



# DOOSAN BOBCAT SUSTAINABILITY REPORT 2022-23

# CEO MESSAGE

Dear valued stakeholders,

Doosan Bobcat had an outstanding year in 2023, delivering exceptional performance and marking a pivotal year for our overall environmental, social and governance (ESG) efforts. We built and implemented a comprehensive **ESG strategy** that focuses on three key pillars – Green Innovation, Proud Workplace and Responsible Growth – as well as a foundational element: Do the Right Thing.

This comprehensive report highlights who we are as a company, our dedication to ESG and how we are making a difference for people through community support, sustainable solutions and accomplishing more for the good of our world.

## CONTINUING OUR LEGACY

In 1958, Doosan Bobcat invented the world's first skid-steer loader which created the compact equipment industry—today we continue to build on our legacy and reinvent the industry with even more innovative solutions. We compete globally by diversifying, innovating, managing risks, and putting people first. In 2023, we achieved record-breaking performance of USD 7.5 billion (a 12% increase from the previous year) in sales, and an operating profit of USD 1.1 billion (a 28% increase from the previous year).



## CEO MESSAGE

### EMPOWERING PEOPLE TO ACCOMPLISH MORE

Driven by our higher purpose – to empower people to accomplish more—we are focused on meeting the challenges of our customers and all those we serve. We are proud to celebrate our legacy while acknowledging the importance of setting a vision and help build a better, more sustainable future.

In every corner of the world, our customers are facing more challenges than ever before. We are empowering those doing the hard work, and in the toughest of environments. In the rapidly evolving geopolitical and global business environment we share, we continue to make investments and add commitments to our global ESG strategies. We do this to ensure we make a difference for people through community support, sustainable solutions and bringing positive change to the communities where we live and work.

### ESG IS INNOVATION

Doosan Bobcat is accelerating our product innovation by advancing innovative solutions for our customers through three key focus areas: connectivity, electrification, and autonomy.

In 2022, we launched the world's first all-electric compact track loader, the Bobcat T7X, and in 2024, the first all-electric skid-steer loader, the Bobcat S7X. The S7X loader was recognized with two innovation awards at CES 2024 (Consumer Electronic Show):

- Sustainability, Eco-Design & Smart Energy
- Smart City

We also celebrated Korea's first ever commercialized hydrogen forklift in January 2024 and we introduced new electric telehandlers and skid-steer loaders that use biofuel at the Intermat Construction Equipment Exhibition in April.

These are just a few of the many innovative solutions that Doosan Bobcat continues to develop for the smart and environmentally friendly jobsite of tomorrow.

### ESG IS PEOPLE-FIRST

All Doosan Bobcat stakeholders, including our employees, customers, partners, and local communities are at the core of our global strategy. We strive to create an inclusive and safe environment where all employees think innovatively while respecting diverse ideas and experiences. We promote responsible management throughout the value chain based on partnerships with customers and partners. In 2023, we strengthened our sustainable supply chain by conducting our first regular ESG assessment of our partners, assessing different ESG areas such as human rights and the environment. Doosan Bobcat is also carrying our activities under the global community engagement themes of 'Inspire People,' 'Preserve Environment,' and 'Support Community' in our local communities and will continue to take steps toward a better future for our society.

### ESG IS FOUNDATIONAL

Finally, we want to emphasize that ESG is at the foundation of our business and is fundamental in our philosophy and strategy. To ensure that our ESG focus areas advance, we established a global ESG committee that manages ESG key performance indicators (KPIs) starting in 2023. As a global company, we actively work to not only comply with laws and regulations, but also to embed our sustainable values throughout our business through transparent communication with all our stakeholders.

Doosan Bobcat is committed to leading sustainable and solid growth, and we will continue to be a reliable partner of our stakeholders. Thank you for your continued support and belief in Doosan Bobcat. We remain steadfast in meeting new market challenges, supporting our customers and making a positive difference on the world around us. We will continue to make bold moves, push boundaries, and empower people to accomplish more to create a better tomorrow.

Thank you for your continued support and interest.

**Scott Park,**  
CEO, Doosan Bobcat

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ABOUT DOOSAN GROUP  
ABOUT DOOSAN BOBCAT

# Introduction

# ABOUT DOOSAN GROUP

## Group Vision

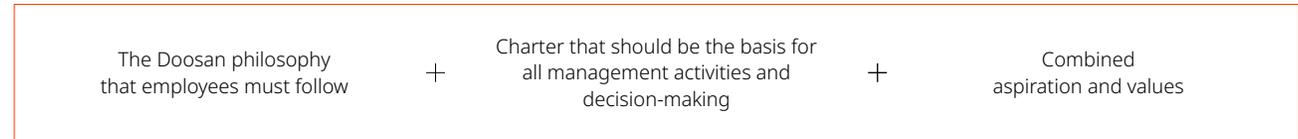


## Main Affiliates

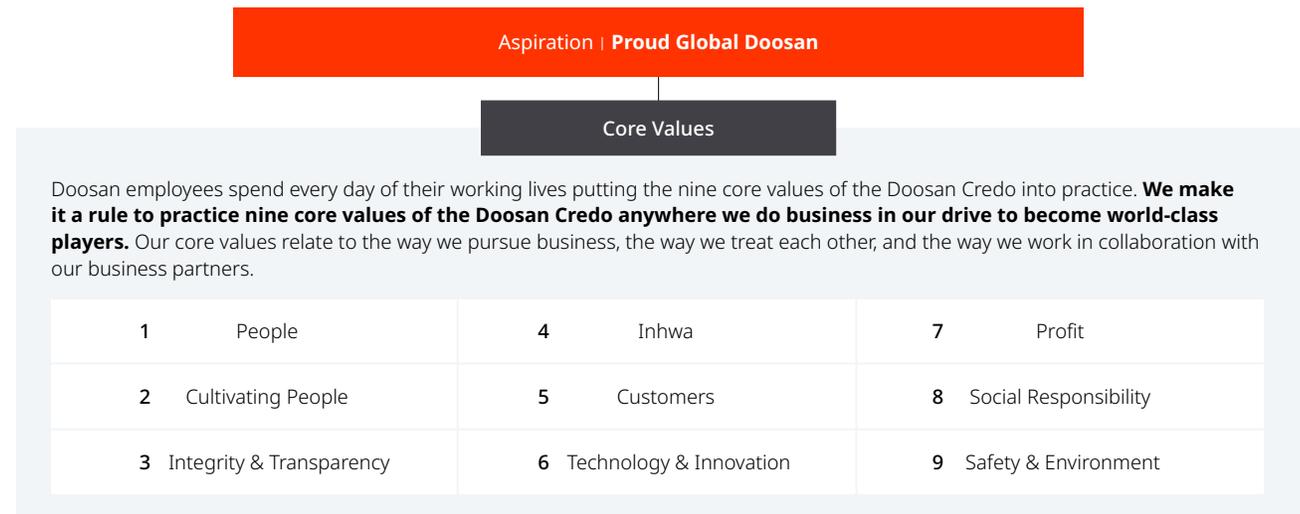
Doosan Corporation	Doosan Corporation Electro-Materials		Doosan Fuel Cell Power
	Doosan Corporation Digital Innovation		Doosan Corporation Retail
Main Affiliates	Doosan Enerbility	Doosan Bobcat	Doosan Fuel Cell
	Doosan Tesna	Doosan Robotics	Doosan Cuvex
	Doosan Mobility Innovation		Doosan Logistics Solutions
	Doosan H2 Innovation	Doosan Investment	Oricom
	Hancomm	Doosan Magazine	Doosan Bears
Affiliated Institution	Doosan Yonkang Foundation		Doosan Art Center
	Doosan Research Institute		

## Doosan Credo

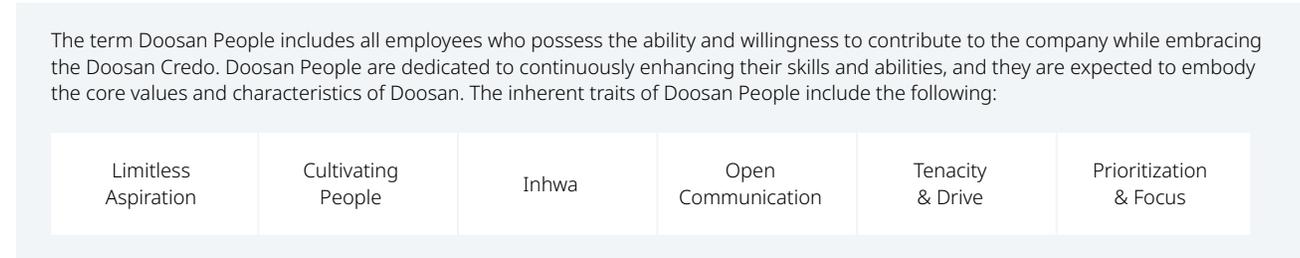
### Doosan Credo



### Doosan Credo System



### Doosan People



# ABOUT DOOSAN BOBCAT

Doosan Bobcat is a premium brand known for inventing the world's first skid-steer loader. Throughout a dynamic business landscape, we have sustained growth and solidified our position as a global leader in the compact equipment market. Our strategy emphasizes diversification and innovation, leading us into adjacent sectors like agriculture, landscape equipment, and the material handling equipment industry. Innovation is at the core of our DNA, driving initiatives in electrification, unmanned operations, and automation. Notably, we launched the world's first all-electric compact track loader in 2022. Doosan Bobcat is dedicated to Environment, Social, Governance (ESG) and sustainable business growth.

**1947**  
**Foundation**  
 (founder: E.G. Melroe)



**1962**  
**Introduced the Bobcat brand**

**1969**  
 Clark Equipment Company purchased the company from Melroe



**1995**  
 Ingersoll-Rand acquired Clark Equipment

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



**2014**  
 First company to sell one million compact loaders

**2015**  
 Name changed to Doosan Bobcat

**2016**  
 Listed on KOSPI

**2017**  
 Relocated the EMEA Regional Headquarters to Czech Republic

Opened the Suzhou plant in China



**2021**  
 Acquired Doosan Industrial Vehicle

**2022**  
 Launch of Full Electric Loader T7X



## HISTORY

### Company Overview

Name	Doosan Bobcat
Established	2014
CEO	Scott Park
Key business	Construction equipment/portable power equipment/ industrial vehicle production and sales
Number of employees	9,879 (as of December 31, 2023*)
Address	Bundang Doosan Tower, 155 Jeongjail-ro, Bundang-gu, Seongnam-si, Gyeonggi-do
Revenue	\$7,475,741,000 (as of December 31, 2023*)

\*consolidated

**1958**  
 Released the world's first skid-steer loader

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



**1986**  
 Developed the Bob-Tach attachment® mounting system

Launched compact excavators

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

**2007**  
 Bobcat Company became part of Doosan Group



**2019**  
 Opened the Chennai plant in India

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

**2020**  
 Acquired the BOB-CAT, Steiner, Ryan Grounds Care brands

**2023**  
 Developed hydrogen Fuel Cell forklift and autonomous mower

**2024**  
 Start of new Mexico factory construction

ABOUT DOOSAN BOBCAT

Business Strategy



# BE THE FIRST CHOICE FOR ALL GROUNDBREAKERS

We empower people to accomplish more

## Brand of choice in more spaces than ever

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

## Dream the impossible. Then create it.

Innovation is at the core of Bobcat's legacy.

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

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

## People First. Always.

The people of Bobcat - our employees, dealers, customers and suppliers all working together - are the reason for our success.

We are committed to investing in the communities where we live and work.

We seek to bring positive change to the world.

We are one team inspired to make lives, businesses and communities stronger today for a better tomorrow.

## ABOUT DOOSAN BOBCAT

### Business Portfolio

Doosan Bobcat leads the autonomy, connectivity, and electrification of the compact equipment industry.

The company operates in various segments, including compact equipment, industrial vehicles, and portable power.

Doosan Bobcat produces and provides products based on a value chain comprised of various stakeholders, including suppliers of parts to produce products, dealers in charge of product sales, and customers in various fields such as construction, agriculture, and landscaping.

### Compact Construction Equipment

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

#### Products and Services

- Compact Track Loader
- Skid-Steer Loader
- Mini Excavator
- Telescopic Handler
- Compact Wheel Loader
- Backhoe Loader



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### Ground Maintenance Equipment

User-friendly, powerful, easy-to-use, and efficient products for agriculture and landscaping

#### Products and Services

- Compact Tractors
- Small Articulated Loader
- Mini Track Loader
- Articulating Tractor
- Toolcat
- Utility Vehicle
- Ryan (Turf)
- Zero-Turn Mower
- Light Compaction



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### Material Handling

Logistics equipment that prioritizes operator comfort, affordability, performance, and quality, as well as eco-friendly features such as reduced noise and emissions

#### Products and Services

- Warehouse Equipment
- Electric Forklift
- IC Engine Forklift



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#### Portable Power

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

#### Products and Services

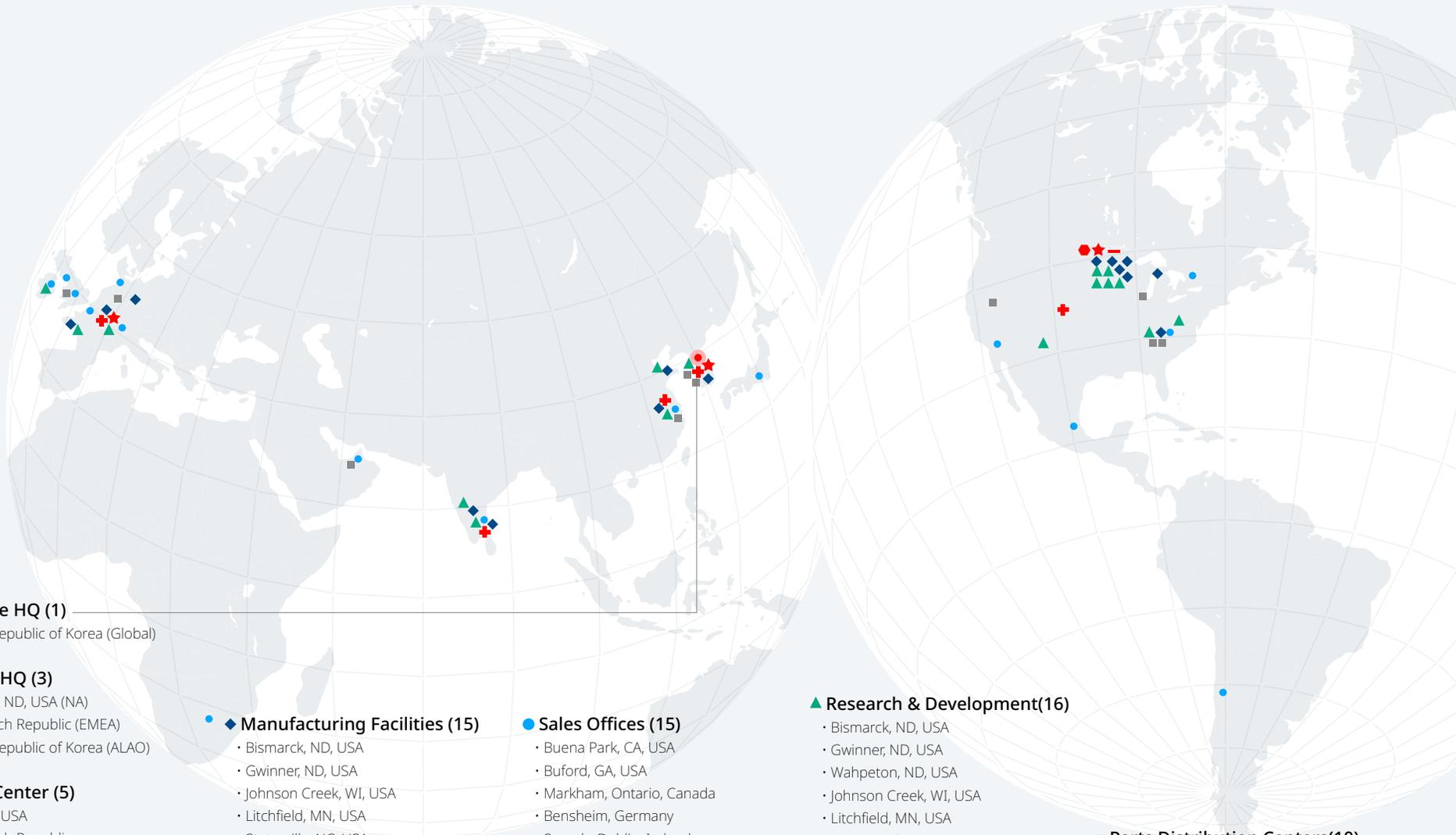
- Portable Generator / Air Compressor
- Stationary Air Compressor
- Light Towers



## ABOUT DOOSAN BOBCAT

### Global Network

With our headquarters in Seongnam, Republic of Korea, Doosan Bobcat carries out R&D, procurement, manufacturing, and marketing activities in West Fargo, North Dakota, USA and Dobříš, Czech Republic. The company has active global operations across North America (NA), Europe/Middle East/Africa (EMEA), and Asia/Latin America/Oceania (ALAO).



**● Corporate HQ (1)**  
 • Bundang, Republic of Korea (Global)

**★ Regional HQ (3)**  
 • West Fargo, ND, USA (NA)  
 • Dobříš, Czech Republic (EMEA)  
 • Bundang, Republic of Korea (ALAO)

**✚ Training Center (5)**  
 • Aurora, CO, USA  
 • Dobříš, Czech Republic  
 • Incheon, Republic of Korea  
 • Suzhou, Jiangsu Province, China  
 • Chennai, Tamil Nadu, India

**● The Studio (1)**  
 (Digital Innovation Center)  
 • Fargo, ND, USA

**— Global Collaboration Center (1)**  
 • Minneapolis, MN, USA

**◆ Manufacturing Facilities (15)**  
 • Bismarck, ND, USA  
 • Gwinner, ND, USA  
 • Johnson Creek, WI, USA  
 • Litchfield, MN, USA  
 • Statesville, NC, USA  
 • Wahpeton, ND, USA  
 • Rogers, MN, USA  
 • Dobříš, Czech Republic  
 • Pontchateau, Loire-Atlantique, France  
 • Bersteland, Brandenburg, Germany  
 • Suzhou, Jiangsu Province, China  
 • Yantai, Shandong, China  
 • Bangalore, Karnataka, India  
 • Chennai, Tamil Nadu, India  
 • Incheon, Republic of Korea

**● Sales Offices (15)**  
 • Buena Park, CA, USA  
 • Buford, GA, USA  
 • Markham, Ontario, Canada  
 • Bensheim, Germany  
 • Swords, Dublin, Ireland  
 • Germiston, Gauteng, South Africa  
 • Leigh, UK  
 • Northampton, UK  
 • Sint-Niklaas, Oost-Vlaanderen, Belgium  
 • Dubai, UAE  
 • Santiago, Chile  
 • Suzhou, Jiangsu Province, China  
 • Chennai, Tamil Nadu, India  
 • Yokohama, Kanagawa, Japan  
 • Mexico City, Mexico

**▲ Research & Development(16)**  
 • Bismarck, ND, USA  
 • Gwinner, ND, USA  
 • Wahpeton, ND, USA  
 • Johnson Creek, WI, USA  
 • Litchfield, MN, USA  
 • Minneapolis, MN, USA  
 • Sahuarita, AZ, USA  
 • Statesville, NC, USA  
 • Dobříš, Czech Republic  
 • Ponchateau, Loire-Atlantique, France  
 • Swords, Dublin, Ireland  
 • Suzhou, Jiangsu Province, China  
 • Yantai, Shandong, China  
 • Chennai, Tamil Nadu, India  
 • Bangalore, Karnataka, India  
 • Incheon, Republic of Korea

**■ Parts Distribution Centers(10)**  
 • Atlanta, GA, USA  
 • Buford, GA, USA  
 • Chicago, IL, USA  
 • Reno, NV, USA  
 • Halle, Sachsen-Anhalt, Germany  
 • Dubai, UAE  
 • Northampton, UK  
 • Suzhou, Jiangsu Province, China  
 • Hwaseong, Republic of Korea  
 • Incheon, Republic of Korea



# Our Approach

2022-2023 ESG HIGHLIGHTS  
ESG STRATEGY  
ESG GOVERNANCE

# 2022-2023 ESG HIGHLIGHTS

## Community Engagement

2023 Doosan Bobcat Day of Community Engagement

**1,000+** employees in **12** countries

> 60~63p

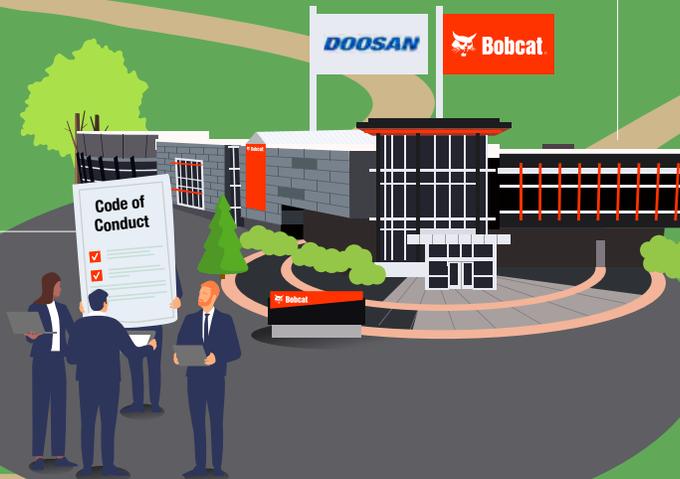


## ESG Governance

Strengthened shareholder-friendly policy

Outside Director Site Visits

> 67p



## Climate Action

Climate Action Target

**30 % reduction**  
in Scope 1&2 by 2030

> 26~29p



## Ethics and Compliance

**100 %**

Grievances Resolved  
> 68~70p

**96%**

Code of Conduct  
Training Completion Rate



## Sustainable Supply Chain

Established the Supply Chain ESG Assessment System

> 51~54p



## Health & Safety

> 47~50p

## DE&I

Established global DE&I vision and goals

WeGrow Program  
(LEAD Event & Powerful WE)

> 45~46p



## Product Sustainability

Energy Efficiency

> 35p

Material Efficiency

> 36p



# ESG STRATEGY

Doosan Bobcat has formulated a global ESG strategy encompassing three pillars and a foundational element to drive sustainable solutions and forge a brighter future. We are dedicated to implementing ESG management practices and augmenting corporate values by prioritizing eight strategic ESG core areas.

## Global ESG Vision Framework

### We endeavor to create a better tomorrow by advancing sustainable solutions

#### Green Innovation

- Climate Action
- Product Sustainability

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

#### Proud Workplace

- Health & Safety Management
- Diversity, Equity & Inclusion

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

#### Responsible Growth

- Sustainable Supply Chain
- Community Engagement

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

#### Do the right thing

- Ethics and Compliance
- ESG Governance

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

## ESG STRATEGY

### ESG Roadmap

Aligned with the Global ESG Vision Framework, Doosan Bobcat has formulated the 2030 ESG Roadmap, targeting advancements in sustainability across eight focus areas. Our approach encompasses the definition of incremental short-, medium-, and long-term actions for each ESG focus area, to progressively refine our ESG acumen and competencies, and embed sustainable practices throughout our entire value chain.

Doosan Bobcat 2030 ESG Roadmap



ESG Values	Focus Areas	2023 Progress	Short-term 2023	Mid-term 2024-2026	Long-term 2027-2030	
Pillars	Green Innovation	Climate Action*	Target setting	Reduce greenhouse gas (GHG) emissions by 30% (base year: 2021)		
		Product Sustainability*	Define product sustainability	Build & advance strategies	Strategy implementation	
	Proud Workplace	Health & Safety Management*	Manage health & safety indicators and enhance employee awareness			
		Diversity, Equity & Inclusion	Cultivate a diverse and inclusive corporate culture			
Responsible Growth	Sustainable Supply Chain*	Establish a supply chain ESG assessment system and develop regular assessment tools Conduct regular supply chain assessments of strategic partners	Establish and implement supply chain ESG assessment framework	Expand ESG assessment coverage		
	Community Engagement	Establish global CSR direction and themes Doosan Bobcat Day of Community Engagement focusing on the 2023 theme of the environment	Define global CSR themes	Measure social value		
Foundation	Do the Right Thing	Ethics and Compliance*	Build and monitor organizational culture for greater compliance			
		ESG Governance	Strengthen ESG governance	Build global ESG data management systems		

\* Five focus areas were selected as material issues through the double materiality assessment, and we manage activities and performance by connecting each issue with ESG strategy.

# ESG GOVERNANCE

## Strengthening ESG Governance

### Global ESG Steering Committee

The Global ESG Steering Committee serves as an executive panel that monitors the implementation of Doosan Bobcat's ESG strategy and roadmap. The committee manages the performance of initiatives linked to our ESG strategies and supervises significant ESG-related risk and opportunities that are highly relevant to corporate sustainability. Since 2023, the frequency of meetings has increased to a quarterly basis to ensure closer scrutiny. At Doosan Bobcat, C-level executives manage ESG issues, which involves establishing ESG KPIs for each of the eight ESG focus areas. These KPIs have been applied to the [2023 management by objectives \(MBO\)](#) of 25 global executives for evaluation and management and thereby reflecting the factors in compensation.

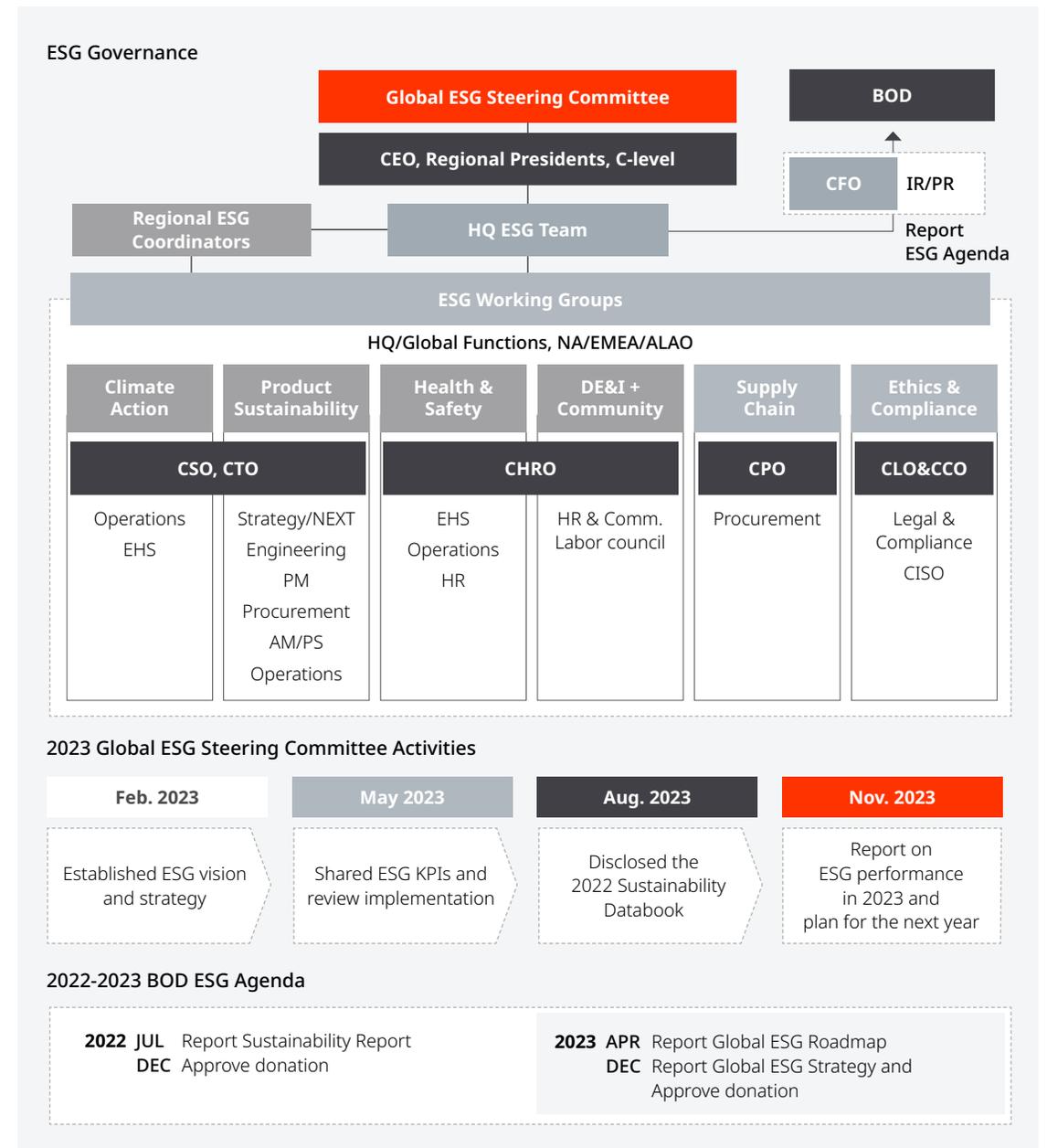
### ESG Team

In 2023, Doosan Bobcat significantly improved our ESG management system by establishing an ESG Team under the chief human resources officer (CHRO). This team is tasked with the establishment and monitoring of Key Performance Indicators (KPIs) tailored to each strategic area, aligning with the company's overarching ESG strategic objectives. The ESG Team also provides support to executives and respective departments who are responsible for each strategic area, facilitating ESG management activities and promoting region-specific initiatives. The team engages in active communication with major stakeholders—such as the BOD, shareholders, investors, and employees—to enhance the transparency of the company's ESG governance.

### ESG Management System by Region

**Regional ESG Coordinators** | To maintain the effectiveness of Doosan Bobcat's global ESG strategy across various regions, regional ESG coordinators monitor the implementation of ESG KPIs and the progress of issue-specific initiatives within their respective ESG Working Groups. They maintain consistent communication with the HQ ESG Team to ensure that the ESG Governance operates cohesively and aligns with the company's overarching ESG management objectives. Furthermore, they support the ESG Team in regard to collecting and disclosing data for ESG reports and evaluations.

**Regional ESG Operation Committee** | Doosan Bobcat has established regional ESG Operation Committees to conduct an overarching assessment and governance of ESG practices tailored to each region. In NA, the inaugural session of the ESG Operation Committee took place in February 2023. This committee's mandate is to oversee both internal and external challenges pertinent to NA operations and to evaluate the development and prospective strategies of Doosan Bobcat's key strategic domains. The NA ESG Operation Committee convenes biannually as part of its regular operation schedule. Following this model, EMEA is also planning to convene its own ESG Operation Committee in the first half of 2024.





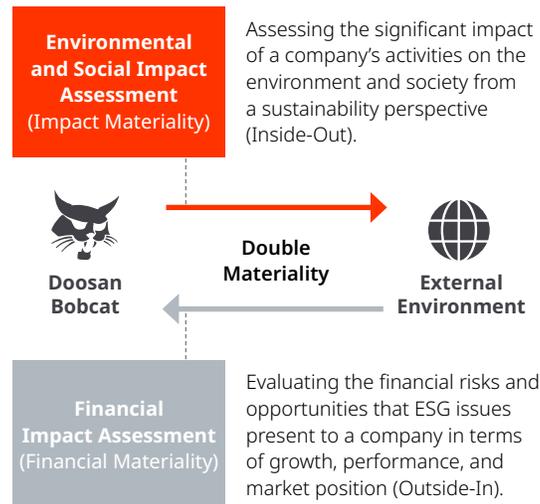
# Material Issues

MATERIALITY ASSESSMENT  
STAKEHOLDER COMMUNICATION

# MATERIALITY ASSESSMENT

Through a materiality assessment, Doosan Bobcat has identified material ESG issues relevant to corporate sustainability and has embedded them into risk management and activities of our business. In 2023, Doosan Bobcat conducted a double materiality assessment consistent with the requirements of major global disclosure standards such as the Global Reporting Initiative (GRI) and the Corporate Sustainability Reporting Directive (CSRD). The double materiality assessment identifies environmental and social impacts material to the our business activities and key ESG topics, as well as the financial risks and opportunities posed by our external environment.

