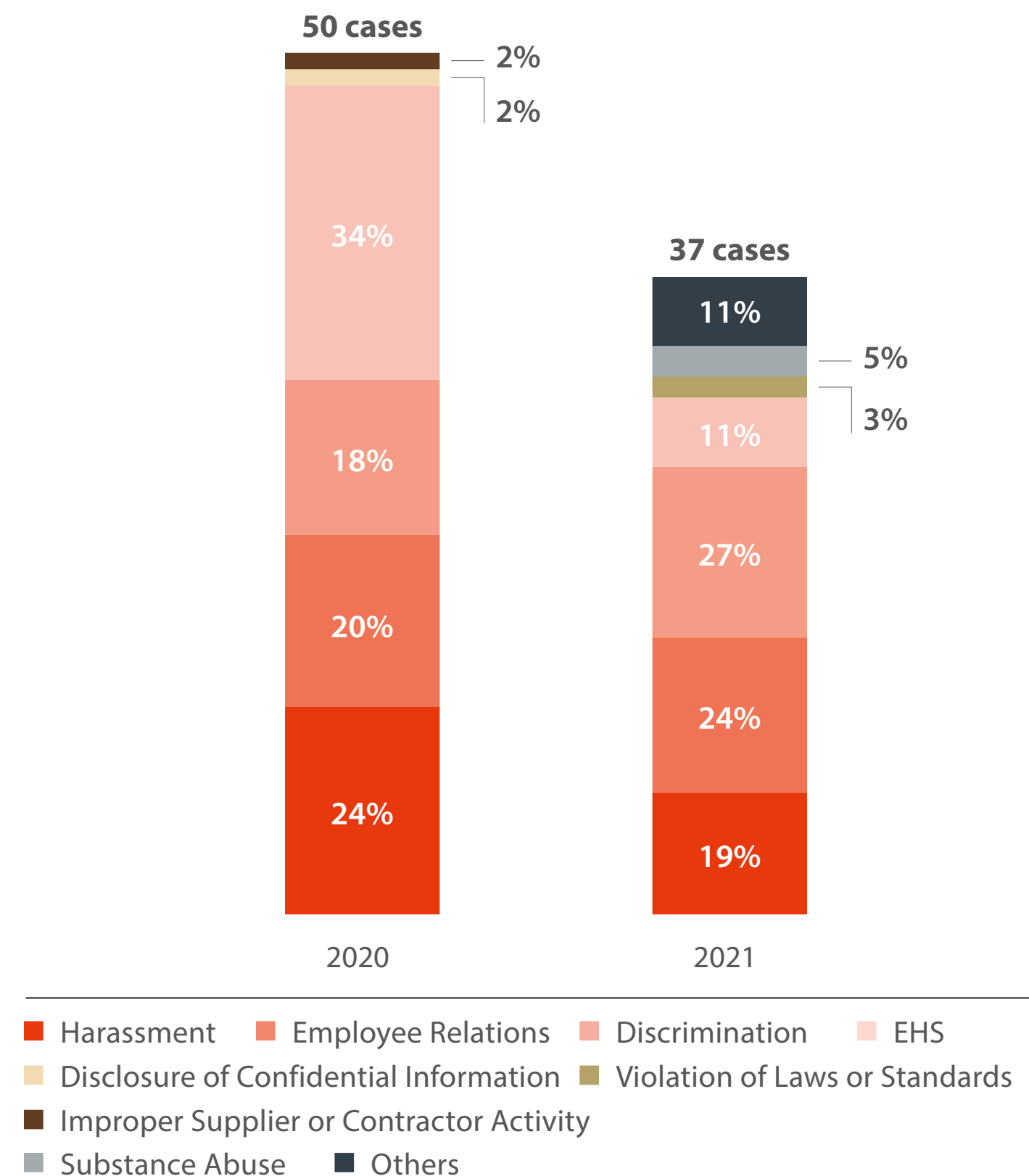
Besides EthicsPoint, we operate two additional online whistleblowing centers; one for our employees, the other for the external stakeholders. Employees and external stakeholders report their concerns to the whistleblowing center via letters, email, phone or fax. The online centers strictly manage the submitted items and cases to prevent data loss. Also, Doosan Bobcat prohibits any retaliation against individuals for reported cases.

WHISTLEBLOWING SYSTEM CHANNELS



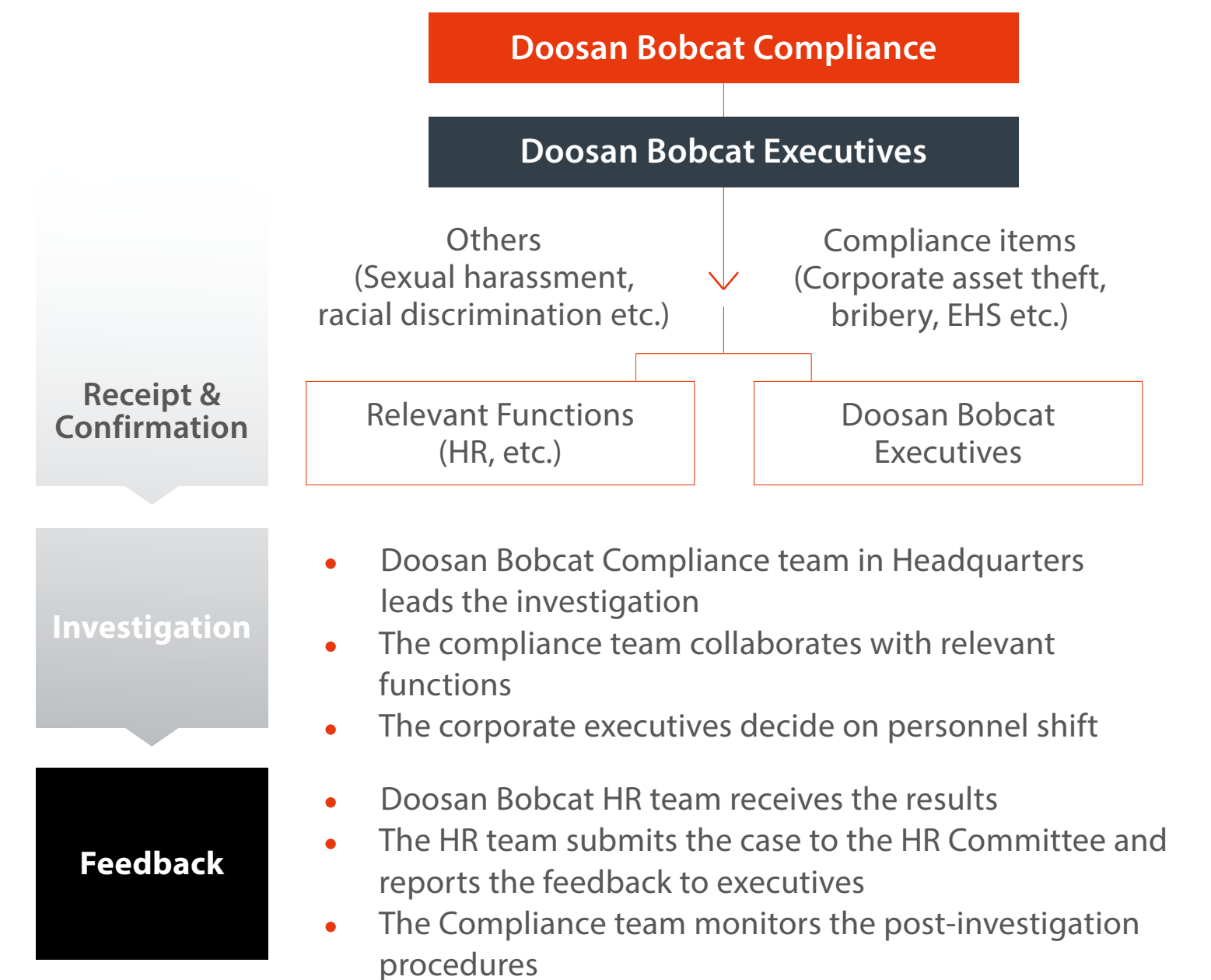
A total of 50 reports were received in 2020, and 37 in 2021. Stakeholders primarily reported being concerned with relational issues in the workplace (harassment, employee relations, discrimination and Environment/Health/Safety issues).

NUMBER OF WHISTLEBLOWING REPORTS (ETHICSPPOINT)



Our Compliance Team initiates further investigations of concerns with the relevant teams. After an investigation, the team reports the results to the HR team, who discusses the results at the HR committee with the corporate executives. The conclusions of the committee discussion are communicated to both the Compliance Team and the associated team staff. The Compliance Team also manages follow-up actions to prevent recurrence. The critical and sensitive issues are directly delivered to the corporate executives for discussion.

WHISTLE-BLOWING PROCESS





Fair Trade Compliance

Doosan Bobcat operates a variety of compliance programs to promote legitimate business activities and foster a culture of compliance throughout our global organization. Our Compliance Team promotes fair trade, manages fair trade risk, and increases awareness of fair trade across the company.

To promote fair trade, the Compliance Team frequently updates Doosan Bobcat's fair trade policy and corporate regulations by referring to the national fair trade laws (Fair Transactions in Subcontracting Act, Fair Agency Transactions Act, etc.). Also, the team reviews the contracts and responds to all inquiries.

To manage fair trade risks, we conduct audits to identify the actual working environment and specific risks. Once the risk is identified, our Compliance Team controls the entire risk response process.

To raise awareness of fair trade throughout the company, we provide training to our employees. The training includes the most up-to-date information regarding national fair trade laws, such as the Subcontracting Act and the Fair Transactions Act.

Since the acquisition by Doosan Bobcat, DIV has continued the Fair Trade Compliance Program (CP). Based on the latest Doosan Group Compliance Manual (updated in 2020), including four major fair trade rules,* we operate an autonomous, internal compliance system within supply chain transactions to comply with domestic laws related to fair trade in Korea. A qualified CP manager within the purchase function supervises operation of the system. Also, the Subcontract Deliberation Committee carries out a self assessment during the subcontract deliberation.

