



Doosan Bobcat

# INVESTOR DAY

# Disclaimer

- This presentation has been prepared by Doosan Bobcat Inc. (the “Company”) solely for informational purposes in its disclosure of the corporate value improvement plan to investors of the Company. The information contained in this presentation has not been reviewed by the independent and external verification. No representation or warranty express or implied is made as to the fairness, accuracy, completeness or correctness of the information or any opinion contained herein.
- The information contained in this presentation should be considered in the context of the circumstances prevailing at the time and may not be updated to reflect material developments that may occur after the date of the presentation.
- Neither the Company nor any of its affiliates, officers, directors or advisors shall have any civil, criminal or administrative liability whatsoever (willful, in negligence or otherwise) for any loss arising from any use, by any shareholder or investor of the Company, of this presentation or its contents or otherwise arising in connection with this presentation.
- This presentation can contain forward-looking statements, which are subject to certain risks and uncertainties that could cause actual results to differ materially from those contemplated by the relevant forward-looking statement. None of the future projections, expectations, estimates or prospects in this presentation should be taken as forecasts or promises nor should they be taken as implying any indication, assurance or guarantee that the assumptions on which such future projections, expectations, estimates or prospects have been prepared are correct or exhaustive or, in the case of assumptions, fully stated in the presentation. The Company also cautions that forward-looking statements are subject to numerous assumptions, risks and uncertainties, which change over time and which may be beyond the Company’s control. The Company assumes no duty to and does not undertake to update any forward-looking statements to reflect actual results, changes in assumptions or changes in factors affecting these statements.
- Certain data in this presentation was obtained from various external data sources, and the Company has not verified such data with independent sources. Accordingly, the Company makes no representations as to the accuracy or completeness of that data, and such data involves risks and uncertainties and is subject to change based on various factors.
- This presentation does not constitute solicitation for the recruitment, sale, or subscription of shares and no part of the presentation shall constitute an invitation to relevant contracts and arrangements or investment decisions.

# Table of Contents

Company Overview	4P
Core Competency	8P
Growth Strategy	15P





Doosan Bobcat Investor Day

# Company Overview

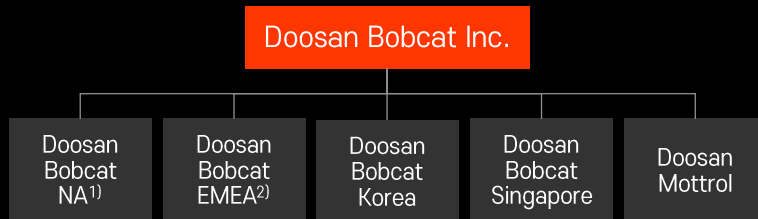


# Company Overview

## ◆ Company Snapshot

Name	Doosan Bobcat Inc.
Management	Scott Park(CEO), Duckje Cho(CFO)
Established Date	April 25, 2014
Address	155 Jeongjail-ro, Bundang-gu, Seongnam-si, Gyeonggi-do
Business	Manufacturing & sales of construction equipment / portable power / material handling equipment
Listing Date	November 18, 2016
Shares Outstanding	100,249,166 shares
# of Employees	9,255 (as of December 31, 2024)

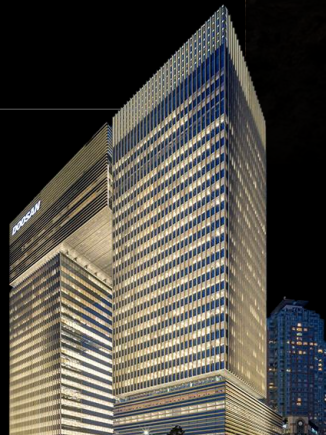
## Organizational Structure



1) North America, 2) Europe, Middle East and Africa

## ◆ Key Milestones

- 1947** Founded by E.G. Melroe (Merloe Company)
- 1958** Developed the world's first compact loader
- 1960** Launched the world's first skid-steer loader
- 1962** Launched the Bobcat brand
- 1986** Developed Bob-Tach® attachment system
- 1989** Became NA's first manufacturer of compact excavator
- 2000** Renamed as Bobcat Company
- 2007** Acquired by Doosan Group
- 2014** First company to sell one million compact loaders
- 2019** Opened plant in Chennai, India and launched backhoe loader  
Launched compact tractor in NA  
Acquired the grounds care brands
- 2021** Acquired Doosan Industrial Vehicle
- 2022** Launched the world's first fully electric compact track loader
- 2023** Developed hydrogen fuel cell forklift and autonomous mower
- 2024** Acquired Mottrol