## Double Materiality



## Double Materiality Assessment

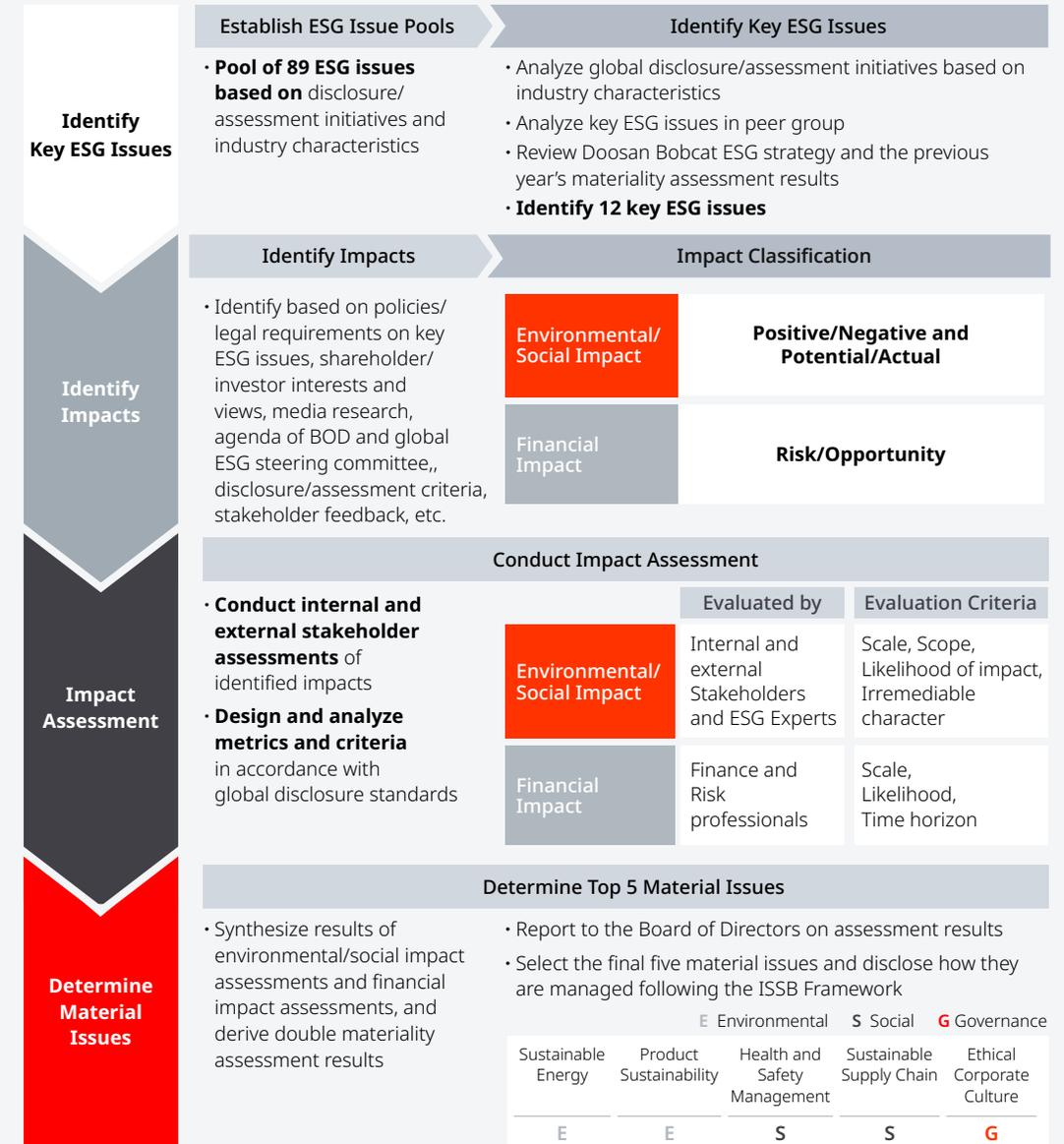
### Overview

The double materiality assessment comprises an environmental and social impact evaluation assess how our organization's activities influence our external environment, and a financial materiality assessment to evaluate how the external environment financially impacts our organization.

### Assessment Process

Doosan Bobcat conducted a double materiality assessment through a four-step process. We compiled a list of ESG issues pertinent to our industry to identify 12 key ESG issues. This identification took into account the requisites of various standards for disclosure/assessment and other prominent issues within the industry. Furthermore, we evaluated the environmental, social, and financial implications associated with each issue, alongside assessments involving both internal and external stakeholders. Following a presentation of our findings to the Board of Directors, we selected our top five material ESG topics. For each of these issues, we outlined our management approach in alignment with the framework recommended by the International Sustainability Standards Board (ISSB), which includes governance, strategy, risk management, indicators, and targets.

## Assessment Process



## MATERIALITY ASSESSMENT

### Materiality Assessment Results

Based on Doosan Bobcat's 12 Key ESG Issues, we conducted a double materiality assessment and identified five material issues: sustainable energy, product sustainability, health and safety management, sustainable and ethical corporate culture. We continue to manage our 12 key ESG issues in line with our ESG strategic perspective and will strive to manage the impact of our five material issues and communicate with both internal and external stakeholders about our efforts and achievements.

Doosan Bobcat's 12 Key ESG issues		Material Issue	Materiality Assessment Results				
Environmental		5 Material Issues	Environmental/Social Impact	Financial Impact	Environmental/ Social Materiality	Financial Materiality	Double Materiality
GHG Emission Management							
<b>Sustainable Energy</b>	→	<b>Sustainable Energy</b> 	<b>POSITIVE</b> Reduce greenhouse gas (GHG) emissions through energy conservation measures and contribute to country-specific carbon neutrality goals	<b>RISK</b> Operating costs associated with the use of renewable energy and energy efficiency measures	■ ■ □	■ ■ ■	■ ■ ■
<b>Product Sustainability</b>	→	<b>Product Sustainability</b> 	<b>POSITIVE</b> Reduce the environmental impact of products by expanding sustainable product portfolios	<b>OPPORTUNITY</b> Increased sales driven by growth in the sustainable construction equipment market and increased demand for related products	■ ■ ■	■ ■ ■	■ ■ ■
Circular Economy							
Water Management							
<b>Social</b>							
<b>Health and Safety Management</b>	→	<b>Health and Safety Management</b> 	<b>POSITIVE</b> Ensure the safety of workforce through systematic health and safety management	<b>RISK</b> Costs associated with workplace accidents and lost revenue due to damage to reputation	■ ■ □	■ ■ ■	■ ■ ■
<b>Sustainable Supply Chain</b>	→	<b>Sustainable Supply Chain</b> 	<b>POSITIVE</b> Assess supply chain sustainability to ensure supply chain stability	<b>OPPORTUNITY</b> Competitive advantage and increased revenue through robust supply chain risk management	■ ■ ■	■ ■ ■	■ ■ ■
Human Capital							
DE&I (Diversity, Equity & Inclusion)							
Local Community			<b>NEGATIVE</b> Failure to comply with legal requirements for suppliers and supply chains leading to deterioration in credibility	<b>RISK</b> Negative impact on supply chain sustainability, leading to production instability and financial burden	■ ■ ■	■ ■ ■	■ ■ ■
<b>Governance</b>							
<b>Ethical Corporate Culture</b>	→	<b>Ethical Corporate Culture</b> 	<b>POSITIVE</b> Enhance stakeholder trust by fostering an ethical corporate culture	<b>RISK</b> Potential financial losses as a result of legal action against business ethics violation	■ ■ ■	■ □ □	■ ■ □
Integrated Risk Management							

※ Compared to the materiality assessment results from the previous reporting period (2022), material issues of 'Health and Safety Management' and 'Ethical Corporate Culture' were added, while 'Business Growth & Innovation' has been excluded.

**MATERIALITY ASSESSMENT**

**Material Issue Management**

We manage the five identified material issues in terms of governance, strategy, risk management, and targets and metrics in accordance with the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information by the International Sustainability Standards Board (ISSB).

Based on Doosan Bobcat’s Global ESG Vision and 2030 ESG Roadmap, the Global ESG Steering Committee oversees the implementation of our ESG strategy and related risks and opportunities. Committee members are assigned specific ESG Key Performance Indicators (KPIs) and are responsible for the management of ESG strategies, focusing on the five material issues. Overall oversight of these material issues falls under the responsibility of C-level executives. Achievements and plans related to each ESG strategic area are reported to the Board of Directors biannually.

The materiality assessment plays a crucial role by identifying and prioritizing specific risks and opportunities related to ESG. Through the assessment, we identified environmental/social and financial impacts of our key ESG issues in consideration of industry characteristics and our value chain, in which we used the findings to implement a robust management process to address the associated risks and opportunities specific to the company.

We have established a set of metrics related to each ESG issue and have set targets based on their materiality, management level, and approach.

	Governance	Strategy	Risk Management	Targets and Metrics
<p><b>Sustainable Energy</b></p> 	<ul style="list-style-type: none"> <li>• Establish a climate action framework                             <ul style="list-style-type: none"> <li>- Climate Working Group</li> <li>- HQ ESG Team and Regional ESG Coordinators</li> <li>- Global ESG Steering Committee</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Set and track mid- to long-term climate action targets</li> <li>• Establish common approach and goals at the global level through the Global ESG Strategy Project</li> <li>• Take measures to manage energy consumption, such as process energy efficiency improvement, green energy transition and renewable energy sources</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and manage physical/transitional climate risks and opportunities in accordance with the Task Force on Climate-Related Financial Disclosures (TCFD)</li> <li>• Integrated management of financial and non-financial risks</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Target</b> : Reduce Scope 1&amp;2 emissions by 30% from 2021 levels by 2030</li> <li>• <b>Metrics</b> : GHG emissions, energy consumption                             <ul style="list-style-type: none"> <li>- 2023 GHG Emissions : 149,985.6 tCO<sub>2</sub>eq</li> <li>- 2023 Energy Consumption : 1,586.6 TJ</li> </ul> </li> </ul>
<p><b>Product Sustainability</b></p> 	<ul style="list-style-type: none"> <li>• Operate the Innovation Council                             <ul style="list-style-type: none"> <li>- Led by chief strategy officer (CSO)</li> <li>- Global EC, NEXT, and Global Innovation teams and regional Global Innovation (NA/EMEA) and Regional Strategy (ALAO) teams</li> <li>- Biannual council meetings to discuss sustainable products and services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Set and track mid- to long-term targets for product sustainability</li> <li>• Establish and implement a sustainable product strategy                             <ul style="list-style-type: none"> <li>- Product Innovation strategy for product sustainability around ACE (Autonomy, Connectivity, Electrification)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Manage product sustainability related risks that occur throughout the product lifecycle, including the development, manufacturing, use and disposal of product</li> <li>- Comply with local regulations on environmental impact of products</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Target</b> : Launch new products designed for sustainability</li> <li>• <b>Metrics</b> : Share of sales of REMAN products and services                             <ul style="list-style-type: none"> <li>- Korea's first eco-friendly hydrogen fuel cell forklift, etc.</li> <li>- 2023 REMAN Products sold in EMEA : 200 (48% increase from 2022)</li> </ul> </li> </ul>

**MATERIALITY ASSESSMENT**

	Governance	Strategy	Risk Management	Targets and Metrics
<p><b>Health and Safety Management</b></p> 	<ul style="list-style-type: none"> <li>• <b>Safety and health management system</b></li> <li>- Led by chief safety and health officer (CSHO)</li> <li>- Regional Environmental, Health &amp; Safety (EHS) teams or managers</li> </ul>	<ul style="list-style-type: none"> <li>• Set and track mid- to long-term safety and health targets</li> <li>• Create a culture of safety and health through education and training, and implementation of relevant indicators and KPIs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor health and safety risks, and implement mitigation measures by conducting on-site job specific risk assessments in accordance with ISO 45001</li> <li>• Establish a health and safety incident management system that analyzes the causes of risks and requires corrective action when necessary</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Target</b> : Strengthening workplace safety accident management</li> <li>• <b>Metrics</b> : Total Recordable Injury Rate (TRIR), Near Miss Frequency Rate (NMFR)</li> <li>- Derive key indicators to manage health&amp;safety issue by reflecting industry characteristics and external interests in 2023</li> </ul>
<p><b>Sustainable Supply Chain</b></p> 	<ul style="list-style-type: none"> <li>• <b>Establish supply chain governance</b></li> <li>- Led by chief procurement officer (CPO)</li> <li>- Procurement Team</li> <li>- Executive SCC (Sustainable Supply Chain) Board</li> </ul>	<ul style="list-style-type: none"> <li>• Set and track mid- to long-term targets for supply chain sustainability</li> <li>• Establish a supply chain ESG management roadmap</li> <li>- Expand the scope of supplier self-assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Supplier ESG Risk Management Process that includes a supply chain due diligence through a self-assessment questionnaire (SAQ)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Target</b> : Continue to expand the scope of SAQ by 2027</li> <li>• <b>Metrics</b> : Number of suppliers that conduct the SAQ</li> <li>- Established a supply chain ESG due diligence process and conducted regular assessment for strategic partners</li> </ul>
<p><b>Ethical Corporate Culture</b></p> 	<ul style="list-style-type: none"> <li>• <b>Operate an ethics and compliance management system</b></li> <li>- Led by chief compliance officer (CCO)</li> <li>- Audit Committee, compliance organization (C&amp;SA Team and CP Team), regional compliance teams</li> </ul>	<ul style="list-style-type: none"> <li>• Set and track mid- to long-term targets for ethics and compliance</li> <li>• Promote ethical management and conduct regular training based on the Doosan Code of Conduct.</li> <li>• Establish and oversee organizational culture to ensure compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Manage compliance risk through a three-step process of monitoring, response, and prevention</li> <li>• Grievance system operation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Target</b> : Increase ethics training completion rate</li> <li>• <b>Metrics</b> : Ethics training completion rate</li> <li>- 2023: 96.3%</li> </ul>

# STAKEHOLDER COMMUNICATION

We have conducted a double materiality assessment based on stakeholder participation to identify the key issues of interest. In addition, Doosan Bobcat operates various communication channels to actively collect opinions from major stakeholder groups such as customers and dealers, employees, suppliers, suppliers, local communities, shareholders and investors.



Communication Channels	Key Interests
<p><b>CUSTOMERS AND DEALERS</b></p> <ul style="list-style-type: none"> <li>• Voice of the Customer (VOC) (annually/ongoing basis)</li> <li>• Brand perception research (annually/ongoing basis)</li> <li>• Dealer Conference (annually)</li> <li>• Dealer meetings (ongoing basis)</li> <li>• Dealer Portal (ongoing basis)</li> <li>• Dealer Training Center (ongoing basis)</li> </ul>	<ul style="list-style-type: none"> <li>• Product Sustainability</li> <li>• Health and Safety Management</li> <li>• Sustainable Supply Chain</li> <li>• Ethical Corporate Culture</li> <li>• Integrated Risk Management</li> <li>• Dealer Empowerment Support and Network Management</li> </ul>
<p><b>EMPLOYEES</b></p> <ul style="list-style-type: none"> <li>• Intranet Portal (ongoing basis)</li> <li>• EthicsPoints (ongoing basis)</li> <li>• Employee surveys</li> <li>• Town hall meetings/roundtables (annual/quarterly)</li> <li>• Labor-management councils</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Energy</li> <li>• GHG Emission Management</li> <li>• Product Sustainability</li> <li>• Sustainable Supply Chain</li> <li>• Ethical Corporate Culture</li> </ul>
<p><b>SUPPLIERS</b></p> <ul style="list-style-type: none"> <li>• Supplier Portal (ongoing basis)</li> <li>• EthicsPoints (ongoing basis)</li> </ul>	<ul style="list-style-type: none"> <li>• Product Sustainability</li> <li>• Health and Safety Management</li> <li>• Sustainable Supply Chain</li> </ul>
<p><b>LOCAL COMMUNITIES</b></p> <ul style="list-style-type: none"> <li>• Employee Volunteerism</li> <li>• Donations/Grants</li> <li>• Local Business Partnerships</li> <li>• Local recruiting events</li> </ul>	<ul style="list-style-type: none"> <li>• Product Sustainability</li> <li>• Health and Safety Management</li> <li>• Human Capital</li> <li>• Local Community</li> <li>• Ethical Corporate Culture</li> <li>• Integrated Risk Management</li> </ul>
<p><b>SHAREHOLDERS AND INVESTORS</b></p> <ul style="list-style-type: none"> <li>• Shareholder Meetings (annually)</li> <li>• Investor relations events/reports (quarterly)</li> <li>• Business report (annually)</li> <li>• Sustainability report (annually)</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Safety Management</li> <li>• Sustainable Supply Chain</li> <li>• Ethical Corporate Culture</li> <li>• Integrated Risk Management</li> </ul>



# ESG Management

GREEN INNOVATION  
PROUD WORKPLACE  
RESPONSIBLE GROWTH  
DO THE RIGHT THING

# Green Innovation



## CLIMATE ACTION

Acknowledging the critical nature of rapid climate change, Doosan Bobcat has set up a governance structure to proactively manage and respond to climate action. Governance includes ESG coordinators, the HQ ESG Team, and the Global ESG Steering Committee, who are responsible for developing and implementing a climate change response strategy. This strategy is crafted through the collaborative efforts of regional executives, relevant departments, regional ESG Coordinators, and the Global ESG Steering Committee.

### Climate Working Group

The Climate Working Group, consisting of experts in local business strategy and production operations, undertakes response measures aligned with regional greenhouse gas (GHG) reduction targets and the company's climate action strategy. This group develops regional carbon reduction plans, oversees carbon emissions monitoring activities, and provides quarterly reports on emissions status and achievements to the regional ESG coordinators. It also communicates climate change-related challenges encountered in the region to the regional ESG coordinators and the HQ ESG team.

### HQ ESG Team & Regional ESG Coordinators

The HQ ESG Team formulates a global climate change response strategy and direction, and oversees the comprehensive climate change response efforts with the regional ESG coordinators. The team tracks risks and opportunities associated with climate change and reports on climate change-related matters to the Global ESG Steering Committee quarterly.

### Global ESG Steering Committee

The Global ESG Steering Committee conducts a thorough assessment of Doosan Bobcat's climate change-related risks and opportunities and sets global strategic initiatives. Utilizing the outcomes and insights from these discussions, it also manages tasks and Key Performance Indicators (KPIs) for climate change response.

### Climate Action Governance



- Global Level:**
  - Implement climate change strategy and KPIs
  - Establish a GHG reduction plan
  - Monitor and manage carbon emissions
- Regional Level:**
  - Report implementation outcome of climate change strategy to the Global ESG Steering Committee
  - Report on climate change risks and opportunities
- Global ESG Steering Committee:**
  - Review climate change risks/opportunities
  - Lead global climate change strategic action plans and operations

### | CASE STUDY |

#### Global ESG Strategy Project

Doosan Bobcat initiated the "Global ESG Strategy Project" with the aim of formulating a comprehensive global ESG strategy, as well as establishing a global direction and objectives for key ESG areas including climate change and supply chain.

To address the growing demand of stakeholders globally for companies to take proactive measures against climate change, we implemented a project to define company-wide and regional objectives and directions for climate action activities.

We analyzed current domestic and international policies and regulations, requirements of global initiatives, and the response actions of our industry peer groups to discern global industry trends concerning climate change. Using these insights, we evaluated Doosan Bobcat's current position and explored opportunities for future improvement. We estimated mid- to long-term BAU (Business As Usual) GHG emissions on a global scale and conducted financial and non-financial risk analyses based on scenario planning. A notable outcome of this project was the development of internal guidelines for Scope 3 emissions measurement and management, which will serve as a foundation for broadening the range of emission calculations in the future.

Leveraging the insights gained from these analyses, Doosan Bobcat has set mid- to long-term targets to combat climate change on a global scale, identified key areas for reduction at both global and regional levels and developed a phased roadmap for implementation.

#### Analysis of Global Climate Action Response

- Analysis of policies, regulations, global initiatives, and industry peer groups
- Identify areas of improvement

#### Gap Analysis

- Establish a GHG Inventory to measure GHG Emissions
- Analyze Scenarios

#### Set Climate Change Action Roadmaps

- Establish 2030 GHG Reduction targets using top-down and bottom-up approaches
- Develop mid- to long-term roadmap to achieve climate action objectives

> 28~29p

CLIMATE ACTION

Climate Action Risks & Opportunities

Doosan Bobcat has assessed the financial implications of climate change by identifying elements that present either risks or opportunities to the business model and value chain. Aligning with the Task Force on Climate-related Financial Disclosures (TCFD) guidelines, the company has examined transition risks related to policy, legal, technology, market, and reputation risks. These factors have been considered to analyze the potential impact on profits and cash flow in both the immediate and distant future. Doosan Bobcat has recognized certain persistent physical risks that could significantly impact production operations in the long term. We identified prospects that are likely to positively affect our financial performance over the medium- to long-term.

Following an assessment of the climate change risks and opportunities identified, Doosan Bobcat has formulated and is pursuing climate response objectives within our “Green Innovation” pillar. Specifically, to meet the 2030 Scope 1 & 2 GHG reduction target, Doosan Bobcat has established KPIs aimed at reducing GHG emissions for each region and conducts regular and frequent monitoring of the related performance. For product sustainability, we are advancing the development and introduction of electric and hydrogen-powered equipment to reduce the environmental impact of our products.

We will develop a climate change response plan guided by an analysis that weighs the magnitude and likelihood of each risk and opportunity factor and will maintain ongoing efforts to address climate change.

Climate Action Risks & Opportunities			Time Horizon <sup>1)</sup>			
Key Risks & Opportunities	Financial Impact	Direction for Response	short-term	medium-term	long-term	
Transitional Risks	Increased GHG reduction mandates	<b>Increased cost</b> of managing GHG emissions data and reducing emissions	<ul style="list-style-type: none"> <li>Establish and implement global 2030 GHG reduction targets and reduction plans</li> <li>Implement and manage KPIs for managing GHG emissions</li> </ul>			Short- to long-term
	Increased demand for public disclosure of climate change action goals and activities	<b>Potential fines or legal fees</b> incurred when failing to disclose climate change response information or meet reduction targets	<ul style="list-style-type: none"> <li>Build &amp; operate a Carbon Data Management System for Climate Change Disclosure</li> <li>Monitor GHG reduction performance by region and manage implementation rates</li> </ul>			Short- to medium-term
	Projection for increased regulations for product emissions and intensified competition for sustainable products	<b>Slower revenue growth</b> as upstream demand for traditional flagship products declines and competition from sustainable products increases	<ul style="list-style-type: none"> <li>Continuous monitoring of changes in product emissions regulations (e.g., Stage V) and increased adoption of environmental impact reduction technologies</li> <li>Expanding the lineup of low- and zero-carbon products, such as electric and hydrogen-powered equipment</li> </ul>			long-term
	Slowdown of global renewable energy supply	<b>Difficulties in scaling up renewable energy use</b> at the operation sites may lead to increased costs of borrowed capital	<ul style="list-style-type: none"> <li>Monitoring renewable energy markets/regulations in each country where we operate</li> <li>Considering renewable energy to meet 2030 GHG reduction goals</li> </ul>			long-term
Physical Risks	Changing weather patterns	<b>Increased energy costs</b> due to extreme weather events such as heat waves or cold snaps	<ul style="list-style-type: none"> <li>Advanced energy usage monitoring with an Energy Management System (EMS)</li> <li>Identify and implement energy savings with a site energy audit</li> </ul>			long-term
Opportunities	Increased production efficiency by adopting eco-friendly, high-efficiency equipment and processes	<b>Reduce long-term operational cost savings</b> from greener facilities/processes	<ul style="list-style-type: none"> <li>Gradual replacement of older equipment and optimization of operations among major sources of GHG emissions</li> </ul>			long-term
	Opportunities for utility cost savings due to long-term decline in green power unit costs	<b>Reduction in long-term production operational costs</b> by transitioning to using green energy	<ul style="list-style-type: none"> <li>Reviewing and implementing renewable energy deployment at the site</li> </ul>			long-term
	Contribute to value chain carbon reduction by reducing the energy intensity used to manufacture products	<b>Increased revenue due</b> to further demand from customers who are willing to buy sustainable products with lower energy intensity	<ul style="list-style-type: none"> <li>Apply energy efficiency items throughout the production process</li> <li>Continued R&amp;D of alternative energy application technology for products, etc.</li> </ul>			long-term
	Increased opportunities as internal combustion engine equipment regulations centered in developed economies drive demand for sustainable products	<b>Increased demand and Willingness to Pay (WTP)</b> for our electrification and hydrogen products, helping drive revenue growth	<ul style="list-style-type: none"> <li>Expanding the electric product lineup</li> <li>Continued R&amp;D to expand the use of environmentally friendly fuels (e.g., application of hydrotreated vegetable oil (HVO))</li> </ul>			long-term

1) Time Horizon: short-term (0-2 years), medium-term (2-4 years), long-term (5+ years)

## CLIMATE ACTION

### Climate Action Strategy

#### Climate Action Target

Doosan Bobcat has established a goal to reduce our Scope 1 and 2 emissions by 30% by 2030, compared to 2021 levels, as part of our climate change mitigation efforts. This signifies a 50% reduction in emissions from the Business As Usual (BAU) levels by 2030, taking into account the net-zero implementation plans and decarbonization strategies of the major countries where Doosan Bobcat is active, as well as projected production and investment plans. We presented these targets to the Board of Directors (BOD) in April 2023. To meet this objective, we have allocated greenhouse gas (GHG) reduction targets for each region and developed a roadmap for reduction. Furthermore, we are engaging in various initiatives aimed at supporting the transition to a low-carbon society over the long term.

#### Global GHG Inventory

Doosan Bobcat has established a global inventory to oversee the management of GHG emissions, a crucial metric in our response to climate change. Through this inventory, we track emissions from 11 plants in NA, 14 plants in EMEA and 10 plants in ALAO, including headquarters and all manufacturing sites in each region. For smaller offices, we calculate emissions based on the number of employees at these sites as precise data collection is challenging due to the minimal amount of GHG emissions emitted. Doosan Bobcat will systematically manage GHG emissions by expanding the measurement scope through our global GHG inventory.

#### Carbon Data Management System

In 2023, we started to develop a carbon data management system in collaboration with the India Development Center (IDC) to oversee GHG emissions across our global operations in a unified manner. This system is designed to enhance the precision of carbon emissions data and facilitate efficient monitoring. We aim to improve the accessibility of emissions data to enhance effective management performance across various global regions.

#### | CASE STUDY |

##### Energy Diagnostics Project in EMEA

In response to our external environment, including the energy crisis triggered by the conflicts in Russia and Ukraine, EMEA initiated an energy diagnostic project focused on the Dobříš plant in the Czech Republic to achieve the regional objectives set by the Global ESG Strategy project.

In June 2023, EMEA collaborated with third party, to carry out an energy audit aimed at enhancing energy efficiency. The project included a value assessment and a feasibility study of various initiatives to explore methods for reducing greenhouse gas emissions. This initiative culminated in an energy audit report for the Dobříš site in the Czech Republic, outlining a roadmap for decreasing energy consumption and GHG emissions, along with identifying specific reduction strategies.

##### Energy Reduction Measures in EMEA

Following the diagnostic project's identification of reduction measures, EMEA plans to install energy meter devices throughout the plant starting in 2024. Efforts to improve energy efficiency will include renovating HVAC (Heating, Ventilating, and Air Conditioning) systems, installing solar power facilities, and implementing heat recovery systems for plant heat sources such as boiler burners. A digital platform will also be developed to monitor all production-related environmental data, including energy usage and greenhouse gas emissions, in one system. This will allow for benchmarking the outcomes of each reduction measure against other plants, facilitating the global expansion of successful strategies.

### Doosan Bobcat's Mid- to Long-term Climate Action Goals

2022

- **Establish a target to reduce GHG emissions** by 30% by 2030, relative to 2021 levels

2030

- **30% reduction in GHG emissions from the baseline year of 2021** (50% reduction compared to Business As Usual (BAU))



- Transition towards a low-carbon society through **continuous reductions in GHG emissions**

**CLIMATE ACTION**

**Global GHG Reduction Plan**

To meet our Scope 1 & 2 greenhouse gas (GHG) reduction targets by 2030, Doosan Bobcat has identified measures to lower GHG emissions across all regions. Manufacturing and Environmental, Health, and Safety (EHS) managers, along with external experts, compiled a list of potential reduction measures by examining the primary sources of GHG emissions and the processes at each site. The technical applicability and economic viability of the reduction items were assessed to identify specific emissions reduction activities.

Doosan Bobcat’s Scope 1 & 2 GHG reduction activities include process energy efficiency, energy transition (shifting to low- and zero-carbon energy sources for stationary and mobile combustion), renewable energy (increasing the use of renewable energy sources), and government power grid commitments (lowering emission factors of the power grid). Doosan Bobcat has developed a regional GHG reduction roadmap centered on these activities and is actively implementing some of the identified reduction measures and plans to systematically manage the performance of each activity to effectively meet the objectives outlined.

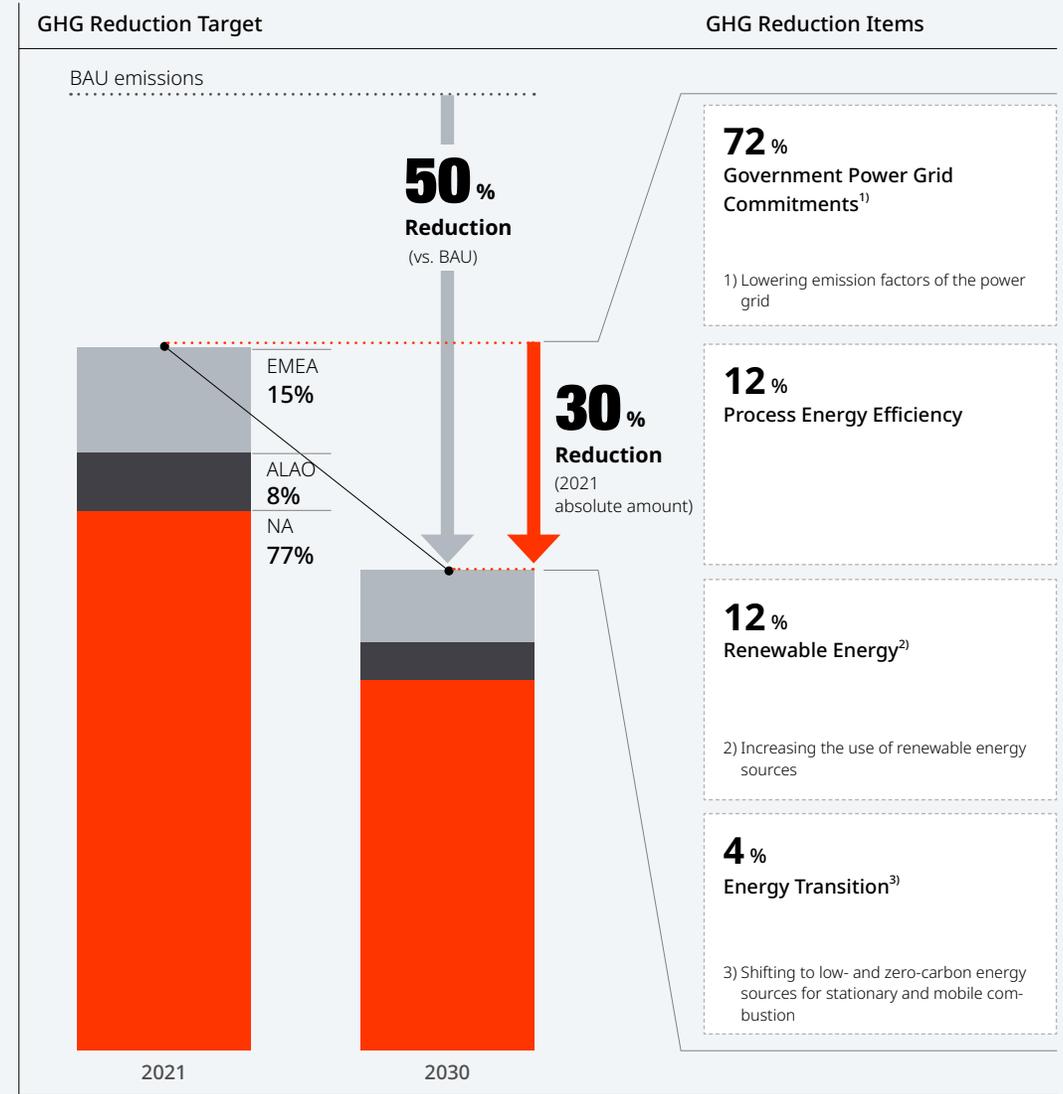
**Regional GHG Reduction Activities**

NA is undertaking initiatives to lower carbon emissions, considering the increasing production demand. All sites are under continuous surveillance for environmental indicators to facilitate integrated management and reporting throughout the region. To reduce electricity and energy consumption, NA has begun installing energy-efficient LED lighting in some of its facilities, including the Bismarck plant and the Acceleration Center in 2023, and is upgrading the painting equipment in the paint process lines. Notably, in 2023, the Statesville company site expanded its facilities by an additional 600,000 square feet, incorporating eco-friendly equipment to enhance energy efficiency.

