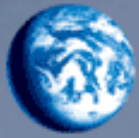


Barloworld
Leading brands

Welcome

**Barloworld Handling
Warrington
21st June 2004**

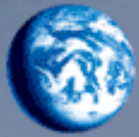


Barloworld

Leading brands

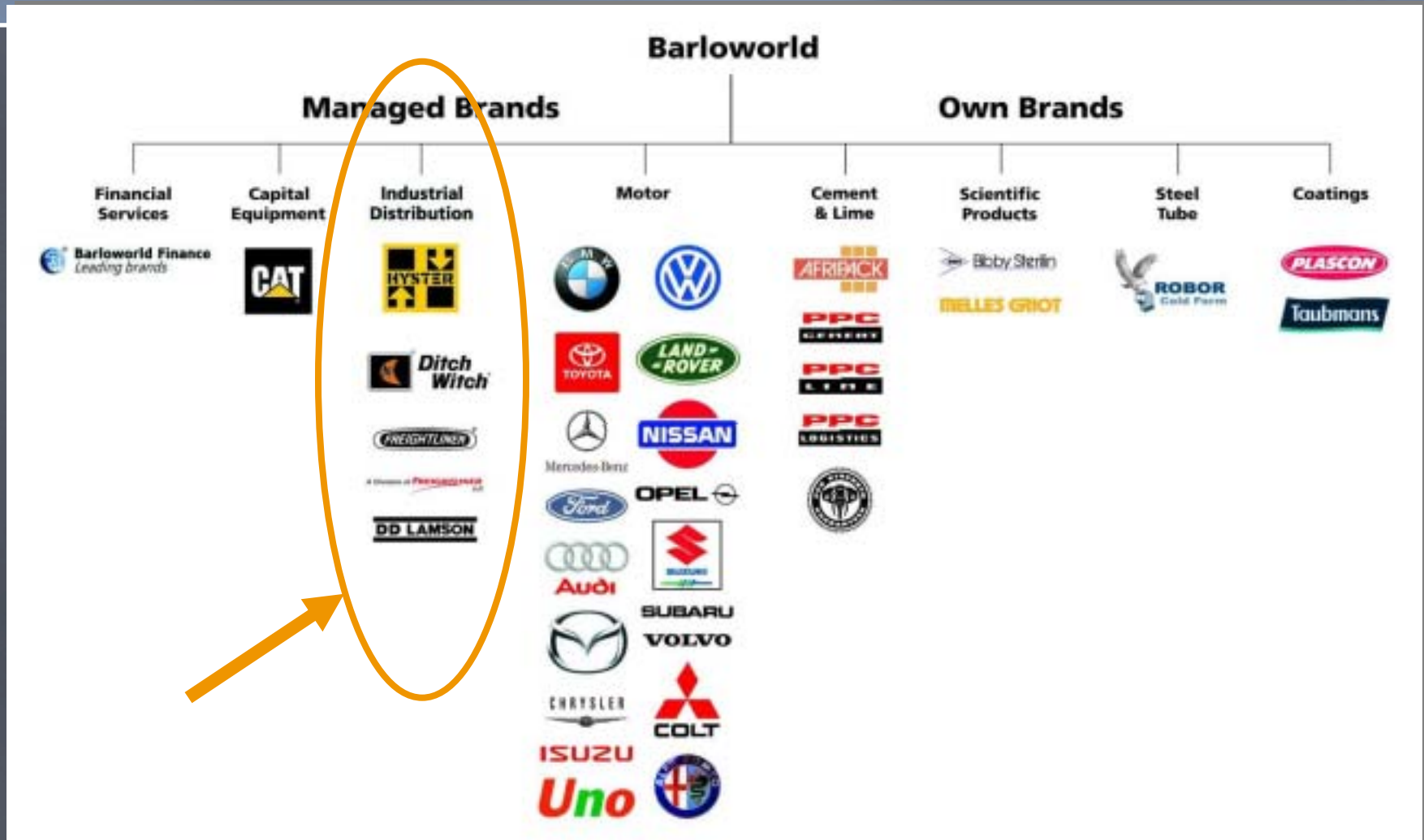
Five decades of Success

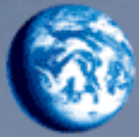




Barloworld

Leading brands

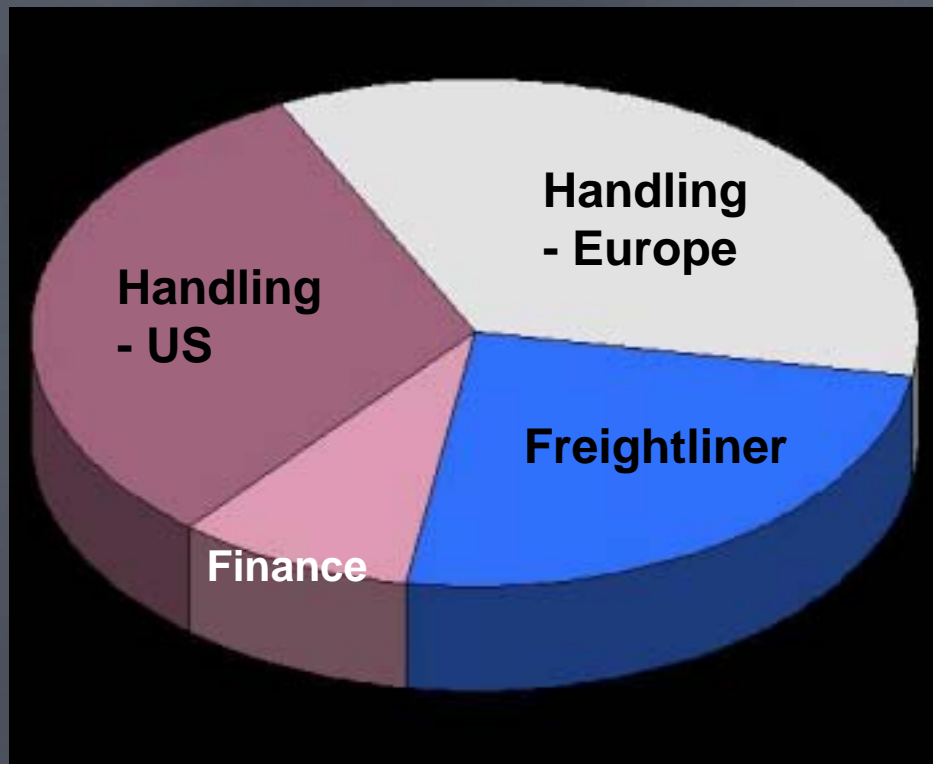




Barloworld

Leading brands

