



Doosan Bobcat Company Profile



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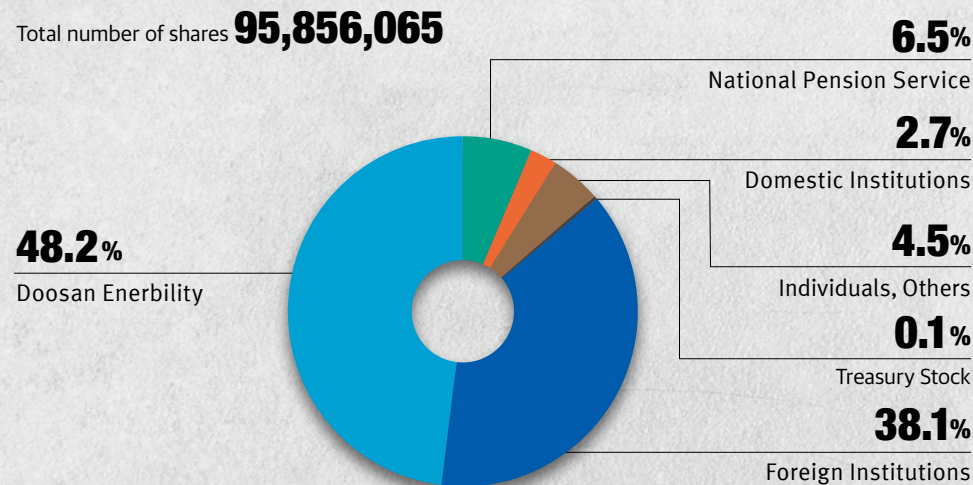
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THE COMPANY AT A GLANCE

As the inventor of the world's first skid-steer loader, Doosan Bobcat is a global equipment manufacturer / distributor renowned for its premium brand and leading position across multiple industry segments.

Location	Headquarter Bundang, Seongnam, South Korea Regional Headquarters West Fargo, North Dakota, USA / Dobříš, Czech Republic
Employees	9,443
Key Products	Compact Equipment, Material Handling, Portable Power, Hydraulic Components

Shareholder Structure ¹⁾



Key Financials 2025

(USD in million)

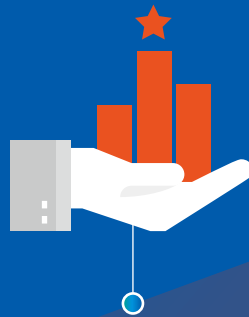
Sales	6,182
Operating Profit	482
Total Assets	8,558
Liability/Equity Ratio	70.8%

1) as of Mar. 2026

BOBCAT BRAND FAST FACTS



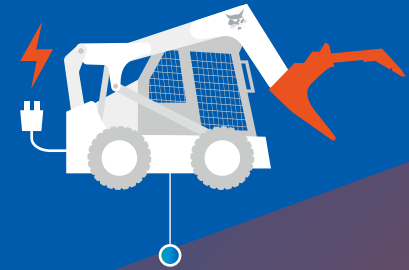
We invented the original skid-steer loader and produced our millionth loader in 2014. This figure exceeds the combined total of loaders produced by all other brands.



We offer the most attachments (100+ categories) in the industry.



We have 1500+ dealerships in North America alone, delivering industry-leading support to customers in their local communities.



We introduced the world's first all-electric compact loaders, as we innovate for the future.



HISTORY

1947

E.G. Melroe and sons open a factory in Gwinner, N.D.

1958

The first compact loader—the precursor to the modern skid-steer loader—was introduced.

1960

The first four-wheel loader, the M400 — the world's first true skid-steer loader was introduced.

1962

The new skid-steer loader is given the name “Bobcat” to reflect tough, quick and agile.

1969

Clark Equipment Company purchases the company from Melroe.

1986

The Bobcat mini excavator is introduced. Following its introduction, it was the only mini excavator manufactured in the U.S. for more than 25 years.

DOOSAN

2017

Bobcat relocates its EMEA¹⁾ headquarters to Czech Republic.

2016

Doosan Bobcat goes public on the Korea Exchange.

2014

Bobcat celebrates manufacturing 1 million loaders.

2007

Bobcat Company becomes part of Doosan Group.

2000

The Melroe Company name is officially changed to Bobcat Company.

