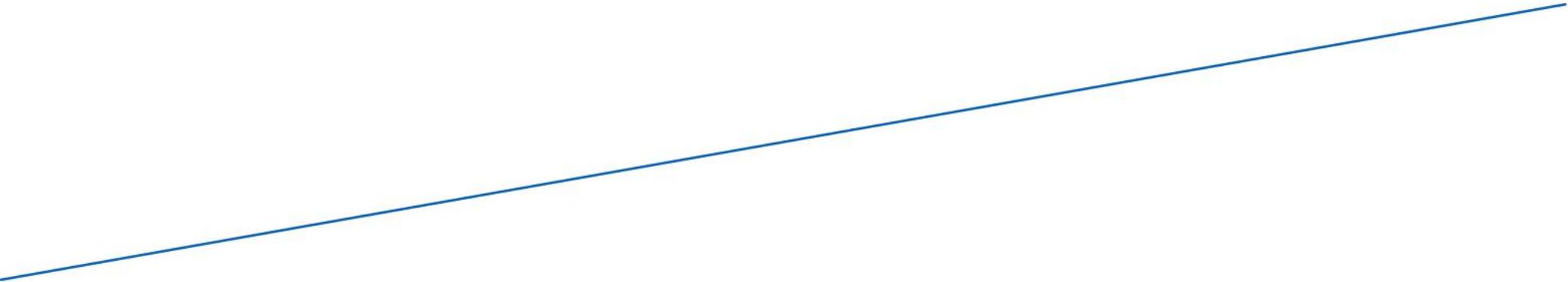


2022 Sustainability Data

DOOSAN
 **Bobcat**®



Contents



1. Report Overview

2. ESG Framework

| [ESG Strategy](#)

| [ESG Governance](#)

3. 2022 Highlights

| [Green Innovation](#)

| [Proud Workplace](#)

| [Responsible Growth](#)

| [Do the Right Thing](#)

1. Report Overview



Doosan Bobcat prioritizes ESG (Environmental, Social, Governance) in our business development. Our ESG vision and strategy are established based on our 2025 ESG Roadmap ([2021-21 Sustainability Report, p.26](#) ) which aims to expand and apply our ESG management operation system across all our global business sites. We will continue to actively communicate our practical efforts and achievements derived through our ESG Strategy project.

Report Overview

Doosan Bobcat has published a sustainability report every other year. On alternating years without a report, we disclose our key ESG achievements and related data to provide important information to our internal and external stakeholders. The 2022-23 Sustainability Report is scheduled for publication in 2024, after which we will publish a sustainability report on an annual basis. The '2022 Sustainability Data' has been written following the reporting principles of the GRI (Global Reporting Initiative), where the data collection process is equivalent to that of the third party verified '2020-21 Sustainability Report'. It also reports on key issues that correspond to our organization's newly established ESG strategy and action plans.

Reporting Period

The reporting period of the '2022 Sustainability Data' book is from January 1 to December 31, 2022. It includes data from the past three years for better understanding of the overall trends of key quantitative data and highlights significant achievements made during the first half of 2023.

Reporting Scope

This report discloses key ESG activities and performance from various Doosan Bobcat facilities around the world including its headquarters in Korea, and North America, as well as partial data from ALAO (Asia, Latin America, Oceania), and EMEA (Europe, Middle East, Africa) sites. Specific corresponding scopes of data are indicated separately throughout the report to explain the reporting scope and data boundary.

Reports



[Go to Doosan Bobcat Website](#)



[Doosan Bobcat 2020-21 Sustainability Report](#)



[Doosan Bobcat FY 2022 Business Report](#)



[Doosan Bobcat 2022 Corporate Governance Report](#)