In EMEA, we are enhancing our current energy usage monitoring system and establishing an energy management system for precise measurement of energy consumption. In 2023, we focused on conducting an energy audit at our Dobříř site in the Czech Republic to identify efficient energy-saving measures based on the audit results.

The Incheon Site in ALAO calculates its energy consumption annually and aims to manage energy efficiently by preventing the idling of large-capacity motors and enhancing air leakage control devices. Additionally, a GHG sub-committee has been established to devise a detailed plan for reducing GHG emissions, and specific measures for GHG reduction have been identified.

**Global GHG Reduction Roadmap**



# ENVIRONMENTAL IMPACT MITIGATION

## Environmental Management

### Environmental Management Governance

The EHS (Environmental Health & Safety) teams of each region and the HQ ESG team collaborates to reduce the environmental impact of our company and to prevent environmental accidents and violations of regulations. Doosan Bobcat has established policies and management systems in accordance with environmental regulations in each region to respond to regulatory requirements. Regional EHS teams manage and report any EHS related issues and findings to the chief safety and health officer (CSHO). If necessary, the CSHO discusses with the corresponding EHS teams and top management of Doosan Group through the EHS Council of Doosan.

### Environmental Management System

Doosan Bobcat has adopted an environmental management system and engages in environmental management activities across all regions. Through the system, we identify and evaluate potential risks regarding overall environmental management based on the PDCA cycle<sup>1)</sup> and proactively manage risks by mitigating major risk activities derived through the process. As of 2023, seven company sites from NA, EMEA, and ALAO have acquired ISO 14001 certification, and the environmental management system is being improved and managed by the standard.

1) A management method used in business for the control and continual improvement of processes and products through the four stages of Plan, Do, Check and Act

### Environmental Performance Management

Doosan Bobcat complies with the environmental management system (ISO 14001: 2015). The EHS Team of each company sites sets environmental management KPIs and regularly monitors progress and performance. Monthly operational reviews are conducted to proactively manage environmental risks, and related measurement indicators are updated.

Doosan Bobcat conducts regular internal and external EHS audits of all operations in NA, EMEA, and ALAO to check compliance with ISO 14001 requirements. For internal audits, the effectiveness of EHS policies and strategies is assessed through regular internal compliance surveys and audits, where potential operational risks are identified. We also obtain third-party certification from an independent organization regularly to verify the effectiveness of our activities. In EMEA, data

is being collected to enable management to assess their environmental management activities, and related activities are being managed on an annual basis. ALAO Incheon Site reports ISO 14001 requirements – compliance, assessment, internal audit, legal management, etc. – and relevant performance to the management through quarterly EHS management meetings.

As a result of these management activities, no environmental violations have occurred in NA as of 2023. EMEA continues to conduct periodic environmental compliance-related monitoring. The ALAO Incheon Site has also not experienced any environmental violations as of 2023 and has been designated as a self-inspection facility for air and water quality management by the head of the local government by faithfully complying with environmental laws and obligations.

### Employee Environmental Awareness

Doosan Bobcat carries out various activities to raise employees' awareness of environmental issues, including climate change, and to spread more practical environmental protection activities. In August 2023, the "Bobcat Recycle Market" was opened in the hub space on the 25th floor of Doosan Tower. Through this event, employees contributed to a circular economy as Vice Chairman & CEO Scott Park and other employees donated 217 items including clothing, books and toys to be collected and reused by other employees. The remaining items were donated to "Beautiful Store", a reuse-sharing store located in the Bundang community. A total of 26.88kg of items were sold and donated through the event, which not only reduced waste but also approximately 1,982kgCO<sub>2</sub>e of carbon emission reduction effect has been estimated.



## ENVIRONMENTAL IMPACT MITIGATION

NA also held a Climate Action Photo Contest to encourage employees to engage in a wide range of climate change response activities. Among many photo submissions, photos of an employee using a tumbler and an employee modifying a discarded table found at a construction site were selected as winners through a random drawing.

EMEA provides education to convey the importance of environmental protection. In particular, we emphasize the positive impact that an individual's daily activities can have on the environment through minor behavioral changes. Doosan Bobcat provides information on potential risks that may arise in the process of handling equipment and chemicals used within the workplace to help employees understand the concept of environmental protection and develop related knowledge.

In conjunction with World Environment Day, EMEA held the "Plant the Plant Vol.2" activity to foster employee

awareness. The "Plant the Plant Vol.2" activity encouraged participants to plant any type of plant, share their progress on Yammer, an enterprise social networking system, using the hashtag #planttheplant2, and engage in discussions and sharing of tips. Colleagues from EMEA joined in and had the opportunity to win a prize from the Bobcat Shop. The activity successfully promoted environmental support and provided a platform for sharing best practices.

ALAO's Incheon site has reduced the use of disposable cup holders and straws to reduce the number of disposables used in the company café. Personal tumblers or multi-use cups are being used, and activities such as reusing single-use containers are being promoted. In September 2023, a poster and slogan contest was held with the theme of EHS issues such as healthcare, disease prevention, accident and fire/explosion prevention, etc., as well as environmental issues such as climate change, carbon neutrality, energy savings, etc.

## Air Pollutants

### Air Pollutant Management

Doosan Bobcat strives to minimize the impact of air pollutants that may occur at each company site. Air pollutants emitted from company sites include nitrogen oxides (NOx), sulfur oxides (SOx), and fine dust (PM). Emission usually occurs during the painting process and the operation of boiler facilities. Accordingly, Doosan Bobcat pursues R&D activities to reduce and eliminate pollutants at each stage of the production process, and is managing air pollutant emissions through specific reduction methods and measures for each region.

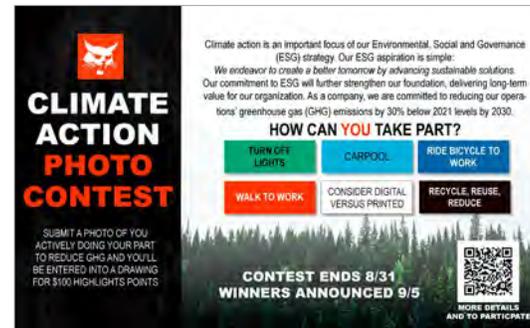
### Air Pollutant Management Activities by Region

NA	<ul style="list-style-type: none"> <li>• Carry out management activities in compliance with laws related to air pollutant emissions stipulated by state and local governments</li> </ul>
EMEA	<ul style="list-style-type: none"> <li>• Monitor emissions of NOx (nitrogen oxides), CO (carbon monoxide), VOC (volatile organic compounds), and solid pollutants generated from boilers, painting, and welding facilities, which are major sources of air pollution at workplaces</li> <li>• Conduct regular inspections and facility maintenance</li> </ul>
ALAO	<ul style="list-style-type: none"> <li>• Control emissions within permissible emission standards through regular investigation and analysis of air pollutant emissions</li> <li>• Major sources of pollution in large quantities and high concentrations (e.g., painting facilities) are subject to special management and the concentration of pollutants discharged is measured and managed</li> <li>• Developed water-soluble, eco-friendly paint with low VOC content and applied to post-processing</li> </ul>

HQ Bobcat Recycle Market



NA Climate Action Photo Contest



EMEA Plant the Plant Vol. 2 Activity



ALAO Incheon EHS Poster and Slogan Contest



**ENVIRONMENTAL IMPACT MITIGATION**

**Water**

**Water Resource Management**

Doosan Bobcat has established a water management system to protect water resources around company sites and conducts relevant management and monitoring activities to comply with laws and regulations in the countries where each company site is located.

In NA, a water resource monitoring system is being operated to reduce water usage and water intensity. By enhancing the volume of water recycled we are reducing the amount of water withdrawn. For more efficient water management, guidelines for wastewater treatment, discharge, and practical management processes are specified in detail within EHS guidelines. In EMEA, water is not drawn directly from groundwater and is only supplied by a public water supply system that is widely used in the production process.

In the case of ALAO India sites, water resource usage is monitored for all company sites and water quality is managed in accordance with established water quality standards. In the case of the Gummidipundi site, all treated sewage water resources are utilized in the green belt, which contributes to reducing water withdrawal.

**Wastewater Treatment**

Doosan Bobcat operates wastewater treatment and monitoring procedures to minimize the environmental impact that may occur during the water treatment process.

All facilities in NA that use a phosphating process to

pre-treat parts before coating are subject to federal regulations regarding metal-finishing wastewater. To comply with wastewater treatment regulations and manage pollutants, the Spill Prevention Control and Countermeasure (SPCC) Plan and Storm Water Pollution Prevention Plans (SWPPP) are established and annually reviewed. The potential leakage of petroleum products is thoroughly prevented by specifying the leak response process through the SPCC plan. In addition, based on SWPPP, contaminated water is prevented from being discharged during rainwater overflows. In 2022, a new wastewater treatment facility was installed at our NA Wahpeton site leading to an enhanced efficiency of relevant management efforts.

In EMEA, wastewater is treated through public water treatment facilities. Used water is discharged through a neutralization station before being released into the water supply system or is partially re-used after being treated at the campus wastewater treatment plant (WWTP). The quality of the discharge water and the entire discharge process is ensured by regular monitoring and measurement, maintenance of relevant equipment, and proactive and corrective measures.

At the ALAO Incheon site, all wastewater generated in-house is treated through joint wastewater treatment with an outsourcing company. A four-stage warning/ alarm/blocking facility is equipped to prevent leakages from wastewater storage tanks. Tasks to block wastewater sources and reduce wastewater are being implemented.

**Wastewater Compliance and Monitoring Procedures**



<sup>1)</sup>Publicly owned treatment works

**ENVIRONMENTAL IMPACT MITIGATION**

**Waste**

**Waste Management System**

Doosan Bobcat strives to minimize waste generation by managing waste throughout the entire product life cycle, from product design to the production process, and ensures proper waste disposal. The ALAO Incheon site has established and implemented management policies for waste-generating factors to comply with the Act on the Promotion of Saving and Recycling of Resources. Accordingly, Doosan Bobcat sets annual targets for waste management, measuring ultimate disposal rates<sup>1)</sup> and circular use rate<sup>2)</sup> to assess relevant performance.

**Waste Management Targets and Activities**

The EHS team of each company site monitors overall waste management activities and establishes targets.

Doosan Bobcat provides on-site training for employees, conducts regular waste disposal inspections, and implements facility improvement activities. Routine maintenance and inspections are carried out to ensure proper waste handling in the day to day operations at the company sites.

In NA, all facilities monitor waste generation and recycling rates every month. Waste is either processed directly onsite or through outsourced waste treatment facilities. An annual inspection of external hazardous substances and regulated waste treatment facilities is conducted for all facilities located throughout the NA region. The inspections are carried out through on-site visits by inspection evaluation teams and external auditors. Additionally, we have partnered with a waste

management and environmental services company to consistently track our waste and recycling efforts.

EMEA has a waste management system in which we maximize the use of recyclable components through rigorous sorting and ensure that hazardous waste does not get mixed with other wastes, thus preventing any environmental damage. We are currently cooperating with various waste collection companies, and support is provided to ensure the safe transportation of collected waste from containers to certified recycling and treatment facilities. Waste collection containers are placed throughout the facility, and education on disposal methods is provided to managers and relevant employees. Due to our ongoing waste management activities, we reduced the amount of waste per

produced unit by 11% to 232kg/unit in 2023 compared to the previous year. We also focused on better waste compaction to minimize the amount of trucks that have to transport waste to processing facilities, therefore minimizing our carbon footprints in the process.

**Waste Recycling**

Doosan Bobcat collaborates with various specialized organizations to convert waste into energy. Efforts are being made to minimize the potential impacts that may arise during the transportation process of waste.

1) Ultimate disposal rate: Amount of final disposal / (Waste generation + Recognized recycled amount) x100  
 2) Recycling rate: (Actual recycling amount + Recognized recycled amount) / (Waste generation amount + Recognized recycled amount) x100

**Waste Targets and Waste Recycling Activities**

	NA	EMEA	ALAO
 <p><b>Waste Reduction</b></p>	<ul style="list-style-type: none"> <li>Ongoing <b>efforts to increase recycling</b></li> </ul>	<ul style="list-style-type: none"> <li>Achieving a <b>0% landfilling rate</b> at Czech Republic site by 2030</li> </ul>	<ul style="list-style-type: none"> <li><b>Establish and manage annual ultimate disposal rates</b> and circular use rates under relevant laws<sup>3)</sup> at the Incheon site</li> </ul>
 <p><b>Waste Recycling</b></p>	<ul style="list-style-type: none"> <li><b>Implementing the "Full Circle Advanced Waste Lifestyle Program"</b> in collaboration with Clean Earth to reduce landfill volume by converting waste into energy or recycling</li> </ul>	<ul style="list-style-type: none"> <li><b>Classifying secondary raw</b> materials such as cardboard, wood, metal, or usable plastic waste to promote utilization</li> <li><b>Installing waste containers</b> within the facility and <b>transferring waste to certified companies</b> to ensure recycling</li> </ul>	<ul style="list-style-type: none"> <li>The Incheon site manages waste generation by the waste management system, internally dividing and disposing of waste generated during the production process. To enhance recycling rates and reduce waste discharge, the facility <b>discloses the sources of waste in compliance</b> with waste management regulations</li> <li>India sites <b>process all waste through approved recycling companies</b> under hazardous waste management permits</li> </ul>

3) Act on the Promotion of Saving and Recycling of Resources in Korea

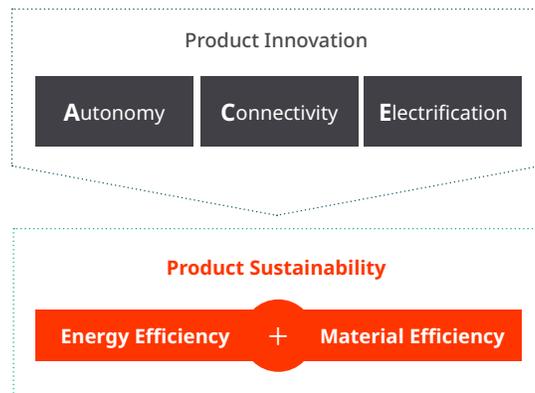
# PRODUCT SUSTAINABILITY

## Sustainable Products

Doosan Bobcat outlines product sustainability and our commitment to a sustainable value chain based on various ESG regulations and stakeholder expectations. Product Sustainability at Doosan Bobcat focuses on enhancing energy efficiency and material efficiency throughout our company value chain. In 2023, we conducted a detailed review of our initiatives at every stage to ensure product sustainability, identifying key priorities for action.

### Strategies for Sustainable Products

Doosan Bobcat is committed to achieving product sustainability through a Product Innovation Strategy that focuses on autonomy, connectivity, and electrification (ACE). By prioritizing customer needs, we aim to enhance our product offerings and diversify our portfolio. This customer-centric approach is anticipated to lay the groundwork for sustainability, emphasizing energy and material efficiency.



## Product Innovation

### Autonomy & Connectivity

Doosan Bobcat prioritizes the development and production of products that emphasize Autonomy, ensuring worker safety and efficient operations without the need for direct human control; and Connectivity, facilitating efficient operations through wireless communication. Key products such as the ZT6200, RogueX2, and AT450X exemplify this focus.

Doosan Bobcat incorporates Telematics Management System (TMS) technology into our products to support an automated working environment. TMS leverages advanced telematics through platforms like Machine IQ (MIQ) and LIN-Q, offering users the ability to connect with their equipment wirelessly, anytime and anywhere. This system allows for real-time monitoring of equipment status, remote tracking of information, and comprehensive management of maintenance, security, and performance for product owners and operators.

Doosan Bobcat integrates responsive sensors and autonomous navigation systems into new product lines, facilitating task execution through programmed iteration. The use of big data analytics helps in understanding equipment usage patterns for management, which in turn informs product development, sales strategies, and enhances customer satisfaction. Customized features designed to suit specific workplace conditions further improve operational efficiency and safety of our products.

### Autonomy & Connectivity-based Products



- **Autonomous Lawn Mower** developed in collaboration with Greenzie, a Self-Driving Software Company
- Equipped with the 'Ride-and-Repeat' function to **autonomously perform predefined tasks**
- Equipped with **obstacle detection capabilities**
- Enhanced connectivity through a **mobile app-based platform**



- Unmanned **Next-Generation Concept Loader**
- Incorporates an **unmanned/autonomous operating system** without a driver's seat
- **Electrically powered without hydraulic devices** to reduce carbon emissions and noise



- **Autonomous Electric Articulating Tractor** developed in collaboration with Agtonomy, a Silicon Valley ag tech software company
- Introduction of **onboard AI technology**
- Capable of **detecting obstacles and changes** in its surroundings
- Enhanced connectivity through a **mobile app-based platform**

## PRODUCT SUSTAINABILITY

### Electrification

**S7X, All-Electronic Skid-Steer Loader** | Doosan Bobcat is at the forefront of creating and producing products powered by alternative energy sources, like electricity and hydrogen, to lessen their environmental footprint. In 2022, the S7X was introduced, marking the debut of the world's first all-electronic skid-steer loader. This innovation follows the T7X, the pioneering all-electric compact track loader, notable for its absence of hydraulic systems and having 50% fewer parts than traditional models. The S7X not only delivers superior performance but also operates at lower

noise levels than its diesel counterparts of similar size. At CES 2024, held in January 2024, Doosan Bobcat unveiled the S7X, securing CES Innovation Awards across several categories, including sustainability, eco-design, smart energy, and smart city.

**E10e, E19e, E32e, Mini Electric Excavators** | Doosan Bobcat is strengthening our portfolio of electric mini excavators. During CONEXPO 2023 in Las Vegas, the 1-ton E10e and 2-ton E19e electric mini excavators were presented, as well as the E32e, a 3-ton electric model. These fully electric products significantly reduce the environmental footprint and offer customers a variety of sizes to accommodate a range of operational needs.

### Product Sustainability

#### Energy Efficiency

NA and EMEA are committed to improving the energy efficiency of our products. Collaboration with battery suppliers and institutions is planned to shape the new EU Battery Directive's regulation. By setting and adhering to standards for the environmental impact of our products and batteries, Doosan Bobcat aims to significantly reduce the environmental footprint of our products.

NA and EMEA develops sustainable products that impact decarbonization, including battery-electric compact excavators and loaders that help increase energy efficiency. EMEA is advancing the use of environmentally friendly fuels, including Hydrotreated Vegetable Oil (HVO), through ongoing research and development.

The ALAO Incheon site is expanding our sustainable product portfolio with the commercialization of our eco-friendly hydrogen forklifts in January 2024, a first in South Korea. Following the initial supply of about 30 hydrogen forklifts to the market, the facility plans to broaden its range to include 2-ton and 5-ton capacity

models. These efforts are supported by participation in the Ministry of Trade, Industry, and Energy's pilot project for developing reliability verification technology for hydrogen forklift commercialization. This initiative involves collaboration with companies and local governments to encourage the adoption of hydrogen forklifts. In China, the Suzhou site experienced a 20% sales and production increase in electric fuel vehicles in 2023, continuing to produce electrified products that offer enhanced energy efficiency. The Yantai site has improved energy efficiency from the testing phase by reducing fuel consumption per machine from 25L to 20L, due to a shortened testing duration for the S450 and 500 models.



S7X



E19e



Hydrogen Forklift

**PRODUCT SUSTAINABILITY**

**Material Efficiency**

**Eco-friendly Raw Materials and Resources** | Doosan Bobcat adopts criteria aligned with relevant standards when selecting suppliers to ensure the procurement of eco-friendly raw materials and resources.

NA has integrated recyclable plastics and biodegradable hydraulic oils into the manufacturing processes for loaders, excavators, and other heavy machinery.

In EMEA, distinct criteria for supplier selection are employed to guarantee the procurement of eco-friendly raw materials. Collaborative efforts between the engineering and procurement teams ensure that resource acquisition, product design, and manufacturing prioritize the use of sustainable materials, aiming to cut down on greenhouse gas (GHG) emissions from their products. Starting in 2024, EMEA is offering its product compatibility with eco-friendly fuel alternatives like hydrotreated vegetable oil (HVO) and gas-to-liquid (GTL) technologies.

At the ALAO Suzhou Site, a substantial shift towards sustainability has been made by replacing 50% of the disposable cardboard and wooden boxes used for Yammer E/G supply with recyclable metal boxes. We are actively working on projects to develop forklifts equipped with lithium-ion batteries and hydrogen-powered forklifts, leveraging alternative raw materials and resources.

**REMAN Products** | The REMAN (Remanufacturing) process represents Doosan Bobcat’s commitment to environmental sustainability through the circular use of resources that entails restoring used products to a state nearly equivalent to their original condition. It involves thoroughly disassembling, cleaning, reprocessing, and reassembling used parts to decrease waste, lower production costs, and minimize environmental impacts. A key aspect of this approach includes the proper treatment and recycling of parts that cannot be reused.

Doosan Bobcat collaborates with a network of suppliers across various sectors to implement the REMAN program effectively. The program’s partners are primarily members of the Remanufacturing Industries Council (RIC) in the United States, a body that facilitates sharing best practices among companies, monitors compliance with relevant regulations, and fosters product enhancement through ongoing collaboration.

We are applying REMAN principles to a wide range of components, including engines, turbochargers, fuel parts, and hydraulic/pneumatic parts as well as starters and alternators. We plan to expand REMAN products by focusing on the needs and opportunities within each region. In NA, the objective is to broaden the product lines and achieve a growth target of over 10% across all product categories. In EMEA, the focus is on localizing the production of remanufactured parts and enlarging the product range. In ALAO, the emphasis is on introducing REMAN products to local markets and tailoring efforts to meet demands and preferences.

| CASE STUDY |

**EMEA REMAN Activities**

In EMEA, Doosan Bobcat is dedicated to broadening our REMAN products, particularly targeting the development of complex equipment such as complete REMAN engines as a part of our long-term strategy.

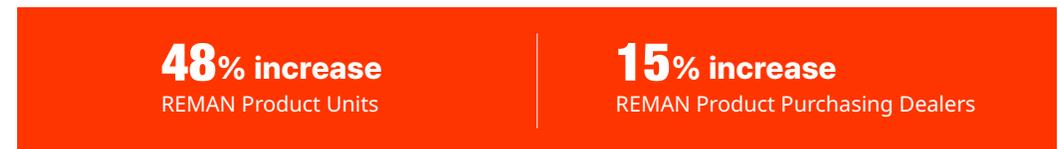
To support this goal, we are focusing on localizing the production of REMAN parts to reduce the current dependency on suppliers and REMAN manufacturers located overseas. An integral part of our strategy is to optimize our network of local partners and suppliers to reduce the distances required for part transportation. Recognizing the critical importance of using core products from our customers and partners, we are focused on implementing processes to support this activity. Concurrently, we are working to prioritize REMAN products in customer purchasing decisions, highlighting their benefits over other categories while enabling Doosan Bobcat and dealers to expand the customer base. In the future, to further integrate and enhance the synergy between REMAN products and our broader product offerings, we will look to expand the program to the material handling business unit within EMEA.

Throughout the past year, concerted efforts have yielded significant results: The production of REMAN products increased by 48% in 2023, and the number of dealers engaging with and purchasing REMAN products has grown by 15%.

**EMEA REMAN Product Strategy and Performance**

REMAN Product Strategy		
<b>Product Line Expansion and Market Share Rise by REMAN</b> <ul style="list-style-type: none"> <li>Expansion of product range e.g. REMAN engines</li> <li>Expansion of material handling business unit for synergy with other product lines</li> </ul>	<b>Parts Localization</b> <ul style="list-style-type: none"> <li>Selection of local partners for REMAN products in EMEA</li> <li>Optimization of REMAN suppliers</li> </ul>	<b>Improvement in Dealer and Customer Preferences</b> <ul style="list-style-type: none"> <li>Provision of incentives for returning used core products</li> <li>Promotion of REMAN products incentives</li> </ul>

**2023 REMAN Performance (compared to 2022)**



## PRODUCT SUSTAINABILITY

### Product Environmental Impact Risk Management

Doosan Bobcat is committed to effectively managing risks across the entire product life cycle, from development and production through to usage and disposal. We advance the use of environmentally friendly fuels, including Hydrotreated Vegetable Oil (HVO), through ongoing research and development. Contributing to the reduction of our greenhouse gases (GHGs), the majority of our diesel-driven products have been certified to use HVO, a next generation low-carbon fuel.

As part of the emission reduction journey, Doosan Bobcat has completed the development of a Stage V compliant mobile compressor so our range (2.0-30.0 cubic meter air delivery) is fully compliant with the latest emission regulations. In addition to having two Stage V emission-compliant diesel generators G20StgV; G100StgV, we have continued to develop a full range of Stage V mobile diesel generators.

All the products have been developed with a focus on reducing total environmental impact throughout the product life cycle by utilizing global platforms with high parts commonality, weight reduction for more efficient and less fuel consumption transportation in the manu-

facturing process as well as working life cycle.

In NA, the majority of products conform to USDA Forest Service recommendations by incorporating spark arrestor exhaust systems or similar solutions to minimize the release of combustible materials from engines.

EMEA regularly introduces large diesel forklifts that comply with Stage V emission standards. From the planning phase, we assess potential environmental impacts such as carbon dioxide emissions, air and noise pollution, and the release of hazardous substances, and establish environmental goals to proactively respond to external regulations.

At the ALAO India sites, life cycle assessments (LCAs) are performed based on customer feedback for both exported and domestic products to manage environmental impact risks. These assessments also consider potential ESG risks and opportunities related to product innovation, consumer needs, supply chain sustainability, and environmental regulations. The Suzhou site in ALAO has doubled the oil change intervals for engine and powertrain consumables, to reduce resource consumption and emissions.



Doosan Bobcat Stage V Emission Compliant Diesel Compressors



HUMAN RIGHTS

Human Rights Management Activities

Human Rights Protection & Management

Doosan Bobcat has established a variety of human rights grievance mechanisms to safeguard the rights of both internal and external stakeholders, including employees. We offer a global hotline through "EthicsPoint," which allows stakeholders to report breaches of laws and regulations, encompassing human rights issues. Furthermore, we have set up an Internal Reporting Center and a dedicated human rights department tasked with constant monitoring of adherence to human rights legislation and ethical codes, ensuring employee protection. External stakeholders are also able to submit their grievances via the Whistle Blowing Center accessible on our corporate website.

All received complaints are thoroughly investigated, adhering to our policies against discrimination, harassment, and retaliation, to ensure transparency. In 2022 and 2023, we addressed all issues reported through our grievance mechanisms in line with these policies and procedures.

Following our human rights due diligence process, we have prioritized key areas of interest. We have established and enacted remedial actions for each corresponding risk area.

Human Rights Training

Doosan Bobcat conducts annual training based on the Code of Conduct to elevate employee awareness of human rights. The Code of Conduct underscores the importance of human rights as a fundamental value, explicitly forbidding any form of discrimination—whether based on gender, religion, disability, region of origin, etc.—as well as the use of inappropriate language, including verbal abuse and sexual harassment. Through these training sessions, Doosan Bobcat endeavors to foster a workplace culture steeped in mutual respect. Participants in the training affirm their commitment to these standards by signing a Code of Conduct Pledge, promising to adhere to its principles. 96% of our employees from NA/EMEA/ALAO have completed this training in 2023, a 3% increase from the 93% engagement rate in 2022.

Labor Management Relations

Doosan Bobcat recognizes the right of employees to form labor unions. Labor unions have been established in key production sites such as NA, EMEA Czech Republic and France, and ALAO Korea and Yantai, China. We actively discuss with labor unions across these regions to address significant labor concerns, resolve grievances, and work towards enhancing working conditions. The terms of the collective bargaining agreements with these unions are extended to applicable employees of the corresponding regions.

The company's headquarters convenes labor-management councils quarterly. These councils consist of company executives and employee representatives who collaborate to deepen mutual understanding of the company's management strategies while actively soliciting and considering employee feedback.

Doosan Bobcat has instituted an Open Door Policy. This policy assists employees who may experience difficulties in communicating with their direct supervisors. It allows them to raise their work-related concerns with the HR department or with senior managers. In addition, through various communication channels such as newsletters, employee surveys, and company displays, we actively gather and incorporate employee feedback. The ALAO Incheon site has made great efforts to build an open communication and win-win labor management culture with our employees. In recognition of our efforts, the Incheon site was selected as a "2023 Outstanding Company for Labor Management Culture" by the Korean Ministry of Employment and Labor followed by salary negotiations for our employees without a bargaining process.



# HUMAN CAPITAL

## Employee Development Strategy

To proactively adapt to the rapidly evolving global landscape, Doosan Bobcat is dedicated to bolstering organizational capabilities and enriching the experiences of our employees. We optimize our HR management system and integrating ESG principles to facilitate the sustainable development of our workforce.

Doosan Bobcat is committed to discovering and fostering talent that embodies the core values of “Doosan People.” We articulate these core values as: 1) Cultivating people, 2) Inhwa, 3) Limitless aspiration, 4) Open communication, 5) Tenacity and Drive, and 6) Prioritization and Focus. These principles guide every facet of our HR management, from hiring and administration to support and evaluation, ensuring our employees’ continuous growth and development.

### Employee Development Strategy



### Our Desired Employee Attributes

<p><b>Cultivating People</b></p> <ul style="list-style-type: none"> <li>• People are the center of who we are</li> <li>• Taking genuine care in the development of our people</li> <li>• Making employees’ cultivation our top long-term priority</li> </ul>	<p><b>Inhwa</b></p> <ul style="list-style-type: none"> <li>• Pursuing the common goals of the organization</li> <li>• Voluntarily collaborating based on mutual trust</li> <li>• Achieving strong teamwork, grounded in fairness and camaraderie</li> </ul>	<p><b>Limitless Aspiration</b></p> <ul style="list-style-type: none"> <li>• Imposing no limits to aspirations, constantly setting higher goals and standards</li> <li>• Sense of achievement providing strong motivation to go beyond our limits fueled by curiosity and passion</li> </ul>
<p><b>Open Communication</b></p> <ul style="list-style-type: none"> <li>• Having a strong trust base enabling open communication</li> <li>• Allowing colleagues to freely express opinions and value those of others</li> <li>• Providing constructive dissent when backed by clear rationale</li> </ul>	<p><b>Tenacity and Drive</b></p> <ul style="list-style-type: none"> <li>• Practicing smart tenacity utilizing all available options and means, both internal and external, from preparation to implementation, to achieve goals</li> <li>• Looking at the situation from numerous perspectives, never simply relying on existing resources</li> </ul>	<p><b>Prioritization and Focus</b></p> <ul style="list-style-type: none"> <li>• Identifying priorities</li> <li>• Going straight to the heart of the hardest and most important issues</li> <li>• Mobilizing all available resources and solving them once and for all</li> </ul>

## Talent Recruitment

Doosan Bobcat recruits talent aligned with the Doosan Group’s 2G Strategy, emphasizing the “Growth of People,” and “Growth of Business,” underpinning our belief in “Driving business success through the development and growth of our people.” We are committed to offering equal opportunities to all individuals, regardless of their race, gender, age, and disability. In the years 2022 and 2023, we substantially increased our internal recruitment efforts, facilitating talent reassignments not only within the same company sites, but also across regions to provide our employees with ample opportunities to showcase and leverage their capabilities.

**HUMAN CAPITAL**

**Capacity Building**

Guided by Doosan Credo, which outlines principles for identifying, nurturing, and retaining talent, Doosan Bobcat fosters a culture where every employee has the opportunity to reach their full potential. Doosan Bobcat HQ runs various programs aligned with five key directions: Leadership, Organizational Development, Global, Professional, and Learning Culture.

These initiatives are underpinned by the guiding principle of “We Empower People to Accomplish More through Learning & Development.” In NA and EMEA, separate L&D (Learning and Development) strategies are established and implemented.

**Capacity Building Programs**

Doosan Bobcat provides a wide range of programs designed to assist every employee, from new hires to leaders, in developing the skills appropriate for their roles. These programs aim to enhance job-related competencies, including business acumen and communication skills.