# Business Overview

## Compact Construction Equipment



## Grounds Maintenance Equipment (GME)



## Material Handling Equipment (MH)



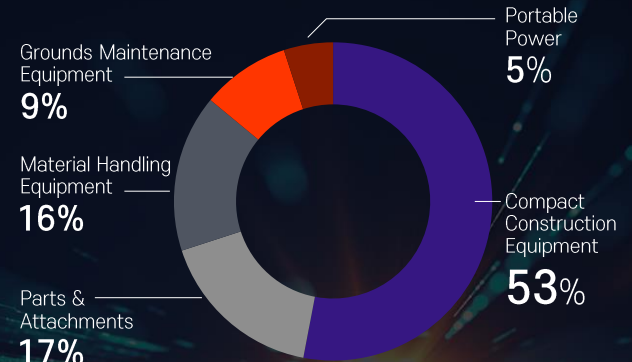
## Portable Power



## Parts & Attachments



## Revenue by Product (2024)



## Revenue by Region (2024)



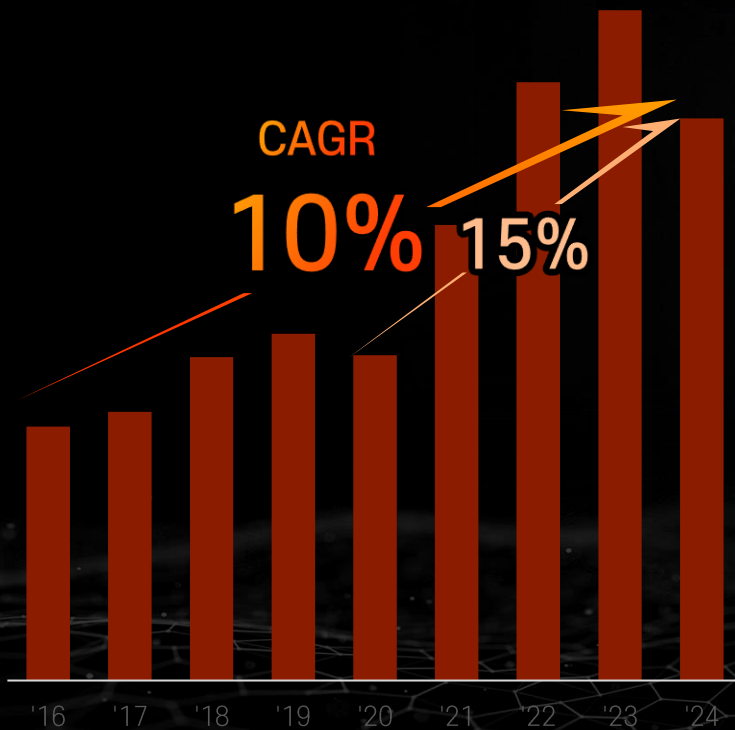
\* ALAO: Asia, Latin America and Oceania