Contact Us

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

2. ESG Framework

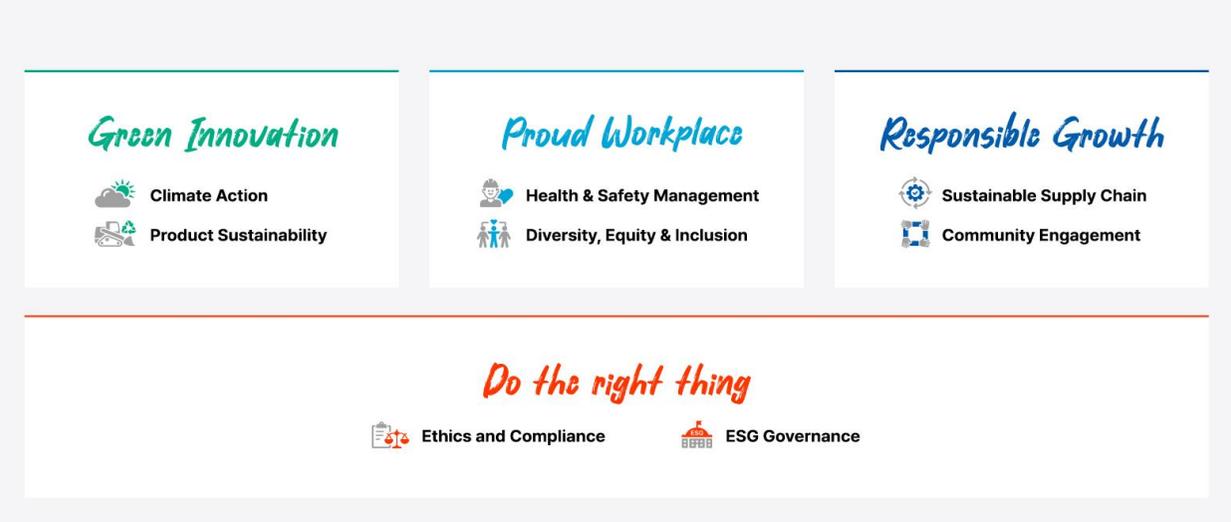


ESG Strategy

Through our newly established ESG strategic direction, Doosan Bobcat endeavors to strengthen our ESG implementation and reinstate our ESG vision framework in pursuit of a more sustainable future. Our strategy becomes our foundation to expand and apply our ESG management operation system across all global business sites. We announced our global ESG vision and strategy to internal and external stakeholders in May 2023 following the establishment of an ESG strategy established based on the accumulation of an analysis of the current as-is status in NA (North America), EMEA (Europe, Middle East, and Africa) and ALAO (Asia, Latin America and Oceania) business sites, and the trust and consensus that was built as an outcome of our employee interviews and workshops conducted throughout the second half of 2022.

Doosan Bobcat’s ESG Vision and Strategy

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



Doosan Bobcat's ESG strategy consists of three pillars which include “Green Innovation,” “Proud Workplace” and “Responsible Growth,” with a foundation of “Do the Right Thing.”

“Green Innovation” emphasizes Doosan Bobcat's commitment to a sustainable future by enhancing energy efficiency, developing products with reduced environmental impact and striving to reduce carbon emissions at business sites. “Proud Workplace” aims to create a safe work environment and an inclusive culture to empower employees for innovation, adaptability and professional development. “Responsible Growth” consists of promoting responsible management throughout the value chain through partnerships with external stakeholders. Similarly, our “Proud Workplace” includes the development of both our internal and external stakeholders.

“Do the Right Thing” is the foundation of our three pillars internalizes our values throughout our business by guiding employee actions and decisions according to our Code of Conduct, enterprise policies, and applicable laws & regulations.

Our ESG strategy and vision is shared globally with employees to ensure alignment and involvement at all levels of the organization. Throughout the second half of 2023, we are raising awareness through multiple campaign activities to strengthen familiarity and participation.

2. ESG Framework



ESG Governance

Doosan Bobcat has established an ESG governance council to develop an ESG governance system that ensures the strategy is considered in all decision-making processes and systematically executed. The management council review the levels of implementation and performance of our ESG strategy, and it reports our ESG achievements and risks to the Doosan Bobcat Board of Directors twice a year.

Our systematic approach has strengthened our ESG operation model, internalizing our ESG vision and ensuring implementation of our strategy.

In particular, the ESG working group is composed of executives responsible for each key area, and members of the related departments not only enforce our established ESG KPIs but also manage the ESG issues of our various stakeholders. Through such ESG governance reinforcement, we will continue to create an environment where our global ESG vision and strategy can operate with practicality throughout all our regions and our organization.

Development of ESG Operation System

Regular Reporting to the Board of Directors



Twice / year
Report to the Board of Directors

As the highest decision-making body, the Board of Directors receives reports on topics on non-financial risks surrounding the environment, health and safety, human rights, supply chain and the process of publishing an ESG report. Starting in 2023, key ESG performance outcomes and risks, as well as the global ESG environment will be regularly reported to the Board of Directors twice a year.

[Governance](#)

- 2022.07 Sustainability Report
- 2022.12 Donation Approval
- 2023.04 Global ESG Roadmap

[2022 Corporate Governance Report, p. 42, 65-66.](#)

Implementation of Quarterly ESG Committee Meetings



Quarterly
ESG Committee Meetings

The Global ESG Committee is a management consultative body that reviews performance and the implementation levels of our ESG strategy and roadmap. The body actively manages risks and opportunities surrounding internal and external ESG issues and reflects their findings in our management strategy executed through quarterly committee meetings, which started in 2023. This in turn also strengthens the level of connectivity between our ESG vision and strategy.

- 2022.11 ESG Status Verification
- 2023.02 ESG Vision and Strategy Review
- 2023.05 ESG KPI Performance Review

Systematizing the ESG Operation Model

HQ CHRO
ESG Team



Regional ESG
Coordinators

ESG Working Group

Climate Action, Health & Safety	DE&I + Community	Product Sustainability	Supply Chain	Ethics & Compliance
CSO+CHRO	CHRO	CSO+CTO	CPO	CLO&CCO
Operations, EHS, Engineering, Procurement	HR & Comm. Labor Council	Strategy, Engineering, PM, AM/PS, Procurement, Operations	Procurement	Legal & Compliance PIT

Global **Region (NA, EMEA, ALAO)**

[2022 Corporate Governance Report, p. 95-96.](#)

3. 2022 Highlights



Green Innovation

Environmental Management System

2020-21 Sustainability Report, p. 55

In 2022, Doosan Bobcat's Environmental Health & Safety (EHS) Team and our global business sites continued to make contingent efforts to minimize our environmental impact and comply with each country's environmental regulations. We have taken extensive preventive measures following the sanction of one environmental regulation in February 2022. *Penalty paid for exceeding designated amount of wastewater at Dobris, Czech Republic business site

Six business sites in North America, Czech Republic, Korea, and China are ISO 14001 certified, and we continue to put efforts in systematically managing our other business sites in a similar way.