Fair trade notifications and the latest updates are regularly analyzed and delivered to employees via email. Keeping our employees informed regarding new laws and revisions to existing laws, or other relevant issues, the Doosan Bobcat Compliance Team helps employees understand and comply with fair trade rules.

Doosan Bobcat strives to promote fairness and mutual growth in our supply chain management by engaging in self-compliance activities. In 2020 and 2021, we have not received any legal sanction regarding anti-competition nor any violations of anti-trust and monopoly legislation.

* Four major fair trade rules

- ① Conclusion of an Agreement for Mutual Cooperation
- ② Fair Selection & Operation of Partners
- ③ Issuing & Keeping Correct Documentation
- ④ Advance Prevention of Unfair Trade through Operating an Internal Review Committee.

PERFORMANCE OF FAIR TRADE TRAINING IN 2021

Training Sessions	Objectives	Participants
Subcontracting Act	Purchase Function	101
Fair Agency Transactions Act	Sales Function	34
Unfair Subsidies	Transaction Function	14
Cartel Behavior	Sales Function	4
Subcontractors' Technical Materials Management	Sales & Product Management (PM) Function	16
Total		169

FAIR TRADE TRAINING IN 2021

Category	Training	Details
Fair Trade Act/Law	Subcontracting Act	<ul style="list-style-type: none"> Purpose of the Act and Amendment Details of Restraint Violation Cases by Types Precautions in the Workplace and Q&A Sessions
	Agency Act	<ul style="list-style-type: none"> Purpose of the Act and Amendment Details of Restraint Violation Cases by Types Precautions in the Workplace and Q&A Sessions
	Fair Trade Law	<ul style="list-style-type: none"> Purpose of the Act and Amendment - Prohibition of Providing Unfair Benefits to Related Parties or Cartels Details of Restraint Violation Cases by Types Precautions in the Workplace and Q&A Sessions
Case Study	Conflicts in Agents	<ul style="list-style-type: none"> Delivery of Written Contract in the Re-contracting Process Precautions for Termination of Contract
	Unreasonable Technical Material Requests	<ul style="list-style-type: none"> Introducing Reasonable Request Examples Approval Standards/Factors Precautions in the Requests Process
	Collusion/Unfair Trade Cases	<ul style="list-style-type: none"> Introduction to industry peers' conflict cases

VALUE CHAIN SUSTAINABILITY

Supply Chain Management

Global Supply Chain Policy

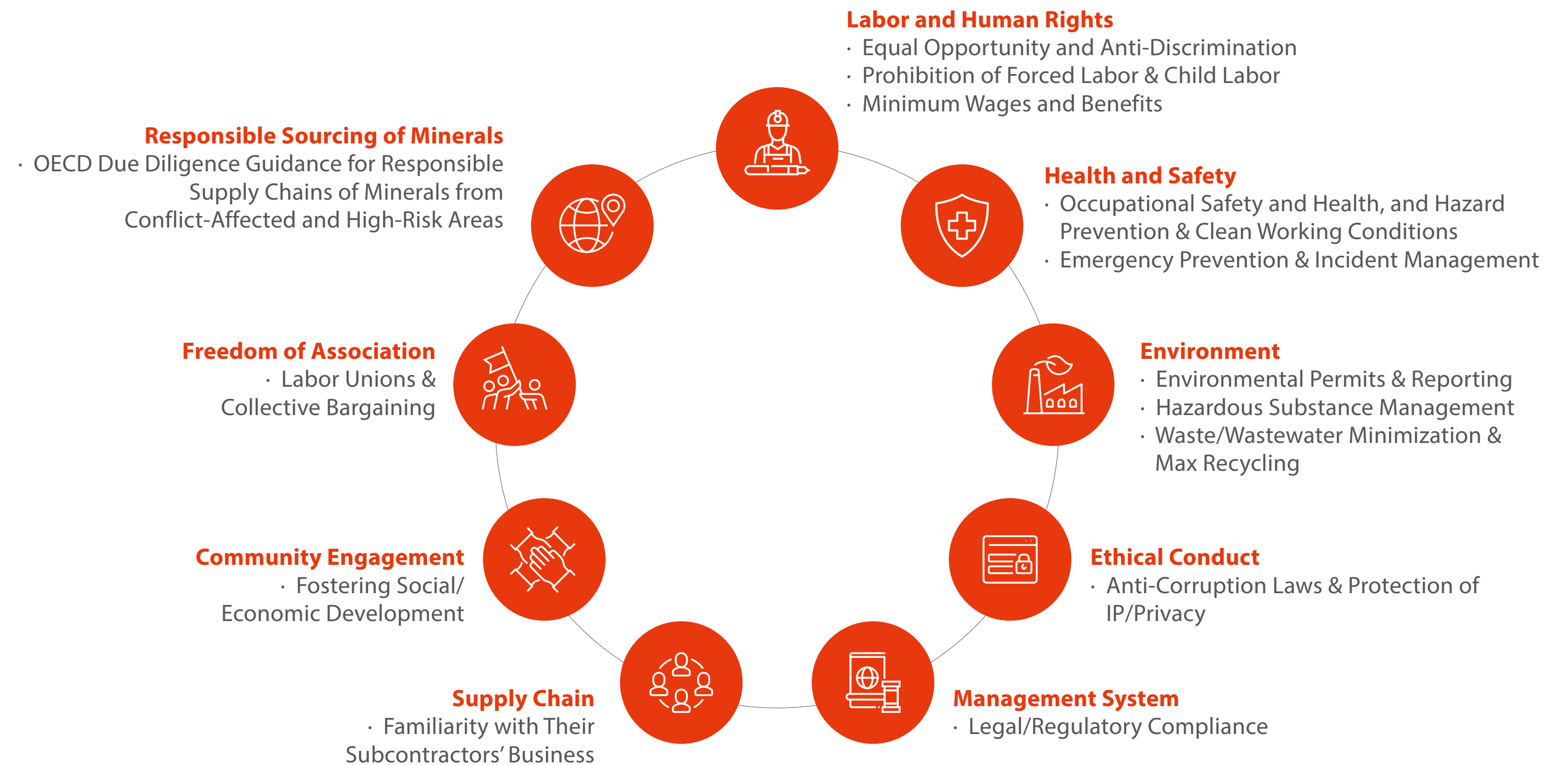
Global Sourcing Policy

By developing a global supply base, Doosan Bobcat shares a sustainable competitive advantage with dealers, customers, shareholders, and employees. By following our Global Sourcing Policy, we outperform and deliver quality products to our customers by selecting, developing, and managing suppliers capable of delivering best-in-class products in terms of safety, quality, delivery, cost, technology, and service.

Supplier Code of Conduct

The Doosan Bobcat Supplier Code of Conduct applies to all suppliers and subsidiaries, subcontractors, joint ventures, and affiliates (hereinafter referred to as “suppliers” collectively) who provide services and goods to any operations within Doosan Bobcat worldwide. The code encompasses a wide range of corporate sustainability issues, including labor and human rights, health and safety, environment, ethical conduct, management system, and responsible sourcing of minerals.

SUPPLIER CODE OF CONDUCT





Global Supplier Quality Manual

To meet the expectations of customers around the world for all Doosan Bobcat brands, we take a 'ZERO-DEFFECT APPROACH' that extends to our suppliers and promotes a culture of continuous improvement through our efforts in Total Quality Management. Guided by global supply standards, Doosan Bobcat will continue to enhance its supply chain management.

Global Sourcing System

Doosan Bobcat established the Doosan Bobcat Global Sourcing System (DGSS) to standardize the process of awarding business to supplier candidates. The DGSS serves to determine whether potential suppliers are capable to deliver the right level of innovation, quality, competitiveness, and service to our customers. We follow the DGSS to promote responsible sourcing practices and to promote effective collaboration among the various stakeholders involved in all sourcing decisions.

Responsible Sourcing of Minerals



Doosan Bobcat encourages its suppliers to refer to and follow the latest OECD 'Due Diligence Guidance for Responsible Supply Chains of Minerals.' The guidance provides recommendations to help companies respect human rights and avoid contributing to disputes through their mineral purchasing decisions and practices. By supporting the global standard, Doosan Bobcat strives to satisfy its corporate due diligence regarding global sourcing practices and establish a sound global supply chain.

Strengthening Suppliers' Competitiveness

Developing Long-Term Relationships with Suppliers

Our suppliers are an extension of Doosan Bobcat operations. We are committed to developing long-term relationships with our suppliers and to supporting their development and manufacturing competitiveness. For the suppliers who meet or exceed our expectations, we reward them with increased business. Suppliers who fail to meet quality, delivery, and cost commitments are held accountable and can be excluded from engaging in new business or dropped entirely from the Doosan Bobcat approved supplier list. Our practice also involves sourcing from minority-owned suppliers in support of inclusion and sustainable business.

Support group, Procurement Team

The Doosan Bobcat Procurement Team is involved in the effective procurement of commodities used to manufacture or sell products. These commodities include raw materials such as steel and finished-product components like hydraulic planners. The team is responsible for maintaining assigned accounts and partnering with suppliers to provide the quality, price and timely delivery that Doosan Bobcat expects and requires.



Selection and Evaluation

Through the Doosan Global Sourcing System (DGSS) and Supplier Qualification, Doosan Bobcat established a standard process to award business to our suppliers. The category teams and supplier development teams are responsible for ensuring qualified suppliers. This is one of the most significant responsibilities within Doosan Bobcat procurement because these supplier decisions have a direct impact on our ability to deliver industry-leading innovation, quality, competitiveness and service to our customers. Therefore, we ensure that Doosan Bobcat stakeholders make appropriate adjustments and contributions in all sourcing decisions. While supplier qualification is performed for all suppliers and new supplier locations, Doosan Bobcat strives to ensure a comprehensive scope in the selection and qualification process so that our suppliers consistently meet our product and service expectations.