Bobcat acquires Sambron and launches telehandlers.

1995

Clark Equipment Company is acquired by Ingersoll-Rand Co.

2019

Bobcat introduces its backhoe loader in India and compact tractor in the U.S.

2020

Doosan Bobcat acquires grounds maintenance equipment brands from Schiller Grounds Care, Inc.

2021

Doosan Bobcat acquires Doosan Industrial Vehicle.

2024

Doosan Bobcat expands its product portfolio with Bobcat-branded material handling, industrial air, portable power and turf renovation equipment.

Doosan Bobcat acquires Doosan Mottrol.

2025

Doosan Bobcat opens ‘eFORCE LAB.’ battery pack R&D center.

1) Europe, Middle East & Africa

PRODUCT LAUNCH TIMELINE

Compact Equipment

									
Compact Loader	Skid-Steer Loader	Mini Excavator	Compact Track Loader	Telehandler	Mini Track Loader	Utility Vehicle	Toolcat™ Utility Work Machine	Backhoe Loader	Compact Tractor
1958	1960	1986	1999	2000	2002	2003	2019		

									
Electric Excavator	Turf Equipment	Small Articulated Loader	Compact Wheel Loader	All-Electric Loader	Articulating Tractor	Electric Zero-Turn Mower	Utility Tractor	Large Wheel Loader	Large Excavator
2020	2021	2022	2023	2024	2025				

Material Handling

										
Forklift	Electric Forklift	Pro-5 Series Forklift	Heavy Forklift	Reach Truck	Warehouse Equipment	Electric Forklift	9 Series Forklift	Automated Guided Forklift	Hydrogen Fuel Cell Forklift	Bobcat Forklift
1968	1979	2007	2012	2015	2019	2020	2024			