ISO 14001 Business Sites in 2022

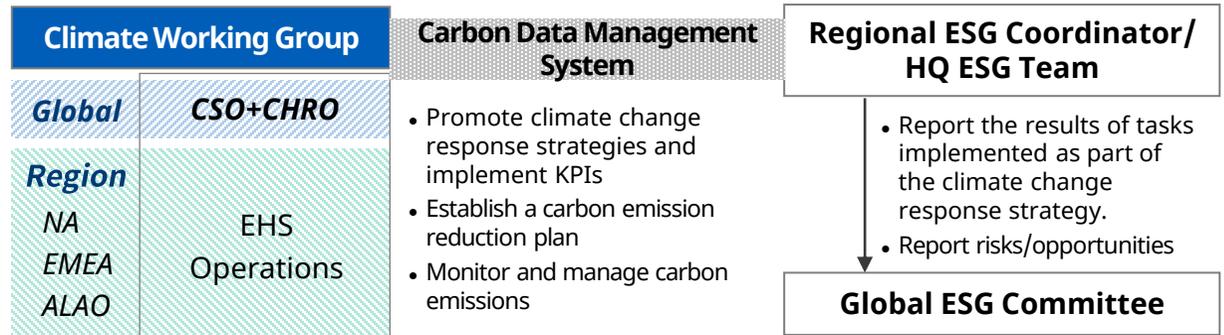


We establish goals—such as utilizing zero hazardous chemicals—and organize improved measures on risk management like continuous internal and external EHS audits in each region to minimize our environmental impact. In Europe, we have been consulting external professional organizations about measures of stabilizing energy supply and demand, improving energy efficiency and establishing emission reduction items.

Climate Action

Governance for Climate Change Response

Doosan Bobcat established a climate change response strategy and reduction target for 2030, along with creating a climate change response governance model to promote and achieve these goals. To drive the implementation of the strategy and target at all global business sites, we establish a system built on effective teamwork and cooperation between the global and regional organizations.



Under the integrated ESG strategy of our global business sites, we emphasize our commitment to respond to climate change by assigning KPIs for the CEO and regional leaders, as well as the corresponding executives and employees, and reflecting these KPIs in 2023 MBOs. The Climate Working Group leads this practice, composed of local business strategy experts and production operation experts. To achieve the greenhouse gas reduction target assigned to each region, this Group reports the emission status and performance on a quarterly basis and discusses local issues with each region's ESG coordinators and the HQ ESG Team. The HQ ESG Team presents global climate change response strategies and directions, and the team regularly monitors the regional KPIs with the regional ESG coordinators.

Climate risks are managed through an integrated management system, and climate opportunity factors are identified and communicated particularly in circumstances where they link to our business. To ensure accurate carbon data management and monitoring, we are currently creating a 'carbon data management system' in collaboration with the India Development Center (IDC). We expect this will allow our global climate change response governance organization to work more efficiently as a team.

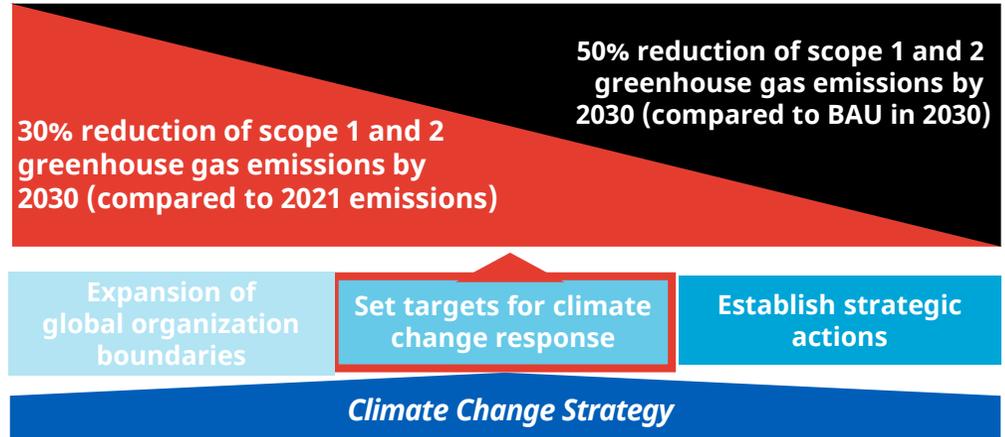
Green Innovation

Climate Action

Setting Doosan Bobcat's Climate Change Response Strategy and Target

Doosan Bobcat has established a 30% emissions reduction target against the total Scope 1&2 emissions of the baseline year 2021 as part of our 2022 climate change response strategy. This entails a 50% reduction compared to the 2030 Business-as-Usual (BAU) emissions. The 2030 carbon emissions reduction target was reported during the 4th Board of Directors meeting in April 2023 as part of the Global ESG Roadmap agenda.

Based on the newly established climate change response strategy, Doosan Bobcat endeavors to achieve our reduction target through environmentally conscious measures including transitioning to clean energy. We continue to integrally respond to climate change by considering the effects that our business has, including measures such as making investments in equipment and product development that will lead to the reduction of carbon emissions.



Workshop to Establish a GHG Emissions Reduction Target



With 2021 set as the baseline, we derived our mid- to long term BAU emissions based on a comprehensive analysis of the Scope 1&2 emissions of our global business sites and production forecasts. To establish a pathway for reducing greenhouse gas emissions (GHG), we have benchmarked roadmaps toward decarbonization (top-down approach), and integrated expected production and investment plans (bottom-up approach) to set a reduction for 2030 as part of our near-term target*.

Building mutual cooperation through regional workshops was considered to be the most critical step in the process of establishing and internalizing our global carbon emissions reduction target. Regional workshops were held from Nov. 21 to Dec. 15, 2022 with executives, relevant departments, and regional site managers to discuss how similar industries and major countries have set their reduction targets. The attendees discussed potential measures and feasible activities that can be implemented to reduce the company's carbon emissions. We held a final meeting on the established reduction target and KPIs related to climate change response, and we discussed measures to have climate change response included in our future decision making processes and operations to ensure achievement of our carbon reduction target.