Along with reviewing business assessments (i.e. reference checks, financial analyses, etc.) and a Quality Manual and Supplier Profile results, we ask our potential suppliers to complete a self-assessment questionnaire and participate in an on-site assessment (OSA). Under

the global sourcing procedures, the OSA is used to evaluate supplier effectiveness and sustainability in key functional areas, ranging from supplier codes of conduct, material procurement, and resource management to product design and quality, EHS, and operations.

Performance Management

Doosan Bobcat utilizes a 'supplier scorecard' every month to monitor, classify, and evaluate the performance of all direct material suppliers. We regularly review these measures to track supplier performance and to provide valuable data for our sourcing decisions. The results of the scorecard are used to calculate the overall classification score. Also, these results are updated and distributed monthly to ensure continuous improvement across our supply base. We expect our suppliers to use the information to identify opportunities for continuous improvement in the areas of quality, warranty, productivity, cost, delivery, and service. The Doosan Bobcat Supplier Development group, an extension of the Doosan Bobcat Production System, is responsible for tracking performance and supporting our partners' improvement efforts.

ROLES OF SUPPLIER DEVELOPMENT GROUP IN SUPPLY CHAIN ASSESSMENT



Identify and evaluate strategic suppliers and execute continuous improvement projects and/or training, utilizing Lean Six Sigma principles to achieve global supplier performance in Safety, Quality, Delivery and total cost of ownership.



Identify and monitor supply chain KPI's, aligned with the Doosan Bobcat supply chain's strategic needs.



Utilizing Advanced Product Quality Planning (APQP) tools to influence new product designs and supply chain processes to meet quality, delivery and cost objectives.



Manage supplier product or process change requests to mitigate risks.

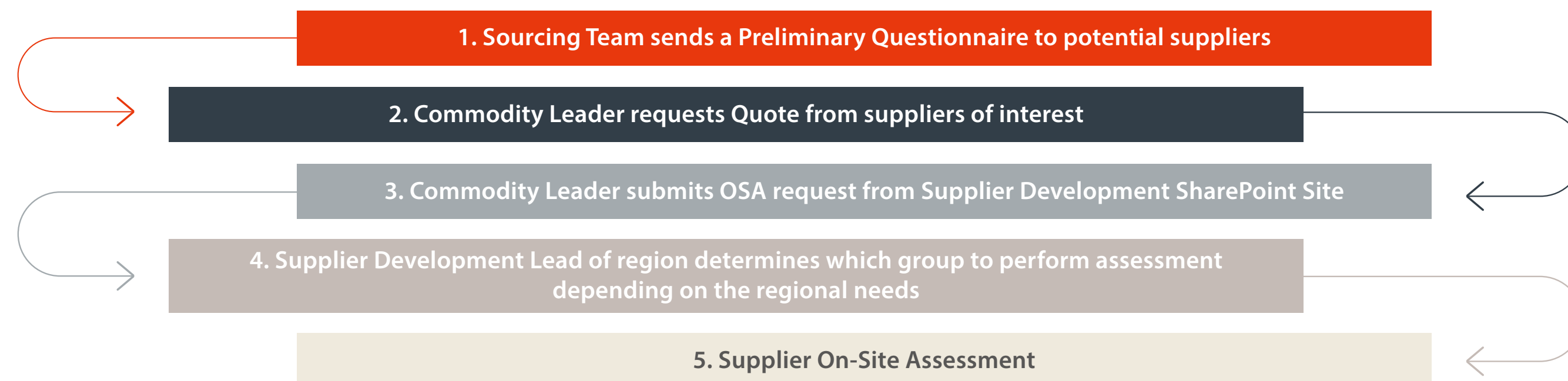


Identify world-class supply chain process/product techniques and technologies that can be leveraged within our internal organization and supply chains while maintaining the intellectual property of Bobcat and our supply base.



Perform supply-base quality systems, process, capability and capacity audits.

SUPPLIER ON-SITE ASSESSMENT (OSA) PROCESS





Supply Chain Sustainability

Supporting Supplier Sustainability

Enhancing Contractor Health and Safety

All of our contractors and on-site suppliers are required to follow standard safety rules listed in the contractor handbook. They are also required to watch a video designed to increase safety awareness and practices. At most sites, we have security personnel who hand out the contractor handbook. When contractors visit the site, they are required to review and confirm that they understand the safety measures they need to follow. In some locations, the contractor video and visitor video are the same, while in other locations, we provide separate contractor videos highlighting some specific points that the contractors need to be aware of. We also require all visitors to watch the visitor safety orientation video before entering sites. Our policy is communicated annually to our contractors through EHS orientation, and their performance is reviewed annually, during on-site assessment for assessments of our safety practices.

Implementing Supply Chain Environmental Stewardship

We have implemented a Supply Chain Returnable Packaging Program to manage the return of rental containers for 30 suppliers in Korea. In 2019, we piloted Compliance Data eXchange (CDX) Software to facilitate the management of increasingly complex global material regulations. In 2021, we replaced CDX with an approval program, managed by the Materials Compliance Team. The team worked with a pilot group of suppliers to better collect, maintain, and analyze material data at all levels of our supply chain.

Health and Safety Training: Welding Academy

Our Industrial Vehicle business provides specialized training, called 'Welding Academy,' for our suppliers to improve the quality of welding. We choose 10 partners to secure mid- to long-term production capacity and cost competitiveness and provide welding operators and managers of suppliers with 18 practical welding training sessions. Topics for training sessions included criteria to determine defects in welding and quality control for robot welding.

COVID-19 Prevention Policy with Suppliers

Our COVID-19 Prevention Policy covered many suppliers. When suppliers notified us of a positive COVID-19 case, we quarantined the parts they were in contact with. Thereafter, we continued to engage with them via the Supplier Portal for any changes and updates, which improved our communication.

Doosan Supplier Excellence Program

Since the establishment of the Task Force Team (TFT) in 2016, Doosan Bobcat has conducted regular evaluations of the operating system, along with diagnosis and inspection of the suppliers' operating system. Also, we offer specialized training for 'factory improvement experts' to develop the capabilities of partner companies over four months. The Doosan Supplier Excellence Program, implemented in 2016, has supported a 28% improvement in supplier quality in 2021, compared to 2020.



EHS Orientation/Contractor Handbook & Video





RISK MANAGEMENT

Risk Management System

Integrated Risk Management

Doosan Bobcat takes a comprehensive approach to managing the strategic, operational, financial, and non-financial risks that could undermine corporate value and economic loss. We want to ensure that our risk management system effectively prevents and controls risks.

Our comprehensive risk management process, mainly consists of five steps: Setting Context, Risk Assessment, Risk Treatment, Monitoring and Review, and Communication and Consultation. Our Board of Directors and executives examine both financial and non-financial (including ESG) risks on a regular basis. The Legal and Compliance Team is accountable for developing a corporate risk management system while different corporate functions collaborate to report on various ongoing and/or potential risks for improvements.

In 2021, Doosan Bobcat, in connection with relevant functions and stakeholders, identified and eliminated potential risks through timely communications. Our executives continue to monitor internal and external business forces and identify the potential risks.

FIVE-STEP RISK MANAGEMENT PROCESS





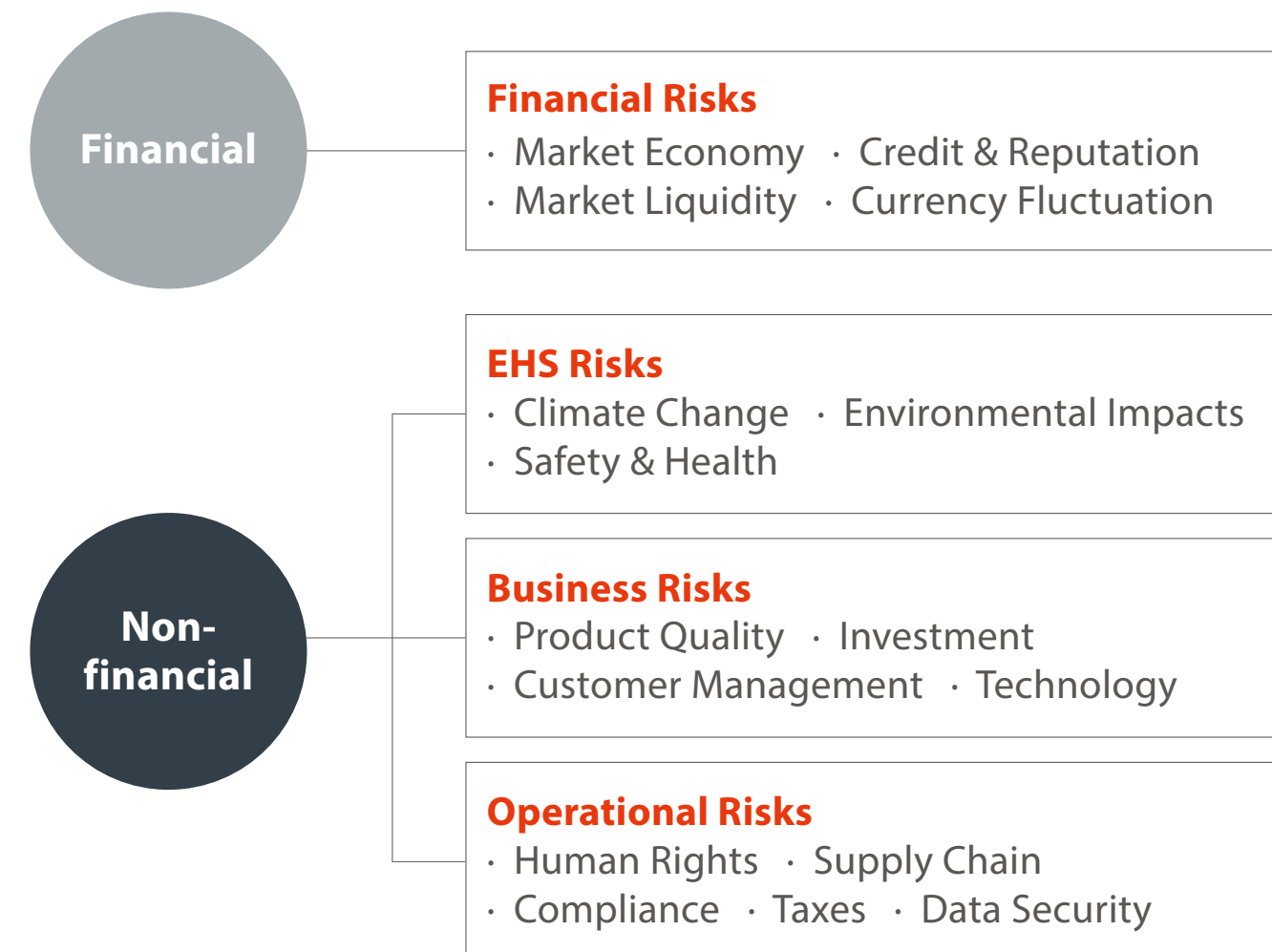
Financial Risks

Doosan Bobcat is committed to improving its financial structure even when exposed to market risks, credit risks and currency risks. Our Financial Team established management policies to identify, evaluate, and hedge financial risks. We also emphasize minimizing the impacts of financial risks through regular monitoring.