\* Excluding Mottrol

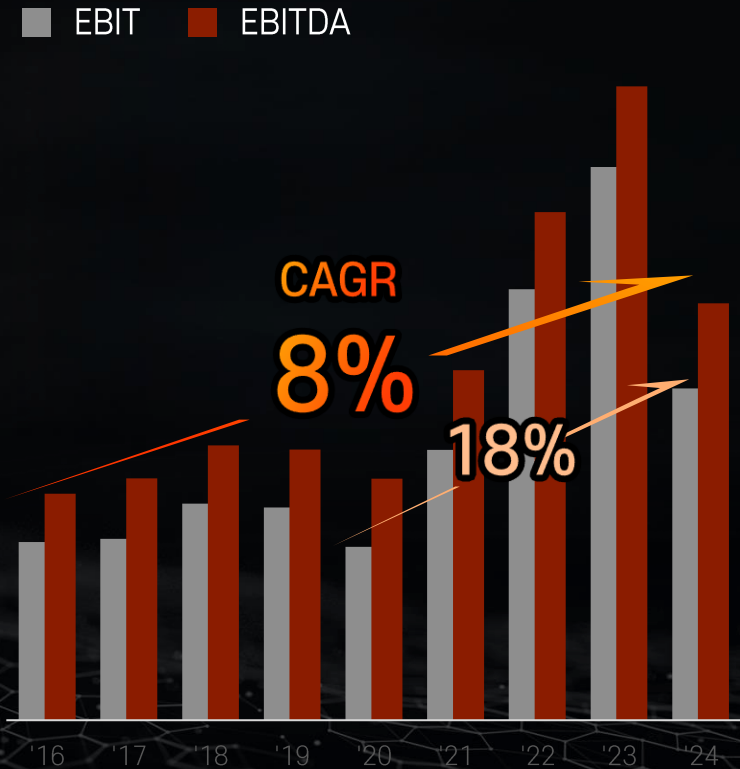
# Company Overview

Recorded consistent growth since listing in 2016

## Revenue



## Profit





Doosan Bobcat Investor Day

# Core Competency

# Growth History

Achieved high growth through strategic expansion into adjacent business sectors

Compact CE  
as a  
Sustained Growth Driver

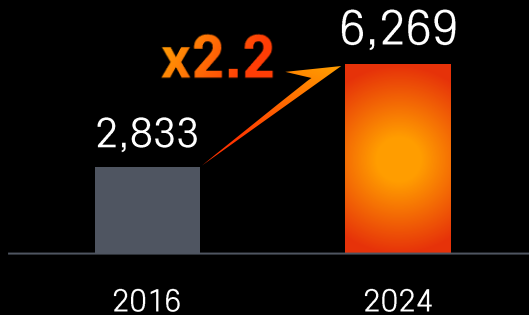
Expansion into GME  
(Acquired Mower  
Business & tractor IP)

Expansion into MH  
(Acquired Doosan  
Industrial Vehicle)

Vertical  
Integration  
(Acquired Mottrol)

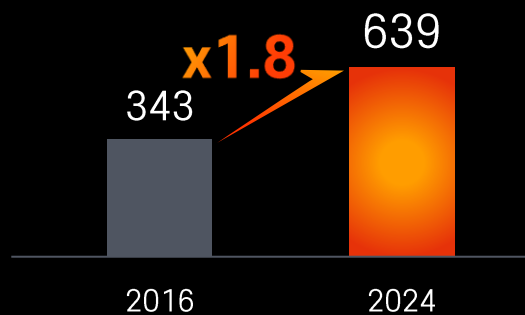
2.2x Growth in Revenue

(USD M)



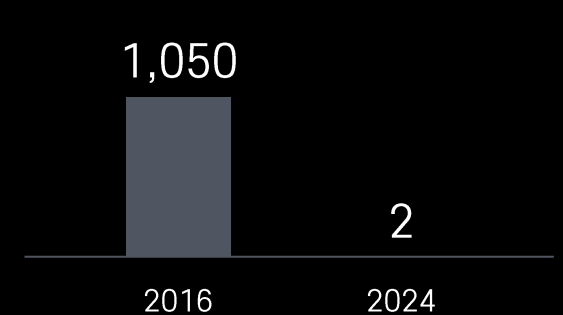
1.8x Growth in EBIT

(USD M)



Net Debt

(USD M)



# Core Competency

- Sustained growth driven by extensive product portfolio, global sales / production hubs and innovative technology
- Continue to maximize future competitiveness and growth potential by leveraging core competencies



 **Product Excellence**



 **Global Sales Network**



 **Global Manufacturing Footprint**



**Innovation**



**GLOBAL #1**

Brand in  
Compact Equipment

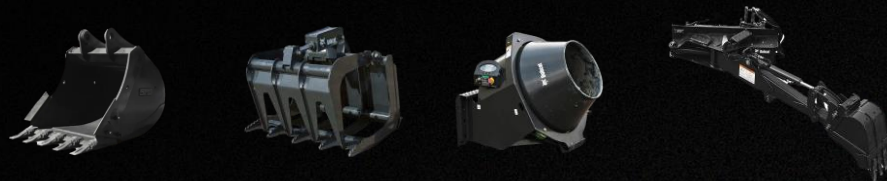
# Product Excellence

Providing optimized solutions for various applications, as a tool carrier with the most extensive attachment line-up