PRODUCT PORTFOLIO

Compact Equipment



Compact Track Loader



Skid-Steer Loader



Excavator



Telehandler



Wheel Loader



Backhoe Loader

Grounds Maintenance Equipment



Tractor



Articulating Tractor



Small Articulated Loader



Mini Track Loader



Toolcat™ Utility Work Machine



Utility Vehicle



Zero-Turn Mower



Renovation



Light Compaction

Material Handling



Warehouse Equipment



Forklift

Portable Power & Industrial Air



Portable Generator



Air Compressor



Industrial Air Compressor



Light Tower

Hydraulic Components



Travel Device



Swing Device



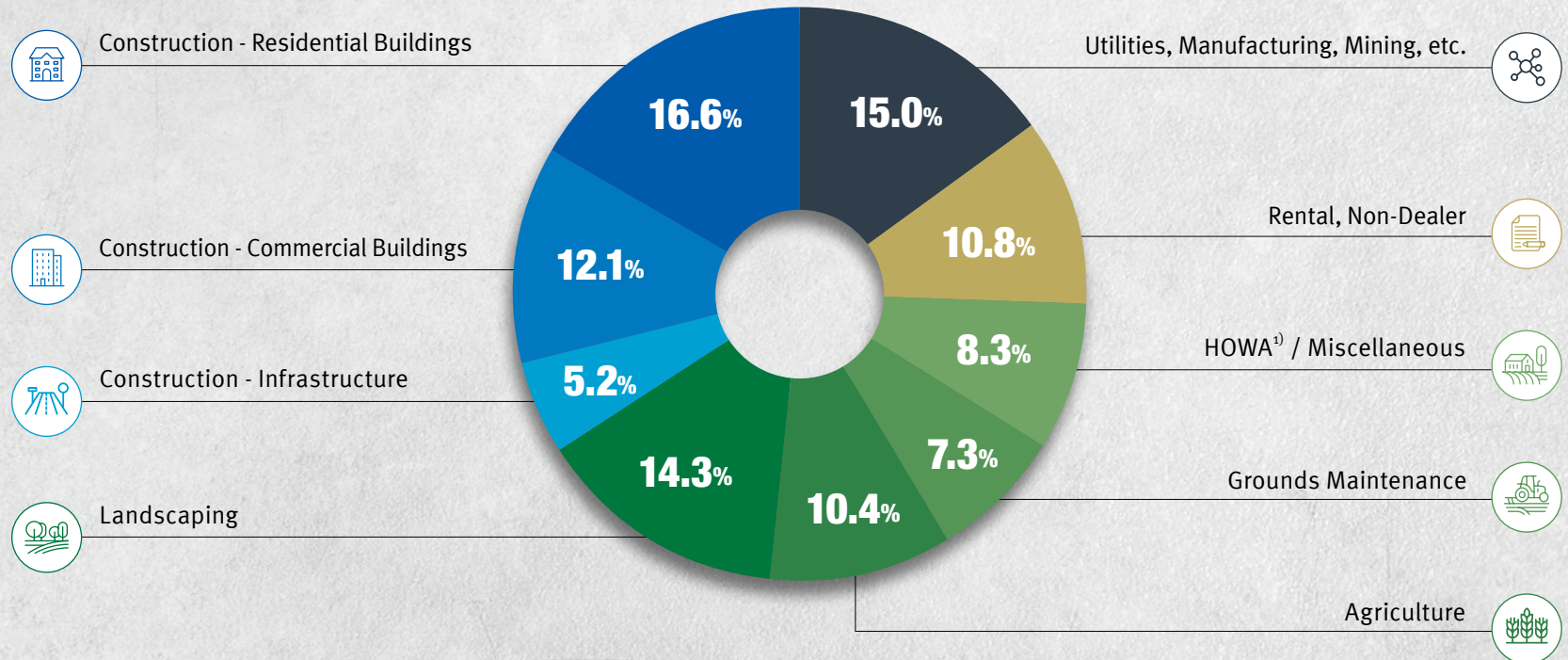
Main Pump



Main Control Valve

KEY CUSTOMER MARKET SEGMENTS

With the most versatile attachment offering in the industry, our loaders and mini excavators are used in various industries.



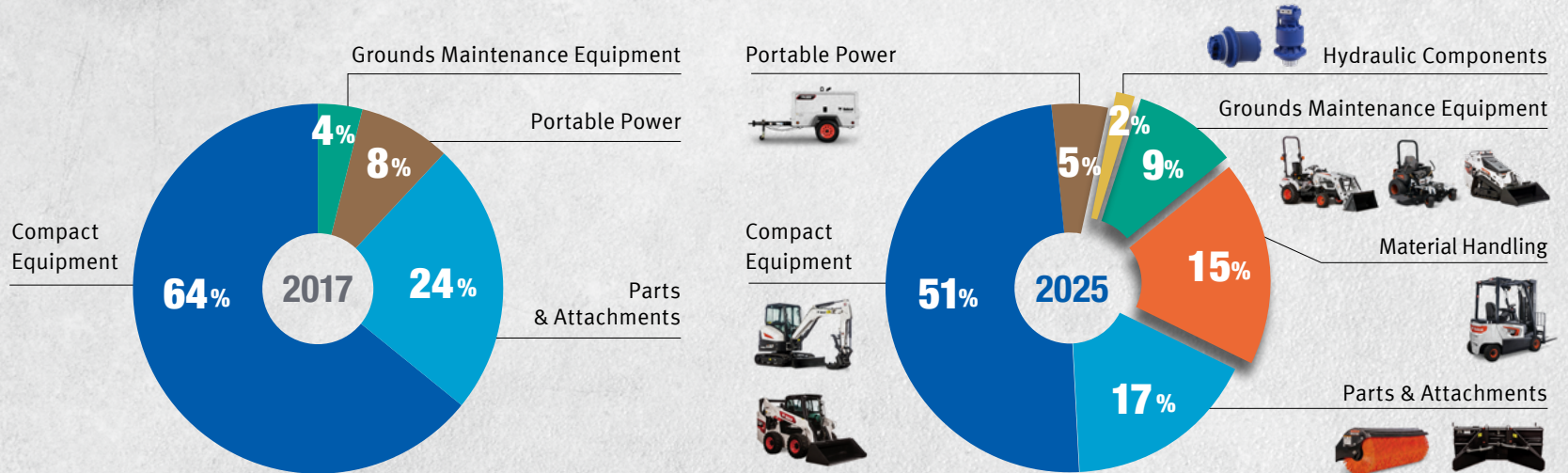
• For the sales of loaders (SSL/CTL) and mini excavators in NA, Company estimates as of 2025