Non-financial Risks

Doosan Bobcat responds to rapidly changing global trends by adopting voluntary compliance efforts and abiding by global standards, such as the Universal Declaration of Human Rights and the Rio Declaration on Environment and Development. We aim to achieve sustainable, long-term growth while realizing the shareholder value enhancement and customer satisfaction. Through our global ESG governance, Doosan Bobcat will implement strategic tasks and monitor progress relevant to non-financial risks, and continue to improve and strengthen our risk management capabilities.

KEY RISKS



Internal Audit and Control (IAC)

Doosan Bobcat operates an internal audit and control system to secure transparent and effective internal accounting management and control. An annual assessment of the operational effectiveness is regularly conducted by the Compliance Team, while an external auditor conducts independent, third-party review, complying with Korea's Act on External Audit of Stock Companies. The assessment results are reported to our CFO and CEO for feedback and approval. The results are also reported to the Audit Committee and the Board of Directors for final review.

The internal audit function conducts regular internal audits to identify potential risks. To minimize risks, the internal audit function provides recommendations to other relevant teams and the Internal Control function to mitigate the impact of risks.

Internal Transaction

Doosan Bobcat has established internal accounting management regulations that prohibit shareholders and/or management from engaging in internal transaction violations. Also, we require all our internal transactions to be approved by the Board of directors in accordance to Korean Commercial Act which regulates trade between directors and companies. Considering the Monopoly Regulation and the Fair Trade Act in Korea, all internal transactions worth more than KRW 5 billion and other internal transaction operations are reviewed by the Internal Transaction Committee through preliminary screening. In 2020 and 2021, there were no internal transaction violations. Also, we have not violated any regulations regarding large-scale internal trading and disclosures.



INTERNAL AUDIT & CONTROL SYSTEM

<p>Internal Audit</p>	Internal Reporting	<ul style="list-style-type: none"> Inspecting the reported issues and offering solutions - including the corporate executives' requests for investigation Reporting to corporate executives
	Regular Audits	<ul style="list-style-type: none"> Conducting pre-approved annual audits - Selecting target subsidiaries and functions Delivering improvement proposals Reporting to executives and the Audit committee
	Feedback/Support	<ul style="list-style-type: none"> Monitoring implementation of recommended remediation plan
<p>Internal Control</p>	Design Test	<ul style="list-style-type: none"> Reviewing design of internal control system - Changing organization/business structure - Considering management of material risks
	Operating Test	<ul style="list-style-type: none"> Implementing third-party test of control items Recommending establishment of improvement plans - If defects are detected after reviewing test items Reporting to executives, the Audit committee, and the Board
	Feedback/Support	<ul style="list-style-type: none"> Monitoring the internal control assessment process Supporting improvement plans of each function/team
	External Audits & Reporting to the Board of Directors/ Shareholders Meeting	<ul style="list-style-type: none"> Undertaking audit by external auditors and responding to the findings Conducting an interim and year-end assessment Reporting to the Board at the annual general meeting (March)

INTERNAL CONTROL PROCESS



Tax Strategy

As a corporation, Doosan Bobcat faithfully complies with national and international corporate tax laws. We closely examine and comply with tax requirements involving all of our business locations.

The Doosan Bobcat Tax Team operates under the management of the Chief Financial Officer (CFO). The team is responsible for managing tax payment duties and identifying various tax cases or issues generated during the business process. Our internal tax experts are frequently collaborating with external specialists. The teams conduct audits and review processes, and report findings to tax managers and financial executives. The collaboration enables our Tax Team to establish a proactive response system and to offer better professional advice to corporate executives.

Also, Doosan Bobcat performs tax reporting duties in consideration of tax regulations with support from external tax specialists. Anytime tax regulations are ambiguous or involve significant financial consequences, we strive to minimize the potential risk by engaging in reliable, third-party reviews and by obtaining an authoritative interpretation from tax authorities. Doosan Bobcat and subsidiaries are not liable to perform Country-by-Country Reporting (CbCR), as Doosan Corporation, the holding company of Doosan Group, provides the CbC report.

Doosan Bobcat continues to update an internal tax control process and implements semi-annual tests to review the process. We fulfill our responsibilities as a corporate citizen by satisfying the tax obligations.



Data Security

Data Security Management

Using the three principles of confidentiality, integrity, and availability, Doosan Bobcat data security ensures that information and systems are protected from unauthorized access, disclosure, modification, destruction or disruption.

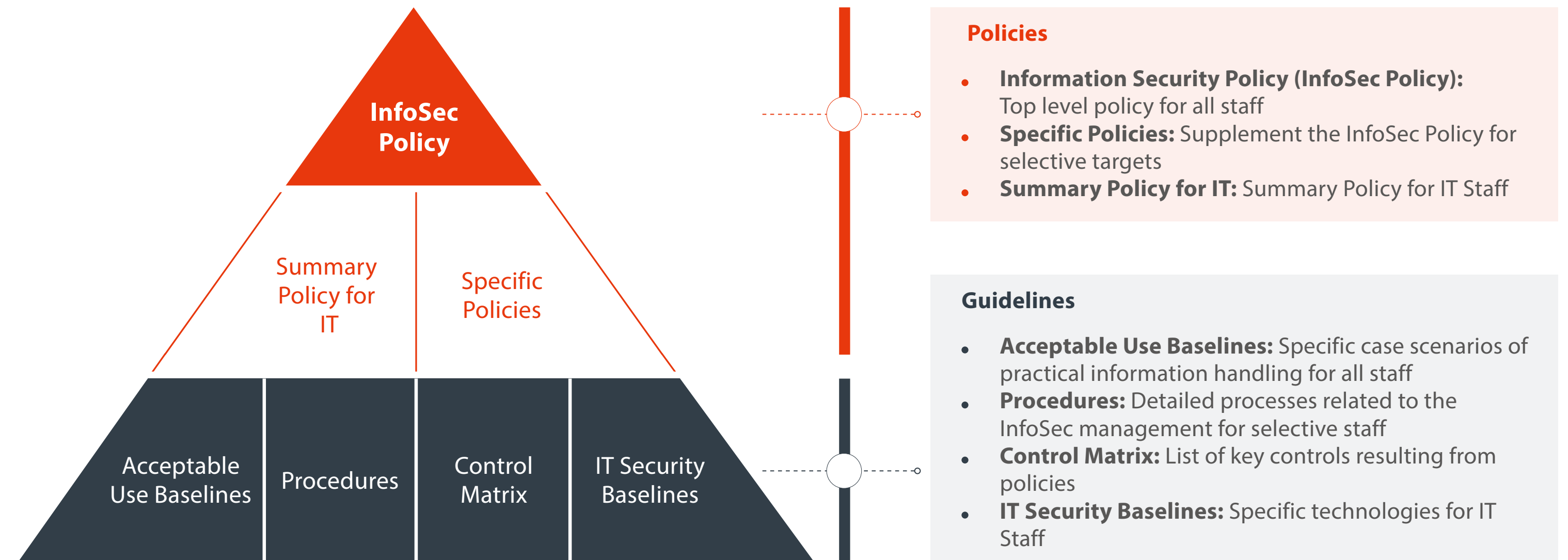
Data Security Risk Management System

Doosan Bobcat's Information Security Management System (ISMS) is aligned with the objectives and guidance as follows:

- ISO/IEC 27001, an international standard for information security management system, which identifies, evaluates, and addresses the organization's information risks
- the National Institute of Standards and Technology (NIST) Cybersecurity Framework, which provides guidelines for mitigating organizational cybersecurity risks
- the Cloud Security Alliance (CSA), a cybersecurity control framework for cloud computing.

Since 2021, we have made significant investments to update and enhance our data security systems. As Doosan Global Security Operations Center provides new security technologies and services, we manage network detection and response services. Also, we increase the use of IT security monitoring tools by partnering with global security experts. Considering one of the companywide business initiatives, the 'DXP (Digital eXperience Platform),' our Security Team performed a gap analysis on the security management of the systems. We continue to develop our security management framework for the DXP and expand cloud-based mobile security applications to further improve customers' data security.

IT SECURITY AND RISK MANAGEMENT POLICY FRAMEWORK (ISMS)



Data Management Team

Within the IT Security and Risk Management Team, the team director and operational staff report to the global Chief Information Officer (CIO)/Chief Information Security Officer (CISO), in charge of handling the overall data risk management. The IT Security and Risk Management Team takes preventative measures to safeguard against data loss and leakage by completing daily operational duties. The team supports the data security and risk management needs of the business, using best-practice standards to guide their work. The team also leads and offers advice on information security projects. Additionally, the team is responsible for third-party and internal security risk assessments. During the past five years, we have detected and resolved just one significant data security incident.