100+  
ATTACHMENT



Construction



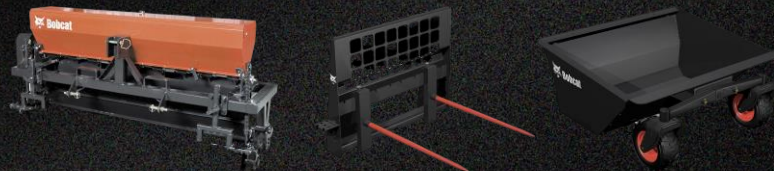
Landscaping



Road Mgmt.



Agriculture



# Global Sales Network

Delivers reliable products and services through dealer networks founded on robust partnerships



Superior Accessibility

Global Coverage

Robust Partnership

Bobcat-exclusive Dealer

**2000+**  
**# of Dealers**<sup>1)</sup>

**100+**  
**# of Countries**

**20+ yrs**  
**NA Dealer**  
**Partnership**

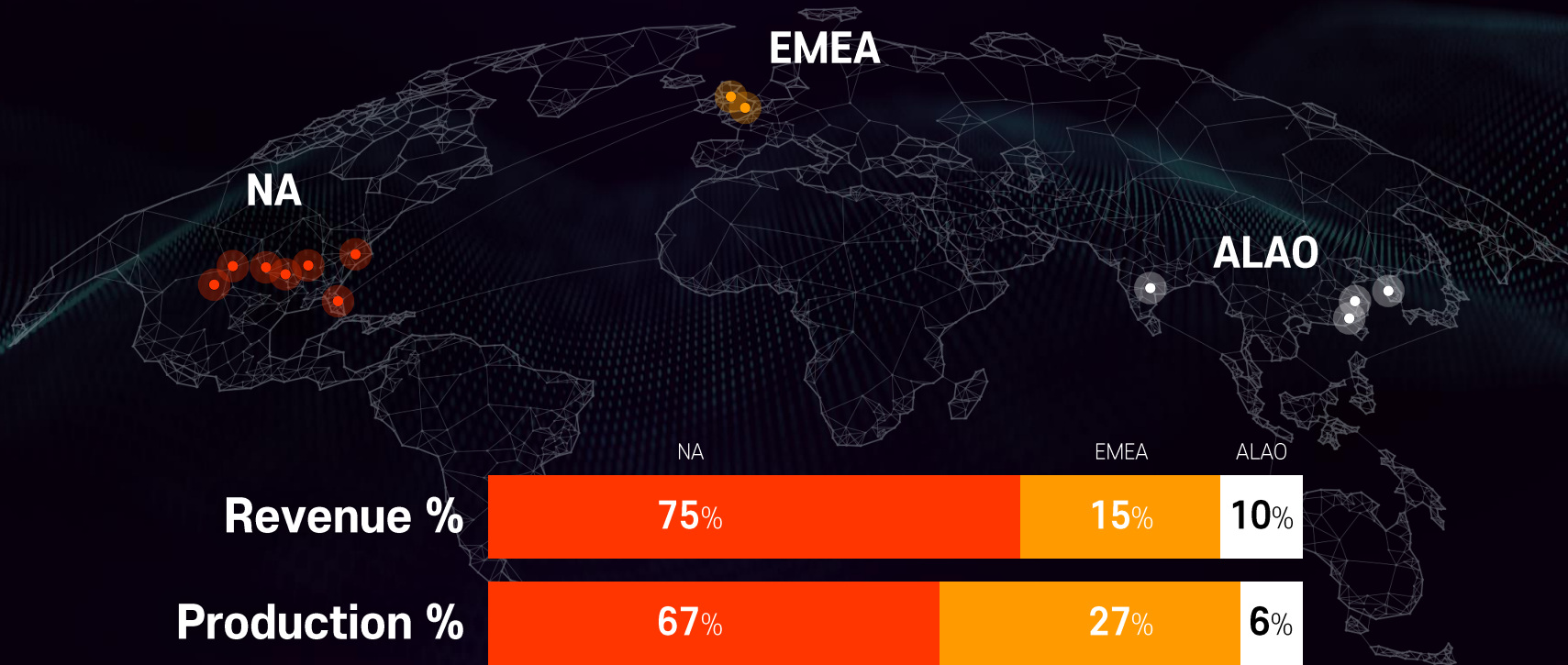
**90%**  
**Bobcat Brand only**<sup>2)</sup>