* 2030 set as year for GHG reduction target by applying the near-term target criteria of the SBTi (Science-based GHG Reduction Initiative)

3. 2022 Highlights



Green Innovation

Climate Action

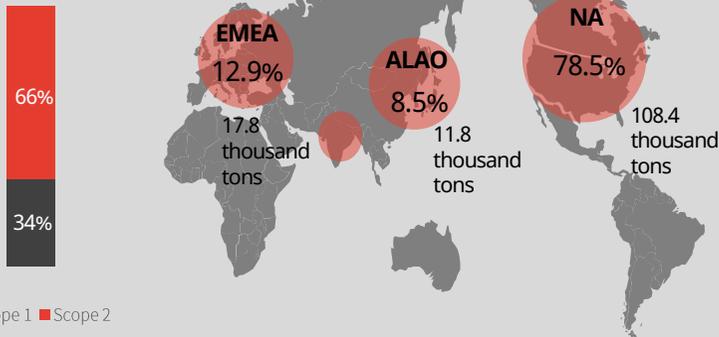
2022 Greenhouse Gas Emissions & Energy Consumption

To improve the transparency of our climate change response to our stakeholders, we have expanded the reporting boundary for our company's emissions to include all global sites. As a result, 2022 Scope 1 emissions amounted to 46,333 tons, and Scope 2 emissions amounted to 91,711 tons resulting in 138,044 tons of greenhouse gas emissions (GHG) in total.

Regionally, North America accounts for 78.5% of total emissions, EMEA for 12.9% and ALAO (including Korea) for 8.5%, which attributes to the size of production. The growth rate of greenhouse gas (GHG) emissions compared to the previous year was 43% of the growth rate of production, indicating that our efforts to convert to eco-friendly production processes at each region are slowly leading to positive results.

Status of Greenhouse Gas Emissions in 2022

Percentage of 2022 Scope 1&2 emissions * Scope 2 emissions based on region-based calculations.



Greenhouse Gas Emissions and Energy Consumption

Data Boundary: All global business sites (Excluding some small offices)

Items		Unit	2022	2021 ³⁾	2020
Green House Gas	Scope 1 & 2 Emissions	Total greenhouse emissions ¹⁾	138,043.9	133,657.0	118,781.2
		- Scope 1 emissions	46,333.0	40,919.1	39,335.4
		- Scope 2 emissions (location based)	91,710.9	92,737.9	79,445.7
		- Scope 2 emissions (market based) ²⁾	96,452.9	97,471.8	-
Energy	Energy Consumption	Total energy consumption	2,281.4	2,194.8	1,919.0
		- Non-renewable energy	2,281.4	2,194.8	1,919.0
		- Renewable energy	-	-	-

- 1) GHG emissions from previous years (2019-2021) have been recalculated as the organizational boundary for GHG emission disclosure now includes all business sites, including emissions from Doosan Industrial Vehicle (acquired in July 2021). Scope 2 emissions have been calculated based on region
- 2) Identified and reports sites with power emission coefficients provided by regional power suppliers, to distinguish from market-based 2021-22 Scope 2 emissions
- 3) Includes the Incheon business site following the acquisition of Doosan Industrial Vehicle in July 2021

Green Innovation

Climate Action

Changes in Climate Impact Intensity according to Production Activities

Doosan Bobcat continues to make efforts to minimize the climate impacts that rise from production. The 2022 greenhouse gas (GHG) emissions intensity from production activities improved by 4.1% at 0.161 tCO₂eq/number of products, and energy intensity from energy used in production improved by 3.5% at 0.0027 TJ/number of products.

Despite the increase in global production in 2022, Doosan Bobcat's climate impact from production activities have shown positive improvement. This has been the result of consistent efficiency improvements at our global business sites' production lines and efforts to use low emission energy.

At our Czech Republic production site, we are currently conducting an energy diagnosis to identify methods of improving energy efficiency. After conducting a feasibility analysis, we plan to implement improvement opportunities and benchmark to apply at other business sites to expand our performance at the global level.



An energy audit to identify GHG emissions reduction items in the Dobris Plant, Czech Republic

Climate Impact Intensity

Data Boundary: All global business sites (Excluding some small offices)

Items		Unit	2022	2021 ⁴⁾	2020	
Climate impact from production	Impact of greenhouse gas emissions	GHG Intensity based on production activities ¹⁾	tCO ₂ eq/Number of products ³⁾	0.161	0.168	0.187
	Impact of energy use in production	Energy Intensity based on production activities ²⁾	TJ/Number of products ³⁾	0.0027	0.0028	0.0030

1) Refers to Scope 1&2 greenhouse gas emissions generated from production of one product at business sites within the organizational boundary

2) Refers to the amount of energy consumed (TJ unit) from production of one product at business sites within the organizational boundary

3) Total production (number of products, units) globally in 2022

4) Includes the Incheon business site following the acquisition of Doosan Industrial Vehicle in July 2021

Green Innovation

Water & Waste

Water Resource and Waste Management

Doosan Bobcat manages and monitors the company's water consumption in response to the laws and regulations enforced by the country where each business site is located. In 2022, we established action plans to block wastewater sources and reduce waste water generation, where the Incheon site was recognized for its exemplary performance in the area.