1) Homeowners With Acreage

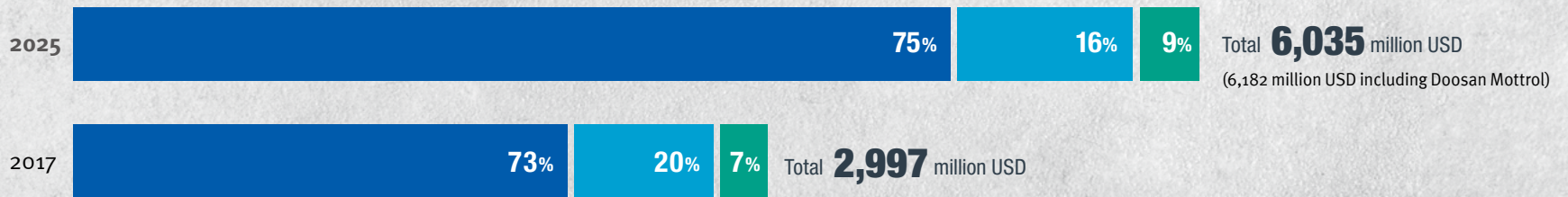
REVENUE BREAKDOWN

Doosan Bobcat strategically diversified its business structure through successful acquisitions and product expansions.

By Category



By Geography ¹⁾



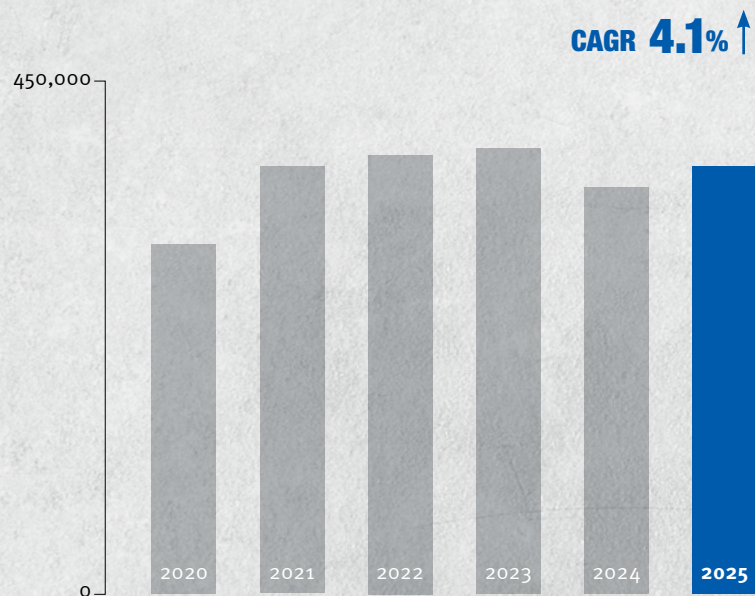
1) 2017 is based on NAO (North America & Oceania)/EMEA (Europe, Middle East & Africa)/ALA (Asia & Latin America)

THE GROWTH OF THE COMPACT EQUIPMENT INDUSTRY

Doosan Bobcat's compact equipment revenue showed steady growth along with the overall market growth of compact loaders and mini excavators.

Global Markets

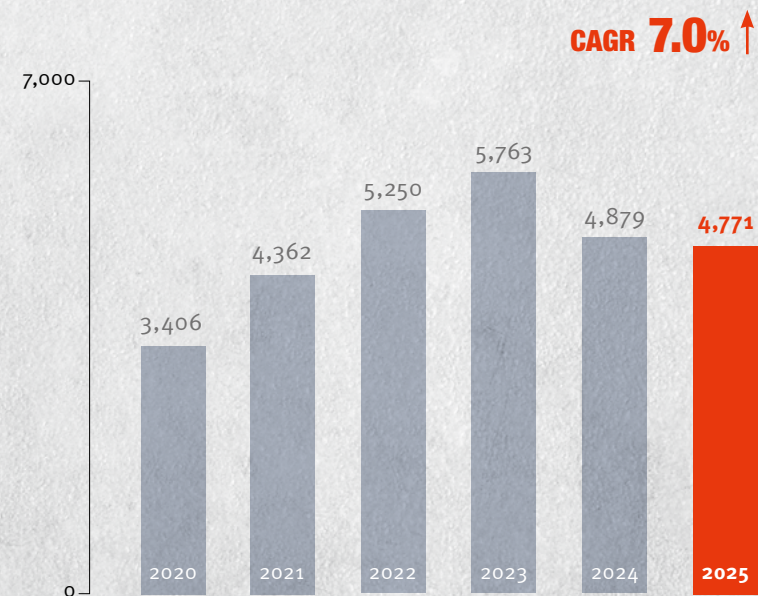
(in Units)