**Leadership** | Doosan Bobcat held a team leader workshop in 2022. Based on the results of a survey conducted in advance, we developed a better understanding of the expected roles and behaviors of leaders and derived the Doosan Bobcat Leader Way. In 2023,

Doosan Bobcat provided our leaders with ‘One on One Feedback’ as part of the Leadership Skill-up Course. This program is designed to share insights on their roles and responsibilities as leaders.

In NA, the company provided new managers with an additional training program called “Fundamentals of Effective Management and Frontline Leadership” program, an additional learning course targeted for new managers was provided. During the program, managers expand their leadership capability and collaborate with others through discussion and information sharing. 2024 marks the 7th year of the leadership program, with over 180 Doosan Bobcat leaders having participated in past years.

In EMEA, a leadership program is provided for new directors and senior managers. In 2023, we launched a training workshop for leaders and provided external coaching. We plan to introduce additional leadership programs for 2024.

In ALAO, “Improving the Way We Work” sessions are held annually by each team and function. All functional executives present the results during the People Session, and the improvement tasks are implemented throughout the year. Additionally, separate sessions are conducted for leadership with the regional head, where ground rules are established and shared.

**Organizational Development** | Doosan Bobcat implements an onboarding and orientation process to assist new employees in gaining a deeper understanding of the company. To facilitate their quick assimilation, the company also provides a New Joiner Welcome Guide & Kit on the new joiners’ first day. Moreover, celebratory events are organized for employees to commemorate their first year with the company. Doosan Bobcat HQ has also introduced a variety of employee engagement programs surrounding topics of employee well-being and leisure so that not only do employees engage more actively within the organization but they also create teamwork with each other.

**Global** | Doosan Bobcat prioritizes the development of our employees’ global competencies, acknowledging our nature as a globally operating company. To this end, we offer programs aimed at enhancing global business skills for our employees. These include small-group English language courses and organizational development programs designed to foster active communication and collaboration. We also provide an ‘Effective Biz Skill Course’ to enhance skills in English email writing and presentation techniques.

Doosan Bobcat HQ Employee Development Direction and Goals		Goals
Approach		
Leadership	Develop authentic, empathetic and adaptive leaders	• <b>Understand generations and cultivate soft skills</b> for authentic leadership
Organizational Development	Enable proactive communication & collaboration by building relationships between employees	• <b>Build relationships</b> to proactively communicate and collaborate • <b>Support the soft-landing</b> of new hires
Global	Enable global competency	• Enhance global competency by <b>acquiring language proficiency and global biz skills</b>
Professional	Upskilling jobs for high performance	• <b>Improve basic competencies and support self-directed learning</b> with always-on learning
Learning Culture	Building a learning culture through PR efforts	• <b>Build a positive learning culture</b> where employees actively participate in required training and self-enrichment



**HUMAN CAPITAL**

**Professional** | To improve employee job competency, Doosan Bobcat offers a variety of courses. These include foundational courses tailored to specific job roles, product knowledge courses, and internal strategy courses designed to enhance business understanding and acumen. In 2023, we conducted a mini boot camp aimed at boosting employees' comprehension and knowledge of our products through the opportunity to learn on how to operate the vehicles.

Doosan Bobcat offers the "Strategy 101" program, which delivers training on strategy formulation techniques and strategic communication for employees looking to bolster their strategic competencies. The company also advances employees' proficiency in financial matters through "Finance 101", a training program that covers fundamental financial knowledge, including financial statement analysis, business management tools, and basic cash flow concepts.

**Learning Culture** | To cultivate a learning culture characterized by employees' voluntary and active engagement in educational opportunities, Doosan Bobcat has created and distributed a catalog detailing our educational programs for 2023. We promote employee interest in these programs by sharing news about employees' participation through an internal portal. In addition, we introduced a new mobile learning tool called "Tutoring," an employee customized learning app, that allows a larger range of employees to access a variety of educational content according to their needs.

**Evaluation and Compensation**

Doosan Bobcat conducts fair evaluation of employee performance and competency without discrimination regarding gender, race, or ethnicity based on the Management by Objectives (MBO) framework and the Doosan Competency Model (DCM). We provide fair and competitive compensation and remuneration. We also leverage a global Human Resources Information System (HRIS) for efficiently managing employee data.

Employees at Doosan Bobcat set their MBO goals aligned with the company's business strategy and undergo annual evaluations. The outcomes of these evaluations influence the computation of performance-based pay and inform future directions for

enhancing individual work capabilities. In 2023, ESG KPIs were incorporated into the MBOs of 25 global executives, with corresponding KPIs also reflected in the departments each executive oversees.

Doosan Bobcat employs development career management which outlines specific criteria for each role, to accurately assess each employee's performance. Development plans are created for employees, and the implementation level of these plans is evaluated to establish a foundation for ongoing competency development. To support the sustainable leadership development, we regularly hold people sessions to review our candidate pool for executive and director positions.

Executive promotions are reviewed and made through the Group People Session chaired by top management.

In 2023, Doosan Bobcat carried out an upward leadership survey targeting executives and team leaders in Korea. The findings from this survey enable each leadership role to gauge their level of leadership through employee feedback and to formulate a Leadership Development Plan (LDP) for future growth. Team leaders share the LDP outcomes to their team members, facilitating discussions on the development trajectory for leaders and the organization. The LDP will serve as a reference for the People Session Process moving forward.

People Session Process			
	Hosted by	Reported to	Main Agenda Items
Group People Session	Top Management	CEO & Vice Chairman	<ul style="list-style-type: none"> <li>Succession <b>planning for CEO &amp; Vice Chairman/Regional Presidents</b></li> <li><b>Executive-level organizational changes/HR issues</b> <ul style="list-style-type: none"> <li>- Promoting new executives</li> <li>- Promotions, position changes, etc.</li> </ul> </li> </ul>
HQ People Session	CEO & Vice Chairman	Regional President	<ul style="list-style-type: none"> <li>Succession <b>planning for regional president/executive positions</b></li> <li><b>Executive-level organizational changes/HR issues</b> <ul style="list-style-type: none"> <li>- Promoting new executives</li> <li>- Promotions, position changes, etc.</li> </ul> </li> </ul>
Region People Session	Regional President	Executives	<ul style="list-style-type: none"> <li>Succession <b>planning for executive/team leader positions</b></li> <li><b>Organizational changes/HR issues at the team leader level</b></li> </ul>

**HUMAN CAPITAL**

**Organizational Culture**

**Open Organizational Culture**

To foster an open organizational culture, Doosan Bobcat has been refining our system since 2022. In 2023, we have improved our organizational culture by simplifying job titles, conducting mindset-changing training for leaders, and implementing a multifaceted leadership assessment.

To encourage employee communication, HQ and ALAO Korea streamlined office job titles to two-levels: Associate, Senior Manager and to two-levels for the R&D workforce: Engineer, Senior Engineer. Furthermore, we gathered employee feedback on leadership through a comprehensive assessment, the results of which were used to develop a leadership development program. Doosan Bobcat gathered diverse perspectives on our organizational culture through focus group interviews (FGIs), surveys, and briefings for employees in 2022-2023. The company is committed to continuously enhancing our organizational culture by making systemic improvements informed by these insights.

**Unified Organizational Culture**

Following the merger of Doosan Bobcat Industrial Vehicle and Doosan Bobcat Korea, Doosan Bobcat implemented an integrated HR system to facilitate seamless organizational integration and boost employee engagement. We aim to create a beneficial system for our employees and have laid the groundwork for developing a unified organizational culture. At ALAO, a company-wide meeting hosted by the regional head was held for 800 Korean employees, where the vision for rapid growth of

the organization and efforts to improve the the organizational culture were emphasized.

**Employee Wellness Program**

Employees are eligible for a comprehensive range of benefit plans designed to promote the health and well-being of each employee and their family, protect their income, build financial security for retirement and balance personal responsibilities and work life. Through the “Employee of the Month” program, we celebrate our achievements and recognize our colleagues who exemplify our core values and this program allows our employees to earn points that can be redeemed for merchandise or gift cards. Each region develops and implements wellness programs customized to its unique characteristics, taking into account the specific needs of our employees.

**Work Environment Improvement**

Doosan Bobcat is committed to fostering a work environment that enables full employee engagement. At our headquarters, we have established facilities such as on-site daycare centers, health rooms, fitness centers, and cafes to improve employee convenience. Furthermore, we’ve constructed an open innovation center outfitted with a variety of advanced technologies to support our employees’ creative endeavors. We also cover transportation, parking, and meal costs, and have implemented flexible commuting and remote work arrangements. Thanks to these initiatives, in December 2023, South Korea’s Ministry of Gender Equality and Family named Doosan Bobcat a “family-friendly certified company.”

**Employee Wellness Program<sup>1)</sup>**

	Programs
<b>Health and Wellness</b>	<ul style="list-style-type: none"> <li>• <b>Healthy Blue</b> (Wellness program)</li> <li>• <b>Telehealth</b> (Remote Diagnosis and Treatment)</li> <li>• <b>Dental&amp;Vision Benefits</b></li> <li>• <b>‘DooHug’</b> Counseling Service</li> <li>• <b>Life and AD&amp;D &amp; Group Insurance</b></li> <li>• <b>Medical Expenses Support</b></li> <li>• <b>Extended Medical Leave</b> (EML)</li> <li>• <b>Wellness Benefits</b></li> <li>• <b>Financial Wellness</b></li> <li>• <b>Voluntary Benefits</b> (Auto &amp; Home Insurance, Legal Plan, etc.)</li> <li>• <b>Fitness Center, GX / Pilates</b> Programs</li> <li>• <b>Remote Office</b> System</li> </ul>
<b>Family-friendly Policies</b>	<ul style="list-style-type: none"> <li>• <b>Paid Parental Leave</b></li> <li>• <b>Day Care Center, Nursing Room</b></li> <li>• <b>Children’s Tuition Scholarship</b> Program &amp; <b>Employee Tuition Reimbursement</b></li> <li>• <b>Vacation, Holiday, Sick, Military, Bereavement and Funeral Leave</b></li> <li>• <b>Hybrid / Flexible Work Hour</b></li> </ul>
<b>Recreational Programs</b>	<ul style="list-style-type: none"> <li>• <b>Overseas Backpacking Trip</b> for Leisure/ Refresh</li> <li>• <b>Summer Vacation Expenses</b></li> <li>• <b>Discount for the Affiliated Resorts</b></li> <li>• Supporting <b>Club Activities</b></li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• <b>Employee Equipment Purchase</b> Program</li> <li>• <b>Equipment Rental</b> Program</li> <li>• <b>Identity Theft</b> Program</li> </ul>

<sup>1)</sup> Employee Wellness Programs are customized by each region.

**HUMAN CAPITAL**

**Employee Engagement**

Doosan Bobcat acknowledges that fostering a work environment where employees feel content and enhancing their satisfaction is a key aspect of our management strategy. In 2023, drawing on the insights from the 2022 Employee Engagement Survey, we undertook a range of initiatives focused on three main themes better employee experience, more proactive communication, and innovation at work, all aimed at boosting engagement.

**Global Employee Engagement Survey**

Doosan Bobcat conducts the Global Employee Engagement Survey to collect employees' opinions about the company and pinpoint areas for enhancement. Following the initial survey in 2022, we carried out the second Employee Engagement Survey in 2023, involving 4,192

employees. The response rate was 77%, increasing 4 percentage points from the previous year. The survey results revealed that over 68% of employees gave positive responses about the company, and employee engagement results rose by 2 percentage points year-over-year to 78%.

**Change Agent (CA) System**

Through the Change Agent (CA) system, Doosan Bobcat collects employee feedback on work process and wellbeing and reports findings to management. CAs gather insights on topics related to Innovation, Collaboration, and Agility (ICA)—the pillars of Doosan Bobcat's organizational culture—and convene with the heads of each division to explore avenues for improve-

ment. They organize meetings with the HR department to deliberate on matters necessitating the CEO & Vice Chairman's decision. Subsequently, the CEO & Vice Chairman decision-making meeting is held to initiate concrete improvement actions.

We hold CA meetings twice a year, led by the CEO & Vice Chairman to receive employees' feedback from the headquarters and ALAO Korea. The ALAO regional head conducts separate CA meetings following our plans to expand overseas in 2024. The CEO & Vice Chairman actively listens to and addresses employees' opinions to embody Doosan Bobcat's core values and explore ways to enhance the organizational culture.

**2023 Employee Engagement Survey Key Findings**

**77%**  
Response rate

**68%**  
Positive response rate

**78%**  
Engagement results

**Employee Engagement Activities**

Provide Better Employee Experience	Promote Proactive Communication	Encourage Innovation at Work
<ul style="list-style-type: none"> <li>Improving the onboarding process for new hires</li> <li>Reviewing &amp; communicating HR policies, including compensation and benefits</li> <li>Developing internal career development and launching a more defined career path</li> <li>Supporting effective resource management and organization restructuring</li> <li>Providing training and development opportunities to learn and grow</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing communication around corporate vision and strategy</li> <li>Regular feedback meetings to remove roadblocks and inefficiencies</li> <li>Supporting programs to build relationships and promote more proactive communication for better cross-functional collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Preparing for practical support such as effective meeting toolkit, documenting procedures, and reporting process changes</li> <li>Launch new initiatives to enhance the way we work</li> <li>Conducting lesson learned sessions to benchmark the market and existing tools</li> </ul>

2023 CA Meeting



**CA Communication System**

**Member Feedback Collection**

- Listen to voices of employees on Doosan Bobcat's culture and organization and embrace improvements

**Divisional Executive Meetings**

- Discuss ways to improve

**HR Meetings**

- Discuss ways to improve
- Check CEO & Vice Chairman decisions

**CEO & Vice Chairman Final Decision**

- Drive improvements through CEO & Vice Chairman decisions

# DIVERSITY, EQUITY & INCLUSION (DE&I)

## DE&I Management

### DE&I Governance

By integrating Diversity, Equity, and Inclusion (DE&I) as a cornerstone in human resource management, Doosan Bobcat strives to foster a community that values diverse ideas and experiences, lays the groundwork for innovative thinking among all employees, and cultivates a work environment characterized by trust and respect.

The CEO & Vice Chairman and the chief of human resources officer (CHRO) bear the primary responsibility for DE&I initiatives and assess the progress of DE&I efforts on a semi-annual basis. In each region, the regional president and HR vice presidents periodically review and manage the DE&I status, ensuring alignment and progress across all areas.

### DE&I Strategy

Doosan Bobcat has established three strategy directions to manage DE&I: Diverse People, Equitable Opportunity, and Inclusive Culture.

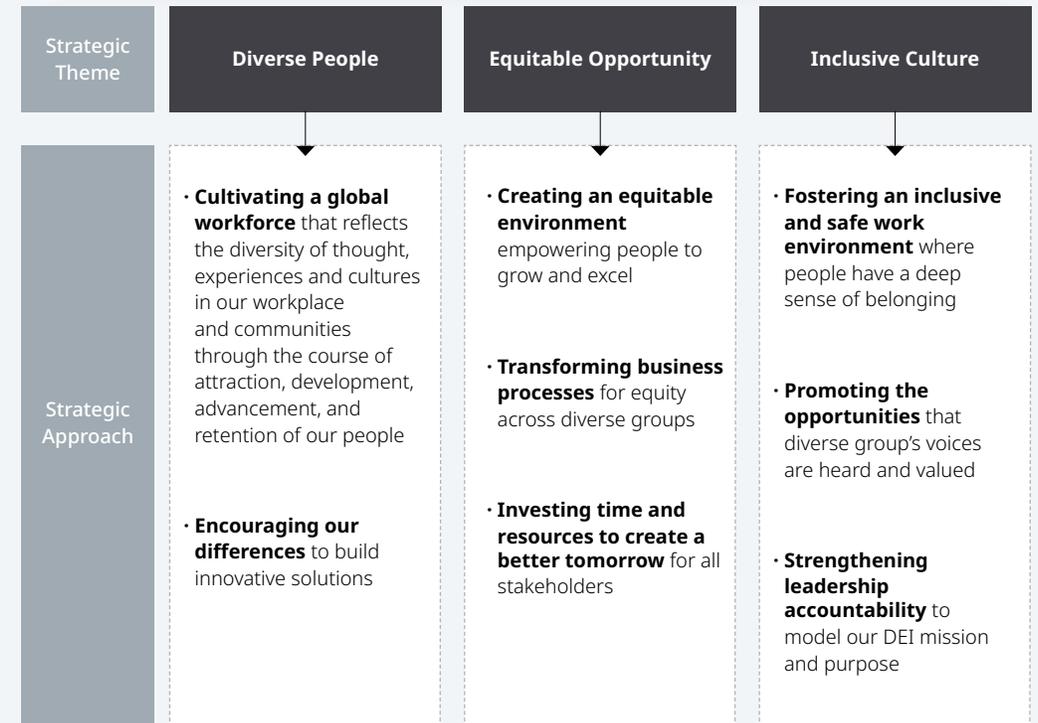
## Global DE&I Mission and Strategy

### DE&I Mission Statement

**Our Purpose** at Doosan Bobcat is to empower people to accomplish more.

This is inclusive of all people across our employees, dealers, customers and communities, enabling our sustainable and successful growth.

The people are the reason for our success. **Our Mission** is to embrace diverse thoughts and experiences, empower our people to think innovatively, and act agilely in an inclusive and safe environment where everyone feels valued, respected and trusted.



**DIVERSITY, EQUITY & INCLUSION (DE&I)**

**DE&I Management Activities**

**DE&I Management**

Doosan Bobcat has designated DE&I as one of our key ESG focus areas for 2023, setting internal objectives to oversee our implementation. The company emphasizes gender diversity across all operations, while also managing aspects such as race, disability, and age independently, tailored to the conditions of each region.

Each region is engaging in diverse activities to meet its internal targets. Notably, NA is enhancing its policies and processes to boost diversity in hiring and promotion practices, and it conducts an annual review of its gender pay gap to ensure equity.

**DE&I Training**

Doosan Bobcat offers a range of training programs to enhance employees’ understanding of DE&I. Initially, we provide annual online training covering topics such as disability awareness, sexual harassment and harassment prevention, and anti-discrimination. A total of 98% of Doosan Bobcat employees completed the mandatory diversity training sessions in 2022 and 2023. In

2023, EMEA shared 3 DE&I LinkedIn Courses through EMEA Newsletter to help employees better navigate relevant topics within DE&I area.

Beyond basic DE&I ethics training, NA executives have completed unconscious bias training in 2023 and plan to conduct training for their director and senior manager employees. While EMEA has offered training on cultural differences. Focusing on effective communication with employees from diverse cultural backgrounds.

**Efforts to Increase Diversity by Region**

Each Doosan Bobcat company site is implementing initiatives to enhance diversity and inclusion, tailored to the local environment and culture.

In NA, we operate the WeGrow program, which creates a supportive community for female employees and offers opportunities for mutual learning and growth. In 2023, as part of the WeGrow program, NA hosted a Leadership Exploration and Development (LEAD)

event at the Bismarck Site. The event aimed to invest in the professional development of female employees, inspiring leadership growth and fostering year-round community building. Aligned with Doosan Bobcat’s Proud Workplace and DE&I strategic pillars, the LEAD Event exemplified our commitment to supporting and empowering our female workforce. The event had 157 attendees, representing 30% of the female population across the NA region. The efforts in NA, including the LEAD event, lay the foundation for the professional and leadership development of female employees and stimulate the formation of a network of female leaders throughout the organization.

Beginning in 2023, EMEA has established the Powerful Women Empowerment (Powerful WE) program that focuses on Building Communities, Advancing Inclusion, and Fostering Growth. This initiative includes mentoring, communication programs, community-building activities, and more. Moreover, EMEA celebrated Women’s Month in March 2023 by highlighting stories of female leaders. In May, we observed International Month by

creating and sharing an infographic that provides insights into the 57 nationalities of our employees.

To promote the employment and professional development of people with disabilities, the ALAO Incheon Site established and operated an on-site café called ‘ONEDOO’ in 2023. Four differently abled baristas were hired directly, all of them are now permanent employees. Through operating the café ‘ONEDOO’, we have enhanced our understanding of diversity by collaborating with differently abled employees. This has also led to our recognition as a best practice in the local district.

ALAO HR participates in the Doosan Group E-Project as a representative of Bobcat to develop a system and culture for socially disadvantaged individuals, such as women and employees on leave, which is scheduled for launch in 2024. ALAO also plans to initiate the WeGrow program along with HQ in 2024.

**Doosan Bobcat DE&I**



**21%**  
Percentage of female employees



**7%**  
Percentage of female managers



# HEALTH AND SAFETY

## Health and Safety Management

### Health and Safety Governance

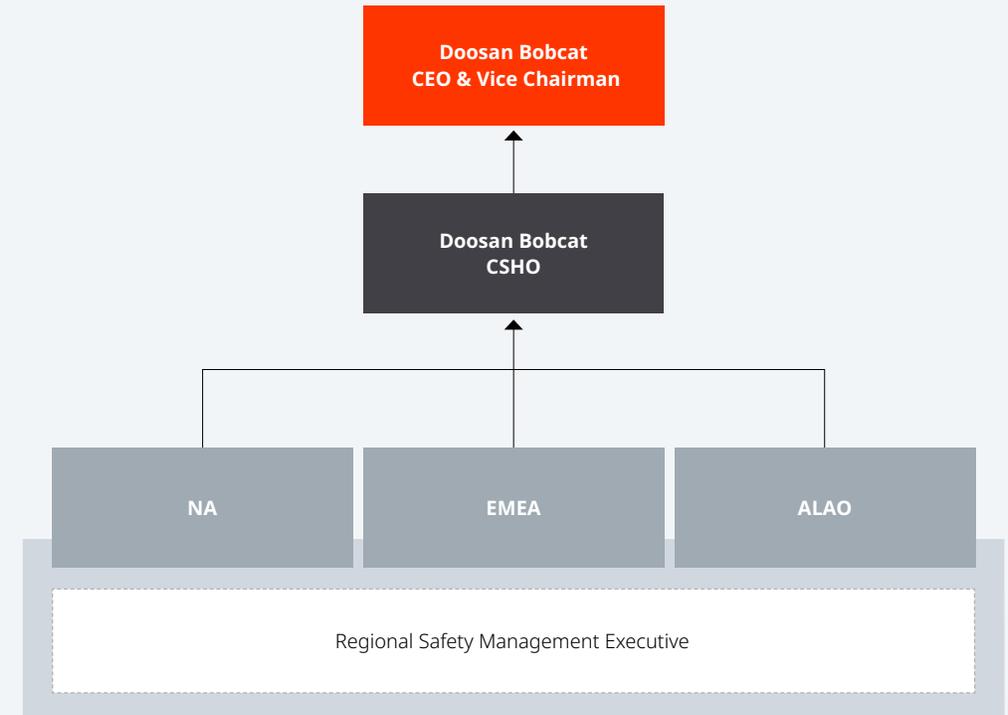
Doosan Bobcat implements a comprehensive health and safety management system to safeguard the well-being of all employees in the workplace. In response to the Korean Serious Accident Punishment Act in 2022, we appointed a chief safety and health officer (CSHO) who oversees all health and safety and health-related responsibilities, including the prevention of safety incidents and the management of the Environmental, Health & Safety (EHS) system. All global sites have established regional EHS organizations or appointed managers dedicated to preventing health and safety accidents.

At the ALAO Incheon site, the Occupational Health and Safety Committee operates in compliance with the Korean Occupational Safety and Health Act. This committee, along with joint labor-management inspections conducted monthly, plays a crucial role in developing an autonomous safety management system.

### Health and Safety Management System

Doosan Bobcat is dedicated to reducing the risk of workplace accidents through the acquisition of health and safety management system certification. Our primary facilities in NA/EMEA/ALAO hold ISO 45001 certification, and we have developed and implemented health and safety policies in each region by pertinent regulations.

### Health and Safety Issue Consultation System<sup>1)</sup>



1) Critical Incident Reporting Framework

### ISO 45001 Certified Sites



**HEALTH AND SAFETY**

**Health and Safety Risk Management**

Doosan Bobcat undertakes various initiatives to mitigate health and safety risks across our regional operations. Following ISO 45001 certification requirements and regional regulatory requirements, NA/EMEA/ALAO conduct site-specific risk assessments and analyses, identifying potential risks and implementing corresponding mitigation measures. The effectiveness of these measures is evaluated through regular inspections and on-site assessments conducted by the EHS team.

In NA, daily inspections are conducted to monitor potential workplace health and safety hazards. Special emphasis is placed on preparing for various incidents such as fires, tornadoes, terrorism, and hazardous substance spills, with emergency response procedures established for each scenario.

In EMEA, thorough task-based risk assessment is completed and regularly updated for all workplaces. Mandatory annual safety inspections and EHS management system internal audits are carried out at all worksites. All job positions are categorized according to present hazards and risk factors, which are measured accordingly. Mitigation measures are then implemented based on the identified risks.

EMEA conducts health and safety reviews for workplace projects in three stages: design, installation and final operation approval. We conduct thorough evaluations of equipment handling electricity, gas, etc., ensuring compliance with legal requirements and internal guidelines such as the Machinery and Workplace Safety Requirements. Workshops are conducted to promote the safe design and usage of facilities. Additionally, monthly internal audits are conducted, focusing on areas with lower health and safety performance Total Recordable Incident Rate. Technical inspections of equipment, tools, and structures are carried out by regulations, with improvements made based on inspection findings.

At ALAO's Incheon site, regular risk assessments involving all employees are conducted to manage workplace risks. Each department selects tasks to enhance health and safety and carries out corresponding promotional activities. Health and safety management activities are reported through quarterly EHS management meetings chaired by the CEO & Vice Chairman.

**Risk Management Stages in EMEA Production**



**HEALTH AND SAFETY**

**Incident Management Procedures**

Doosan Bobcat has implemented an incident management procedure aimed at minimizing harm to employees in the event of a workplace accident.

In NA, an accident management program has been implemented across all worksites to promptly report accidents, near misses and associated risks within the workplace. In the event of an accident, thorough investigations into the root cause are conducted, followed by appropriate closure procedures and necessary follow-up actions.

Similarly, EMEA has established systems to ensure immediate response and support, as well as detailed investigation and root cause analysis to identify appropriate

corrective and preventive measures. Their implementation is tracked. All procedures are meticulously recorded through the system, and to enhance effectiveness, a standardized incident report and recordable incident system based on the QRIC<sup>1)</sup> methodology has been instituted. Plant managers review and validate the root causes of each recordable incident and implement measures to prevent recurrence, while managers, supervisors, and leaders actively engage in the whole process of incident response within their areas of responsibility.

At ALAO's Incheon site, standard procedures are followed when reporting accidents, with subsequent investigations and the implementation of measures aimed at preventing recurrence, following the severity of the incident.

**Health & Safety Culture Building**

**Health and Safety Education and Training**

Doosan Bobcat offers a variety of education and training programs to enhance the health and safety capabilities of our employees, with a focus on proactive prevention rather than reactive response to accidents. This includes EHS orientation for new employees across all worksites and separate safety training for new worksite managers. Customized training programs tailored to specific job roles within each worksite, covering areas such as job hazard analysis, job descriptions, and work standards, are also provided.

In NA, EHS training is conducted quarterly through both an online learning management system and face-to-face meetings. The attendance rate for these training sessions is factored into the MBO KPI for the

training department, promoting increased employee engagement.

In EMEA, all new hires are required to develop a personal work plan, which is reviewed two months after joining the company. The Total Quality Management (TQM) Academy offers an intensive week-long health and safety training program specifically designed for production workers, aiming to ensure their safety while working in our production sites.

1) Quick Response Incident Control, a rapid response procedure in the event of an incident based on 8D QRQC  
 2) Provide different health and safety training programs for each region  
 3) U.S. Occupational Safety and Health Administration

**EHS Incident Management Process at the Workplace**

	Representative	Key Response Activities
<b>Incident Intake/ Initial Reporting</b>	Emergency Response Leadership EHS Administrator	· Run an emergency response program · Submit an incident initial report
<b>Investigations</b>	Health and Safety Administration Product Manager	· Root cause investigation · Inspect corrective actions and approve changes based on findings
<b>Processing/Action</b>	EHS Administrator Related Teams	· Monitoring for investigation findings and subsequent corrective actions · Implement emergency handling and recovery
<b>Final Review</b>		· Safety checks · Monthly checkup of KPIs · Department monthly meetings · Meetings with employees

**Health and Safety Training Program<sup>2)</sup>**

New Hire Orientation	Post-employment Support programs	Compliance Program Training
<ul style="list-style-type: none"> <li>General safety training</li> <li>Site-specific EHS training and site tours</li> </ul>	<ul style="list-style-type: none"> <li>60-Day new hire monitoring</li> <li>Experienced employees supporting new hire in preventing risk</li> </ul>	<ul style="list-style-type: none"> <li>OSHA<sup>3)</sup> and annual EHS Compliance program training</li> </ul>
New Management/ Supervisor Safety Training	Incident Prevention Workshop	Customized programs by job function
<ul style="list-style-type: none"> <li>Management/supervisor role in safety</li> <li>Task hazard analysis</li> <li>Incident reporting and investigation</li> <li>Risk prevention and control</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly leader workshops for executives, field leaders, and key partners</li> <li>Create an incident prevention assignment</li> <li>Sharing/monitoring management plan</li> </ul>	<ul style="list-style-type: none"> <li>Crane Operations Safety Training</li> <li>Chemical Representative Training</li> </ul>

## HEALTH AND SAFETY

### Mobile Safety Training

Doosan Bobcat offers educational content through diverse channels to enhance employees' competency and accessibility to health and safety information. In NA, the Bobcat App is utilized by the EHS and HR teams to disseminate company-wide announcements and campaigns related to EHS continuously. Additionally, the ALAO Incheon Site has implemented a 'Mobile EHS Program' that utilizes QR codes to facilitate employee access to EHS training materials. Through QR codes, we guide visitors through the EHS policy and the com-

pany's safety standards when visiting company sites and we have visitors submit a pledge for compliance. In addition, we conduct basic evaluations of employee understanding and conduct satisfaction surveys regarding the EHS training for employees. Based on the insight collected from the QR code, we continuously improve the content of the training.

Safety Training Video for Visitors



### Health & Safety Metrics and KPIs

To effectively manage health and safety at each site, Doosan Bobcat establishes KPIs for health and safety metrics and consistently monitors these indicators through regular Manufacturing Operations Review (MOR) meetings. NA and EMEA primarily utilize the Total Recordable Incident Rate (TRIR) as their main KPI, while the ALAO Incheon site manages the industrial accident rate as its primary indicator and plans to introduce TRIR as a KPI as well.

ALAO's Yantai and Suzhou sites in China and Chennai and Bangalore sites in India set annual EHS goals and classify related indicators into proactive and reactive categories. For proactive indicators, accident prevention is considered a qualitative measure, while the number of safety accidents and fire accidents are managed as quantitative indicators.

#### | CASE STUDY |

#### EMEA Strategy towards a Safety Culture

In EMEA, we have identified three key focus areas for health and safety and have outlined specific activities for each area to ensure the creation of a safe working environment for our employees across our sites.

#### Top 3 EHS Focus Areas

#### Basic Pillars for Occupational Health and Safety Protection

##### Leadership and People Mindset

- **Leader-centered** occupational safety efforts
- **Motivate employees** to take a hands-on role in building a culture of health and safety, creating a sense of consensus for safety

##### Safe Working Conditions

- **High awareness of safety**, contributing to the creation of safe working conditions, including ergonomic design in the workplace and the limitation of various hazards

##### Safe Work Systems

- **Implement overall health and safety activities**, including work procedures, manualization, risk assessment, training, health and safety audits, CI processes, etc.

# Responsible Growth



## SUSTAINABLE SUPPLY CHAIN

### Supply Chain Governance

At Doosan Bobcat, the chief procurement officer (CPO) has responsibility for the entire Doosan Bobcat supply chain, overseeing Global alignment and strategic initiatives. Reporting to the CPO, the Procurement Team manages the sourcing of raw materials and components for production. The team also has responsibility for supplier relationship and collaboration with suppliers to ensure product quality, competitive pricing, and timely delivery.

We have established a supply chain governance framework that is composed of the ESG Sustainable Supply Chain (SSC) Council and the Risk Committee, which play integral roles in managing supplier ESG risks to enhance the sustainability of our supply chain. The ESG SSC Council, founded in 2022, is dedicated to crafting sustainable supply chain plans and spearheading relevant initiatives. Meanwhile, the Risk Committee, formed in 2023, focuses on understanding and mitigating potential material ESG risks.