1) Global Compact/MH/  
Portable Power channels

2) % of NA Compact dealers

# Global Manufacturing Footprint

Operates tailored production hubs optimized for the region-specific demands, effectively responding to regional demand



\* As of 2024, Compact Equipment only

# Innovation

Continues to launch 'World's first' products based on the innovation DNA that pioneered the small construction equipment market through SSL development

INNOVATION LEADERSHIP  
“ We’re Driving the Industry Forward ”



Skid-Steer  
Loader



Mini Track  
Loader



Toolcat™



All-Electric  
Compact  
Track Loader



All-Electric  
Skid-Steer  
Loader



Doosan Bobcat Investor Day

# Growth Strategy



# New Business Opportunities

Leveraging core competencies and driving future growth through M&A and innovation



**M&A**

**Future Growth**

**Doosan Bobcat's  
Core Competencies**



**Innovation**



# Why M&A?

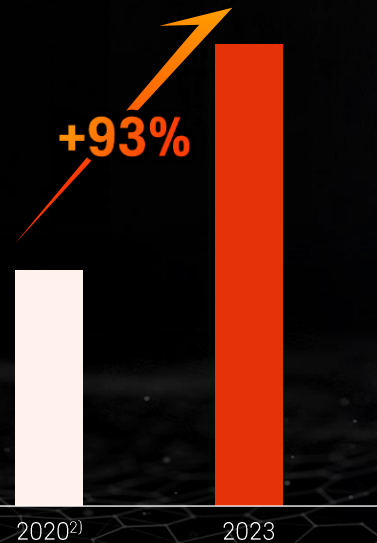
- Proving core competitiveness through successful M&A
- In the mature construction equipment industry, business expansion through M&A is essential for further growth opportunities in adjacent areas

## M&A Achievements (Revenue comparison)

### Turf Equipment<sup>1)</sup>

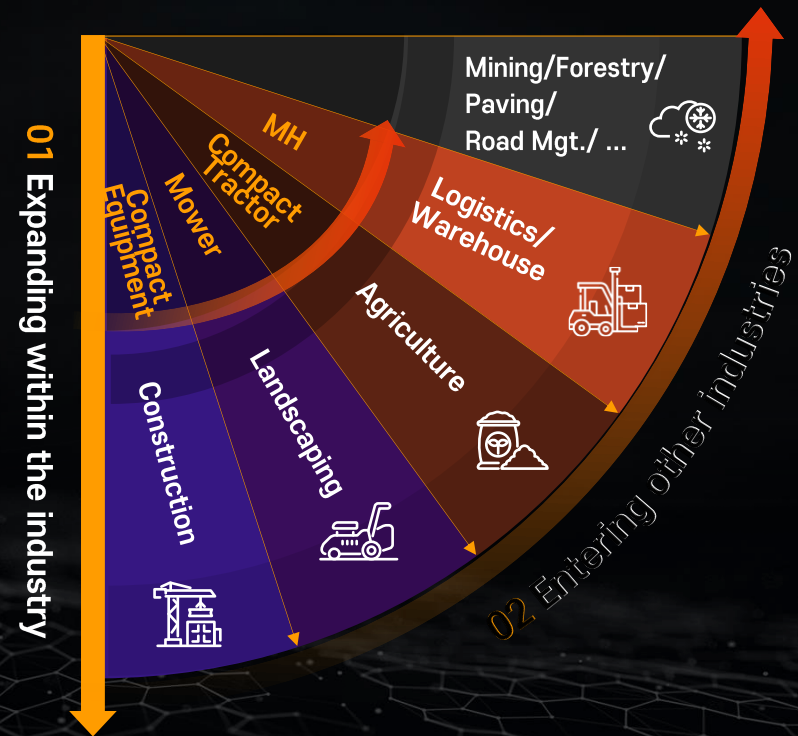


### Material Handling



1) After Market, Parts & Services revenue included  
2) Applied Year 2020 average exchange rate (USD to KRW 1180.05)