• Loaders (SSL/CTL) and Mini Excavators, Company Estimates

Compact Equipment Revenue

(USD in millions)



• Compact Equipment (excluding Portable Power and Material Handling) Revenue

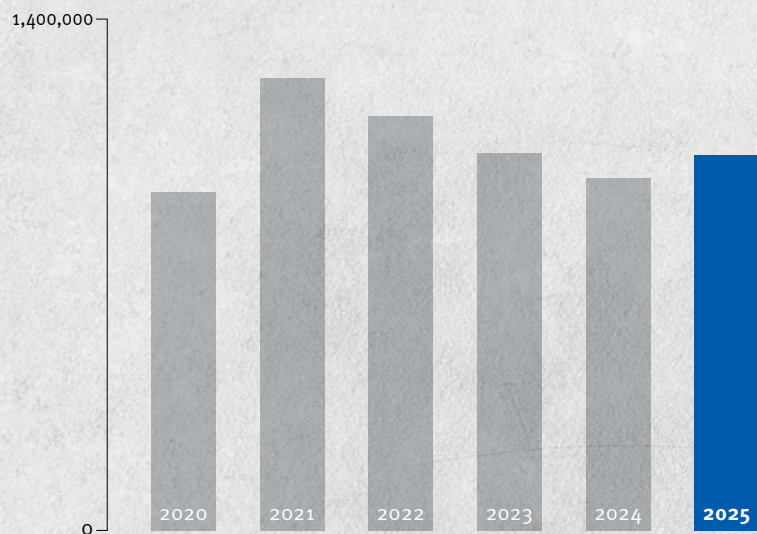
THE GROWTH OF THE MATERIAL HANDLING INDUSTRY

Doosan Bobcat's material handling is experiencing a higher growth rate compared to the global material handling market.

Global Markets

(in Units)

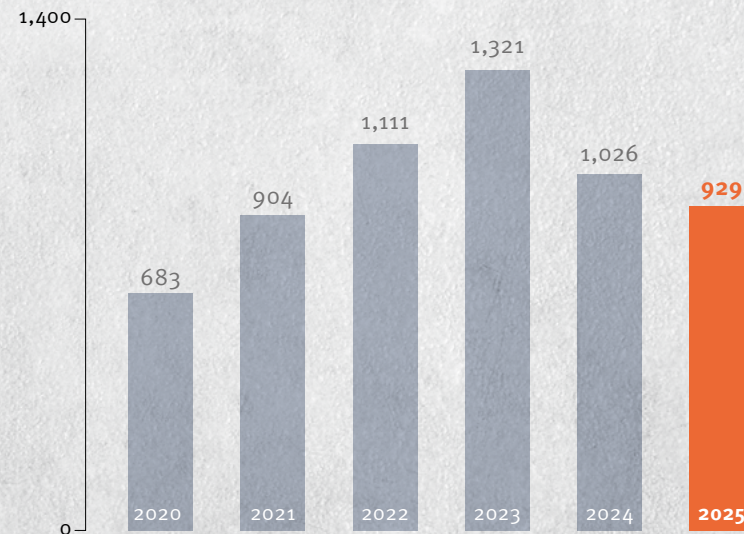
CAGR **2.2%** ↑



Material Handling Revenue

(USD in millions)

CAGR **6.3%** ↑



• Orders (Class 1, 2, 4, 5) from WITS (World Industrial Truck Statistics)

ESG



Shortcut to the website

Doosan Bobcat's ESG Strategy



ENVIRONMENT

In response to climate change, Doosan Bobcat has set a 2030 target to reduce operational greenhouse gas emissions by 30% compared to 2021 levels. We are advancing energy-efficient products and manufacturing practices that lower environmental impact—helping manage long-term climate risk while supporting customers' sustainability goals.