A focal point for 2024 is the inclusion of the Executive SSC Board in our supply chain governance structure. This board will oversee ESG-related activities throughout the supply chain, ensuring sustainability considerations are integrated into management's decision-making processes.

### Supply Chain Policy

#### Global Sourcing Policy

Doosan Bobcat is guided by our global sourcing policy, which aims to establish a robust global supply chain. This policy emphasizes the importance of considering safety, quality, delivery, costs, technology, and service requirements when selecting and managing suppliers. It also emphasizes efforts toward capacity building for suppliers.

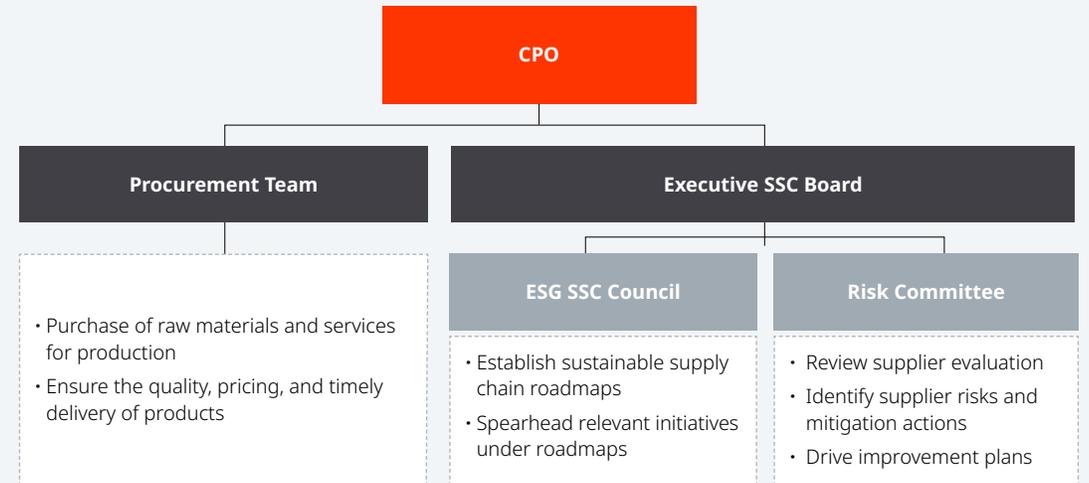
#### Supplier Code of Conduct

As an extension of Doosan Bobcat's Code of Conduct, our Supplier Code of Conduct applies to all suppliers and their subsidiaries, joint ventures, and affiliates who provide products and services to all operations worldwide. This code is built around sustainability requirements, encompassing labor and human rights, health and safety, environmental practices, ethical conduct, management systems, and responsible mineral sourcing. Doosan Bobcat requires all partners to comply with the Supplier Code of Conduct. The Supplier Code of Conduct is featured on both the Supplier Portal and the Supplier Website (publicly accessible), laying the groundwork for sustainable partnerships.

[GLOBAL SOURCING POLICY](#) ↗

[SUPPLIER CODE OF CONDUCT](#) ↗

### Supply Chain Governance



### Supplier Code of Conduct



**SUSTAINABLE SUPPLY CHAIN**

**Supplier Selection**

**Doosan Bobcat Global Sourcing System**

The Doosan Bobcat Global Sourcing System (DGSS) outlines the standardized procedures for supplier life-cycle management, including negotiation, contract, and qualification, focusing on whether potential suppliers have the quality and competitiveness to meet product and service requirements. We especially consider the capabilities of new and existing suppliers when evaluating and selecting suppliers. In order to check sustainability factors during the supplier selection process, we introduce environmental and social criteria, such as material regulations compliance (REACH<sup>1)</sup>, etc), prohibition of child labor and forced labor, and establishment of anti-discrimination policy for employees. We view supplier evaluation and selection as crucial components in ensuring the capability of our new and existing suppliers.

We follow the DGSS to promote effective collaboration among the various stakeholders involved in all sourcing decisions.

**On-Site Assessment (OSA)**

Actively referencing our Global Sourcing Process, we focus on our supplier’s capabilities and sustainability in various fields, including compliance with our Supplier Code of Conduct, material purchasing, product quality, and health and safety practices. Our sourcing teams select new and existing suppliers for assessment based on product complexity and risk profiles. The OSA, coupled with the Request for Information (RFI), Request for Quotation (RFQ), and the Financial Soundness Report, serve as key tools for selection.

**Supplier Management**

**Supplier ESG Management**

In 2022, Doosan Bobcat initiated the Global ESG Strategy Project to establish a due diligence system for assessing and managing suppliers’ ESG performance. In anticipation of future and present global regulations, including the EU Corporate Sustainability Due Diligence Directive (EU CSDDD), we formulated a comprehensive structure for ESG due diligence along with a strategic roadmap to broaden due diligence coverage and ensure a sustainable supply chain.

Doosan Bobcat has created a due diligence process using the self-assessment questionnaire (SAQ) to gauge suppliers’ ESG position and identify potential supply chain risks. In 2022, we launched a pilot SAQ for suppliers, which yielded valuable insights that aided in enhancing our evaluation procedures. Moving forward, our goal is to integrate supply chain ESG due diligence with our business practices and aid suppliers in bettering their ESG competencies to enhance overall supply chain management.

1) Registration, Evaluation, Authorization and Restriction of Chemicals

**Supplier ESG Risk Assessment Process**



## SUSTAINABLE SUPPLY CHAIN

### Supplier ESG Assessment

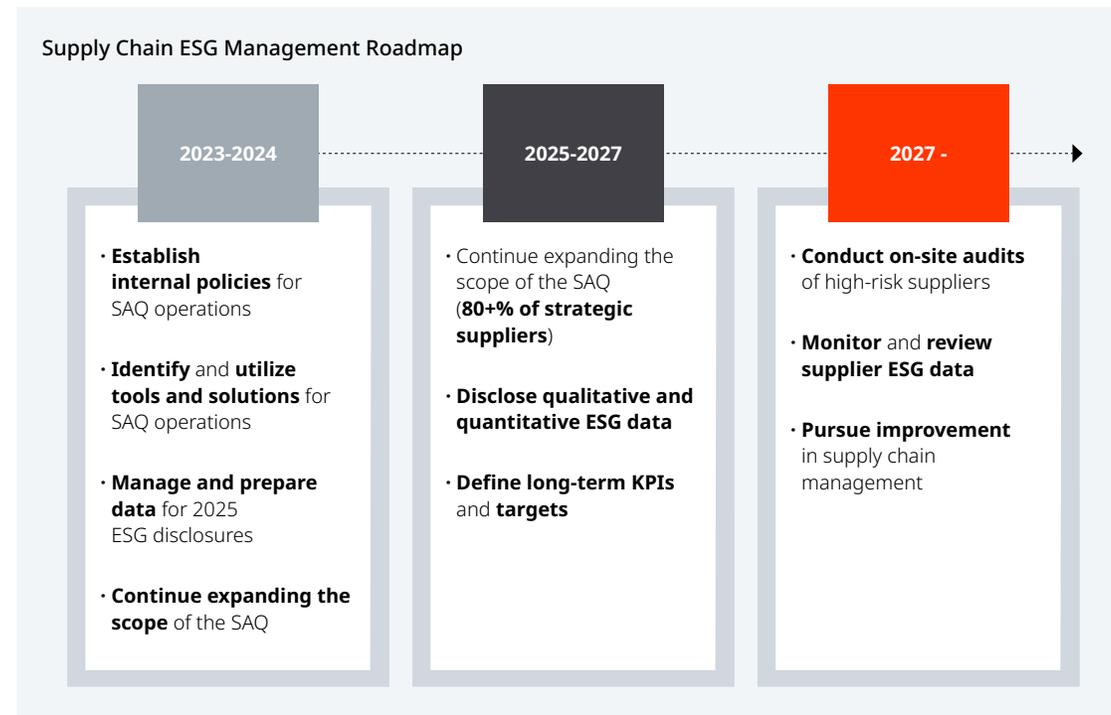
The suppliers of Doosan Bobcat are highly encouraged to conduct the self-assessment questionnaire (SAQ), which provides us with a comprehensive overview of their ESG management practices.

In 2022, as a segment of the Global ESG Strategy Project, we created a questionnaire targeting five essential pillars: environment, labor and human rights, health and safety, ethics, and governance. There are three stages to the SAQ process: preparation and communication, assessment and risk detection, and remedial measures with follow-up. After compiling the outcomes, we disclosed and discussed them with our suppliers. Collaborating with suppliers is crucial to identify various ways for improvement on the ESG front at different stages. Doosan Bobcat is committed to aiding our suppliers in improving their ESG commitments by ensuring the rectification measures are executed to mitigate any risks that have been uncovered during the SAQ initiative.



### Strategic Roadmap for a Sustainable Supply Chain

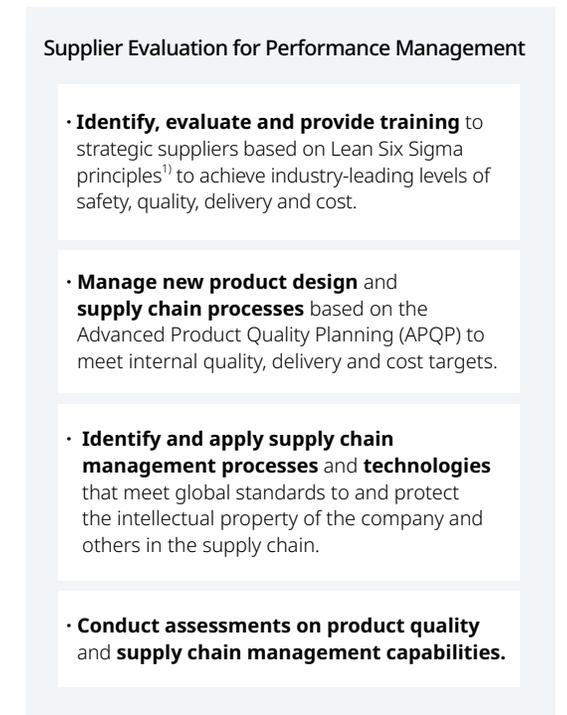
A strategic plan has been developed to help our suppliers improve their ESG performance and create a more sustainable supply chain. This plan includes various elements such as expanding the SAQ progressively, improving the assessment procedure, and setting up important KPIs and goals for effective ESG management across the supply chain.



In 2023, as a step in our roadmap, Doosan Bobcat has worked with 30 suppliers on the SAQ and aims to expand to more suppliers in 2024. We're also considering options to streamline the assessment by enhancing our system and working with sustainability rating services to improve and progress our due diligence efforts.

### Supplier Performance Management

We use monthly supplier scorecards to monitor the performance of all direct material suppliers. These scorecards offer measurement metrics such as quality performance and delivery performance that aid in understanding supplier performance and influencing our purchasing decisions. We share these scores with suppliers, encouraging them to continuously improve quality, warranty, productivity, cost, delivery, and service across the supply chain.



1) A process improvement approach that is based on a collaborative team effort to improve performance by eliminating operational waste and defects

**SUSTAINABLE SUPPLY CHAIN**

**Supplier Capability Development**

Doosan Bobcat is committed to fostering a competitive supply chain by promoting mutual interests and strengthening partnerships with our suppliers. Under our shared growth policy, we carry out diverse initiatives to foster a “virtuous partnership” throughout our supply chain.

We actively support our suppliers to improve their business environment by providing financial support, consulting services, and recruitment programs. We prioritize fundamental competitiveness by offering wellness benefits and training support to their em-

ployees. Our commitment to shared growth extends beyond these endeavors. We regularly conduct satisfaction surveys of our suppliers and listen to their feedback to identify potential risks and foster collaboration across the supply chain.

**Supplier Communication**

We have established a communication channel, the Supplier Portal, for our NA and EMEA suppliers. The Supplier Code of Conduct is featured on both the Supplier Portal and Supplier Website, laying the groundwork for sustainable partnerships.

**Supplier Communication Channels**

- COMPACT, PORTABLE POWER, GROUND EQUIPMENT NA & EMEA OPERATION [↗](#)
- INDUSTRIAL VEHICLE (KOREA OPERATIONS) [↗](#)
- COMPACT (CHINA OPERATIONS) [↗](#)

**Supplier 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 de-

signed 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. In ALAO Incheon, we 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 assessments of safety practices.

**Supplier Quality Management**

To meet the expectations of customers around the world for all Doosan Bobcat brands, we take a ZERO-DEFECT 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, we have created the Global Supplier Quality Manual as the reference document for the quality management of suppliers' products and services. This manual outlines the standards and procedures that suppliers are required to adhere to at every stage, encompassing new product development (NPD) through production.

DOOSAN BOBCAT SUPPLIER QUALITY MANUAL [↗](#)

2022-2023 Doosan Bobcat Korea Supplier Capability Development Programs		
Financial Support	Technical & Construction Support	Consulting & Wellness Benefits
<ul style="list-style-type: none"> <li>• <b>Supporting our suppliers through a ₩13 million Shared Growth Fund</b> with the Industrial Bank of Korea</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Capacity support through technical training and quality exchange meetings</b></li> <li>• <b>Collaborate with local governments</b> to support smart factories construction</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Provide suppliers</b> with consulting for productivity improvement</li> <li>• <b>Provide medical examinations and bereavement services</b> for employees of suppliers to support wellness benefits</li> </ul>
Employee Recruitment and Training Support	Shared Growth Vision Sharing	Supplier VoC
<ul style="list-style-type: none"> <li>• <b>Run the Doosan Bobcat Online Career Center</b></li> <li>• <b>Support for job training and foreign language education</b> through online programs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>CEO visiting supplier sites and receiving feedback</b> on shared growth</li> <li>• <b>Running councils and subcommittees</b></li> <li>• Survey on demand for <b>shared growth</b> programs conducted by the CP team</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Operate a supplier hotline and a consultation center</b> for unfair practices</li> </ul>

# CUSTOMER EXPERIENCE

## Responsible Marketing

Doosan Bobcat conducts responsible marketing practices by ensuring transparency and accuracy in disclosing information to earn customer trust. We provide product details across various channels, ensuring that critical information directly affecting customers, such as product safety data, aligns precisely with relevant safety guidelines.

### Approach for Responsible Marketing

Doosan Bobcat does not advertise with businesses and/or on platforms with content that is unlawful, misleading, false, stolen, threatening, harassing, abusive, obscene, sexually explicit, defamatory, racially or ethnically objectionable, or in violation of personal privacy rights of another. Doosan Bobcat may advertise and show up on sites that support Google and other social media networks. We try to avoid placement or participation through channels misaligned with our brand values or those that violate these guidelines. If an advertisement appears outside of these guidelines, corrective action will be taken to remove or resolve this infraction.

### Marketing Channels

Doosan Bobcat leverages diverse marketing partnerships to showcase our products across various platforms, including social networks, trade fairs, industry magazines and local events.

ALAO China sites utilize digital platforms such as the Bob-Library and Bobcat Brand shop to communicate our product offerings effectively. Recent marketing campaigns on these channels have successfully promoted the newly launched S500 model.

Our India sites have established partnerships with 35 channels to execute marketing campaigns primarily on online platforms such as Facebook, LinkedIn, and Instagram. Additionally, they actively participate in exhibitions throughout India and organize on-site demonstrations and roadshows to enhance customer communication.

### Marketing Communication Channels



### CUSTOMER EXPERIENCE

#### Finding Sustainable Marketing Alternatives

In our marketing efforts, we conscientiously consider the environmental impact of our business operations and incorporate green marketing techniques into our campaigns.

In EMEA, sustainability is a priority in the production of merchandising materials utilized to enhance our advertising, sales, and distribution activities. We source the majority of our merchandising materials from sustainability-certified suppliers. This commitment not only ensures the eco-friendliness of our promotional materials, but also aligns with various certification standards for eco-friendly materials, including Global Organic Textile Standards (GOTS), Global Recycled Standard (GRS), and OEKO-TEX®1). In addition, we have moved away from the traditional practice of discarding chipboard and dry-wall structures used for exhibitions. Instead, we now construct exhibition spaces using

Exhibition booth made from shipping containers

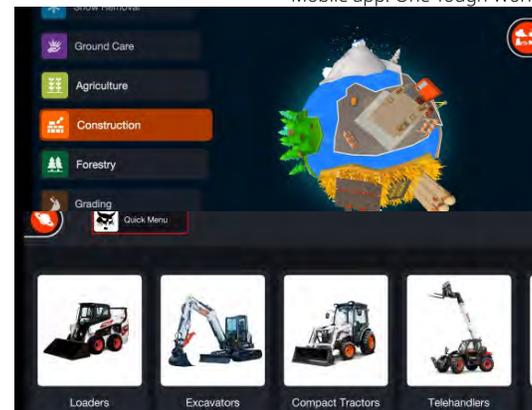


reused containers, significantly reducing waste and carbon emissions.

Additionally, EMEA developed a sustainable system that helps our dealer partners promote Bobcat products via digital leaflets, brochures and catalogs. These materials are now accessible through an app we developed, "One Tough World." We have established an online platform Desyner for dealers to access and utilize various promotional materials for online communication with customers.

To minimize the carbon footprint of our marketing activities, we maximize the use of our dealer network to deliver promotional materials, rather than employing a separate fleet of vehicles. Furthermore, we empower local employees to install signage themselves, further reducing emissions associated with transportation.

Mobile app: One Tough World



#### Dealer Management

##### Dealer Support and Training

Doosan Bobcat provides comprehensive programs aimed at building the capacities of our dealers.

In NA, we have established the Best Practice Peer Group comprising six professionals who support dealers in business capacity building by sharing best practices for financial performance and business activities. Additionally, the Dealer Profitability app streamlines dealers' sales activities by offering an at-a-glance view of profitable sales opportunities. Furthermore, we develop curricula for service and sales managers and organize roundtable discussions for dealers to explore strategies for improving profitability.

In EMEA, we operate the Bobcat Institute, a dealer training and demo facility located at our EMEA headquarters in Dobříš, Czech Republic. The primary objective of the Bobcat Institute is to enhance our dealers' ability to deliver superior customer experience when promoting the Bobcat brand, and servicing Bobcat equipment. The passionate team is committed in supporting dealers across the region, with high added value trainings, tools, and services, addressing product promotion, competition intimacy, sales, demonstration, and servicing of Bobcat equipment. Over 150 classes are offered annually, to over 1,500 participants. EMEA also provides a solid online course library with over 350 e-modules, available 24/7 in more than 6 languages through the dealer network. The platform provides convenient access to useful materials and programs, with learning paths and assessment being developed.

In ALAO, we offer 60 online training courses for dealers. Surveys are regularly conducted to understand the training needs of dealers and organize courses accordingly either at our headquarters or through onsite visits. In 2023, we conducted product training sessions in Australia, New Zealand, Latin America, and India. Furthermore, both local and overseas CPs conduct quarterly training sessions for dealers. Additional training sessions are also provided upon request.

##### Dealer Communication

Open and frequent communication is the key to collaborating with dealers. NA dealers are supported with annual marketing conferences, regular newsletters and a marketing platform. The ALAO Incheon site hosts monthly online meetings and biannual offline meetings with dealers. In addition, our sites in China resumed offline dealer conferences in 2023, and India resumed dealer conferences in 2022 after COVID-19.

1) Certification label for textiles tested for harmful substances

## CUSTOMER EXPERIENCE

### Dealer Performance Management

To incentivize dealers to strive for greater achievements, we incorporate the results of performance evaluations into their compensation structure.

In NA, we offer sliding scale rental financing tied to performance evaluation results. The ALAO Incheon site conducts quarterly evaluations of dealers' domestic material handling (MH) services and infrastructure, providing constructive feedback and identifying areas for improvement. Our overseas MH services generate monthly dealer performance sheets using warranty records from Systems, Applications & Products in Data Processing (SAP). Moreover, they conduct annual evaluations of each dealer, using the results to provide rewards such as wage increases.

### Product Stewardship

Our commitment to delivering products of superior quality revolves around placing customers at the forefront of everything we do. We have embedded our product stewardship system into all aspects of our operations and strategic objectives, and we encourage active communication between departments to further enhance product quality. Our quality management system adheres to the ISO 9001:2015 international quality management standards, 13 sites within Doosan Bobcat have obtained the ISO 9001 certification.

### Quality Management Governance

At Doosan Bobcat, product stewardship is a shared responsibility between management and working-level teams. In ISO 9001-certified plants and sites, leadership plays a pivotal role in establishing strategic product quality tasks and goals through the MBO approach. Regional quality teams are actively engaged in quality management across all stages of product development, production, and sales. Additionally, production sites have dedicated quality organizations to address any quality issues that may arise during production. Regular internal quality meetings are organized in each region to discuss product improvement measures, which are then integrated into the actual production process.

In NA, a group comprising the Regional President, executives, and heads of relevant teams is responsible for overseeing product quality management. At the ALAO Incheon site, quality management meetings are held regularly.

At the Yantai site in ALAO, both management and team leaders play pivotal roles in product stewardship. Management oversees the overall quality management system, evaluating its adequacy and effectiveness. Team leaders support management's efforts by providing various data, including product quality risk assessments and conducting internal and external system audits. The Yantai site conducts monthly quality meetings attended by the regional president, directors, and relevant team heads. These meetings serve to monitor product quality indicators and KPIs while addressing quality issues as they arise. At the Suzhou site, product quality improvement targets are established based on the MBO system. Monthly meetings with the Quality Team from the Incheon site is held to discuss ongoing product quality improvement activities and achievements. The Chennai site in India manages product quality under the ISO 9001:2015 obtained in 2021.



**CUSTOMER EXPERIENCE**

**Product Stewardship Practices**

**Quality Management Process**

Doosan Bobcat upholds our commitment to ensure product quality through adherence to quality management standards rooted in our six core values. We meticulously manage our products throughout the entire lifecycle, from development and production to sales.

**Product Development**

Doosan Bobcat has adopted a proactive approach to managing various risk factors in product development, including product quality aspects. This involves close collaboration between the product design and R&D departments to develop products that meet our design requirements and process capabilities, and to prevent quality risks. Particularly in NA and EMEA, we implement the New Product Development (NPD) process to enhance product quality and drive continuous process improvement.

**Production**

We employ Statistical Process Control (SPC) to monitor key variables throughout the production process and thereby effectively manage quality issues. Additionally, we conduct quality management inspections that involve warehousing inspections of incoming parts and Q-Status inspections for existing parts to minimize potential production process issues. In NA, our internal quality team process plays a pivotal role in meticulously controlling quality during production. In EMEA QRQC (Quick Response Quality Control) is in place to improve the first time quality, similarly, at the Yantai site in ALAO, we have tightened our Process Quality Control (PQC) function which involves the transition from product in-

spection to standardized audits of production lines.

In addition, we have implemented robust management processes to maintain stable quality throughout our supply chain. In addition to the Q-Status inspections for parts, we have implemented internal procedures dedicated to evaluating the quality of parts sourced from our suppliers. In NA and EMEA, we have established the Supply Development and Supplier Quality Process, and our ALAO China sites conduct audits of suppliers identified as needing significant improvements in product and service quality. Notably, the Yantai site established the Supplier Quality Engineering Team in 2023 to assist suppliers in enhancing their materials quality initiatives.

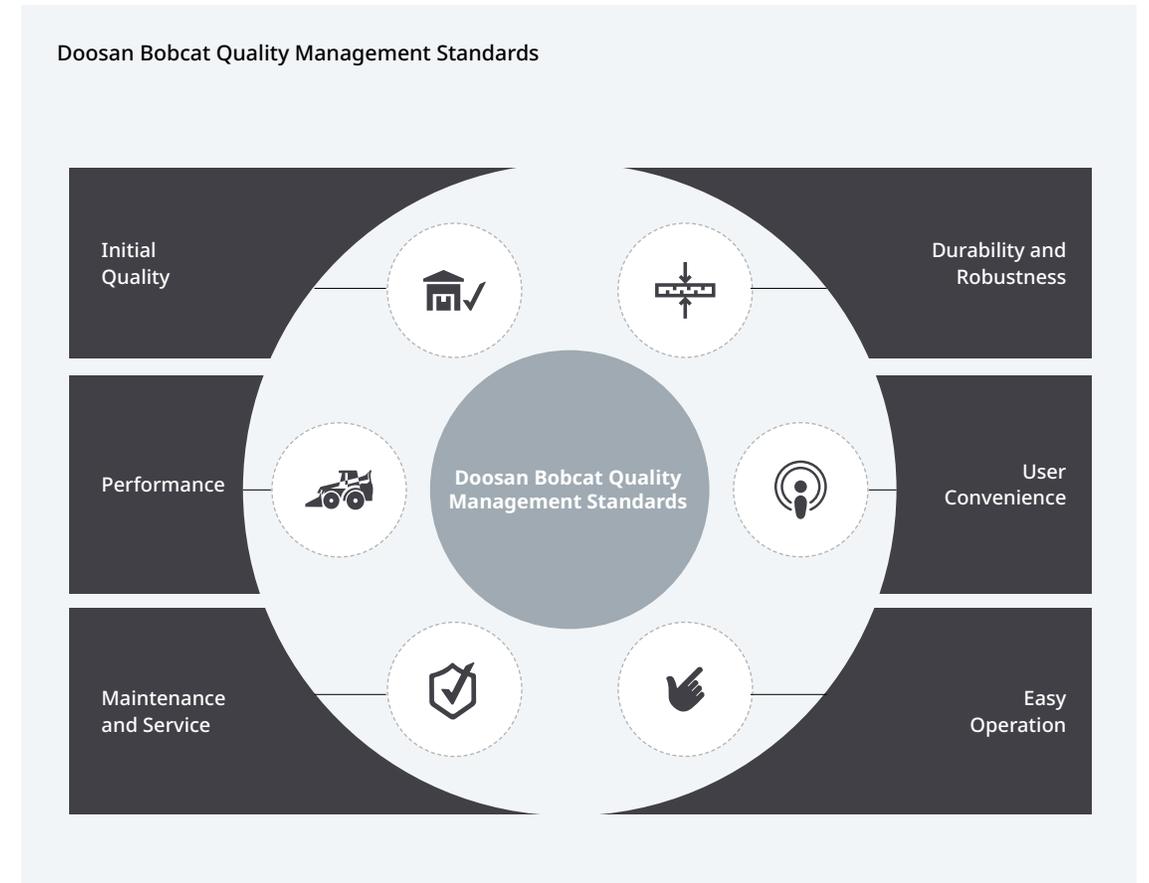
**Sales**

Our dedication to meticulous product quality extends from pre- to post-delivery stages. Before leaving the company sites for a dealership, all finished products undergo rigorous inspections. In particular, our forklift production sites have implemented the Prosumer Program, which involves engaging key dealers and customers to proactively identify quality risk factors at an early stage.

At Doosan Bobcat, all our products are accompanied by warranty certificates. We actively listen to our customers and integrate their feedback into our post-launch quality improvement initiatives. In EMEA, we have implemented the Plant Rapid Response policy to promptly address customer inquiries. Meanwhile,

at the ALAO Yantai site, the Quality Team prioritizes issues, recalls, and analyzes all defective products from the market, and takes appropriate corrective actions. Furthermore, we quarterly update our dealers on the progress of risk improvement activities and implement

mitigation measures for identified risks. The Yantai site organizes customer visits to gather feedback on product enhancements and encourages the recycling of defective parts.



## CUSTOMER EXPERIENCE

### Manufacturing Safety

Doosan Bobcat prioritizes creating a safe work environment by adhering to workplace safety standards and regulations. We design and manufacture our products in strict compliance with regional product safety standards.

#### Hazardous Materials Control and Prevention

Doosan Bobcat adheres to all relevant regulations, including health and safety requirements for hazardous chemicals as outlined by OSHA's Hazardous Communication Standard (for NA) and relevant European regulations (for EMEA). We are committed to proactively addressing legislative requirements and staying abreast of regulatory changes to ensure compliance. Our efforts for hazardous materials control are guided by policies and guidelines to handle and dispose of harmful chemical substances. Additionally, we actively engage in associations of construction equipment manufacturers to stay informed about industry and regulatory trends concerning hazardous substances. Our operations at the ALAO Incheon site had zero hazardous chemicals since 2016.

### Product Safety

#### Product Safety and Compliance

Doosan Bobcat complies with regulatory standards for products released globally. We provide comprehensive safety training materials to our customers to ensure the safe operation of our equipment. Our product safety initiatives include a focus on developing clear warnings and instructions for our products. Upon delivery, we provide customers with detailed instructions for the safe operation and maintenance of the equipment, including on product safety signs, Operation and Maintenance Manuals (O&MM), operator's handbooks on most products, and industry safety manuals where available. We offer additional training resources on our website that include safety videos and online training courses to further promote safe and efficient operation. The Product Quality and Product Chemical Compliance Team gathers and analyses statistical data about accidents related to our products. We monitor our statistical data to ensure measures are implemented in the case of health and safety risk caused by our products.

### Customer Satisfaction

#### Customer Response

Customer experience is one of the most important values prioritized in Doosan Bobcat. We have established a system to ensure that customer needs are met promptly and effectively. In NA, when we receive a customer request or identify a product issue, we swiftly assign the case to a dealer who can address the customer's needs until a local staff member arrives to take over. We regularly update our website to provide customers with accurate product information in a timely and convenient manner. At the ALAO Incheon site, we have implemented a quick response system to handle and resolve customer complaints within 24 hours.

#### Customer Satisfaction Survey

Doosan Bobcat actively engages in activities aimed at enhancing customer satisfaction, including conducting regular customer satisfaction surveys to directly gather feedback from our customers.

In NA, our Marketing Team oversees annual customer satisfaction surveys, and we carefully analyze the results to identify areas for improvement and enhance overall customer satisfaction. The Product Manage-

ment Team conducts additional interviews and surveys to proactively identify evolving customer needs, while the Support Team is dedicated to providing post-sales support, refining our products, and addressing customer inquiries. According to the 2023 customer satisfaction survey, 96% of respondents were satisfied with our "retail" service, while 85% were satisfied with "warranty".

At the ALAO Incheon site, we conduct biannual customer satisfaction surveys to collect feedback on both product quality and service. In 2023, our customers' satisfaction score was 71, and the insights gathered from the survey were shared with relevant teams to drive continuous improvement in our products and services.

In 2023, the Suzhou and Yantai sites also conducted customer satisfaction surveys covering various topics such as product promotions, training, customer service, and overall customer experience. The feedback obtained from these surveys will be utilized to address identified issues by organizing targeted training sessions for relevant teams and enhancing their service capabilities accordingly.

#### Customer Satisfaction Survey Outcomes

##### Warranty Satisfaction



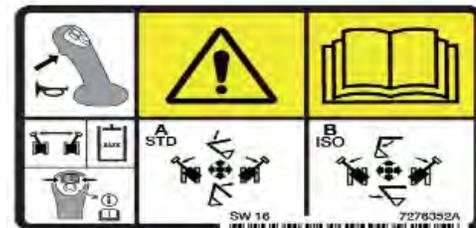
##### Retail Satisfaction



#### | CASE STUDY |

##### Product Safety Warnings and Labels

Doosan Bobcat includes various safety features on our products, such as safety interlocks, grab handles, and emergency exits. Furthermore, we offer training for our dealers to help ensure they are equipped with accurate product safety information to convey to customers.



# COMMUNITY ENGAGEMENT

## Approach to Community Engagement

### Community Engagement Governance

Doosan Bobcat has formed a governance framework centered around the Social Contribution Committee, chaired by the CEO and composed of the CFO and executives from the Legal Team. This committee is responsible for establishing and overseeing corporate-wide community engagement strategies. It deliberates and decides on the amount and allocation of our charitable giving, considering the purpose of the contribution, its relevance to Doosan Bobcat's business, and the potential benefit to the public. In NA, the Corporate Governance Committee comprising representatives from Finance, Marketing, HR, Communication, and Science, Technology, Engineering and Math (STEM) oversees the region's social contribution programs, ensuring alignment with global and regional ESG strategies. This committee establishes strategies and plans to achieve relevant goals, as well as developing relevant policies and managing budgets, reporting, training, and external communications. Each site has its own Corporate Community Impact (CCI) Committee, which decides on site-specific community engagement activities and supports effective policies. We have approved grants through our local CCI site committees for 2023.

In EMEA, the CSR Committee oversees community engagement activities and comprised of EMEA HR team members that evaluates requests for monetary support, including donations. Once a CSR project has been approved by the Committee, the potential partners undergo a legal and compliance review. Project implementation is subject to final approval by the CHRO and EMEA VP HR.