## Business expansion into adjacent areas



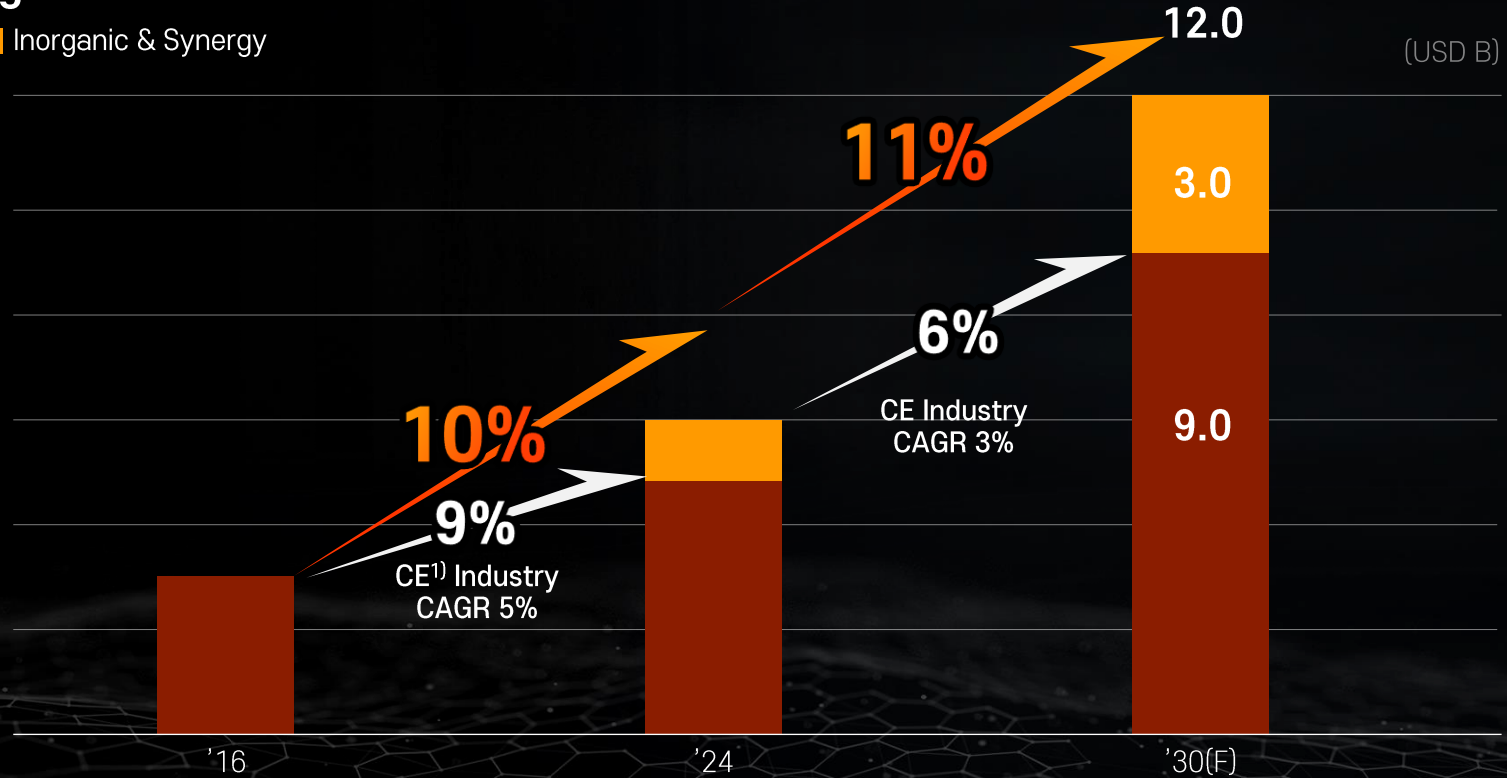
# Future Vision & Goal

Plans to achieve \$12B (KRW 16T) in revenue by 2030, driven by organic growth exceeding market growth and inorganic growth through new businesses and M&A

## Mid-to Long-term Growth Plan

Organic

Inorganic & Synergy



1) Construction Equipment



**Thank you**