SOCIAL

Doosan Bobcat is committed to maintaining a safe, inclusive workplace where employees can collaborate and perform at their best. We support our communities with a focus on future generations, ecosystem resilience, and long-term sustainability, while engaging stakeholders across our value chain to promote responsible business practices.



GOVERNANCE

Our governance framework supports sustainable business management through sustainability-informed decision-making and strong ethical standards, and serves as a foundation for protecting long-term shareholder value. By prioritizing compliance, transparency, and accountability, we embed sustainability principles across our operations.

ESG Ratings

KCGS	2023	2024	2025
Rating ¹⁾	A	A	A
Environment	B	B+	B+
Social	A	A	A
Governance	A	A	A

1) Rating: S, A+, A, B+, B, C, D

Sustainvest	2023	2024	2025
Rating ²⁾	BB	A	BB
Environment	76.51	63.88	45.16
Social	56.81	77.11	86.15
Governance	61.17	67.98	66.03

2) Rating: AA, A, BB, B, C, D, E

MSCI	2023	2024	2025
Rating ³⁾	BBB	A	A
Environment	3.4	3.5	4.4
Social	6.5	6.5	7.4
Governance	3.7	5.2	5.2

3) Rating: AAA, AA, A, BBB, BB, B, CCC

ECO-FRIENDLY MACHINES

Compact Loaders

T7X, S7X

- World's first all-electric compact track loader, T7X; and all-electric skid-steer loader, S7X; with no hydraulic components and zero emissions



Electric

Mini Excavators

E10e, E19e

- Battery-electric mini excavators deliver zero emissions without sacrificing performance



Electric

Telehandlers

TL25.60e

- The concept model powered by liquid-cooled batteries delivers sustainable operations without compromising performance.



Electric

Mowers

- The battery-powered, electric ZT6000 zero-turn mower produces zero emissions and leaves a high-quality cut.



Electric

Electric-powered Forklifts

- 1- to 5-ton Counterbalance Forklift Trucks*
- 1- to 2.5-ton Reach Trucks & High-Level Order Picker
- 1- to 4-ton Pallet Trucks*
- 1- to 2-ton Stackers*
- 2-ton Low-Level Order Picker



Electric

* Li-ion option available in select models

Hydrogen Fuel Cell Forklifts

- The first commercially available hydrogen forklifts in Korea, with private sales initiated



Hydrogen Fuel Cell

R&D AND INNOVATION

R&D Sites



Acceleration Center, North Dakota, USA



Innovation Center, Dobřiš, Czech Republic



R&D Center, Incheon, South Korea



eFORCE LAB., Anyang, South Korea

Innovation



Future of Retail

- **Features on Demand:** Offering customers the flexibility to enable additional features on products



Autonomy

- **Jobsite Companion:** The compact equipment industry's first AI-enabled feature that simplifies machine operation through voice commands—automating more than 50 machine functions, including attachment settings, while delivering real-time job insights.
- **Bobcat Sense Detection Systems:** Operator-awareness technology options through camera- and radar-based systems to provide added awareness on the jobsite.
- **Developing autonomous operations**



Connectivity

- **MaxControl:** Remote Operation, Known Object Avoidance
- **Machine IQ:** Telematics and Remote Management
- **Service.AI:** AI-powered service and support platform designed to minimize equipment downtime by giving Bobcat dealer and technicians instant access to model-specific repair manuals, warranty information, diagnostics, and service histories (under development).



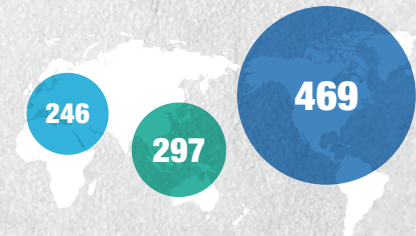
Electrification

- **LFP battery pack:** Deploying in-house developed 400Ah- & 600Ah-battery packs for forklifts.
- **Bobcat Standard Unit Pack (BSUP):** Developing a modular, next-generation battery pack solution for construction and material handling equipment.
- **Developing electric- and hydrogen fuel cell-powered machines.**