Water Resource Management Data Boundary: NA, Korea (Bundang, Incheon)

Items	Unit	2022	2021 ³⁾	2020
Water Consumption ¹⁾	Ton	316,817.3	287,022.8	146,848.3
Water intake		448,669.7	399,040.6	299,411.9
- Water supply intake		448,669.7	399,040.6	299,411.9
Water Discharge		131,852.4	112,017.8	152,563.6
Water Intensity ¹⁾	Ton/ Number of products	0.46 ²⁾	1.61	1.06

- 1) Data from the second half of 2021 includes total water consumption of Doosan Industrial Vehicle acquired in July 2021
- 2) Reduction in 2022 water intensity is due to the expansion of data collected and the increase in production compared to previous years
- 3) Includes the Incheon business site following the acquisition of Doosan Industrial Vehicle in July 2021

2020-21 Sustainability Report, p. 58~59.

In 2022, Doosan Bobcat continued to promote the company's advanced waste lifecycle program* in cooperation with our partners to strengthen waste circulation. The North American site is increasing the number of its suppliers that use recycled iron, while the European site is making efforts to set targets on reducing costs for waste disposal costs.

Waste Management Data Boundary: NA, Korea (Bundang, Incheon)

Items		Unit	2022	2021 ²⁾	2020
General	Waste disposed ¹⁾	Ton	47,499 ¹⁾	4,796	2,804
	- Landfill		5,058	3,965	2,649
	- Incineration (energy not recovered)		381	142	155
	- Recycled Waste		42,056 ¹⁾	689	-
Designated	Designated waste disposed ¹⁾	Ton	319	123	-
	- Landfill		-	-	-
	- Incineration (energy not recovered)		234	99	-
	- Recycled Waste		85	24	-

*Full-circle Advanced Waste Lifecycle Program

- 1) Increase in recycled waste following the waste data provided for 2022 and the increase in production compared to previous years
- 2) Includes the Incheon business site following the acquisition of Doosan Industrial Vehicle in July 2021

Green Innovation

Product Sustainability

Doosan Bobcat is conscientious in the development, production, consumption and disposal of our products, while also responsibly developing products based on internal and external environmental analyses.

Product sustainability and lifecycle are key to our strategy. In 2022, we evaluated our current efforts and explored improvement opportunities in research and development, purchasing, sales, consumption, waste and other factors. The company secures business opportunities through diverse risk management initiatives, such as recycling components and raw materials, improving energy efficiency at business sites, and recycling water; developing eco-friendly products that utilize alternative energy such as electric or hydrogen; and responding; and responding promptly to the needs of major stakeholders. Our European business site continues to expand its REMAN (remanufacturing) activities in response to the recent demands of our shareholders, investors and major customers to reduce the environmental impact of our products.

[2020-21 Sustainability Report, p. 46-48.](#)

Doosan Bobcat unveiled the company's all-electric skid-steer loader, the Bobcat S7X; and a concept autonomous loader, the Bobcat RogueX, at CONEXPO-CON/AGG 2023. These announcements followed our revolutionary announcement of the Bobcat T7X, the world's first all-electric compact track loader that received two CES Innovation Awards in 2022.

Like the T7X, the S7X is powered by a lithium-ion battery that produces zero carbon emissions and delivers a level of performance equivalent to that of its diesel/hydraulic counterpart.. Incorporating autonomous technology, RogueX is a newly created concept loader built without an operator cab or a diesel engine. The machine is electric powered, produces zero carbon emissions and offers nearly silent operation. The machine explores the idea of operating where humans cannot go to tackle more work in more places than ever from a remote position. Both the S7X and RogueX are highly innovative products that demonstrate Doosan Bobcat's three innovation pillars: electrification, autonomy and connectivity, as well as integrate Bobcat's product and service digitalization strategy to enhance customer productivity.

Photo: Bobcat S7X all-electric skid-steer loader



People

Respect for Human Rights

Doosan's Code of Conduct and Doosan Credo contain policies with respect for human rights at the core, and Doosan Bobcat applies these principles and policies to all stakeholders, including our employees and partners. We handle all grievances in an efficient and transparent manner in accordance with the anti-discrimination, anti-harassment and anti-retaliation policies, and we responded to 100% of grievances received through the grievance handling channel in 2022. We respect the establishment of labor unions, and regularly work with labor unions and labor-management councils to improve grievances and working conditions through close communication and consultation.

Promoting Diversity

Doosan Bobcat is committed to prohibiting discrimination, respecting diversity and creating an inclusive culture under our human rights policies and principles. We disclose and manage gender indicators in accordance with international standards and guidelines. To further promote diversity, equity and inclusion across all global sites, we are working with employees, management teams and executives to identify additional needs and opportunities. These efforts will be reported in future sustainability reports.

* NA: North America

* EMEA: Europe, Middle East, Africa

* ALAO: Asia, Latin America, Oceania

Employment Status

Data Boundary: All global business sites

Items	Sub-category	Unit	2022	2021 ⁴⁾	2020
Total number of employees	Total	Persons	9,546	9,003	6,885
	NA		5,311	4,889	4,307
	EMEA		2,581	2,679	1,933
	ALAO		1,654	1,435	645
By employment type	Total		9,546	9,003	6,885
	Full time		9,128	8,692	6,674
	Temporary		418	311	211
Gender	Male		7,597	7,193	5,409
	Female		1,949	1,810	1,476
Senior manager ¹⁾	Total		55	46	36
	Male		52	43	33
	Female		3	3	3
Mid-level manager ²⁾	Total		1,465	1,252	1,023
	Male	1,229	1,063	859	
	Female	236	189	164	
Junior manager ³⁾	Total	1,598	1,348	1,319	
	Male	1,185	1,021	978	
	Female	413	327	341	
Total number of newly hired employees			2,126	-	-