Doosan Bobcat has a global information security working group comprised of members from varying departments, including IT, HR, IT security, legal and finance. The working group discusses information security issues and risks, and reports outcomes to Doosan Bobcat global senior management.

IT SECURITY AND RISK MANAGEMENT TEAM



1) Indian Development Center
 2) Security Operation Center
 3) Infrastructure and Operations



Data Security Culture

Doosan Bobcat continues to raise awareness of the significance of data security issues and strives to improve the cyber security culture. We provide regular training sessions and organize data security campaigns. The purpose of these campaigns is to assess employees' awareness about data security and provide training to reinforce knowledge and measure the results.

Data Security Training and Proactive Campaigns

Doosan Bobcat provides employees regular training regarding the Code of Conduct and security awareness. Our training ensures that employees are aware of the corporate Internet Use Policy and educates employees on the cybersecurity threats such as phishing, ransomware and advanced malware. IT functions provide advanced training programs for specific data security topics. We strive to localize training materials by using local materials translated into French, German, and Czech languages.

Since 2020, we have utilized a Software-as-a-Service (SAAS) based security awareness training platform. At the beginning of each year, a security awareness proficiency assessment (SAPA) is carried out for all employees and the training program is designed based on assessment outcomes.

In addition to delivering training modules, the platform is also used to provide monthly phishing campaigns designed to test employees' ability to identify, avoid and report phishing scams. Employees who fail are automatically enrolled in extra training sessions. We also provide free online security awareness training sessions to the family members of Doosan Bobcat employees via the same platform.

Our Communications Team provides periodic security awareness reminders to our employees, utilizing internal communications channels, including email, video screens, and internal messenger programs. Doosan Bobcat provided quarterly training sessions to identify common security threats, prevent phishing scams, create strong passwords, and to maintain secure social media channels. As we trained 3,522 users in 2021, our SAPA score was 66%, which is three percentage points higher than the industry average.



Data Security Training Programs



Category		Contents
Quarterly Security Training Sessions	Q1	2022 Common Threats
	Q2	Phishing: Don't Get Reeled In
	Q3	Creating Strong Passwords
	Q4	Social Media: Staying Secure in a Connected World



Monthly Phishing Campaigns



If failed...

Category		Contents
Extra Phishing Training Sessions	Extra 1	2022 Danger Zone
	Extra 2	Kevin Mitnick Security Awareness Training
	Extra 3	2022 Your Role: Internet Security and You



Advanced Privacy Protection

Doosan Bobcat strives to comply with all statutory provisions regarding the protection of personal information, including: the Personal Information Protection Act, the Act on Promotion of Information, and Communications Network Utilization and Information Protection. The company further commits to safeguarding the rights and interests of the owners and holders of personal information, such as its customers, staff, and website users. We established a Privacy and Information Processing Policy that complies with relevant legislation.

Through its Privacy and Information Processing Policy, Doosan Bobcat sends out notifications regarding the purposes and procedures of collecting personal information through the official website, emails, and other electronic messages to users, as well as relevant protection measures. In case of any updates or revisions to the Policy, we announce the changes on the website or via individual communication.

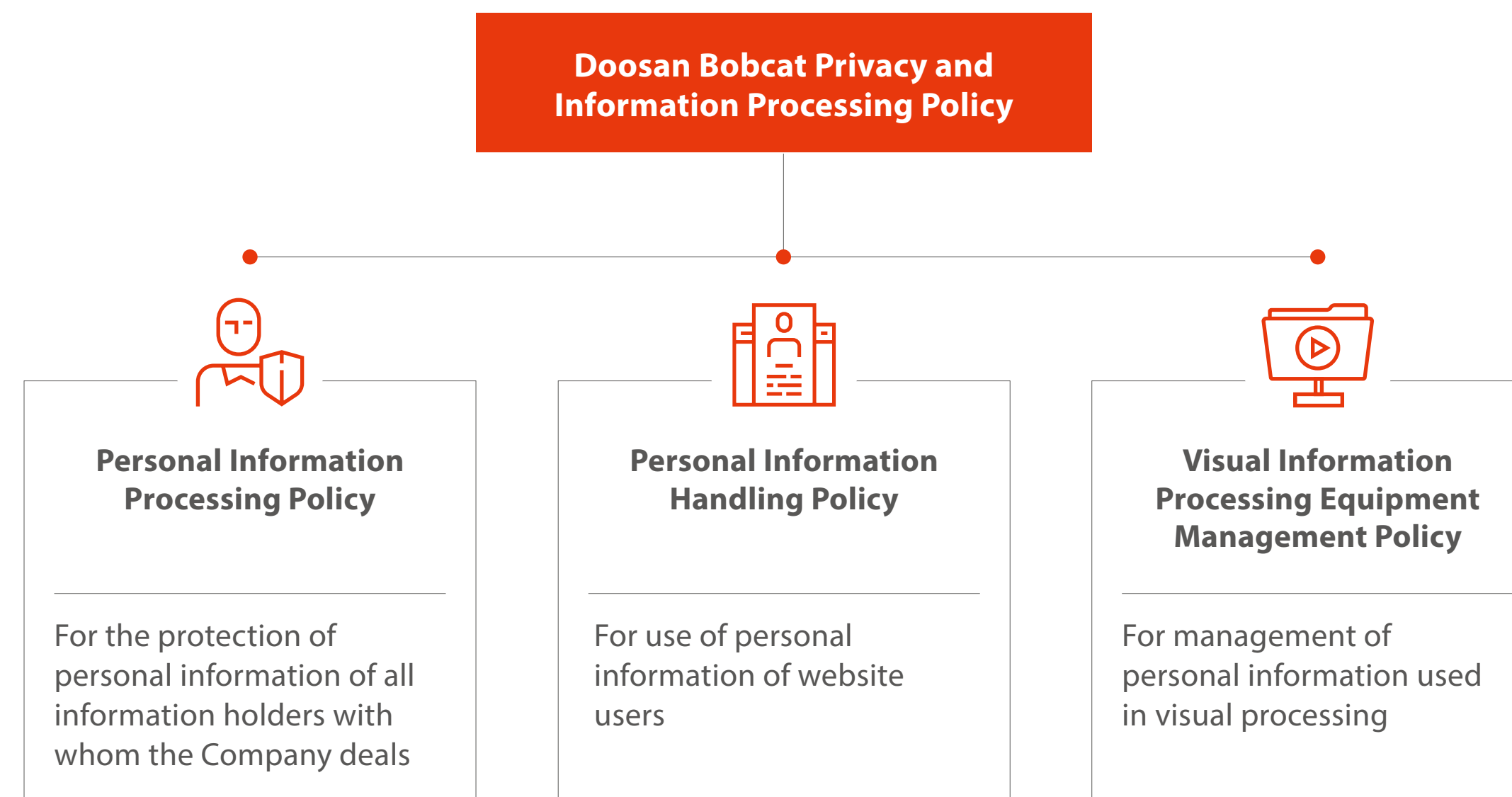
Our Privacy and Information Processing Policy is composed of three parts:

- Personal Information Processing Policy
- Personal Information Handling Policy
- Visual Information Processing Equipment Management Policy

The privacy policies of Doosan Bobcat North America are managed by the regional legal team, with Doosan Bobcat EMEA taking the lead in implementing and monitoring the General Data Protection Regulation (GDPR) related to data privacy requirements. Since the Schrems II (EU-US Privacy Shield) decision in July 2020, we have

continued to review our Standard Contractual Clauses (SCCs) and update our processes if necessary to maintain legal data transfer from Europe to other countries. In 2021, we established the Global Privacy Council, which is comprised of a cross-functional mix of executives, senior managers, and directors spanning the NA, EMEA, and ALAO regions. The privacy council gathers approximately every three months to discuss data privacy and security issues that influence the company globally.

PRIVACY AND INFORMATION PROCESSING POLICY





APPENDIX

- **ESG FACTS & FIGURES**
- **GRI INDEX**
- **SASB INDEX**
- **INDEPENDENT ASSURANCE STATEMENT**
- **MEMBERSHIP OF ASSOCIATIONS**
- **AWARDS**
- **ABOUT THIS REPORT**



ESG FACTS & FIGURES

Summary of Consolidated Financial Statements

Doosan Bobcat Worldwide (December 31, 2019, 2020, and 2021)

ASSETS

USD in thousands	2021	2020	2019
Total Current Assets	2,231,920	1,711,395	1,312,516
Cash and Cash Equivalents	802,834	718,937	183,489
Trade/Other Receivables, net	363,748	324,501	364,205
Inventories, net	972,840	606,424	698,697
Other Current Assets ¹⁾	92,498	61,533	66,125
Non-current Assets	5,006,291	4,686,222	4,477,980
Long-term Financial Assets	854	98	957
Property, plant & equipment, net	805,031	509,001	457,008
Intangible Assets, net	3,894,787	3,925,635	3,770,968
Other Non-current Assets ²⁾	305,619	251,488	249,047
Total Assets	7,238,211	6,397,617	5,790,496

1) includes Short-term financial instruments, Derivative assets, Assets held-for-sale, etc.

2) includes Long-term financial assets, Long-term trade and other receivables, Investment in associates, Investment properties, Deferred tax assets, Right-of-use assets, etc.