R&D Personnel



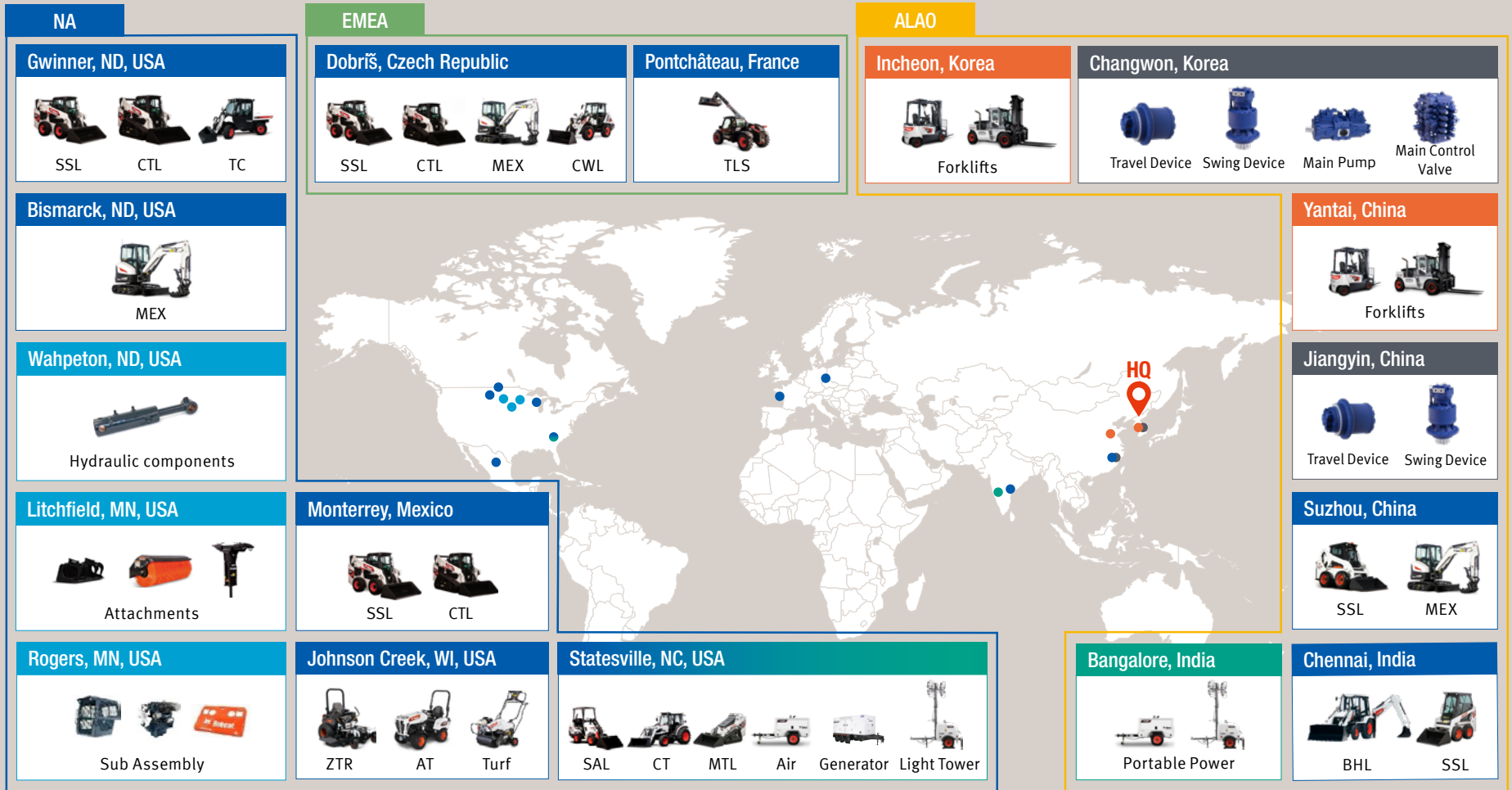
Total **1,012** people



● EMEA ● ALAO ● NA

• as of Dec. 2025

GLOBAL MANUFACTURING FOOTPRINT



- Compact Equipment
- Portable Power Equipment
- Hydraulic Components
- Parts & Attachments
- Material Handling