1) Executives

2) Professional executives/team leaders/senior employees

3) Junior (assistant) level employees

4) Includes the Incheon business site following the acquisition of Doosan Industrial Vehicle in July 2021

Proud Workplace

2020-21 Sustainability Report, p. 37-39 [↗](#)

People

Human Resource Development

Since 2020, our educational programs have faced restrictions due to the global COVID-19 pandemic and social distancing restrictions, leading to a decrease of in-person activities. Accordingly, Doosan Bobcat conducted effective, practical measures to strengthen the capabilities of employees, while maintaining a safe and healthy work environment. We offered practical training, such as online/offline leadership development programs, global competency support and special lectures provided by the CSO to develop an understanding of the company's strategy and foster a strategic mindset. Additionally, we operated company-wide team building workshops. In 2023, we will prepare and implement more advanced education plans as COVID-19 policies are eased worldwide.

Development of Onsite Training Activities



- Leadership building programs for executives/team leaders/part leaders
- Annual language competency courses incl. small group and phone English
- Onboarding support through orientation for new employees
- Support for fundamental skills by job function and product understanding
- Company-wide workshops to improve collaboration
- In-house strategy courses to improve business understanding and insight

Employee Training Outcome

Items	Unit	2022	2021 ³⁾	2020
No. of employees trained ¹⁾	Persons	9,302	8,670	5,887
Total hours of training	Hours	65,379	77,508	79,007
Average training hours per employee ²⁾		7	9	13
Employees evaluated	%	100	100	100

1) Excludes newly hired employees and those retired

2) Avg. training hours = total training hours / total persons trained

3) Includes the Incheon business site following the acquisition of Doosan Industrial Vehicle in July 2021

Employee Engagement Performance

Conducted during the second half of 2022, the scope of the Employee Engagement Survey was expanded to include all global employees. 73% of all employees participated in the survey, with findings that more than half (67%) of the employees perceive the company in a positive light. Reflecting on the survey results, Doosan Bobcat strives to promote various educational opportunities and programs that support employee growth and work engagement and plans to implement global initiatives and monitor the results in 2023.

Employee Engagement
76 %

Strengthening Employee Engagement

Strategy to strengthen engagement based on employee awareness analysis

2023 Strategy

- ① Creating a system and environment to enhance employee experience
- ② Building synergy through active communication and interaction between the company and employees
- ③ Improving work methods and sharing of best practices of efficient and innovative work performance

Enhancing Corporate Culture and Core Values

Innovation

Collaboration

Agility

Health & Safety

Advancement of Workplace Risk Management

In 2022, Doosan Bobcat established the company's EHS management goals and implemented improvement tasks under the control of the Chief Safety and Health Officer (CSHO). As part of our ongoing risk management, we share updates, EHS findings and risk factors at production operation inspection meetings and adjust in our operating processes, as necessary.

In 2022, following the results of a workplace risk assessment, we implemented changes in our production processes to minimize risks from increased production. The safety of our employees is a key priority, and we extend active EHS risk management practices to our production sites and in our R&D.



**0% Death Rate, 2020-2022
for 3 consecutive years**

EHS Competency Development & Activities for Condition Improvement

To maintain a safe and healthy workplace for our employees, Doosan Bobcat has selected 'health and safety' as a key ESG strategy area, established a health and safety improvement plan for all regional sites, including key safety and health indicators, is monitoring common indicators such as the total recorded accident rate, and reviewing related certifications for each business site.

Doosan Bobcat plans to acquire various international health and safety certifications including the ISO 45001 certification in each region to develop our EHS capabilities and to carry out activities aimed at raising employees' awareness and their capacities. We will set goals to acquire certifications according to the conditions of our Korean and overseas business sites, monitor implementation performance and conduct EHS improvement meetings with work supervisors (weekly) and workplace safety training (monthly).

To improve the conditions for EHS development in Korea, we introduced the 'mobile EHS program' which integrates QR codes to make EHS training accessible for field workers. In North America, we are making it easier to manage safety-related data by introducing a digital solution for safety management.

Occupational Health and Safety

Data Boundary: All global business sites

Items	Unit	2022	2021 ⁵⁾	2020
Total Recordable Incidents Rate ¹⁾	%	7.17 ³⁾	7.62	8.42
Near-Miss Frequency Rate ²⁾		24.02 ⁴⁾	33.08	38.30
Death rate		0	0	0

1) Total recorded incidents rate (TRIR) = total number of incidents * 200,000 / total working hours

2) Number of near-miss incidents (NMFR) = number of near-miss incidents * 200,000 / total working hours

3) Scope for calculation of the 2022 total recorded incident rate is all global regions (NA, EMEA, ALAO), where 2020-21 is also recalculated using the same scope

4) 2022 near-miss frequency rate includes all regions of the world (NA, EMEA, ALAO), and 2020-2021 NMFR includes only EMEA and ALAO regions

5) Includes the Incheon business site following the acquisition of Doosan Industrial Vehicle in July 2021

Responsible Growth

Supply Chain

Supply Chain Sustainability

Doosan Bobcat builds a global supply chain and shares a sustainable competitive advantage with our dealers, customers, shareholders and employees. We strive to maintain and develop sustainable partnerships with our partners throughout the value chain.

The Supplier Code of Conduct comprehensively covers sustainability issues, including labor and human rights, environment/health/safety, ethical behavior, management system, and the procurement of responsible minerals. Through Doosan’s Code of Conduct and Doosan Credo, we specify that the basic principles and core values of labor are to be applied to all stakeholders, including partners, and we strive to improve the management system of human rights that occur throughout the supply chain in accordance with the UN Guiding Principles on Business and Human Rights (2020-21 Sustainability Report, p.34).