### Global Community Engagement Strategy

Guided by our ESG vision, we have defined three pillars of community engagement - "Inspire People, Preserve Environment, and Support Community" - and focal points for our community engagement activities. Particularly, the community engagement themes are closely aligned with the United Nations Sustainable Development Goals (SDGs).

We develop and implement community engagement policies tailored to the specific needs of each area and aligned with our global community engagement strategy. In NA, we actively support STEM initiatives, which are essential to Doosan Bobcat's progress and innovation, and continuously strive to promote environmental and community sustainability. In addition, we are actively pursuing sustainable growth together with our local communities based on Corporate Community Impact activities.

In EMEA, we identified environmental preservation, STEM education, local community engagement, and disaster relief as some of our focal points for our community engagement activities reflecting alignment with Doosan Bobcat's global community engagement strategy. These focal points guide the organization and implementation of our community engagement initiatives. We host workshops for our product consumers, sharing tips on how to make the most of our products and promoting environmental conservation efforts facilitated by our sustainable products.

### Global Community Engagement Strategy



## COMMUNITY ENGAGEMENT

### Community Engagement Activities

#### Inspire People

In 2023, NA donated \$5.25 million to colleges and universities in Fargo and Bismarck, North Dakota, where our company sites are located. We also contributed \$50,000 to New York University's Professional Development Fund and \$15,000 in a two year technical scholarship. As part of our Science, Technology, Engineering and Math (STEM) efforts, we hosted several events throughout the year, for more than 700 students and teachers. In addition to the STEM-related events, NA offered grants of \$1,000 to 19 accredited middle schools to support STEM education in the communities where it has operating plants or offices.

In EMEA, we celebrated Earth Day 2023 with educational events at our Dobříš site in the Czech Republic. More than 300 children participated in these events, which included various activities to raise awareness about the importance of the environment and sustainability. Moreover, through the Bridge to Employment

Project, we shared support for local schools as part of the PMI (Project Management Institute) Czech Republic Initiative and with the Junior Achievement Czech. Experts among Bobcat employees volunteered to ensure future local leaders. ALAO Incheon Site also provides textbooks and studying materials to students at the Boramae Nursery School each semester.

#### Preserve Environment

In July 2023, NA actively participated in the Park and Recreation Month celebration organized by the National Recreation and Park Association (NRPA). Park and Recreation Month promotes building strong and resilient communities by recognizing the invaluable contributions of over 160,000 park and recreation professionals, as well as millions of part-time and seasonal workers and volunteers who maintain community parks.

Doosan Bobcat donated \$250,000 to the NRPA to cultivate the local community, alongside \$50,000 in grants and Doo-

san Bobcat Zero-Turn Mowers to parks across the region.

In EMEA, we have concentrated our efforts on environmental conservation as we planted 140 fruit trees in an orchard located at Holy Mountain in Příbram, Czech Republic. Notably, the trees were planted utilizing Doosan Bobcat equipment.

#### Support Community

In December 2023, the Doosan Bobcat HQ organized the Angel Tree program as part of our community support initiatives. This program relies on the voluntary participation of our employees, who generously contribute gifts for children aged 0 to 18 residing in nursery schools. In 2023, our employees wholeheartedly participated in the program, donating gifts for a total of 89 children and providing 34 gift certificates to the Namsanwon and the Good House nursery schools in Seoul, Korea.

In NA, we made charitable donations totaling \$374,353

to 176 not-for-profit and non-project organizations approved by the local CCI committee. Additionally, our employees actively participated in the 59th Annual Bobcat Open Golf Tournament campaign, with 66 employees participating and donating a total of \$40,000.

In EMEA, we supported over 300 of our workers and their families from Ukraine by providing accommodation facilities. In addition, we provided a portable generator to a medical facility in Ukraine. In December, EMEA organized a Christmas market where over 350 Doosan Bobcat employees attended. The market involved six non-profit organizations from Dobříš and Příbram. The organizations sold their goods and were also provided free marketing items and clothes of the Bobcat brand to sell to employees at the market. In addition, the company donated a financial gift to organizations with a total value of over 200,000 crowns. In addition to other activities, Doosan Bobcat deepened cooperation with the village of Daleké Dušníky, by donating a Bobcat S450 Skid Steer Loader along with the necessary accessories. This will help the municipality, in which Bobcat has a specialized department with 23 employees, to implement several projects on their own and save funds for further development.

In September 2023, employees at our ALAO India Sites supported schools located near our company sites by painting murals and planting trees. They actively participated in health outreach campaigns, providing essential support to 137 people in need. The Incheon site organized an outreach program for the Incheon Boramae Nursery School.

NA STEM Activities			
	Engineering Week	Manufacturing Day	Teachers in Industry
Beneficiary	133 students from 5+ schools	400+ students from 15 schools	27 teachers from 9 schools
Period	February - March	September - November	June - July
Employee Engagement	22 employees from Bismarck and Gwinner	45 employees from Statesville, Gwinner, Wahpeton, and Bismarck	49 employees from Johnson Creek, Bismarck, and Gwinner
Details	<b>Engaged in various STEM activities</b> with the students	<b>Field tours, STEM presentations, Q&amp;A sessions, and other community engagement activities</b> with the students	<b>School visits and events for teachers</b>

| CASE STUDY |

EMEA Support in Türkiye

In EMEA, we collaborated with the Turkish Embassy in Prague, Czech Republic, in order to provide essential equipment as a first response after the February 2023 earthquake. The collection truck included two excavators (E60) and two generators (G45 and G60), as well as attachments necessary for the removal of debris in the Gaziantep region.

EMEA also partnered with People in Need, a non-governmental and non-profit organization, to develop the Early Recovery Project – the project aimed to support the reconstruction efforts in the earthquake-affected areas by funding local nano- and micro-enterprises to help re-establish the value supply chain and restart the local economy. 884 small businesses were provided financial assistance, and over 3,780 individuals were positively impacted by our Early Recovery Project.

Total Donation

EUR 0.8M

Early Recovery Support Project in Türkiye

Call for Applications

• Support for micro-businesses registered in five areas (Adiyaman, Gölbaşı, Pazarcık, Nurdağı, and İslahiye)

Reconnect Local Markets

• Re-establishing connections and the value chains in the market to restore the community

Providing Aid

• Initial financial assistance of USD 2,000
• Small business support in the form of cash grants worth EUR 650

| CASE STUDY |

NA MyImpact Philanthropy Platform for Social Contribution

NA operates a dedicated social contribution platform to provide further governance measures, procedures, and a record-keeping system, encouraging employees to participate in various community engagement activities.

The system provides management and administration of grants, employee giving, and volunteerism. Employees can track volunteer opportunities, donate to a non-profit (currently only during fall fundraisers or disaster relief campaigns), and pull tax forms. The system can be accessed internally via My Impact or externally to the public via Bobcat.com/giving. Also, non-profit organizations can submit requests for grants, view request statuses and resources tied to requests in the system.

| CASE STUDY |

Doosan Bobcat Day of Community Service

On September 12, 2023, Doosan Bobcat’s employees came together for the Doosan Bobcat Global Day of Community Service, a collaborative effort with the community to promote awareness of community engagement and sustainability. While some of our global operations were unable to participate due to COVID-19 restrictions, many sites organized voluntary community activities while adhering to country-specific pandemic response guidelines.

The 2023 campaign centered on “Preserve Environment” and “Responsible Growth” a fundamental aspect of our ESG vision, highlighting community support and environmental conservation. Guided by the leadership of our headquarters in Korea, 1,000 employees across our company sites in 12 countries actively participated in the campaign.

At the Doosan Bobcat headquarters, we contributed to preserving the ecosystem of the Tancheon Stream by removing invasive plant species. Additionally, we visited nurseries in Yongsan and Anyang to assist in maintaining cleanliness and organization within their facilities.

In West Fargo, NA, we extended our support to repair damaged ponds at local schools. Our flagship products, the Doosan Bobcat Skid-Steer Loader and Compact Track Loader, were instrumental in these pond repair activities. In EMEA, more than 400 employees across 11 sites in 7 countries dedicated over 945 hours to community service endeavors. In Dobříš, Czech Republic, more than 170 employees engaged in a range of volunteer activities, including cleaning, bush and tree planting, and painting fences. Similarly, in Bensheim, Germany, employees participated in a field project for the a non-for-profit association called ‘Sterntaler’ which involved tasks such as earthwork, fence painting, and wall grouting using Bobcat equipment. In ALAO, India Sites sponsored schools and medical facilities within the community while employees at our Incheon Site visited a nearby nursery school to replace mosquito nets and help maintain the facilities.

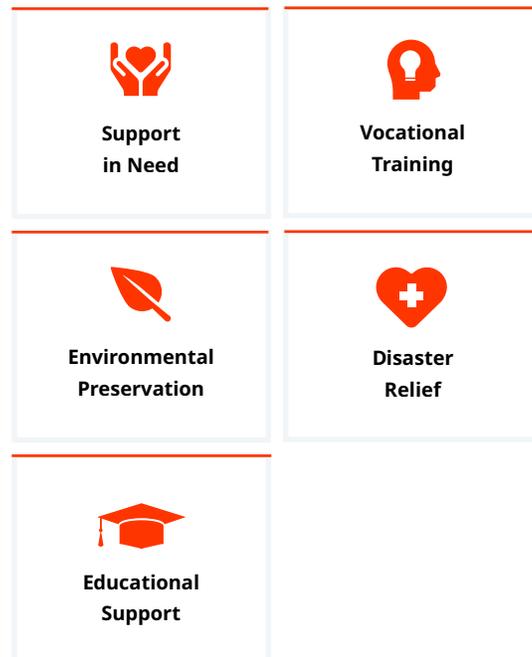


## COMMUNITY ENGAGEMENT

### Charitable Giving

As part of our commitment to supporting community development, we have identified priority areas for donations and support initiatives led by not-for-profit organizations in each priority area. Spearheading these efforts, the Global Social Contribution Committee adheres to guidelines outlining the organization and operation, as well as procedures and standards ensuring transparent management of donations.

#### 5 Priority Donation Areas at Doosan Bobcat



Doosan Bobcat's charitable activities are conducted under the umbrella of the Doosan Group. We contributed KRW 2 billion to support the BaboNanum Foundation and the Community Chest of Korea to assist vulnerable individuals. Our contributions extended to fostering local talent by supporting the Sejong Center for the Performing Arts and Chung-Ang University.

In NA, grants are approved through our local CCI site committees and a total of USD 373,000 grants were provided to 177 non-profits as well as additional equipment and silent auction donations.

EMEA has established a policy for the charitable support of our communities. Our primary focus is on supporting charitable and not-for-profit educational organizations. We believe in contributing to the development of the communities where we conduct our business by providing financial assistance to organizations that are based in these areas.

### Donations by Region

	Beneficiary	Program
NA	Local Universities (2023)	<ul style="list-style-type: none"> <li>• Donated USD 5 million for a new Center for Engineering and Computational Sciences at North Dakota State University</li> <li>• Donated USD 250,000 to the University of Mary, Bismarck, ND Hamm School of Engineering</li> </ul>
	Local not-for-profit organizations (2023)	<ul style="list-style-type: none"> <li>• Annual Fall Giving Campaign, Bobcat and employees donated \$175,000 for local not-for-profit organizations with our partner charity being United Way in addition to more than 100 other non-profit recipients selected by employees</li> </ul>
EMEA	Support for Ukraine (2022)	<ul style="list-style-type: none"> <li>• Provided accommodation (Worth EUR 0.5M) to Ukraine workers and their families in 2022</li> <li>• Donated EUR 0.1M through UNICEF in form of employees voluntary campaign and company's donation</li> <li>• Provide 4 Portable Generator (worth EUR 0.1M) to Medical Facilities in Ukraine</li> </ul>
	Support for Türkiye (2023)	<ul style="list-style-type: none"> <li>• Donated 4 Doosan Babcat machines (2 MEX, 2 Generators, worth EUR 0.15M) and provided support quickly using CZ NGO (EUR 0.8M)</li> </ul>
ALAO	Vulnerable Groups (2023)	<ul style="list-style-type: none"> <li>• Donated to the Community Chest of Korea and the Boramae Nursery School, among others</li> </ul>
	Local Community (2023)	<ul style="list-style-type: none"> <li>• Donated KRW 8.5 million to the Incheon Yontan Bank</li> <li>• Employee volunteer program to deliver coal briquettes to the community</li> </ul>



# GOVERNANCE

## Board Composition

### Board Composition

As of the end of March 2024, Doosan Bobcat's Board of Directors (Board) comprises six members, with a majority of four outside directors. The CEO serves as the Chairperson of the Board to enhance responsible board management and ensure that mid- to long-term business strategies are considered in management decisions. The average tenure of the Board in the last three years is 3 years and 10 months.

### Diversity and Expertise of the Board of Directors

We appoint highly qualified experts in their respective fields to serve on the Board, ensuring diversity and expertise. We prioritize diversity when appointing members of the Board, without restrictions based on religion, gender, age, region, or nationality. A notable achievement in our diversity efforts was the appointment of You Sun Nam, a female legal expert, as a new outside director through the 2023 Annual General Meeting of Shareholders.

The expertise in various fields of potential individuals is considered as criteria when appointing directors. In 2023, we welcomed a legal expert as an outside director to enhance our legal awareness and regulatory response capabilities. In March 2024, we further expanded our expertise with the appointment of Doo Hee Lee, a multi-faceted expert in business, research, and national advisory. Doosan Bobcat is well aware that the solid expertise of board members leads to optimal decisionmaking.

### Board Composition

**Board Skill Set**

- G** Global business strategy
- M** Management
- L** Law
- C** CE market and industry
- F** Finance
- A** Audit

#### Internal Director



#### SCOTT SUNGCHULL PARK

2014.04 - 2026.03 (4th term)

- Chairperson of the Board of Directors
- Representative Director, Doosan Bobcat Inc.
- CEO & Vice Charimen

**Current)** Vice Chairman, Doosan Bobcat Inc. (CEO)

**Former)** President in charge of NA/EMEA/DIPP, Doosan Infracore CE



#### DUCK JE CHO

2021.03 - 2027.03 (2nd term)

- Representative Director, Doosan Bobcat Inc.
- CFO

**Current)** Vice President, Doosan Bobcat Inc. (CFO)

**Former)** Executive Director, Doosan Bobcat Inc. (CFO)

#### Outside Director



#### KYUNG BOK COOK

2019.03 - 2025.03 (2nd term)

- Chair, Audit Committee
- Member, Outside Director Candidate Recommendation Committee
- Member, Internal Transaction Committee

**Current)** Adjunct Professor, KAIST Moon Soul Graduate School of Future Strategy

**Former)** Distinguished Chair Professor, Chonbuk National University

**Former)** Chief of National Assembly Budget Office



#### YOU SUN NAM

2023.03 - 2026.03

- Member, Audit Committee
- Member, Outside Director Candidate Recommendation Committee
- Member, Internal Transaction Committee

**Current)** Professor, College of Law, Kookmin University

**Former)** Chairman of the Disclosure Committee, Korea Exchange



#### JI KWANG CHOI

2020.03 - 2026.03 (2nd term)

- Chair, Internal Transaction Committee
- Member, Audit Committee
- Member, Outside Director Candidate Recommendation Committee

**Current)** Representative Director, Hangil Accounting Corporation

**Current)** Adjunct Professor, University of Seoul Graduate School of Science in Taxation

**Former)** CPA, Samil PwC



#### DOO HEE LEE

2024.03 - 2027.03

- Chair, Outside Director Candidate Recommendation Committee
- Member, Audit Committee
- Member, Internal Transaction Committee

**Current)** Honorary Professor of Marketing, Korea University Business School

**Current)** Representative Director, Veteran Society

**Current)** Professor Emeritus, Renmin University of China

**GOVERNANCE**

**Appointment of Directors**

At Doosan Bobcat, internal directors are nominated by the Board of Directors and appointed at the General Meeting of Shareholders. When appointing outside directors, relevant teams such as Investor/Public Relations, Accounting, and Compliance & SA verify the pool of candidates. We consider the background of the candidates and monitor their transaction history with the company to ensure their independence and ensure that they do not fall under any disqualification provisions specified in Article 542-8, paragraph 2 of the Commercial Act. In addition, the Outside Director Candidate Recommendation Committee verifies the competence and expertise of candidates and nominates those most suitable for final appointment at the General Meeting of Shareholders.

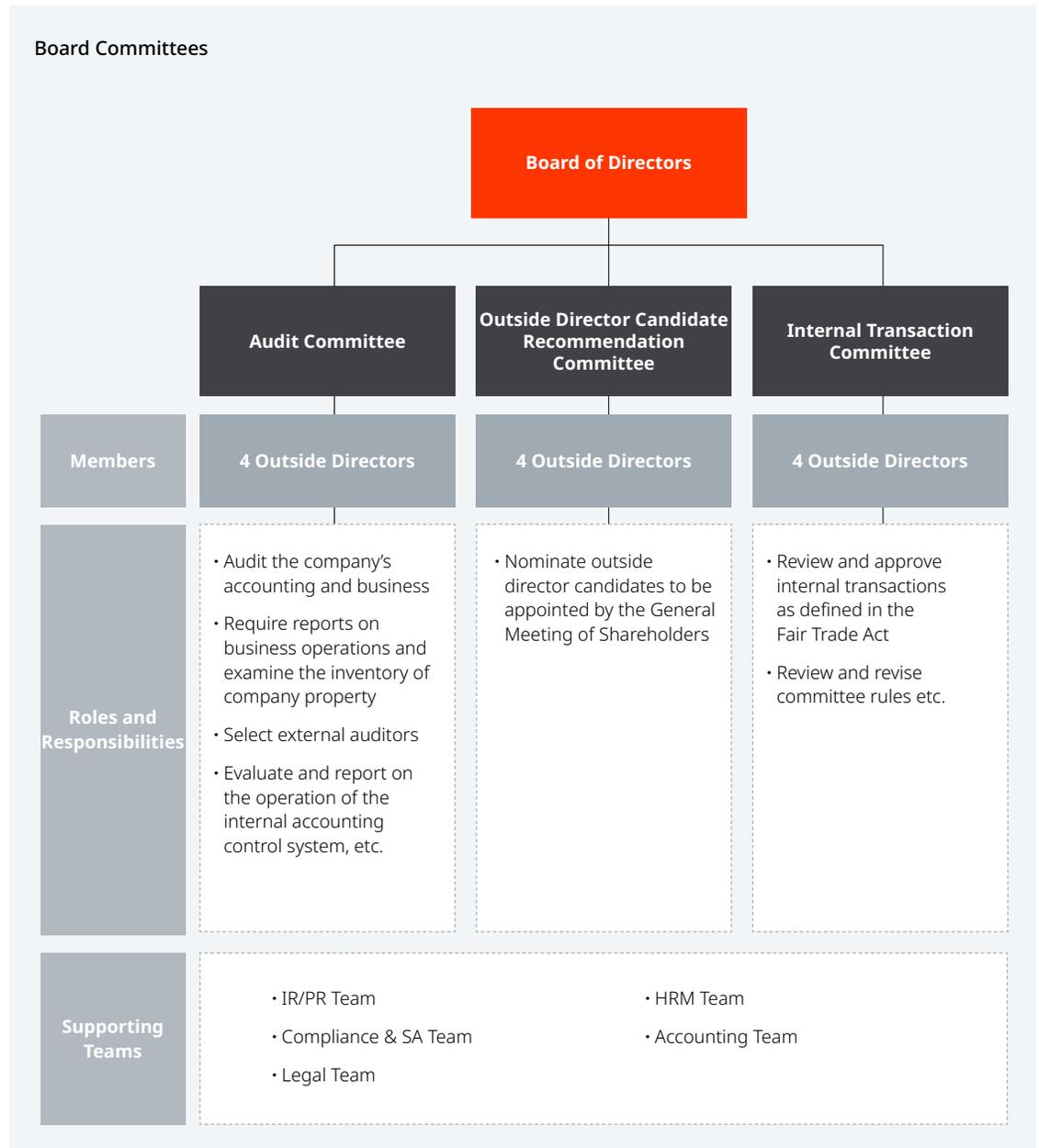


**Board Operations**

The Doosan Bobcat Board of Directors convenes quarterly and holds board meetings when needed. Directors receive notification of the agenda at least two days prior to a meeting to allow sufficient time for consideration. According to Article 8 of the Regulation of Board of Directors and Article 40, paragraph 4 of the Articles of Incorporation, directors may participate in resolutions via telecommunications that simultaneously transmit and receive voice if they are unable to attend in person. In 2023, the Board of Directors convened seven times to deliberate and resolve 30 agenda items, comprising 21 resolutions and 9 reports. The board resolution is achieved with the presence of a majority of directors and a majority of the votes cast, with each director entitled to one vote. To ensure independence in decision-making, directors with special interests, if any, are included in the quorum for the meeting but excluded from the quorum for the resolution.

**Board Committees**

To ensure independence and expertise in decision-making, the Board of Directors delegates its authorities to committees entirely composed of outside directors. These committees include the Audit Committee, the Outside Director Candidate Recommendation Committee, and the Internal Transaction Committee. The organizations, operations, and authorities of these committees are specified in the Articles of Association, the Board Operating Regulations, and the respective committee regulations. This structure ensures that the committees discuss and make independent decisions as experts on matters delegated by the Board of Directors.



## GOVERNANCE

### Outside Director Training and Support

Our outside directors participate in specialized training sessions aimed at enhancing their expertise. Given the expanded responsibilities of the Audit Committee under the revised Act on External Audit of Stock Companies, we provide professional seminars and lectures to its members. In 2023, all Audit Committee members attended training courses conducted by external experts, focusing on data security policy updates, best practices in corporate governance, ESG disclosures, and key accounting issues for the 2024 financial statement audits.

At Doosan Bobcat, our IR/PR Team is committed to supporting outside directors in carrying out their responsibilities effectively. We ensure that our Accounting, Compliance & SA, and HRM Teams are readily available to address their inquiries and provide necessary data and explanations. In particular, we assist outside directors in their professional duties by conducting preliminary briefings on specific agenda items.

### Management and Director Compensation

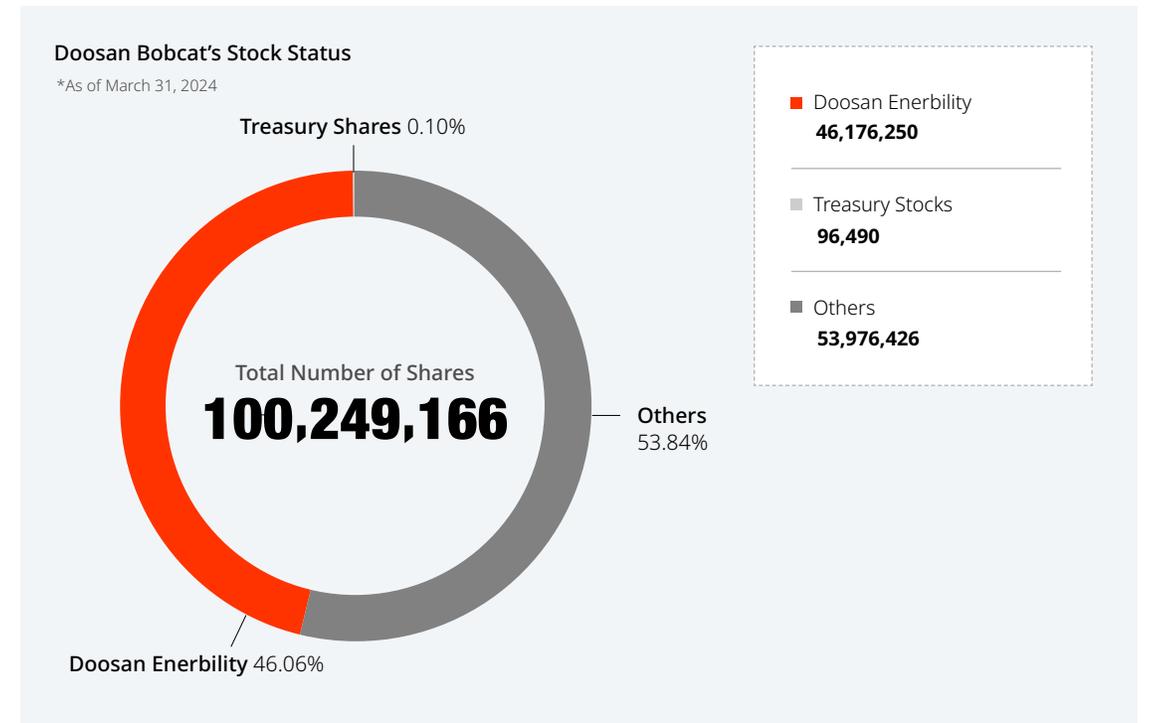
We compensate members of the Board of Directors within the approved limits set by the General Meeting of Shareholders. The compensation structure for internal directors includes an annual salary determined based on factors such as the company's financial standing, market competitiveness, the director's tenure, their contribution to the company, and their position. Additionally, internal directors may receive performance bonuses tied to short- and long-term company performance and severance pay calculated according to executive severance pay regulations. The performance pay structure includes both short-term components awarded annually based on the company's performance in the preceding financial year and long-term components paid annually considering the company's performance over the past three years. For outside directors, we ensure independence by adhering strictly to internal regulations. They receive compensation in line with these regulations, which excludes performance bonuses, severance pay, or stock purchase options.

## Shareholder Rights

### Shares and Capital Structure

As of March 31, 2024, Doosan Bobcat had 100,249,166 outstanding common shares, each with one vote per share. The largest shareholder of Doosan Bobcat is Doosan Enerbility, holding a 46.06% stake in the company.

In January 2024, Doosan Bobcat merged two of our subsidiaries, Doosan Industrial Vehicle and Doosan Bobcat Korea, to enhance management efficiency by unifying organizational and operational systems for the sales of material handling (MH), compact (CP), and portable power (PP) products in the ALAO region. The consolidation is expected to maximize synergies across all stages of the value chain by leveraging brand power and networks, sharing global distribution channels, reducing costs through consolidated purchasing, and fostering collaborative research and development activities.



**GOVERNANCE**

**Shareholder Return Policy**

Doosan Bobcat is committed to shareholder return, and we benchmark the dividend policy of major peer companies in related industries to determine the dividend per share based on business performance. We have steadily increased the dividend per share since listing, except in 2020 (business year) when the business environment was uncertain due to COVID-19.

In addition, we have implemented an advanced dividend system as part of our shareholder return policy. The Articles of Incorporation were amended at the 2023 Annual General Meeting of Shareholders to apply the advanced dividend system starting from the dividend payouts at the end of fiscal year 2023. The dividend amount and record date (March 29) were decided on February 27, the day of the 2023 settlement board meeting, and the announcement was made accordingly on the same day. This ensures a more shareholder-friendly dividend process where the amount of dividends is determined ahead of the record date.

**Protecting Shareholder Rights**

We have adopted voting by mail and electronic voting systems to assist minority shareholders in exercising their voting rights. The implementation of these systems and relevant plans are considered at Annual General Meetings of Shareholders. Additionally, recognizing that many shareholders are unable to attend the General Meeting of Shareholders in person, we encourage electronic voting and proxy voting, which enable them to exercise their voting rights remotely.

To prevent infringement of shareholders' rights caused by the concentration of shareholder meetings within a certain period of time in a given year, we have joined a voluntary program to stagger shareholder meeting dates among listed companies.

**Shareholder Communications**

Doosan Bobcat regularly conducts management briefings to communicate with shareholders and report quarterly results. Each year, we organize over 230 regular and ad-hoc meetings, including non-deal roadshows (NDRs) and external conferences. When necessary, our management meets directly with investors. Additionally, to enhance accessibility to disclosures for international investors and encourage investment, we began providing disclosures in English starting in 2021. By 2023, disclosures regarding major management matters were provided in English. Other initiatives to facilitate stakeholder understanding of our company include invitational tours for outside directors and analysts to our overseas sites.

In April 2024, we introduced the Online Dividend Tracker service to enhance communication with shareholders and promote environmentally friendly practices. This online system replaces traditional written dividend notices sent by mail, reducing paper usage and carbon emissions and improves shareholder privacy and convenience.

[DOOSAN BOBCAT ONLINE DIVIDEND TRACKER](#) ↗

**Doosan Bobcat's Dividend Payment**

	Unit	2021	2022	2023
<b>Cash Dividend Per Share</b>	KRW	1,200	1,350	<b>1,600</b>
<b>Total Cash Dividends</b>	KRW 100 million	1,203	1,353	<b>1,602</b>
<b>Cash Dividend Payout Ratio (consolidated)</b>	%	31.1	21.0	<b>17.3</b>
<b>Cash-Dividend Yield</b>	%	2.9	3.7	<b>3.2</b>

**| CASE STUDY |**

**Key Stakeholder Communication – Plant and Site Visits**

Doosan Bobcat strengthened communication with our key stakeholders, outside directors, and investors. Outside directors visit Doosan Bobcat's domestic and international sites and plants periodically to deepen their understanding of our business operations. In 2023, they visited sites in NA, where they actively engaged in investor relations (IR) activities, including Q&A sessions with analysts. This direct interaction helped to strengthen investor trust in our company.

**NA Plant and Site Visits**



# ETHICS AND COMPLIANCE

## Ethics and Compliance Management

### Compliance Management Governance

At Doosan Bobcat, the Audit Committee and the compliance organization are responsible for monitoring compliance across all business activities. The Audit Committee, composed entirely of outside directors, regularly reports its activities and agenda for discussions to the Board of Directors. The compliance organization includes the Compliance and Security Audit (SA) Team and the Compliance Program (CP) Team, which are working-level teams responsible for implementing compliance measures and supporting the Audit Committee.

The Compliance and SA Team performs various roles, including internal reporting and investigations, conducting regular audits, updating internal control systems, conducting operational tests, providing development support, and facilitating external audits. The CP Team is responsible for overseeing fair trade activities, supporting supply chain sustainability, conducting training on the Code of Conduct, and ensuring compliance with the Foreign Trade Act (for operations in the Republic of Korea). Dedicated compliance teams are established for each regional office to oversee compliance with local laws and regulations. The CP Team also assists regional sites in monitoring compliance and mitigating compliance risks as needed.

### Compliance Officer

The Board of Directors appoints a compliance officer who is an expert in domestic and international corporate and trade law. The compliance officer conducts regular compliance control activities to ensure adherence to relevant regulatory requirements and reports the results to the Board of Directors. In 2022 and 2023, the compliance officer ensured a moderate level of compliance evaluation across all areas of our operations and oversaw training related to the compliance program. Another critical responsibility of the compliance officer is to assess the effectiveness of our compliance control standards and compliance management system and report the findings to the Board of Directors.

### Doosan Code of Conduct

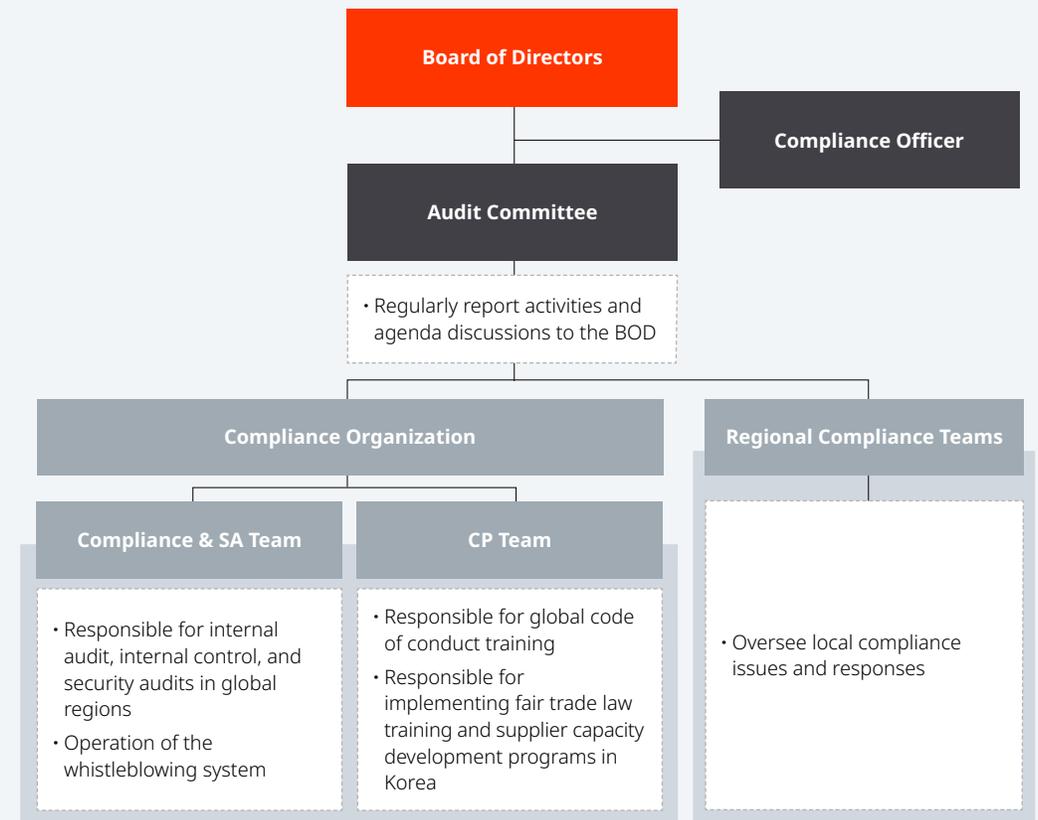
Guided by the Doosan Group's Code of Conduct, Doosan Bobcat provides a comprehensive set of anti-corruption standards that all employees are expected to understand and follow. We also encourage our subsidiaries and third parties engaged in business with us to adhere to the Doosan Code of Conduct.