PRODUCTS



Skid-Steer Loaders



Construction



Agriculture



Landscaping



Grounds Maintenance



Compact Track Loaders



Construction



Agriculture



Landscaping



Grounds Maintenance



Excavators



Construction



Utilities



Agriculture



Landscaping



Telehandlers



Construction



Agriculture



Landscaping



Utilities





Wheel Loaders



Agriculture



Landscaping



Construction



Backhoe Loaders



Agriculture



Landscaping



Construction



Utilities





Tractors



Agriculture



Landscaping



HOWA¹⁾



Articulating Tractors



Construction



Landscaping



HOWA¹⁾



Grounds Maintenance



1) Homeowner With Acreage



Mini Track Loaders



Agriculture



Landscaping



HOWA¹⁾



Small Articulated Loaders



Agriculture



Landscaping



HOWA¹⁾



1) Homeowner With Acreage



Mowers



Landscaping



HOWA¹⁾



Turf Renovation Equipment



Landscaping



HOWA¹⁾



Grounds Maintenance



1) Homeowner With Acreage



Toolcat™ Utility Work Machines



Agriculture



Landscaping



Grounds
Maintenance

Utility Vehicles



Agriculture



Landscaping



HOWA¹⁾



1) Homeowner With Acreage



Material Handling



Warehouse



Light Compaction



Construction



Grounds Maintenance



Landscaping



Light Towers



Construction



Utilities



Portable Generators



Construction



Utilities





Portable Air Compressors



Construction



Utilities



Industrial Air Compressors



Warehouse



Utilities



FINANCIAL PERFORMANCE

(USD in millions)

Category	2020	2021	2022	2023	2024	2025
Sales	3,629	5,082	6,674	7,476	6,269	6,182
Gross Profit	754	1,078	1,508	1,821	1,460	1,386
%	20.8%	21.2%	22.6%	24.4%	23.3%	22.4%
Operating Profit	334	520	829	1,065	639	482
%	9.2%	10.2%	12.4%	14.2%	10.2%	7.8%
Earnings per Share	2.1	3.4	5.0	7.1	4.1	3.0
Payout Ratio	-	31.1%	21.0%	17.3%	28.2% ³⁾	40.4%
Net Debt	236	681	473	-159	-33	-353
Liability / Equity Ratio	70.9%	98.6%	84.1%	74.2%	74.2%	70.8%
FCF ¹⁾	255	-444	208	632	-126	321
CAPEX ²⁾	154	227	188	202	270	242
to total revenue (%)	4%	4%	3%	3%	4%	4%

1) Changes in Net Debt (including USD 660M in 2021 for the DIV acquisition and USD 183M in 2024 for the Mottrol acquisition.)

2) CAPEX : Total sum of acquisition of property, plant and equipment and acquisition of intangible asset

3) 63.7% including share buybacks

SUMMARIZED BALANCE SHEET (CONSOLIDATED)

(USD in millions)

Category	2020	2021	2022	2023	2024	2025
Total Assets	6,398	7,238	7,298	8,044	8,170	8,558
Current Assets	1,711	2,232	2,432	3,013	3,052	3,125
- Cash & Cash Equivalent	733	823	560	1,092	1,269	1,396
Non-current Assets	4,686	5,006	4,865	5,030	5,118	5,434
Total Liabilities	2,653	3,593	3,333	3,426	3,480	3,547
Current Liabilities	930	1,264	1,620	1,870	1,678	1,894
Non-current Liabilities	1,723	2,329	1,713	1,556	1,802	1,653
Total Borrowings	970	1,503	1,032	933	1,236	1,270
Total Equity	3,744	3,645	3,965	4,618	4,690	5,012
Net Debt	236	681	473	-159	-33	-353
Liability/Equity Ratio	70.9%	98.6%	84.1%	74.2%	74.2%	70.8%

SUMMARIZED INCOME STATEMENT (CONSOLIDATED)

(USD in millions)

Category	2020	2021	2022	2023	2024	2025
Sales	3,629	5,082	6,674	7,476	6,269	6,182
Gross Profit	754	1,078	1,508	1,821	1,460	1,386
Gross Profit Margin	20.8%	21.2%	22.6%	24.4%	23.3%	22.4%
Operating Profit	334	520	829	1,065	639	482
Operating Profit Margin	9.2%	10.2%	12.4%	14.2%	10.2%	7.8%
EBITDA	434	656	977	1,219	803	661
Profit before Tax	302	455	686	963	585	405
Net Profit	210	337	499	706	413	283

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