PROFIT AND LOSS

	Unit	2021	2020	2019
Sales	USD thousands	5,082,225	3,628,709	3,868,700
Operating Profit	USD thousands	520,210	333,769	409,227
Profit for the year	USD thousands	337,191	209,698	233,446
Total Number of Consolidated Subsidiaries	companies	29	19	19

LIABILITIES AND EQUITY

USD in thousands

	2021	2020	2019
Total Liabilities	3,593,111	2,653,312	2,353,748
Total Current Liabilities	1,263,801	929,917	983,880
Total Non-current Liabilities	2,329,310	1,723,395	1,369,868
Total Equity	3,645,100	3,744,305	3,436,748
Equity Attributable to owners of the Parent Company	3,645,100	3,744,305	3,436,748
Capital Stock	43,096	43,096	43,096
Capital Surplus	2,254,875	2,598,878	2,598,878
Other equity item	(178,408)	(178,408)	(178,408)
Accumulated other comprehensive loss	(200,924)	(62,063)	(227,013)
Retained earnings	1,726,461	1,342,802	1,200,195
Total Liabilities and Equity	7,238,211	6,397,617	5,790,496

Distribution of Economic Value

(As of December 31st, 2021)

Employee (Remuneration)

USD **582** millions
(KRW 691,477,408 thousands)

Governance (Corporate Tax)

USD **118** millions
(KRW 140,374,693 thousands)

Local Community (Charitable Giving)

USD **1.87** millions
(KRW 2,300,194 thousands)



Environmental Data

Doosan Bobcat North America, Doosan Bobcat Korea (Bundang, Incheon)

ENERGY CONSUMPTION

	Unit	2021 ¹⁾	2020	2019
Total Energy Consumption ²⁾	TJ	1,782.1	1,515.6	1,587.6
Electricity	TJ	1,244.3	989.2	1,007.0
Diesel ³⁾	TJ	13.1	0.7	9.8
LPG	TJ	72.3	45.8	73.5
Natural Gas	TJ	452.4	480.1	497.3
Energy Intensity ⁴⁾	TJ/unit	0.009	0.011	0.011

1) Including the last year (2021) data of Doosan Industrial Vehicle (acquired in July 2021)

2) Applying the same unit of measurement (TJ) led to changes in the 2019 and 2020 data

3) Changes in aggregation standards for diesel: From 2020, diesel entering the finished products is removed and managed as usage outside of our company's operations

4) Energy Intensity = Total Energy Consumption / Total Production Units

GHG EMISSIONS

	Unit	2021 ¹⁾	2020	2019
Total GHG Emissions	tCO ₂ eq	86,271.4	74,873.9	77,792.0
Scope 1	tCO ₂ eq	30,005.2	30,294.6	32,409.8
- Fixed ²⁾	tCO ₂ eq	27,428.7	29,329.2	30,541.5
- Mobile	tCO ₂ eq	2,576.5	965.4	1,868.3
Scope 2 (Plant, Test Facility) ³⁾	tCO ₂ eq	56,266.2	44,579.3	45,382.2
GHG Intensity ⁴⁾	tCO ₂ eq/unit	0.45 ⁵⁾	0.54	0.53

1) Including the last year (2021) data of Doosan Industrial Vehicle (acquired in July 2021)

2) Changes in aggregation standards for diesel: From 2020, diesel entering the finished products is removed and managed as usage outside of our company's operations

3) Increase due to adding Johnson Creek and Statesville facilities in 2021

4) GHG Intensity = Total GHG Emissions / Total Production Units

5) For 2019-2020, we only utilized Gwinner's finished products as units. From 2021, we calculated the intensity based on the number of finished products at all major sites (JC, STA, Gwinner, LFD & BMK) and Doosan Industrial Vehicle Incheon facility

WATER RESOURCE MANAGEMENT¹⁾

	Unit	2021 ²⁾	2020	2019
Water Withdrawal ³⁾	ton	421,511.5	299,411.9	269,301.3
Water Discharge	ton	112,544.7	152,563.6	147,831.8
Water Consumption	ton	308,966.8	146,848.3	121,469.5
Water Intensity ⁴⁾	ton/unit	1.61	1.06	0.83

1) Applying the same unit of measurement (ton) led to changes in the 2019 and 2020 data

2) Including the last year (2021) data of Doosan Industrial Vehicles (acquired in July 2021); increased water consumption due to newly added manufacturing sites in 2021

3) Withdrawing municipal water

4) Water Intensity = Total Water Consumption / Total Production Units

WASTE MANAGEMENT

		Unit	2021 ¹⁾	2020	2019 ²⁾
Non-hazardous Waste	Waste Generated	ton	5,434.5	2,804.0	3,252.0
	Waste Disposed	ton	5,490.8 ³⁾	2,804.0	3,252.0
	- Landfill	ton	3,965.0	2,649.0	3,152.0
	- Incineration	ton	222.0 ⁴⁾	155.0	100.0
Hazardous Waste	Waste Generated	ton	251.5 ⁵⁾	0	0.4
	Waste Disposed	ton	251.5 ⁶⁾	0	0.4

1) Including the last year (2021) data of Doosan Industrial Vehicle (acquired in July 2021)

2) The 2019 data reported in the Doosan Bobcat Sustainability Report 2019 incorrectly added decimal points in the whole numbers. This has been modified in the current report

3) The data includes not only the amount of landfill and incinerated waste (4,187 tons) but also the amount of recycled waste (1,303.8 tons)

4) 'Filter cake' is separate from generated waste

5) The acquisition of Doosan Industrial Vehicle in 2021 led the increase in the total amount of hazardous waste

6) The data include the amount of recycled waste (55.2 tons)



Social Data

Doosan Bobcat Worldwide

EMPLOYMENT STATUS ¹⁾

		Unit	2021 ²⁾	2020	2019		
Total Number of Employees		Persons	9,003	6,885	6,576		
By Region	North America (NA)	Persons	4,889	4,307	3,937 ³⁾		
	EMEA ⁴⁾	Persons	2,679	1,933	1,998		
	ALAO ⁵⁾	Persons	1,435	645	641		
By Gender	Male	Persons	7,193	5,409	5,188		
	Female	Persons	1,810	1,476	1,388		
By Age	Under 30 years	Persons	1,994	1,480	1,494		
	30 to 50 years	Persons	4,825	3,696	3,535		
	Over 50 years	Persons	2,184	1,709	1,547		
By Job Type	White-collar	Persons	3,870	2,985	2,915		
	Blue-collar	Persons	5,133	3,900	3,661		
By Employment Type	Permanent	Persons	8,692	6,674	6,331		
	Temporary	Persons	311	211	245		
Full-time	Total	Persons	8,826	6,740	6,391		
	White-collar ⁶⁾	Total	Persons	3,714	2,864	2,741	
		Male	Persons	2,786	2,168	2,085	
		Female	Persons	928	696	656	
	Blue-collar	Total	Persons	5,112	3,876	3,650	
		Male	Persons	4,302	3,160	2,990	
		Female	Persons	810	716	660	
	Part-time	Total	Persons	177	145	185	
		White-collar	Total	Persons	156	121	174
			Male	Persons	86	63	105
			Female	Persons	70	58	69
		Blue-collar	Total	Persons	21	24	11
Male			Persons	19	18	8	
Female	Persons		2	6	3		

1) The 'Employment Status' data was revised to include the employment data disclosed in the Doosan Bobcat annual reports 2019 and 2020

2) Including the last year (2021) data of Doosan Industrial Vehicle (acquired in July 2021)

3) The 2019 NA Data included the number of employees in Oceania because Doosan Bobcat had complied the Oceania data with NA data as NAO (NA and Oceania) until 2019

4) Including Europe, Middle East, Africa region

5) Including Asia, Latin America, Oceania region

6) Identifying the gender of employees who had been classified as 'Unidentified' in the previous reports and deleting the 'Unidentified' category in the current report

TALENT DEVELOPMENT

		Unit	2021 ¹⁾	2020	2019
Total no. of employees trained		Persons	8,670	5,887	6,233
Total Hour of Training		Hours	77,508²⁾	79,007	82,797
Average Training Hours per Employee		Hours	9	13	13
Percentage of Evaluated Employee ³⁾		%	100	100	100

1) Including the last year (2021) data of Doosan Industrial Vehicle (acquired in July 2021)

2) Due to a change in training methods from time-based training sessions to discussions during the COVID-19 situations

3) Application of Doosan Competency Model (DCM) and Management By Objective (MBO), conducted annually for full-time global white-collar employees. Report on the percentage excludes new hires and retirees at the time of reporting



Social Data

Doosan Bobcat North America, Doosan Bobcat Korea

PRODUCT STEWARDSHIP

	Unit	2021 ¹⁾	2020	2019
Remanufactured (REMAN) Product/Service Sales ²⁾	%	61 ³⁾	10	21

1) Including the last year (2021) data of Doosan Industrial Vehicle (acquired in July 2021)

2) Net Sales Growth Rate

3) Adding the sales of the Tier 4 products launched in 2021 because Doosan Bobcat added the new product line to the REMAN portfolio

OCCUPATIONAL SAFETY & HEALTH¹⁾

	Unit	2021 ²⁾	2020	2019
Total Recordable Incident Rate (TRIR) ³⁾	%	9.68	10.79	11.47
Near Miss Frequency Rate (NMFR) ⁴⁾	%	14.94	-	-

1) Due to the nature of the manufacturing process, Doosan Bobcat is less prone to serious accidents

2) Including the last year (2021) data of Doosan Industrial Vehicle (acquired in July 2021)

3) TRIR = (Recordable Incidents *200,000) / Total Work Hours; data not tracked prior to 2021; Total Recordable Incidents include the following cases: impacted fraction, amputation, work-related musculoskeletal disorders, etc.

4) NMFR = (Near Misses *200,000) / Total Work Hours

COMMUNITY ENGAGEMENT (Doosan Bobcat Worldwide)

	Unit	2021 ¹⁾³⁾	2020 ²⁾	2019
Doosan Day of Community Service (DDOCS)	Total Number of Persons	696	58	1,597
	Total Hour of Volunteering	3,058	262	5,013
	Total Number of Organizations	33	13	63
Charitable Giving ⁴⁾	USD (in thousands)	1,866	2,283	2,320

1) Including the last year (2021) data of Doosan Industrial Vehicle (acquired in July 2021) and Doosan Bobcat EMEA

2) The COVID-19 pandemic had negative impact on our employees' off-line volunteering activities in 2020

3) Although the ability to perform service events was still hampered by COVID-19 rules, we made progress and were able to increase events compared to the previous year

4) From this year's sustainability report, Doosan Bobcat will report the 'charitable giving' performance in the same number disclosed as 'total cost of donation' on the annual report.