The Code of Conduct is publicly available on our website in both Korean and English. Internally, the Code of Conduct has been localized into Korean, English, Czech, German, Chinese, French and Vietnamese. We strive to enhance our competitive edge and foster an ethical corporate culture based on the Doosan Code of Conduct, which revolves around six key areas.

DOOSAN BOBCAT CODE OF CONDUCT



### Compliance Management Organization



### Code of Conduct: 6 Key Areas

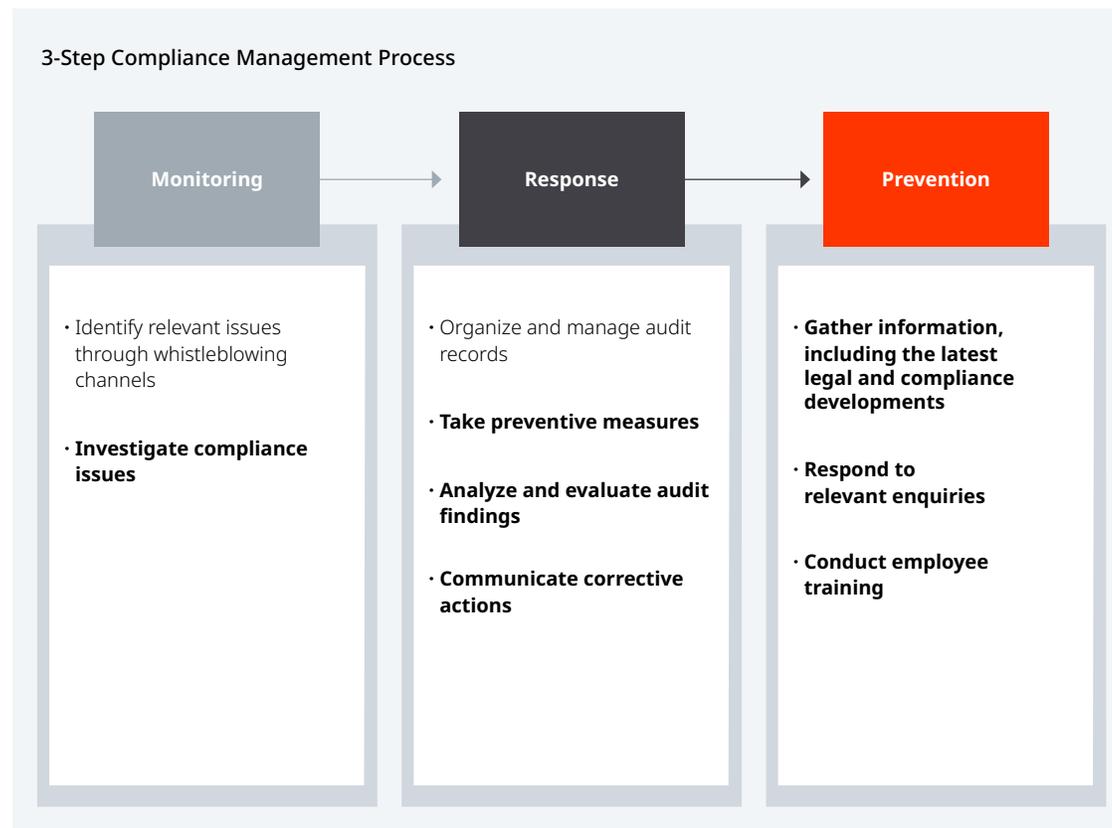


<sup>1)</sup> A concept that includes human rights-related elements such as non-discrimination, prohibition of workplace harassment, and inclusive culture, and refers to teamwork based on 'warmth' and 'fairness'

## ETHICS AND COMPLIANCE

### Compliance Management Process

We have implemented a robust process to strengthen compliance management and mitigate compliance risks. We prioritize key compliance issues, including fair trade, intellectual property rights, anti-corruption, consumer protection, privacy, trade, labor and human rights, environmental and safety standards, and subcontracting. These issues, according to their priority, are managed through a three-step process of monitoring, response, and prevention. Throughout 2022 and 2023, we took corrective action through a response process about facility-related issues and implemented a preventive measures to enhance regular inspection and management supervisions.



### Grievance System

Doosan Bobcat provides various grievance channels for stakeholders, including employees, to report ethics and compliance violations while ensuring the anonymity of whistleblowers. The EthicsPoint serves as our global hotline for reporting, and we also have a whistleblowing channel managed by an external agency. Additionally, stakeholders can share their opinions through mail, email, telephone, and fax. EthicsPoint enables global stakeholders to identify and address compliance issues promptly, and the service is available in multiple languages. In 2022, we received 60 reports, and 100 reports in 2023. In response to each report, we took appropriate measures to address the issues raised.

The Compliance & SA Team and the HR Committee play key roles in addressing the reports. The Compliance & SA Team collaborates with relevant teams to investigate the issues thoroughly. The findings are then reported to the HR Team, which presents them to the HR Committee for discussion with management. Decisions and discussions by the HR Committee are communicated back to the Compliance & SA Team and all relevant teams. The Compliance & SA Team takes follow-up actions to prevent the recurrence of the issues identified. If the issue is sensitive or significant, it is escalated to management for further attention.

### Grievance Procedures

#### Report Received

- Report received through Ethics Point or other whistleblowing channels

#### Investigate Report

- The Compliance & SA collaborates with relevant teams to investigate the issue

#### Report to HR Team

- Results reported to HR team

#### Discussions in HR Committee

- The HR Team and management discuss the issue in the HR Committee

#### Results Communicated / Actions Taken

- Decisions are communicated back to the Compliance & SA Team and all relevant teams
- The Compliance & SA Team takes follow-up actions to prevent the recurrence of the issue

**ETHICS AND COMPLIANCE**

**Ethics and Compliance Management Activities**

**Ethics and Compliance Communication**

At Doosan Bobcat, top management takes the initiative to communicate with all employees to raise their compliance awareness and create an ethical corporate culture. In 2023, the CEO shared a video message with all employees emphasizing the importance of compliance with international laws and ethical standards in business operations. In addition, the CLO & CCO developed guidelines explaining economic sanctions and stressing compliance with the Foreign Corrupt Practices Act (FCPA). These guidelines have been distributed in seven languages.

CEO 2023 Video message



CLO&CCO 2023 video message

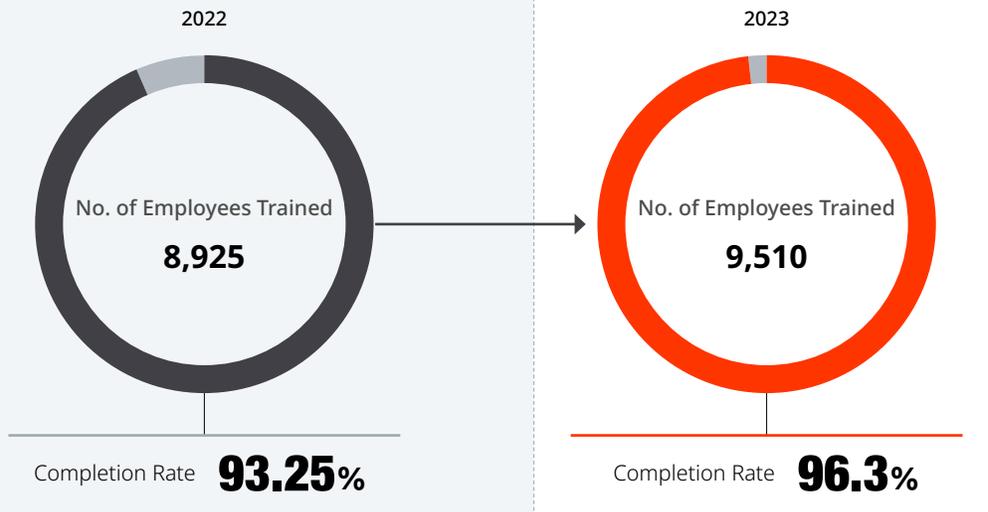


**Code of Conduct and Compliance Training**

Doosan Group conducts ethics and compliance training to instill ethical behavior and enhance compliance awareness among employees. This training is integrated into the orientation and onboarding programs for new employees. All employees undergo annual training on the Doosan Code of Conduct, which addresses topics such as anti-corruption and business ethics, and employees are required to sign a pledge to comply with the Code of Conduct.

In 2022 and 2023, we conducted relevant training both online and offline in six languages: English, Chinese, French, German, Czech, and Korean. As part of this training, employees were surveyed to gauge their understanding of integrity and signed a pledge committing to comply with our Code of Conduct. All employees are required to complete and submit a conflict of interest statement, affirming their commitment to compliance with conflict of interest regulations and transparent reporting of any related issues.

**Ethics Training**



**Code of Conduct Training Curriculum**

Topic	Details	Trainees
Inhwa <sup>1)</sup>	<ul style="list-style-type: none"> <li>Workplace bullying</li> <li>Discrimination</li> </ul>	<ul style="list-style-type: none"> <li>Office and production workers</li> </ul>
Integrity and Transparency	<ul style="list-style-type: none"> <li>Unjust financial gain</li> <li>Unauthorised use of inside information</li> </ul>	<ul style="list-style-type: none"> <li>Office and production workers</li> </ul>
Fair Competition	<ul style="list-style-type: none"> <li>Collusion through information exchange with competitors</li> <li>Offering illegal rebates</li> <li>Misleading customers with false information</li> </ul>	<ul style="list-style-type: none"> <li>Office and production workers</li> </ul>
Safety and Environment	<ul style="list-style-type: none"> <li>Falls</li> <li>Choking</li> <li>Pinching (entrapment)</li> </ul>	<ul style="list-style-type: none"> <li>Production workers</li> </ul>

<sup>1)</sup> A concept that includes human rights-related issues, such as prohibition of discrimination, workplace harassment, and open organizational culture, and refers to the teamwork based on fairness, openness and camaraderie.

**ETHICS AND COMPLIANCE**

**Internal Control System**

**Internal Transaction Risk Management**

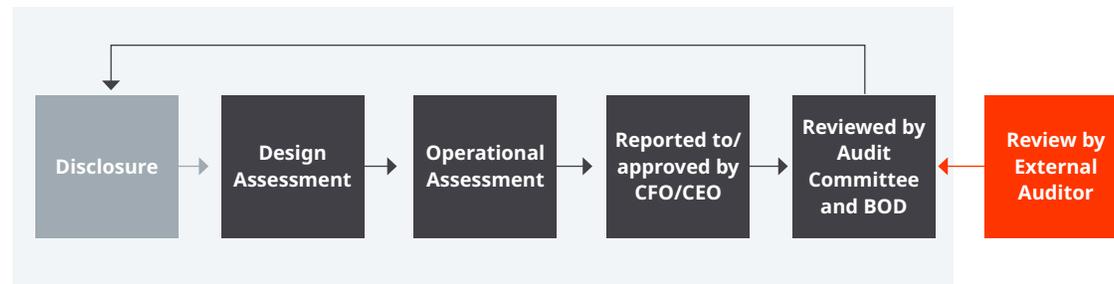
We have established the internal accounting management regulation to control risks associated with unfair internal transactions between shareholders and management. All internal transactions undergo approval by the Board of Directors, and the Internal Transaction Committee pre-screens transactions valued at KRW 5 billion or more, along with other internal transactions. In both 2022 and 2023, no unfair internal transactions were reported, and there were no violations of regulations or disclosures related to large-scale internal transactions.

**Internal Audit and Control (IAC)**

We maintain an internal audit and control (IAC) system to ensure transparent and effective internal accounting management and control. The Compliance & SA Team conducts an annual evaluation of the IAC system, which is reviewed by an independent third-party auditor. The results of these evaluations are reported to the CFO and CEO for feedback and approval, and subsequently to the Audit Committee and the Board of Directors.

Our Internal Audit Function conducts regular internal audits to identify potential risks and provides recommendations to relevant teams and internal control staff to mitigate and minimize these risks.

**Internal Audit and Control (IAC) Process**



**Internal Audit and Control (IAC) System**

Internal Audit	
<b>Internal Reporting</b>	<ul style="list-style-type: none"> <li>• Provide solutions, including review of agendas and management's requests for scrutiny</li> <li>• Reporting to management</li> </ul>
<b>Regular Audits</b>	<ul style="list-style-type: none"> <li>• Conduct pre-approved annual audits; select target subsidiaries and departments</li> <li>• Make suggestions for improvement</li> <li>• Report to management and the Audit Committee</li> </ul>
<b>Feedback/Support</b>	<ul style="list-style-type: none"> <li>• Monitor implementation of recommended actions</li> </ul>
Internal Control	
<b>Design Assessment</b>	<ul style="list-style-type: none"> <li>• Review the design of the internal control system design</li> <li>• Changes in organization/business structure</li> <li>• Consider material risk management</li> </ul>
<b>Operational Assessment</b>	<ul style="list-style-type: none"> <li>• Conduct third-party assurance on control issues</li> <li>• Recommend improvement plans; if shortcomings found from review, report to management, the Audit Committee, and the Board of Directors</li> </ul>
<b>Feedback/Support</b>	<ul style="list-style-type: none"> <li>• Monitor the internal control review process</li> <li>• Support team-specific improvement plans</li> </ul>
<b>External Audit and BOD/GSM Reports</b>	<ul style="list-style-type: none"> <li>• Have an external auditor conduct the audit; respond to the audit findings</li> <li>• Carry out mid-year and year-end diagnostic reviews</li> <li>• Report to the Board of Directors and the General Meeting of Shareholders</li> </ul>

**ETHICS AND COMPLIANCE**

**Fair Trade**

**Fair Trade Risk Management**

At Doosan Bobcat, the compliance teams takes the lead in managing fair trade risks. This entails updating fair trade policies and internal regulations to ensure alignment with the Fair Trade Act. The organization also conducts audits to pinpoint potential risks within the workplace. If any risks are identified, the CP Team oversees the overall risk response. Furthermore, we have a Fair Trade Compliance Program Manager within the Procurement Team who oversees the internal compliance system to ensure adherence to the Fair Trade Act in all business activities with suppliers and partners. To manage fair trade risks associated with subcontracting, we conduct self-assessments through the Subcontracting Review Committee.

**Fair Trade Training**

To enhance employees' understanding of fair trade practices, we offer comprehensive fair trade training sessions that cover recent updates in domestic regulations, including the Fair Transactions in Subcontracting Act and the Fair Trade Act. We also distribute fair trade newsletters via email to keep employees updated on new laws, amendments, and other pertinent issues related to fair trade compliance.

**Fair Trade Training**

Training	No. of Employees Trained	Completion Rate
1H 2023 Subcontracting Act Training	97	<b>75.1%</b>
2H 2023 Subcontracting Act Training	69	
2023 Fair Agency Transactions Act Training	22	<b>91.7%</b>
2022 Subcontracting Act Training	212	<b>84.5%</b>
2022 Fair Agency Transactions Act Training	34	<b>89.5%</b>



# RISK MANAGEMENT

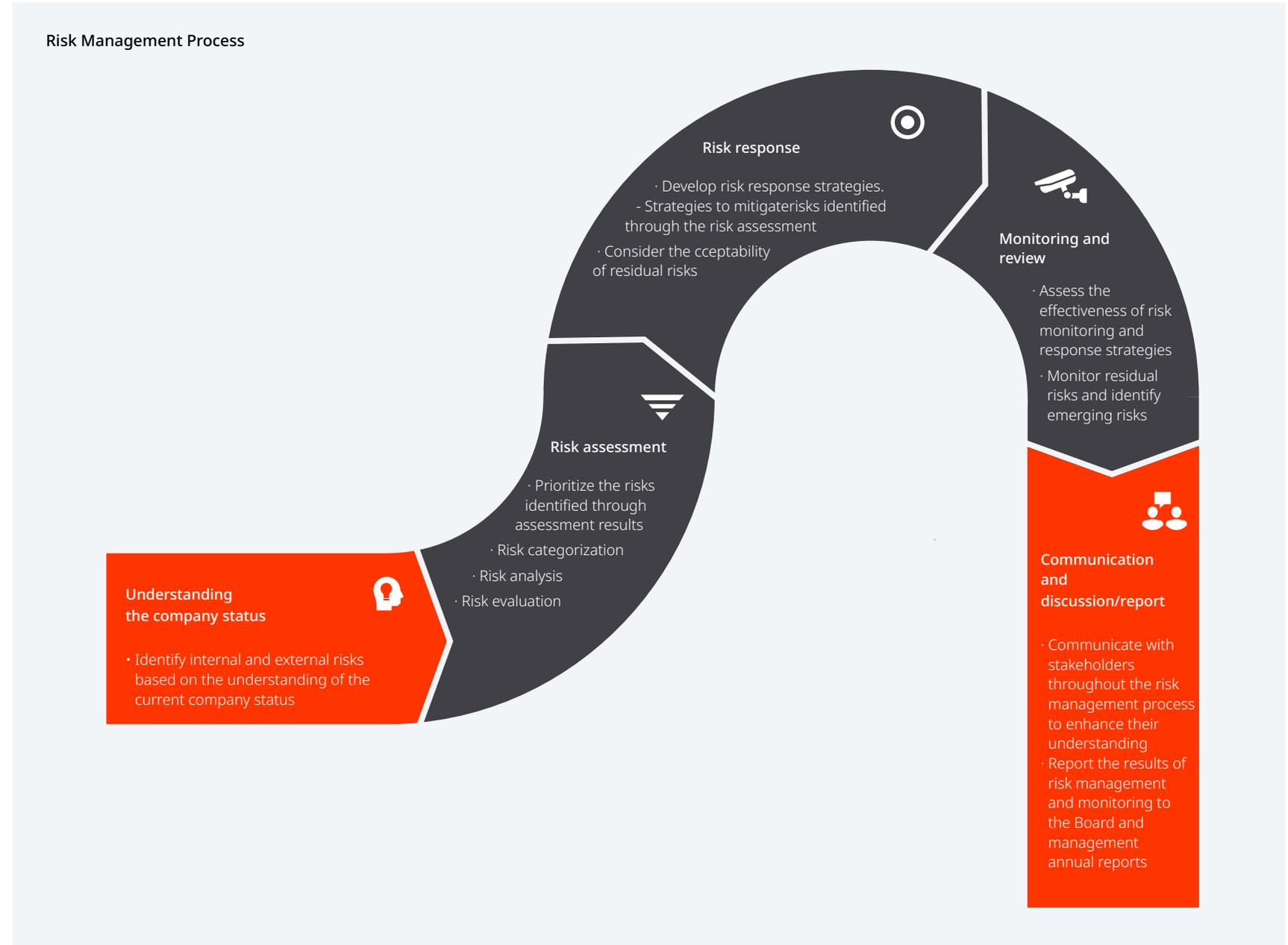
## Integrated Risk Management

### Integrated Risk Management System

At Doosan Bobcat, the Board of Directors and management conduct regular reviews of both financial and non-financial risks as part of our integrated risk management approach. The Legal and Compliance teams are tasked with developing a corporate-wide risk management system and collaborating with relevant teams to address various actual and potential risks.

### Risk Management System

We have implemented a comprehensive risk management system designed to prevent and manage risks that could potentially impact corporate value and result in economic losses. Our integrated risk management process involves several key steps.



## RISK MANAGEMENT

### Financial and Non-financial Risk Management

Doosan Bobcat has defined accounting market risks as our major financial risks and strives to identify the possibility of occurrence and manage them accordingly. Our finance organization is responsible for developing policies aimed at identifying, evaluating, and responding to these financial risks and continuous monitoring to minimize the potential impact of identified risks.

We also manage a range of non-financial risks, including EHS risks such as climate change, safety, and health, as well as manufacturing and trade risks.

### Tax Risk Management

Doosan Bobcat strictly adheres to the tax laws of the Republic of Korea and relevant regulations in all jurisdictions where we operate. Oversight of our tax affairs and management of associated risks is handled by the Tax Team, under the supervision of the CFO. Our internal tax specialists collaborate with external experts to enhance our capacity to manage tax risks and offer expert advice to management.

For tax filings, we engage external professionals to ensure compliance with regulations. In cases involving regulatory ambiguities or issues with significant financial implications, we seek third-party reviews and authoritative interpretations from tax authorities to mitigate potential risks. To maintain control over tax risks, the Tax Team conducts internal audits and reviews, reporting results to managers and financial executives.

We regularly update our internal tax control processes and conduct semi-annual tests to verify their effectiveness. As responsible corporate citizens, we fulfill our tax obligations faithfully.

### Risks and Response Activities

	Risk	Definition	Risk Response
Financial Risk	Accounting/ Finance/ Markets	• Risks related to financial reporting, accounting, liquidity management, exchange rates, disclosures, etc.	• Define business processes for risk- specific responses and monitor implementation
	Manufacturing and Sales	• Risks due to sales and product manufacturing such as materials, production, quality, etc.	• Define departmental obligations for risk response and monitor implementation
Non-financial Risk	Environment/ Safety/Health	• Risks associated with product certification, safety testing, type approval, waste disposal, safety incidents, etc.	• Define departmental obligations for risk response and monitor implementation • Obtain ISO45001 and ISO14001 certifications
	Fair Trade	• Risk associated with unfair trading behavior in the course of market activity	• Define departmental obligations for risk response and monitor implementation • Leveraging Systems to Prevent Risk • Provide relevant training
	Trade Transactions	• Trade Transaction Risks due to customs clearance, international trade regulations, trade sanctions, etc.	• Monitoring changes in legislation and more • Provide relevant training
	Corruption and Bribery	• Risks associated with corruption or bribery that may arise from corporate activities, contractual arrangements, and business relationships	• Publicized corruption policy and regular ethics training • Executive communications • Define departmental stakeholders and responsibilities • Operated whistleblowing programs

# DATA SECURITY

## Data Security Management

### Data Security Management Structure

At Doosan Bobcat, our data security practices are overseen by the chief digital officer (CDO) and chief information security officer (CISO), as well as dedicated teams such as the Digital Risk Management team and the Compliance and SA team. We also have working-level security organizations such as the Global Security Working Group and the Global Privacy Council.

The Digital Risk Management and the Compliance and SA team report to the CDO and CISO, addressing information security issues and implementing measures to safeguard data loss and leakage in daily operations. Our teams support data security and risk management activities based on industry best-practice standards to guide their work. They organize and execute information security projects, offering guidelines and conducting self-diagnostic assessments and third-party diagnoses to ensure robust information security preparedness.

The Global Security Working Group is comprised of various teams, including IT, Global IT Support, IT Security, Infrastructure and Security Audit. This group reports its discussions and relevant outcomes on security issues and risks to the Doosan Bobcat senior management.

Doosan Bobcat convenes the Global Privacy Council, which includes responsible executives and leadership from NA, EMEA, and ALAO. This council meets quarterly to address global privacy and security matters.

### Privacy Policy

Doosan Bobcat works in full compliance with the Personal Information Protection Act and the Act on Promotion of Information and Communications Network Utilization and Data Protection, etc. We are committed to safeguarding the rights and interests of individuals whose personal information we handle, including customers, employees, and website users. The company's personal information processing policy and image information processing equipment operation management policy are accessible through the Doosan Bobcat website and at applicable regions and sites, we actively notify information users of the purposes and procedures for collecting personal information and related protection measures through our official website, email and other means of communication.

Updates to these policies are also promptly communicated to the public via our website and other channels. We offer an "Easy Version Privacy Policy" on our website to facilitate stakeholders' better understanding of our privacy practices.

In EMEA, we strictly comply with General Data Protection Directive (GDPR) when processing EU personal data and we transparently inform the data subjects through a Data Privacy Policy. Where needed, we ensure lawful data transfer from Europe to other countries in compliance with GDPR, relying either on EU Commission's adequacy decisions or on Standard Contractual Clauses.

Data Security Management Structure



PRIVACY AND INFORMATION PROCESSING POLICY ↗

VISUAL INFORMATION PROCESSING EQUIPMENT MANAGEMENT POLICY ↗

## DATA SECURITY

### Data Security Management System

We ensure that information security issues are effectively managed through our Information Security Management System (ISMS). The ISMS reflects the requirements of diverse international standards and security frameworks and serves as the basis for the safe management of the various types of information handled in our operations.

We prioritize investment in enhancing our information

security systems. Collaborating with the Doosan Global Security Operations Center, we deploy cutting-edge security technologies for network detection and response services. We partner with global security experts to adopt a range of IT security monitoring tools. We are actively developing a security management framework for OT (Operational Technology) environment to prevent any manufacturing disruptions and the Digital Experience Platform (DXP) to elevate information security standards for our customers.

### Information Security within Corporate Culture

#### Data Security Training and Prevention

We conduct regular information security training sessions to enhance employee awareness. Our IT Team offers in-depth security training programs, which are available in Korean, Chinese (Mandarin), English, French, German, and Czech for our global workforce. To enhance accessibility, we utilize a software-as-a-service (SAAS) platform for security awareness training. Additionally, we regularly conduct a Security Awareness Proficiency Assessment (SAPA) at the beginning of each year to tailor training programs accordingly. In 2023, our quarterly training covered identifying common security risks, phishing prevention, secure passwords, and social media management. With 6922 employees receiving training, approximately 0.9 percent of the employees did not pass the test, and those who failed had to undergo additional training.

We conduct information security campaigns that include simulations to identify, prevent, and report phishing attempts. Results from these campaigns are integrated into our training platform. Employees who fail to pass the test are required to attend additional training sessions, ensuring comprehensive prevention of data security incidents.

We extend our efforts for information security by offering free online security awareness training for employees' family members. We aim to raise awareness among stakeholders by disseminating data security notifications through internal communication channels such as email and the intranet messenger.

#### ISMS Goals and Guidelines



- **Compliance with ISO/IEC 27001**  
(international standard for information security management systems to identify, assess, and manage an organization's information security risks).



- **Compliance with the National Institute of Standards and Technology (NIST) Cybersecurity Framework** (guidance for mitigating cybersecurity risks).



- **Compliance with the Cloud Security Alliance's (CSA) Cloud Controls Matrix.**



# Appendix

- REPORTING METHODOLOGY
- ESG FACTS & FIGURES
- GRI INDEX
- SASB INDEX
- THIRD PARTY ASSURANCE STATEMENT
- MEMBERSHIP OF ASSOCIATIONS
- AWARDS
- ABOUT THIS REPORT

# REPORTING METHODOLOGY

## Approach to Data Calculation

The quantitative performance metrics in the Doosan Bobcat 2022-2023 Sustainability Report are established using the following criteria.

### Environmental data

		Criteria
Water	Total Water Consumption	• Water withdrawal – Water discharge
	Total Waste Generated	• The sum of total amount of waste disposed and recovered
Waste	Total weight of Recycled Waste	• The sum of hazardous and non-hazardous waste recycled
	Environmental Management System	• Number of sites with external certifications (ISO14001)

### Social data

		Criteria
Employee status		• Total number of permanent and temporary employees across all global operations
Employment	Total number of new employees	• Corporate headcount calculated as the sum of regional office headcount and headquarters headcount
	Internal Employment	• The number of regular employees hired by the headquarters and regional offices
Employment of people with disabilities		• Percentage of employees hired through internal transfers
Parental leave	Employees on parental leave	• Domestic operations only; as reported to the Korea Employment Agency for Persons with Disabilities under the Ministry of Employment and Labor • Among the regular employees in Korea, those who have children under the age of 8 and have applied for parental leave in accordance with the Equal Employment Opportunity and Work-Family Balance Assistance Act (only those who have registered their children with the system)
	Employees entitled to parental leave	• Among the regular employees in Korea, those who have children under the age of 8 in accordance with the Equal Employment Opportunity and Work-Family Balance Assistance Act (only those who have registered their children with the system)
Employee training		• Education and training for domestic and overseas employees (including Code of Conduct training)
Safety and health	Total Recordable Incidents	• Based on OSHA <sup>1)</sup> criteria; including incidents during business trips and travel
	Total Recordable Incident Rate (TRIR)	• (Total recordable incidents)/(Total number of hours worked annually)×200,000
	Lost Time Incident Rate (LTIR)	• (Total lost time in days)/(Total number of hours worked annually)×200,000
	Near-Miss Frequency Rate (NMFR)	• (Total near misses)/(Total number of hours worked annually)×200,000
Community engagement	Total contributions	• “Contributions” in the Business Report

## Restatement of Information

Some information in the Doosan Bobcat 2022-2023 Sustainability Report has been revised and restated due to changes in reporting scope and standards. Specifically, for energy consumption and GHG emissions, the data for 2021-2022 have been restated by reflecting the updated global and domestic conversion factors. The waste management data and safety and health data for years of 2021-2022 have also been restated due to the expanded reporting scope. Following changes in our internal management structure, the NA region has been excluded from the reporting scope of water management, resulting in restatements of 2021-2022 data. Regarding social performance, changes in the criteria for calculating total training hours led to restatements of employee education and training data for 2021-2022.

1) OSHA: Occupational Safety & Health Administration.