Regulations such as sustainable management of the supply chain, due diligence, improvement and performance disclosure are expanding in all regions where Doosan Bobcat global business sites are located. Accordingly, we continue to advance the management of our supply chain by prioritizing global principles and regulations in an effort to achieve our social responsibilities.

[2020-21 Sustainability Report, p. 78-81.](#)

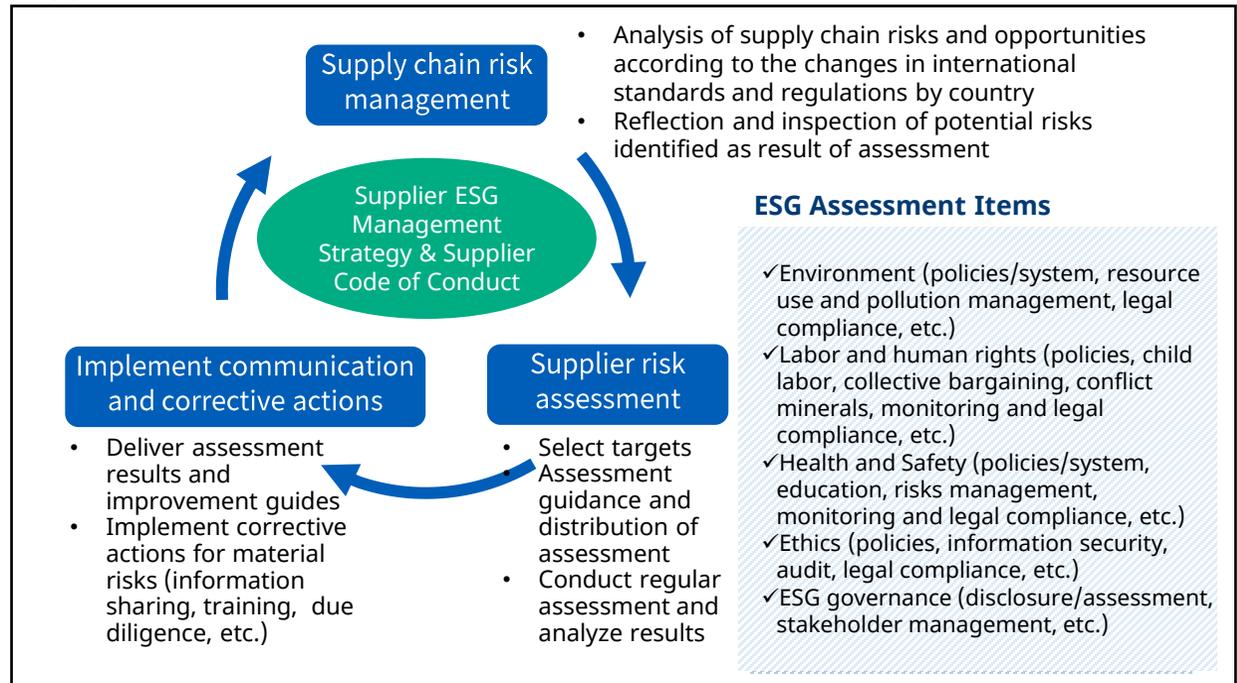
[Website > Supplier Code of Conduct](#)

[Supplier Website](#)

Supplier ESG Management and Assessment

Doosan Bobcat operates a standard process for signing contracts with suppliers through the Doosan Global Procurement System (DGSS). We select and evaluate partners based on the provided standards. We have developed the existing assessment process in response to the EU Supply Chain Due Diligence Act, which is scheduled to begin in 2024. In 2022, we developed and enforced Supplier Assessment Questionnaire to be used annually for the ESG assessment of our suppliers. The output of the first assessment was used to establish a finalized process implemented during the first half of 2023. The Supplier ESG Assessment will be conducted every year, where monitoring for improvements and corrective actions will be mandatory in cases where risks are identified within the supply chain. We seek to manage potential ESG risks that may occur across the supply chain and enhance the sustainability of our suppliers.

Supplier ESG Assessment Process



Responsible Growth

Community Engagement

Doosan Bobcat has a long history of community involvement. We focus our charitable support in five key areas: Education support, people/community in need, environmental preservation, vocational training and disaster relief. We create social and economic value by establishing local community participation policies and pursuing the corresponding activities.

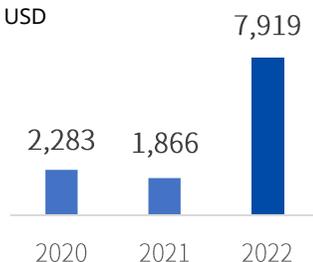
We operate a Global Social Contribution Committee, a decision-making body structure, operation, process and standards of our donations to ensure transparency. The Committee determines how and what we donate toward by considering the alignment with our focus areas, business purpose and relevance, use of the donation, and social value and influence. The Committee is composed of the Vice Chairman of the company as the chairman, the CFO, and the legal executive.

[2020-21 Sustainability Report, p. 61-68.](#)

[2022 Corporate Governance Report, p. 96.](#)

2020-21 Total Amount of Donations

Unit: USD



We made donations to Babo Nanum (Foundation) and the Community Chest of Korea, and we continue to support other local organizations, including our Angel Tree Campaign and providing STEM education support (North America). In 2022, we provided infrastructure, temporary accommodation and daily necessities for our Ukrainian employees in response to concerns of their families' safety as a result of the Russia-Ukraine war. Furthermore, following the Turkiye earthquake, we provided \$1 million (USD) and equipment to Turkiye, for disaster recovery efforts.