Governance Data

Doosan Bobcat Worldwide

BOARD COMPOSITION

	Unit	2021	2020	2019
Total Number of Board Members	Persons	5	5	5
- Inside Directors	Persons	2	2	2
- Outside Directors	Persons	3	3	3

BOARD OPERATION

	Unit	2021	2020	2019
Average Attendance Rate of the Directors in Board Meetings	%	95.6	98.1	97.2
Average Tenure of Directors	Years	3.5	2.9	2.9
Rate of Actual Payment against the Director Remuneration Limit	%	34.4	12.6	35.3
Outside Director Candidate Recommendation Committee	Number of Meetings	Times	1	2
	Percentage of Outside Directors	%	100	100
Audit Committee	Number of Meetings	Times	5	7
	Percentage of Outside Directors	%	100	100
Internal Transaction Committee	Number of Meetings	Times	0 ¹⁾	1
	Percentage of Outside Directors	%	-	100

1) We did not have any internal transaction agenda in 2021. If an agenda is reported and decided, we do not hold a separate committee meeting for the completed agenda

CODE OF CONDUCT TRAINING

	Unit	2021 ¹⁾	2020	2019
Total no. of employees trained	Persons	8,148	6,160	5,329
Total Hour of Training ²⁾	Hours	2,824	1,774	1,539
Average Hour of Training	White-collar	Hours	0.3	0.3
	Blue-collar	Hours	0.3	0.3

1) Including the previous year's (2021) data of Doosan Industrial Vehicle (acquired in July 2021)

2) Applying 'Hour' reckoned as 60 minutes



GRI INDEX

GRI Standards	Contents	Page & Remarks
General Disclosures		
Organizational Profile		
102-1	Name of the organization	8
102-2	Activities, brands, products, and services	8-9
102-3	Location of headquarters	8
102-4	Location of operations	11
102-5	Ownership and legal form	4, 73
102-6	Markets served	11, 13-22
102-7	Scale of the organization	8, 11, 90
102-8	Information on employees and other workers	92
102-9	Supply chain	52-53, 78-81
102-10	Significant changes to the organization and its supply chain	8-9, 73, Annual Report (p.5-7)
102-11	Precautionary Principle or approach	82-83, 46-47
102-12	External initiatives	34, 103
102-13	Membership of associations	101
Strategy		
102-14	Statement from senior decision-maker	6-7
102-15	Key impacts, risks, and opportunities	6-7, 13-16, 31-32
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	5, 34, 40, 74
102-17	Mechanisms for advice and concerns about ethics	74
Governance		
102-18	Governance structure	70-71
102-19	Delegating authority	27

GRI Standards	Contents	Page & Remarks
102-20	Executive-level responsibility for economic, environmental, and social topics	27
102-21	Consulting stakeholders on economic, environmental, and social topics	27-28
102-22	Composition of the highest governance body and its committees	70-71
102-23	Chair of the highest governance body	70
102-24	Nominating and selecting the highest governance body	70
102-25	Conflicts of interest	70-72, 75
102-26	Role of highest governance body in setting purpose, values, and strategy	70-72
102-28	Evaluating the highest governance body's performance	72
102-29	Identifying and managing economic, environmental, and social impacts	29-32, 82-83
102-30	Effectiveness of risk management processes	82-83
102-32	Highest governance body's role in sustainability reporting	27
102-33	Communicating critical concerns	27
102-35	Remuneration policies	72, Annual Report (p.251-254), Governance Report (p.59-60)
102-36	Process for determining remuneration	72, Annual Report (p.253)
102-38	Annual total compensation ratio	Annual Report (p.250-252)
Stakeholder Engagement		
102-40	List of stakeholder groups	28
102-41	Collective bargaining agreements	34
102-42	Identifying and selecting stakeholders	28
102-43	Approach to stakeholder engagement	28
102-44	Key topics and concerns raised	28, 30



GRI Standards	Contents	Page & Remarks
Reporting Practice		
102-45	Entities included in the consolidated financial statements	Annual Report (p.52)
102-46	Defining report content and topic Boundaries	29-32
102-47	List of material topics	30-32
102-48	Restatements of information	91-93
102-49	Changes in reporting	29-30, 103
102-50	Reporting period	103
102-51	Date of most recent report	103
102-52	Reporting cycle	103
102-53	Contact point for questions regarding the report	103
102-54	Claims of reporting in accordance with the GRI Standards (Core or Comprehensive)	103
102-55	GRI content index	95-97
102-56	External assurance	99-100
Management Approach		
103-1	Explanation of the material topic and its Boundary	29-32
103-2	The management approach and its components	31-32
103-3	Evaluation of the management approach	31-32
Economic		
Economic Performance		
201-1	Direct economic value generated and distributed	90, Annual Report (p.123, 126, 250)
Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	61-68
203-2	Significant indirect economic impacts	13-15
Anti-Corruption		
205-1	Operations assessed for risks related to corruption	74-77
205-2	Communication and training about anti-corruption policies and procedures	74-77, 94
205-3	Confirmed incidents of corruption and actions taken	74-77

GRI Standards	Contents	Page & Remarks
Anti-Competitive Behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No significant incidents
Tax		
207-1	Approach to tax	84
207-2	Tax governance, control, and risk management	84
207-3	Stakeholder engagement and management of concerns related to tax	84
Environmental		
Energy		
302-1	Energy consumption within the organization	57, 91
302-3	Energy intensity	91
Water and Effluent		
303-2	Management of water discharge-related impacts	58
303-3	Water withdrawal	91
303-4	Water discharge	91
303-5	Water consumption	91
Emissions		
305-1	Direct (Scope 1) GHG emissions	57, 91
305-2	Energy indirect (Scope 2) GHG emissions	57, 91
305-4	GHG emissions intensity	91
305-5	Reduction of GHG emissions	57
Waste		
306-2	Management of significant waste-related impacts	24, 59, 91
306-3	Waste generated	91
306-4	Waste diverted from disposal	91
Environmental Compliance		
307-1	Non-compliance with environmental laws and regulations	No significant incidents



GRI Standards	Contents	Page & Remarks
Social		
Employment		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	36-39
Occupational Health and Safety		
403-1	Occupational health and safety management system	40-42
403-2	Hazard identification, risk assessment, and incident investigation	40, 42
403-3	Occupational health services	39, 41
403-4	Worker participation, consultation, and communication on occupational health and safety	39, 41-42
403-5	Worker training on occupational health and safety	41
403-6	Promotion of worker health	39, 41
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	40-42, 93
403-8	Workers covered by an occupational health and safety management system	40-42
403-9	Work-related injuries	93, 98
403-10	Work-related ill health	93, 98
Training and Education		
404-1	Average hours of training per year per employee	92
404-2	Programs for upgrading employee skills and transition assistance programs	37
404-3	Percentage of employees receiving regular performance and career development reviews	37
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	92
Non-Discrimination		
406-1	Incidents of discrimination and corrective actions taken	76
Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	34

GRI Standards	Contents	Page & Remarks
Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	34
Human Rights Assessment		
412-2	Employee training on human rights policies or procedures	34, 74, 94
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	61-68
Customer Health and Safety		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	49
Marketing and Labeling		
417-1	Requirements for product and service information and labeling	49
417-2	Incidents of non-compliance concerning product and service information and labeling	54
417-3	Incidents of non-compliance concerning marketing communications	54
Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	88
Socioeconomic Compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	Annual Report (p.268-269)



SASB INDEX¹⁾

Topic	CODE	Accounting Metric	Unit of Measure	Response/Comment
Accounting Metric	RT-IG-000.A	Number of units produced by product category	Number	191,726
	RT-IG-000.B	Number of Employees ²⁾	Number	9,003
Energy Management	RT-IG-130a.1	(1) Total energy consumed	TJ	1,782.1
	RT-IG-130a.1	(2) Percentage grid electricity	%	100
	RT-IG-130a.1	(3) Percentage renewable	%	0
Employee Health & Safety	RT-IG-320a.1	(1) Total Recordable Incident Rate (TRIR)	%	9.68
	RT-IG-320a.1	(2) Fatality rate	%	0
	RT-IG-320a.1	(3) Near Miss Frequency Rate (NMFR)	%	14.94
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	3)
	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	3)
Materials Sourcing	RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	n/a	Read 'Our Focus Areas > Product > Sustainable Products (p.46) & Our Essentials > Value Chain Sustainability (p.78-80)'
Remanufacturing Design & Services	RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	Reporting currency	USD 15,943,102 The Net Sales Growth Rate of REMAN products was 61% in 2021.

1) Data Scope: North America and South Korea (excluding 'RT-IG0000.B' code)

2) Doosan Bobcat Worldwide

3) Doosan Bobcat has a plan to identify methodology for the calculation of sales-weighted fuel efficiency and emissions data.



INDEPENDENT ASSURANCE STATEMENT

Dear Stakeholders of Doosan Bobcat,

KFQ has been engaged by Doosan Bobcat to provide independent assurance on the 2020-21 Sustainability Report for Doosan Bobcat (the 'Report'). It is our responsibility to provide an independent assurance statement in accordance with the standards and scope of assurance as specified below. Doosan Bobcat has sole responsibility for the preparation of the Report.