# ESG FACTS & FIGURES

## Environmental Data

### Energy Consumption<sup>1)</sup>

Category	Unit	2021	2022	2023	
Total Consumption	TJ	1,344.9	1,436.1	1,586.6	
By Energy Source	Diesel	TJ	44.0	62.1	151.8
	LPG	TJ	40.3	47.3	43.8
	Natural Gas	TJ	646.0	689.4	732.5
	Gasoline	TJ	24.3	27.0	27.1
	Electricity	TJ	587.5	583.5	626.0
	Other <sup>2)</sup>	TJ	2.9	26.8	5.3
Energy Intensity	TJ/Number of Products <sup>3)</sup>	0.002	0.002	0.002	

### Reporting Scope of Energy Consumption and Greenhouse Gas (GHG) Emissions<sup>4)</sup>

Category	Unit	2021	2022	2023	
Total Consumption Reporting Scope	Total	Number of sites	32	33	39
	NA	Number of sites	10	10	15
	EMEA	Number of sites	12	13	14
	ALAO	Number of sites	10	10	10

1) Unit conversion error corrected and recalculated reflecting updated global and domestic conversion factors

2) CO<sub>2</sub> (Fugitive), Kerosene, Lubricant

3) Total production (number of products, units) globally

4) Different reporting scope by each reporting year due to business site operation status

- 2022: One operation site in EMEA added to reporting scope

- 2023: Five operation site in NA, three operation sites in EMEA added and two operation sites in EMEA excluded from the reporting scope

### GHG Emissions

Category	Unit	2021	2022	2023	
Total Emission <sup>5)</sup>	Scope 1 + Scope 2 Emission	tCO <sub>2</sub> eq	132,752.3	137,206.5	149,985.6
Scope 1 <sup>5)</sup>	Total Scope 1 Emission	tCO <sub>2</sub> eq	40,014.6	45,495.5	52,458.2
	Stationary combustion <sup>6)</sup>	tCO <sub>2</sub> eq	33,758.3	37,346.2	38,097.5
	Mobile combustion <sup>6)</sup>	tCO <sub>2</sub> eq	6,256.3	8,149.4	14,360.7
Scope 2	Total Scope 2 Emission	tCO <sub>2</sub> eq	92,737.8	91,711.0	97,527.4
Emission Intensity	tCO <sub>2</sub> eq/Number of Products <sup>2)</sup>	0.167	0.160	0.163	

### Water Management<sup>7)</sup>

Category	Unit	2021	2022	2023
Total Water Withdrawal <sup>8)</sup>	m <sup>3</sup>	66,388	110,895	110,497
Total Water Discharge	m <sup>3</sup>	37,952	37,139	39,008
Total Water Consumption <sup>9)</sup>	m <sup>3</sup>	28,436	73,756	71,489

5) Recalculated reflecting updated global and domestic conversion factors

6) Recalculated due to reclassification of emission source and by reflecting updated global and domestic conversion factors

7) EMEA Czech, France, Germany; ALAO Incheon Site

8) Water Withdrawal data for the NA region is managed separately (Unit: m<sup>3</sup>)

- 2021: 363,528m<sup>3</sup>, 2022: 327,237m<sup>3</sup>, 2023: 314,203m<sup>3</sup>

9) Calculated by subtracting "Total Water Discharge" from "Total Water Withdrawal"

## ESG FACTS & FIGURES

### Waste Management<sup>1)</sup>

Category		Unit	2021	2022	2023	
<b>Total Waste Generated<sup>2)</sup></b>		tons	63,109	54,878	62,263	
<b>Waste Disposal</b>	<b>Total Waste Disposal</b>	tons	12,312	12,747	15,264	
	Hazardous Waste	Incineration	tons	99	234	240
		Landfill	tons	0	0	0
		Other Disposal Method <sup>3)</sup>	tons	454	439	402
	Non-hazardous Waste	Incineration	tons	142	381	237
		Landfill	tons	3,965	5,058	7,791
Other Disposal Method <sup>3)</sup>		tons	7,652	6,636	6,594	
<b>Waste Recovery</b>	<b>Total Waste Recovery</b>	tons	50,798	42,130	46,999	
	Hazardous Waste	Preparing for Reuse	tons	0	0	0
		Recycled	tons	24	85	70
		Other Recovery Method	tons	0	0	0
	Non-hazardous Waste	Preparing for Reuse	tons	0	0	0
		Recycled	tons	50,774	42,045	46,929
Other Recovery Method		tons	0	0	0	
<b>Waste Recycle</b>	<b>Total Waste Recycled</b>	tons	50,798	42,130	46,999	
	<b>Waste Recycling Rate</b>	%	80	77	75	

### Environmental Management System

Category	Unit	2021	2022	2023
ISO 14001 Certified Sites	Number	5	6	7

### Product Sustainability<sup>4)</sup>

Category	Unit	2021	2022	2023
Remanufacturing (REMAN) product/ service sales revenue	EUR	26,713	174,651	250,307
Increase in revenue from remanufacturing (REMAN) product/ service sales	%	11	554	43

1) NA Sites (Bismarck, Bismarck R&D Acceleration Center, West Fargo, Gwinner, Gwinner R&D, Johnson Creek, Litchfield, Wahpeton, Statesville), EMEA Czech, France, Germany; ALAO Incheon Site (some small operations excluded)

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

3) Disposal through third-parties, etc.

4) All EMEA Sites

## ESG FACTS & FIGURES

### Social Data

#### Employee Status<sup>1)</sup>

Category		Unit	2021	2022	2023	
Total Number of Employees		Persons	9,003	9,546	9,879	
By Region	NA	Persons	4,889	5,311	5,636	
	EMEA	Persons	2,679	2,581	2,534	
	ALAO	Persons	1,435	1,520	1,569	
By Gender	Male	Persons	7,193	7,597	7,818	
	Female	Persons	1,810	1,949	2,061	
By Age	Under 30 years	Persons	1,994	2,039	2,110	
	30 to 50 years	Persons	4,825	5,135	5,545	
	Over 50 years	Persons	2,184	2,372	2,224	
By Job Type	White-collar	Persons	3,870	4,161	4,506	
	Blue-collar	Persons	5,133	5,385	5,373	
By Employment Type <sup>2)</sup>	Permanent	Total	Persons	8,692	9,128	9,566
		Male	Persons	6,999	7,296	7,614
		Female	Persons	1,693	1,832	1,952
	Temporary	Total	Persons	311	418	313
		Male	Persons	194	301	204
		Female	Persons	117	117	109

Category		Unit	2021	2022	2023	
By Employment Type <sup>2)</sup>	Full-time	Persons	8,826	9,364	9,674	
	White-collar	Total	Persons	3,714	4,002	4,326
		Male	Persons	2,786	2,984	3,249
		Female	Persons	928	1,018	1,077
	Blue-collar	Total	Persons	5,112	5,362	5,348
		Male	Persons	4,302	4,499	4,434
		Female	Persons	810	863	914
	Part-time	Persons	177	182	205	
	White-collar	Total	Persons	156	159	180
		Male	Persons	86	93	112
		Female	Persons	70	66	68
	Blue-collar	Total	Persons	21	23	25
Male		Persons	19	21	23	
Female		Persons	2	2	2	

1) Based on the number of employees across all global sites as of December 31 of the current year. (\*including registered executives, outside directors, advisors in 2023)

2) Classification criteria for employment type

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

## ESG FACTS & FIGURES

### Employment

Category	Unit	2021	2022	2023
<b>Total Number of new employees hired</b>	<b>Persons</b>	<b>2,053</b>	<b>2,126</b>	<b>1,768</b>
<b>By Gender</b>				
Male	Persons	1,660	1,659	1,383
Female	Persons	393	467	385
Male(Ratio)	%	80.9	78.0	78.2
Female(Ratio)	%	19.1	22.0	21.8
<b>By Age</b>				
Under 30 years	Persons	858	861	634
30 to 50 years	Persons	989	1,038	905
Over 50 years	Persons	206	227	229
Under 30 years(Ratio)	%	41.8	40.5	35.9
30 to 50 years(Ratio)	%	48.2	48.8	51.2
Over 50 years(Ratio)	%	10.0	10.7	13.0

1) Executives

2) Professional executives, Team leader, Senior management

3) Junior management

4) Based on Sites in Korea

### Employee Diversity

Category	Unit	2021	2022	2023
<b>By Job Title</b>				
<b>Top management positions(Registered executives)<sup>1)</sup></b>				
<b>Total</b>	<b>Persons</b>	<b>46</b>	<b>55</b>	<b>57</b>
Gender				
Male	Persons	43	52	53
Female	Persons	3	3	4
<b>Middle management positions<sup>2)</sup></b>				
<b>Total</b>	<b>Persons</b>	<b>1,252</b>	<b>1,465</b>	<b>1,566</b>
Gender				
Male	Persons	1,063	1,229	1,315
Female	Persons	189	236	251
<b>Junior management positions<sup>3)</sup></b>				
<b>Total</b>	<b>Persons</b>	<b>1,348</b>	<b>1,598</b>	<b>1,940</b>
Gender				
Male	Persons	1,021	1,185	1,415
Female	Persons	327	413	525
<b>By Job Title</b>				
<b>White-collar</b>				
<b>Total</b>	<b>Persons</b>	<b>3,870</b>	<b>4,161</b>	<b>4,506</b>
Gender				
Male	Persons	2,872	3,077	3,361
Female	Persons	998	1,084	1,145
<b>Blue-collar</b>				
<b>Total</b>	<b>Persons</b>	<b>5,133</b>	<b>5,385</b>	<b>5,373</b>
Gender				
Male	Persons	4,321	4,520	4,457
Female	Persons	812	865	916
<b>Disabilities</b>				
<b>Total number of employees with disabilities<sup>4)</sup></b>	<b>Persons</b>	<b>1</b>	<b>2</b>	<b>6</b>
<b>Percentage of employees with disabilities</b>	<b>%</b>	<b>0.01</b>	<b>0.02</b>	<b>0.06</b>

## ESG FACTS & FIGURES

### Parental Leave Status<sup>1)</sup>

Category	Unit	2021	2022	2023
Total Number of employees that were entitled to parental leave	Persons	212	213	227
Gender	Male	178	181	195
	Female	34	32	32
Number of employees that took parental leave	Persons	16	19	28
Gender	Male	11	15	21
	Female	5	4	7

### Talent Development

Category	Unit	2021	2022	2023
Total Training Hours	Hours	77,508	65,378	270,071 <sup>2)</sup>
Average Training Hours per Employee <sup>3)</sup>	Hours/Persons	9	7	27
Training Participation Rate	Total number of employees receiving training	8,670	9,302	9,510
	Percentage of employees receiving training	96.3	97.4	96.3
Training & Development Expenditure <sup>4)</sup>	\$	-	739,853	2,124,702

### Employee Performance Review

Category	Unit	2021	2022	2023
Percentage of total employees who received a regular performance and career development review <sup>5)</sup>	%	100	100	100

### Occupational Health and Safety Management

Category	Unit	2021	2022	2023	
Occupational Health and Safety Management System <sup>6)</sup>	EHS management system coverage				
	Employee	Persons	6,679	7,407	5,809
	Percentage	%	74	78	59
EHS management system that has been internally audited					
	Employee	Persons	4,261	4,247	3,925
	Percentage	%	47	44	40
EHS management system that has been externally audited					
	Employee	Persons	4,553	4,570	4,285
	Percentage	%	51	48	43
ISO 45001 Certified Sites	Number	7	8	6	

1) Based on numbers of full-time Korean employees

2) Scope of training hours has been expanded to include blue-collar employees in 2023, and total training hours has increased due to foreign language training in the EMEA, ALAO region

3) Restatement of three years of average training hours due to change in the calculation method

4) Training & development expenditures managed starting from 2022

5) Based on permanent, white-collar employees

6) The scope of the occupational health and safety management system varies depending on each region's regulations and workplace management standards

## ESG FACTS & FIGURES

### Occupational Health and Safety Incident<sup>1)</sup>

Category	Unit	2021	2022	2023	
<b>Occupational Health and Safety Incident Rate</b>	Total recordable incident rate(TRIR) <sup>2)</sup>	-	8.11	7.77	5.81
	Total Lost Time Injury Frequency Rate(LTIR) <sup>3)</sup>	-	83.38	76.81	52.37
	Near Miss Frequency Rate(NMFR) <sup>3)</sup>	-	16.33	14.73	9.20
	Fatality Rate	%	0	0	0

### Product Quality Management

Category	Unit	2021	2022	2023
ISO 9001 Certified Sites	Number	11	11	13

### Local Community Engagement<sup>4)</sup>

Category	Unit	2021	2022	2023	
<b>Local Community Engagement</b>	Total number of employee participated	Persons	696	939	1,769
	Total participated voluntary hours	Hours	3,058	4,318	6,968
	Total number of NGOs participation	Number	33	64	81
<b>Charitable Giving<sup>5)</sup></b>	USD 1,000	1,866	7,919	15,086	

1) All NA Sites; EMEA Czech, Germany; ALAO Incheon Site, China (Yantai, Suzhou), India Sites

2) Including third-party contractor incidents in EMEA Czech Site

3) All NA Sites; EMEA Czech, Germany, ALAO China (Yantai, Suzhou), India Sites

4) All NA Sites; All EMEA Sites; ALAO Incheon

5) Donations disclosed through Annual Report

## ESG FACTS & FIGURES

### Governance Data

#### Governance Structure and Composition

Category	Unit	2021	2022	2023		
<b>BOD composition</b>	<b>Total Number of BOD member</b>	Persons	5	5	6	
	By Type	Inside directors	Persons	2	2	2
		Outside directors	Persons	3	3	4
	By Gender	Male	Persons	5	5	5
		Female	Persons	0	0	1
	Average Tenure of Directors	Years	3.4	4.4	3.1	
<b>BOD Operation</b>	<b>Number of board meetings held</b>	Number	10	8	7	
	Number of agenda	Resolution	Cases	7	9	9
		Reporting	Cases	24	25	21
	Average attendance rate of directors	%	95.6	95.0	95.2	

#### BOD Committees

Category	Unit	2021	2022	2023	
<b>Outside Director Candidate Recommendation Committee</b>	Number of committee meetings held	Number	2	1	1
	Percentage of outside directors	%	100	100	100
<b>Audit Committee</b>	Number of committee meetings held	Number	5	7	6
	Percentage of outside directors	%	100	100	100
<b>Internal Transaction Committee</b>	Number of committee meetings held	Number	0	0	1
	Percentage of outside directors	%	100	100	100

#### Ethics Management

Category	Unit	2021	2022	2023	
<b>Communication about anti-corruption</b>					
<b>Governance body members</b>	Total number of governance body members	Persons	5	6	6
	Total number of governance body members that the organization's anticorruption policies and procedures have been communicated to	Persons	5	6	6
	Percentage of governance body members that the organization's anticorruption policies and procedures have been communicated to	%	100	100	100
<b>Employees</b>	Total number of employees	Persons	9,003	9,546	9,879
	Total number of employees that the organization's anticorruption policies and procedures have been communicated to	Persons	9,003	9,546	9,879
	Percentage of employee that the organization's anticorruption policies and procedures have been communicated to	%	100	100	100
<b>Ethics Training</b>					
<b>Governance body members</b>	Total number of participants	Persons	5	6	6
	Total number of people subjected to ethics training	Persons	5	6	6
	Percentage of governance body members that have received ethics training	%	100	100	100
<b>Employees</b>	Total number of participants	Persons	8,148	8,925	9,510
	Total number of people subjected to ethics training	Persons	9,027	9,546	9,879
	Percentage of employee that have received ethics training	%	90.3	93.25	96.3

## ESG FACTS & FIGURES

### Compliance Management

Category		Unit	2021	2022	2023
Compliance with laws and regulations	Total number of instances of non-compliance with laws and regulations	Cases	1	2	1
	Total monetary value of fines for instances of non-compliance with laws and regulations	Million KRW	12.3	29.3	55.3
	Instances for which non-monetary sanctions were incurred	Cases	1	0	1
Anti-competitive behavior	Total number of legal actions regarding anti-competitive behavior and violations of anti-trust and monopoly legislation	Cases	0	0	0

### Ethical Management Status

Category		Unit	2021	2022	2023	
Grievance Management Status	Total number of reports		Number	37	60	100
	Grievance filings by type	Harassment and Employee relations	Number	16	37	36
		Discrimination and Equal Opportunity	Number	10	14	32
		EHS	Number	4	3	9
		Inappropriate supplier or contractor behavior	Number	0	0	4
		Violations of Laws or Standards and Anti-Bribery	Number	1	0	2
		Improper use of company assets	Number	0	0	1
		Other (product quality, etc.)	Number	6	6	16
	Total number of actions taken		Number	37	60	100
	Percent of grievances addressed		%	100	100	100

# GRI INDEX

## General Disclosures

Topic	GRI Standards	Page	Remarks	
<b>GRI 2: General Disclosures 2021</b>	2-1	Organizational details	7, 13	
	2-2	Entities included in the organization's sustainability reporting	78, 96	
	2-3	Reporting period, frequency, and contact point	96	
	2-4	Restatements of information	78	
	2-5	External assurance	90~92	
	2-6	Activities, value chain and other business relationships	7~13	2023 Annual Report 3~9p
	2-7	Employees	81~83	
	2-8	Workers who are not employees	-	2023 Annual Report 268p
	2-9	Governance structure and composition	64~65, 85	
	2-10	Nomination and selection of the highest governance body	64~65	
	2-11	Chair of the highest governance body	64	2023 Corporate Governance Report, Core Principle 4
	2-12	Role of the highest governance body in overseeing the management of impacts	18	
	2-13	Delegation of responsibility for managing impacts	18	
	2-14	Role of the highest governance body in sustainability reporting	18, 20, 22	
	2-15	Conflicts of interest	64~65	2023 Corporate Governance Report, Core Principle 5
	2-16	Communication of critical concerns	18, 24, 65	2023 Annual Report 246p
	2-17	Collective knowledge of the highest governance body	66	
	2-18	Evaluation of the performance of the highest governance body	18, 66	

Topic	GRI Standards	Page	Remarks	
<b>GRI 2: General Disclosures 2021</b>	2-19	Remuneration policies	18, 66	
	2-20	Process to determine remuneration	42	
	2-21	Annual total compensation ratio	-	Information is not disclosed due to management reasons
	2-22	Statement on sustainable development strategy	2~3, 16~18	
	2-23	Policy commitments	38~39, 68~70	Homepage > Ethical Management
	2-24	Embedding policy commitments	38~39	
	2-25	Processes to remediate negative impacts	39, 54, 69, 86	
	2-26	Mechanisms for seeking advice and raising concerns	39, 44, 54, 69	
	2-27	Compliance with laws and regulations	86	
	2-28	Membership associations	93	
	2-29	Approach to stakeholder engagement	24	
	2-30	Collective bargaining agreements	39	

## Material Topics

Topic	GRI Standards	Page	Remarks
<b>GRI 3: Material Topics 2021</b>	3-1	Process to determine material topics	20
	3-2	List of material topics	21

## GRI INDEX

## Sustainable Energy

Topic	GRI Standards	Page	Remarks
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	22~24, 26~29	
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	79	
	302-3 Energy intensity	79	
	302-4 Reduction of energy consumption	79	

## Product Sustainability

Topic	GRI Standards	Page	Remarks
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	22~24, 34~37	
	Non GRI Remanufacturing products/services	36, 80	

## Health and Safety Management

Topic	GRI Standards	Page	Remarks
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	22~24, 47~50	
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	47	
	403-2 Hazard identification, risk assessment, and incident investigation	47~49	
	403-3 Occupational health services	49~50	
	403-4 Worker participation, consultation, and communication on occupational health and safety	49~50	
	403-5 Worker training on occupational health and safety	49~50	
	403-6 Promotion of worker health	43	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	54, 59	

## Sustainable Supply Chain

Topic	GRI Standards	Page	Remarks
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	22~24, 51~54	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers screened using environmental criteria	52~53	
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers screened using social criteria	52~53	

## Ethical Corporate Culture

Topic	GRI Standards	Page	Remarks
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	22~24, 68~72	
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anticorruption policies and procedures	51, 65, 70, 85	
	205-3 Confirmed incidents of corruption and actions taken	86	
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, antitrust, and monopoly practices	86	

# SASB INDEX

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

Topic	CODE	Accounting Metric	Unit of Measure	Details
Activity Metrics	RT-IG-000.A	Number of units produced by product category	Number	2023 Annual Report 15p
	RT-IG-000.B	Number of Employees	Number	9,879
Energy Management	RT-IG-130a.1	(1) Total energy consumed	TJ	1,586.6
	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)	Rate	5.81
	RT-IG-320a.1	(2) Fatality rate	Rate	0
	RT-IG-320a.1	(3) Near Miss Frequency Rate (NMFR)	Rate	9.20
Fuel Economy & Emissions in Use-Phase	RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Gallons per 1,000 ton-miles	N/A
	RT-IG-410a.2	Sales-weighted fuel efficiency for non-road equipment	Gallons per hour	Doosan Bobcat continues our efforts in sustainable product innovation (34-37p), including the reduction of emissions made through product consumption. Due to current lack of standards and regulations to calculate emissions made through consumption in our industry, Doosan Bobcat currently does not disclose internal data.
	RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators	Watts per gallon	N/A
	RT-IG-410a.4	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (I) marine diesel engines, (II) locomotive diesel engines, (III) on-road medium- and heavy-duty engines, and (IV) other non-road diesel engines	Grams per kilowatt-hour	Doosan Bobcat continues our efforts in sustainable product innovation (34-37p), including the reduction of emissions made through product consumption. Due to current lack of standards and regulations to calculate emissions made through consumption in our industry, Doosan Bobcat currently does not disclose internal data.
Materials Sourcing	RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	N/A	Refer to Product Sustainability (36p) and Sustainable Supply Chain Management (51~54p)
Remanufacturing Design & Services	RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	EUR	250,307

# THIRD PARTY ASSURANCE STATEMENT

## [PRJN-707597-2024-AST-KOR]

DNV Business Assurance Korea, Ltd. ('DNV') has been commissioned by Doosan Bobcat Inc. (hereafter referred to as 'Doosan Bobcat' or 'the Company') to undertake an independent limited assurance on the Company's Sustainability Report 2022-2023 (hereafter referred to as 'the Report') for the calendar year ending 31 December 2023. The intended users of this assurance statement are the management and stakeholders of Doosan Bobcat.

### Standards of Assurance

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

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

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

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

### Scope of Assurance

We have carried out an independent limited assurance on the Report and an independent verification for selected performance indicators for the year ending 31 December 2023, which include the following:

- We have reviewed the GRI Topic Disclosures relevant to the Material Topics which have been identified as material through the materiality assessment undertaken by Doosan Bobcat.
- Regarding the 'reliability of specified sustainability performance information', we have reviewed the quality and reliability of (Anti-Corruption) 205-2, (Energy) 302-1, 302-3, (Supplier Environmental Assessment) 308-1, (Occupational Health and Safety) 403-1, 403-5, (Supplier Social Assessment) 414-1 of the GRI Topic Standards and Remanufacturing Products/Services disclosure developed by Doosan Bobcat itself.

### Opinion, observations and recommendations

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

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

#### Inclusivity: Stakeholder participation and opinion

Doosan Bobcat identifies customers, employees, dealers, shareholders and investors, partners, and local communities as key stakeholder groups and operates various communication channels to actively collect opinions. The Company identifies and reports on the key communication channels and major issues of interest for each stakeholder. In the future, the Company can further strengthen its inclusive governance by reporting the specific opinions collected from each stakeholder group and more actively applying the opinions to its risk management.

## THIRD PARTY ASSURANCE STATEMENT

### Materiality: Identifying and reporting on material sustainability topics

Doosan Bobcat conducted a dual materiality assessment and identified 12 ESG material issues which require management from a financial perspective and the impact on society and the environment. The Company identified and reported the final five major issues, which included 'Usage Management', 'Sustainable Product and Service Development', 'Industrial Safety and Health Risk Management', 'Sustainable Supply Chain Management', and 'Creating an Ethical Corporate Culture'.

### Responsiveness: Transparent response to critical sustainability topics and related impacts

Since 2023, the frequency of the meeting held by the Global ESG Steering Committee has increased to quarterly basis to ensure closer scrutiny. Doosan Bobcat prompts company-wide ESG management by reporting ESG performance and risk management status to the Board of Directors twice a year. In addition, to maintain the effectiveness of Doosan Bobcat's global ESG strategy across various regions, regional ESG coordinators monitor the implementation of ESG KPIs and the progress of issue-specific initiatives within their respective ESG Working Groups. The Company reports on key sustainability actions and achievements using the GRI Topic Standards as performance indicators.

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

Doosan Bobcat reports on the management plans for the five material issues identified through the materiality assessment, based on governance, strategy, risk management, indicators and targets. In addition, the Company reports on the management of financial and non-financial risks for identified impacts through its comprehensive risk management system, which consists of stages including understanding the company status, risk assessment, risk response, monitoring and review, and communication and discussion/reporting.

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

The data collection and processing process, supporting documents and records were verified through sampling techniques, and based on the result, no intentional errors or misstatements were found in the sustainability performance information described in the report. Doosan Bobcat can explain the source and meaning of sustainability performance using reliable methods and data, and any errors or unclear expressions found during the verification process were corrected before the publication of the Report.

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

Doosan Bobcat reports on the Company's key non-financial disclosures based on its performance related to material topics during the reporting period of 2023 using appropriate GRI Topic Standard disclosures, for the identified boundaries of operations.

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

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

### Our competence, independence and quality control

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

DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. We have no other contract with Doosan Bobcat.

Our multi-disciplinary team consisted of professionals with a combination of sustainability assurance experiences.

## THIRD PARTY ASSURANCE STATEMENT

### Limitations

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

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

We understand that the reported financial data, governance and related information are based on statutory disclosures and Audited Financial Statements, which are subject to a separate independent statutory audit process. We did not review financial disclosures and data as they are not within the scope of our assurance engagement. The assessment is limited to data and information in scope within the defined reporting period. Any data outside this period is not considered within the scope of assurance.

DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

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

The Company's management has sole responsibility for the integrity of the Report and this responsibility includes designing, implementing, and maintaining internal controls over collection, analysis, aggregation and preparation of data, fair presentation of the information and ensuring that data is free from material misstatement.

DNV's responsibility is to plan and perform the work to obtain assurance about whether the relevant information described in the 'Scope of Assurance' has been prepared in accordance with the reporting requirements and to report to Doosan Bobcat in the form of an independent assurance conclusion, based on the work performed and the evidence obtained.

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

### Basis of our Opinion

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

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

FOR AND ON BEHALF OF DNV BUSINESS ASSURANCE KOREA LTD.  
SEOUL, REPUBLIC OF KOREA  
21 JUNE 2024



JAE HEE KIM  
LEAD VERIFIER

JIN SEOK CHO  
VERIFIER

CHANG ROK YUN  
REVIEWER

This report has been translated into English solely for the convenience of international readers. The official version of this assurance statement is the signed English version; in case of any doubt regarding interpretation between this document and the Korean version of the statement, the Korean statement shall prevail.

# MEMBERSHIP OF ASSOCIATIONS

Topic	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 Branch)
	SVSS - Czech association, construction machines
	EVOLIS - France, construction machines
	AXEMA - France, agricultural machines
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
	CECE - European Union, constructon machines
	FEM - European Union, material handlers

Topic	Name of Organization
Professional Associations	AEM - USA - equipment manufacturers
	CEA - United Kingdom
	VDMA - Germany
	CEN - Standardization organization, EU
	ISO - Standardization organization, International
	Svaz personalistů - HR Union, CZ
Local Industry and Chamber Associations	Greater North Dakota Chamber
	North Dakota Trade Association
	Fargo Moorhead West Fargo Chamber
	Bismarck Mandan Chamber EDC
	Aurora Chamber of Commerce
	North Carolina Chamber
	Korea Listed Companies Association
	KOREA Investor Relations Service
	Korea Chamber of Commerce and Industry
	Incheon Environmental Volunteer Association
Machinery Financial Cooperative	
Incheon Chamber of Commerce and Industry	

# AWARDS

## 2023 Awards

Awards	Organization	Commendation
CCMM Award	CMME-Construction Machinery Middle East Award	Temporary On-Site Solution of the year 2023 with Doosan Generator GX300XW
CCMM Award	CMME-Construction Machinery Middle East Award	Compact Equipment of the year 2023 with Bobcat Skid Steer Loader S450
CCMM Award	CMME-Construction Machinery Middle East Award	Electric Machine of the Year 2023 with Bobcat Mini Excavator E10e ZTS
BIG SEE Award	BIG SEE	Product Design Award - L65 and L85 Compact Wheel Loaders
Fast Company World Changing Ideas	Fast Company	Bobcat T7X
Green Industry Pros 2023 Editor's Choice Awards	Green Industry Pros	Bobcat ZT6200 autonomous zero-turn mower
Equipment Today Contractor's Top 50 Products	Equipment Today	Bobcat S7X skid-steer loader
Diesel Progress Summit Awards	Power Progress	Bobcat T7X compact track loader
Rental Magazine 2023 Editor's Choice Award	Rental	Bobcat S7X skid-steer loader
Construction Equipment Top 100 New Products of 2023 Award	Construction Equipment	TL519 telehandler
Construction Equipment Top 100 New Products of 2023 Award	Construction Equipment	AT450 articulating tractor
Construction Equipment Top 100 New Products of 2023 Award	Construction Equipment	Light Compaction
Compact Equipment Innovative Iron Awards	Compact Equipment	L95 compact wheel loader
Heavy Equipment Guide's 2023 Top Introductions	Heavy Equipment Guide	L95 compact wheel loader
Heavy Equipment Guide's 2023 Prototypes	Heavy Equipment Guide	Bobcat S7X skid-steer loader
Heavy Equipment Guide's 2023 Prototypes	Heavy Equipment Guide	Bobcat RogueX concept loader
Roads & Bridges 2023 Contractor Choice Award	Roads & Bridges	Nitrogen breaker attachment
Roads & Bridges 2023 Contractor Choice Award	Roads & Bridges	E88 compact excavator
Roads & Bridges 2023 Contractor Choice Award	Roads & Bridges	S86 skid-steer loader
Roads & Bridges 2023 Contractor Choice Award	Roads & Bridges	Sweeper attachment

## AWARDS

### 2022 Awards

Awards	Organization	Commendation
2022 CES Innovation Awards	Consumer Technology Association	Vehicle Intelligence & Transportation' Winner - T7X
2022 CES Innovation Awards	Consumer Technology Association	Smart Cities' Winner - T7X
CCMM Award	CMME-Construction Machinery Middle East Award	Innovation of the year 2022
CCMM Award	CMME-Construction Machinery Middle East Award	Outstanding Manufacture of the year
Potencia Award	Potencia Magazine	Bobcat T7X
2022 AEM Advocacy Award	Association of Equipment Manufacturers	Bobcat Corporation
Compact Equipment Innovative Iron Awards	Compact Equipment	Bobcat T7X
Construction Equipment Top 100 Products of 2022 Award	Construction Equipment	UW53 & UW56 Toolcats
Construction Equipment Top 100 Products of 2022 Award	Construction Equipment	E1e Compact (Mini) Excavator
Construction Equipment Top 100 Products of 2022 Award	Construction Equipment	E32 & E35 Compact Excavators
Construction Equipment Top 100 Products of 2022 Award	Construction Equipment	TL723 & TL923 Telehandlers
Construction Equipment Top 100 Products of 2022 Award	Construction Equipment	E10e Electric Compact Excavator
2022 Contractors' Top New Products Awards	For Construction Pros	Bobcat T7X
Green Industry Pros' 2022 Editor's Choice Award	Green Industry Pros	Machine IQ Mobile App
Global Communications Competition 2022 Spotlight Awards	LACP(League of American Communications Professionals)	Bobcat Communications
2022 National Investors Hall of Fame	National Investors Hall of Fame	Cyril and Louis Keller
2022's 50 Best Places to Work	Prairie Business	Bobcat Headquarters
Rental Magazine 2022 Editor's Choice Award	Rental	Bobcat T7X

# ABOUT THIS REPORT

## Overview

Doosan Bobcat has published the third sustainability report in June 2024 to transparently disclose the economic value and sustainable performance of our management activities to our stakeholders. The 2022-2023 Sustainability Report presents the company's activities and accomplishments guided by our ESG strategies and objectives. The report comprises three sections: ESG Issues, delineating our ESG strategy and material issues; ESG Management, offering readers an overview of our environmental, social, and governance initiatives; and an Appendix containing quantitative data.

## Reporting Standards

This report has been prepared in accordance with the Global Reporting Initiatives (GRI) Standards 2021, a globally acknowledged sustainability reporting framework. Additionally, we follow ISO 26000 and the U.S. Sustainability Accounting Standards Board (SASB) guidelines for the disclosures provided herein. The financial performance presented in this report has been derived from our consolidated financial statements prepared in accordance with the Korean International Financial Reporting Standards (K-IFRS).

## Reporting Period

The reporting period of the Doosan Bobcat 2022-2023 Sustainability Report is from 2022 to 2023 (identical to our fiscal year). Quantitative data spanning three years (2021-2023) are included to facilitate the analysis of trends over time. Qualitative performance data may include results predating 2022 and extending into the first half of 2024.

## Contact Us

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## Reporting Scope

The reporting scope of the Doosan Bobcat 2022-2023 Sustainability Report encompasses the following;

- Qualitative data encompasses performance of our global operational regions
- Quantitative data includes Doosan Bobcat NA (North America), EMEA (Europe/Middle East, Africa), and ALAO Korea sites.
- Climate action and certain key performance indicators cover Doosan Bobcat HQ, Doosan Bobcat NA, EMEA and the ALAO region, including Korea, China and India sites.
- Major performance content includes all global operational regions and specific reporting boundaries are indicated separately. Quantitative environmental and social indicators have specific reporting scopes as below and we plan to broaden the scope of disclosure to cover more data in the future. We intend to broaden the scope of disclosure to ensure comprehensive coverage of the data.

	Indicator	Scope of disclosure
Environmental	Water Management	• EMEA Czech, France, Germany; ALAO Incheon Site (some small operations excluded)
	Waste Management	• All NA Sites (excluding Sahuarita); EMEA Czech, France, Germany; ALAO Incheon Site (some small operations excluded)
	Air Emission Management	• ALAO Incheon Site
	Product Sustainability	• All EMEA Company Sites
Social	Occupational Safety and Health	• All NA Sites; EMEA Czech, Germany; ALAO Incheon/China(Yantai, Suzhou)/India Sites
	Community Engagement	• All NA Sites, All EMEA Sites, ALAO Incheon Site

## Third Party Assurance

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