Doosan Bobcat's European business sites engage in environmental local community activities such as tree planting and picking up litter. Currently, our North American business site is partnering with the National Recreation and Park Association to restore five park improvement projects focused on climate readiness, native habitat restoration, trails maintenance or development, native plantings and pollinator habitats, green stormwater infrastructure and more.

In 2023, we plan to identify a unified theme for our global Doosan Bobcat team to commit to in an effort to foster more systematic management of community activities. We will share the project theme with all global business sites for each region to implement activities to further engage employees.

Community Engagement Activities

Data Boundary: All global business sites

Items	Unit	2022 ¹⁾	2021 ²⁾	2020
Total no. of employees participated in the Doosan Day of Community Service	Persons	939	696	58
Total hours of volunteering for the Doosan Day of Community Service	Hours	4,318	3,058	262
Total no. of NGOs supported through the Doosan Day of Community Service	Organizations	64	33	13

1) 2020-21 decrease in number of participants from COVID-19, and increase in activities starting in 2022

2) Includes the Incheon business site following the acquisition of Doosan Industrial Vehicle in July 2021

Do the Right Thing

Compliance

Ethical Management

Doosan's Code of Conduct is a basic principle that all employees must comply with and the standard for all decision-making and job performance. Third parties working with Doosan are also encouraged to comply with the Code.

To help all employees understand and practice the Code of Conduct, Doosan Bobcat operates a hotline, hosted by a third party, where employees may submit reports relating to violations of the Code of Conduct, the company's written standards and policies, or laws & regulations as well as ask for guidance related to compliance or ethics matters.

Employees have the option of submitting reports anonymously and Doosan Bobcat will not take any action -- or tolerate any reprisal -- against any party for raising an issue or making a report in good faith.

[Website > Ethical management](#)
[2020-21 Sustainability Report, p. 74.](#)

Code of Conduct Training

Items	Unit	2022	2021 ¹⁾	2020	
Total number of employees trained	Persons	8,925	8,148	6,160	
Total hours ¹⁾ of training	Hours	3,706	2,824	1,774	
Average Training Hours per person	White Collar	Hours	0.6	0.5	0.3
	Blue Collar	Hours	0.3	0.3	0.3

1) Includes the Incheon business site following the acquisition of Doosan Industrial Vehicle in July 2021

Compliance Management

The Doosan Bobcat Compliance Team supports the Audit Committee and supervises the company's overall level of compliance, including internal audit and internal control.

Doosan Bobcat operates a whistleblowing (cyber grievance reporting) policy by utilizing EthicsPoint, an external tool to ensure that internal and external stakeholders of Doosan Bobcat can report internal regulatory issues in a timely manner, including those related to management laws and ethical regulations, where we guarantee the anonymity and confidentiality of the reporter.

Doosan Bobcat takes reports about compliance and ethics matters seriously and will look into each report and follow up when further action is appropriate.

[Cyber Reporting Center](#)
[2020-21 Sustainability Report, p. 75.](#)



Handling Internal Reports and Grievances
(2020-2022, 3 consecutive years)

*(Reference) [Management of integrated risks: 2020-21 Sustainability Report, p. 82~83.](#)

3. 2022 Highlights



Do the Right Thing

Governance

Doosan Bobcat's Board of Directors is at the center of corporate management, where it analyzes important business issues, makes strategic decisions and supervises management independently. In accordance with the management regulations, professional authority is delegated to the Audit Committee, Outside Director Candidate Recommendation Committee, and Insider Trading Committee to enhance the efficiency and transparency of the operation of the Board of Directors. Each committee complies with the management regulations of the Board of Directors, which is composed entirely of outside directors to ensure the independence of committee activities.

[2022 Corporate Governance Report](#)
[Doosan Bobcat Website](#)

Appointment of female outside director (2023)



Board of Directors Skill Matrix

Standard: As of July 2023

Director Names	Audit	Finance	Law	Global Management Strategy	CE market & industry
Scott Park				✓	✓
Cho, Deokjei		✓			✓
Cho, Hwanbok				✓	
Nam, Yooseon			✓		
Kook, Kyeongbok	✓				
Choi, Jikwang	✓				

Doosan Bobcat has formed a support organization consisting of the IR/PR Team, Accounting Team and Compliance Team. This group ensures the efficient operation of the Board of Directors and provides materials and information to support the board of directors and committees' activities. We appointed a female outside director at the regular shareholders' meeting in 2023 to increase diversity with professional knowledge and appropriate capabilities related to our business.

Board of Directors

1) Based on BoD Shareholder Meeting held on 2023.03.27

Board Composition		Unit	2022	2021	2020
Total number of Board Members			6 ¹⁾	5	5
Inside Directors		Persons	2 ¹⁾	2	2
Outside Directors			4 ¹⁾	3	3
Board Operation		Unit	2022	2021	2020
Average Director BoD Attendance Rate		%	95	95.6	98.1
Average Tenure of Directors		Years	4	3.5	2.9
Rate of Actual Payment against the Director Remuneration Limit		%	42.9	34.4	12.6
Outside Director Candidate Recommendation Committee	Number of Meetings	Times	1	2	1
	Percentage of Outside Directors	%	100	100	100
Audit Committee	Number of Meetings	Times	7	5	5
	Percentage of Outside Directors	%	100	100	100
Internal Transaction Committee	Number of Meetings	Times	-	0	1
	Percentage of Outside Directors	%	100	100	100

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