Standards and Scope of Assurance

- **Standards:** AA1000AS (v3) and AA1000AP (2018)
- **Type:** Type 1 (Type 2 only for material topics)
 - ※ Type 2 covers the assessment of adherence to the Accountability principles of inclusivity, materiality, responsiveness, impact; and reliability and quality of disclosed information on sustainability performance.
- **Level:** Moderate, limited evidence has been obtained to support our assurance statement
- **Scope:** GRI Standards (2020) Core option
 - Reporting Principles
 - Universal Standards
 - Topic Specific Standards

Topic	GRI Disclosure	Topic	GRI Disclosure
Management Approach	103-1, 103-2, 103-3	Occupational Health and Safety	403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10
Economic Performance	201-1	Training and Education	404-1, 404-2, 404-3
Indirect Economic Impacts	203-1, 203-2	Diversity and Equal Opportunity	405-1
Anti-Corruption	205-1, 205-2, 205-3	Non-discrimination	406-1
Anti-Competitive Behavior	206-1	Child Labor	408-1
Tax	207-1, 207-2, 207-3	Forced or Compulsory Labor	409-1
Energy	302-1, 302-3	Human Rights Assessment	412-2
Water and Effluents	303-2, 303-3, 303-4, 303-5	Local Communities	413-1
Emissions	305-1, 305-2, 305-4, 305-5	Customer Health and Safety	416-2
Waste	306-2, 306-3, 306-4	Marketing and Labeling	417-1, 417-2, 417-3
Environmental Compliance	307-1	Customer Privacy	418-1
Employment	401-2	Socioeconomic Compliance	419-1

Methodology In order to assess the reliability of disclosures about the sustainability performance in the Report by applying the standards, we reviewed sustainability-related processes, systems, internal control procedures, and available data. The documentation reviewed during the assurance engagement includes:

- Non-financial information e.g., data provided to us by Doosan Bobcat, disclosed Business Reports, the previous sustainability report, and information obtained from media and/or the internet; and
- Financial information i.e., Financial statements reported on the DART (Data Analysis, Retrieval and Transfer System, <http://dart.fss.or.kr>), the Electronic Disclosure System managed by Financial Supervisory Service.

The assessment was performed by document review and onsite inspection. We interviewed employees who are responsible to prepare the Report, where we evaluated the validity of the materiality assessment processes, a stakeholder-centric approach to select material issues, data collection and management procedures, report preparation procedures, and validation of claims stated in the report. It was confirmed that errors, inappropriate information, and ambiguous expressions identified during the assessment were properly corrected prior to the Report being published.



Competency and independence The assurance team was organized in accordance with KFQ's internal regulations. KFQ has no conflict of interest which could threaten the independence and impartiality of verification, other than providing third-party audit services to the Doosan Bobcat business.

Limitations The completeness and responsiveness of sustainability performance represented in the Report have inherent limitations due to its nature and the methodology used to determine, calculate and estimate its performance. In accordance with the terms of the contract, we assessed the information and evidence provided by the company. We did not perform any further assessment procedures on raw data.

Findings and Conclusions As a result of the assessment, we confirm that the Report fulfills the 'Core options' requirements of GRI Standards, adheres to the AA1000AP (2018)'s Accountability principles, and demonstrates a Type 1 (Type 2 only for material topics) assurance level, as evidenced by reviewed data and information. Based on the assessment, nothing has come to our attention to suggest that the Report provides material errors or misstatements and does not properly describe the adherence to the Accountability principles.

- **Inclusivity:** Doosan Bobcat is gathering opinions from various stakeholders including customers, shareholders and investors, suppliers, employees, dealers, local communities through communication channels such as general meetings, brand awareness survey, dealer conferences, employee volunteering works. Nothing came to our attention to suggest that the main stakeholders are not stated in the Report.

- **Materiality:** Doosan Bobcat identifies important issues by conducting a materiality assessment in terms of stakeholders' interests and business importance, followed by prioritization. It is confirmed that the Report properly describes the identified issues resulting from the materiality assessment without any omission.
- **Responsiveness:** Doosan Bobcat consistently engages with stakeholders to respond to their feedback and main interests. Nothing came to our attention to suggest that its responses and performance are inappropriately described in the Report.
- **Impact:** We found during our assessment that Doosan Bobcat is identifying and monitoring impacts relating to stakeholders and reporting them to the extent possible. Nothing came to our attention to suggest that it does not properly assess and report impacts relating to material issues.
- **Reliability and quality of disclosed information on sustainability performance:** We assessed the reliability of 5 material topics (product stewardship, customer satisfaction, business growth & innovation, climate change response, safety & health). We conducted an interview with managers responsible for the Report preparation, where we reviewed internal data on a sample basis and publicly available documentation, and confirmed the reliability of the processes for collating qualitative and quantitative sustainability data described in the Report. Nothing came to our attention to suggest that intentional misstatements and/or material non-conformities in data are presented during the assessment.

Recommendation for improvement KFQ recommends following developmental approaches in order to systematize sustainability management in the future and to disclose the results of the report effectively.

- The sustainability report for Doosan Bobcat presented systematic global ESG governance. We look forward to seeing the company's decision regarding ESG topics will be continuously covered in the upcoming report. The action shall allow stakeholders to clearly understand Doosan Bobcat's well-developed ESG strategy.
- In the future, we hope that Doosan Bobcat regularly discloses its environmental and social performance data related to sustainability, and hence stakeholders could confirm the company's efforts for ESG performance management.

June 2022, Seoul, Korea



Korean Foundation for Quality (KFQ)
Ji Young Song, CEO

Ji Young Song



MEMBERSHIP OF ASSOCIATIONS

Category	Name of Organization
Industry Associations	• Association of Equipment Manufacturers (Serves on the Construction Equipment Sector Board)
	• National Association of Manufacturers
	• Women in Manufacturing
	• American Rental Association
	• Landscape Ontario
	• Korea Construction Equipment Manufacturers Association
	• Korea Construction Machinery Trade Association (Gyeonggi)
Professional Associations	• 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

Category	Name of Organization
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 IR Service (KOREA Investor Relations Service)
	• Korea Chamber of Commerce & Industry
	• Incheon Environmental Volunteer Association
	• Machinery Financial Cooperative



AWARDS

Awards	Organization	Commendation
2022 Awards (*as of Jun. 2022)		
2022 CES Innovation Awards	Consumer Technology Association	Vehicle Intelligence & Transportation' Winner - T7X
2022 CES Innovation Awards	Consumer Technology Association	Smart Cities' Winner - T7X
2021 Awards		
2021 Twin Cities 100	Twin Cities Business	The TCB 100 People to Know - Mike Ballweber
Leadership in Energy & Environmental Design (LEED)	U.S. Green Building Council (USGBC)	LEED Gold - DBNA Corporate Headquarters
Association of Equipment Manufacturers 2021 Advocates Program Award	Association of Equipment Manufacturers	AEM Advocates Program's Gold Award
2021 Highest Retained Value Award	EquipmentWatch	Compact Track Loaders Winner (5-year residual value)
2021 Highest Retained Value Award	EquipmentWatch	Small Skid Steer Loaders Winner (5-year residual value)
2021 Contractors' Top 50 New Products Awards	Equipment Today	L23 and L28 Articulated Loaders
Top 100 New Product Awards	Construction Equipment	S62 and T62R R-Series Loaders
2021 Contractor's Choice Awards	Roads & Bridges	Sweeper Attachment
Green Industry Pros 2021 Editor's Choice Award	Green Industry Pros	ZT7000 mower
Rental Editor's Choice Awards	Rental	T62 and S62 R-Series Loaders
Compact Equipment 2021 Innovative Iron Award	Compact Equipment	E88 R-Series Compact Excavator
International Forum Design Award 2021	iF International Forum Design GmbH	Automobiles/Vehicles Winner - L85
Innovative Product Awards	Rental Equipment Register	Gold Award - Max Control
2020 Awards		
2020 Lowest Cost of Ownership Award	EquipmentWatch	Loaders, Small Skid Steer Winner
2020 Highest Retained Value Award	EquipmentWatch	Small Skid Steer Loaders Winner (5-year residual value)
Green Industry Pros 2020 Editor's Choice Award	Green Industry Pros	Small Articulated Loaders
Landscape Business Twenty for 2020 New Product Award	Landscape Business	New Product Award R-Series loaders
Contractor's Top 50 New Products	Equipment Today	R-Series and Compact Loaders - T76 and S70
Innovation Leader 2020 Impact Award	Innovation Leader	Features on Demand
Top 100 Product Awards	Construction Equipment	E165 Excavator, V923 Telehandler, E42/E50 R Series Excavators



ABOUT THIS REPORT

REPORT OVERVIEW

This is Doosan Bobcat's 2nd Sustainability Report to transparently disclose the economic and ESG (environmental, social, and governance) values and achievements generated through our business with a wide range of both internal and external stakeholders. This report is published in every two years to share Doosan Bobcat's sustainability management activities, accomplishments, and future plans with our stakeholders. In the years when the sustainability report is not issued, the company uploads the ESG Data Disclosure that includes key ESG performances of the year.

REPORTING PERIOD

The reporting period for this Sustainability Report is from January 1, 2020, to December 31, 2021. It includes additional information that may affect decision-making in 2022. Some achievements have provided data for more than three years so that trends can be better identified.

REPORTING SCOPE

This report covers major sustainability management activities and performances at Doosan Bobcat in South Korea and Doosan Bobcat in North America. Some crucial performances of the other global Doosan Bobcat sites are also enclosed. In addition, the 2021 performance in this report includes activities and performances of Doosan Industrial Vehicle (DIV) that Doosan Bobcat acquired in July 2021. As for the data that require additional attention in terms of reporting scope and boundary, they were marked separately for the convenience of readers.

REPORTING PRINCIPLE

This report has been prepared in accordance with the 'Core Option' of the Global Reporting Initiative (GRI) Standards. Also, it referred to other global sustainability disclosure standards and guidelines, such as ISO 26000 (Guidance on social responsibility) and SASB standards for Industrial Goods and Machinery. Financial data were prepared on a consolidated basis in accordance with the K-IFRS. The interactive PDF version can be obtained from our website.

INDEPENDENT ASSURANCE

This report has been assured by an independent assurance provider, Korean Foundation for Quality, to ensure the accuracy, objectivity, and credibility of the disclosed non-financial information. The independent assurance report is attached in the Appendix.

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DOOSAN