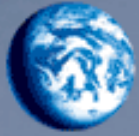
2003 turnover



Barloworld Industrial Distribution

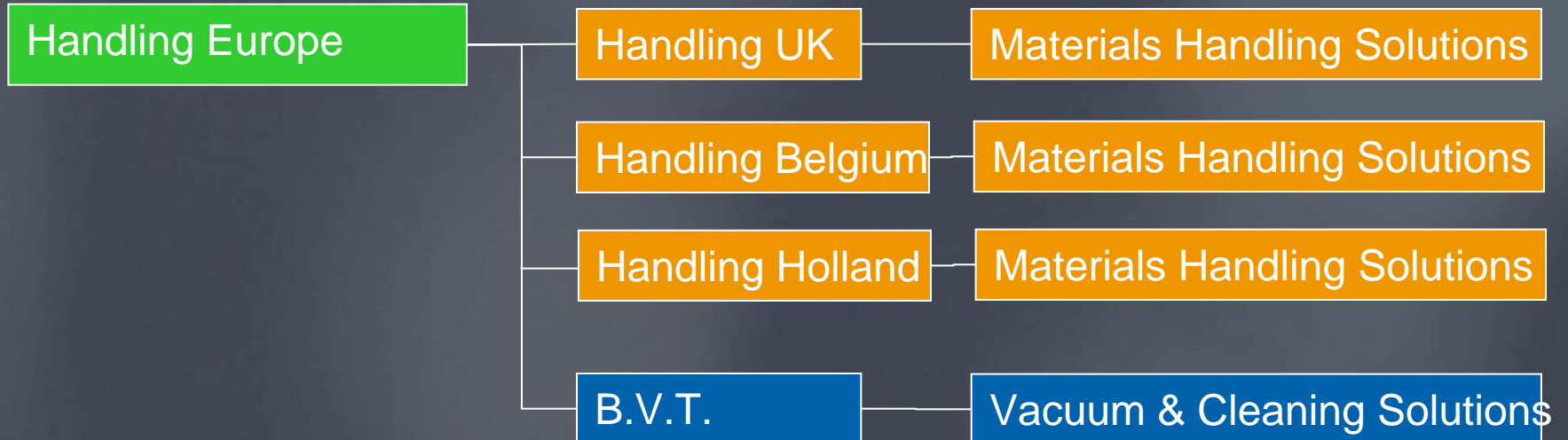
Handling US	£130M
Handling Europe	£165M
Freightliner US	£121M
Finance UK/US	£37M

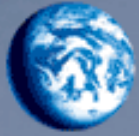




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Business Structure





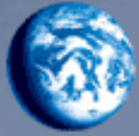
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Business Definition

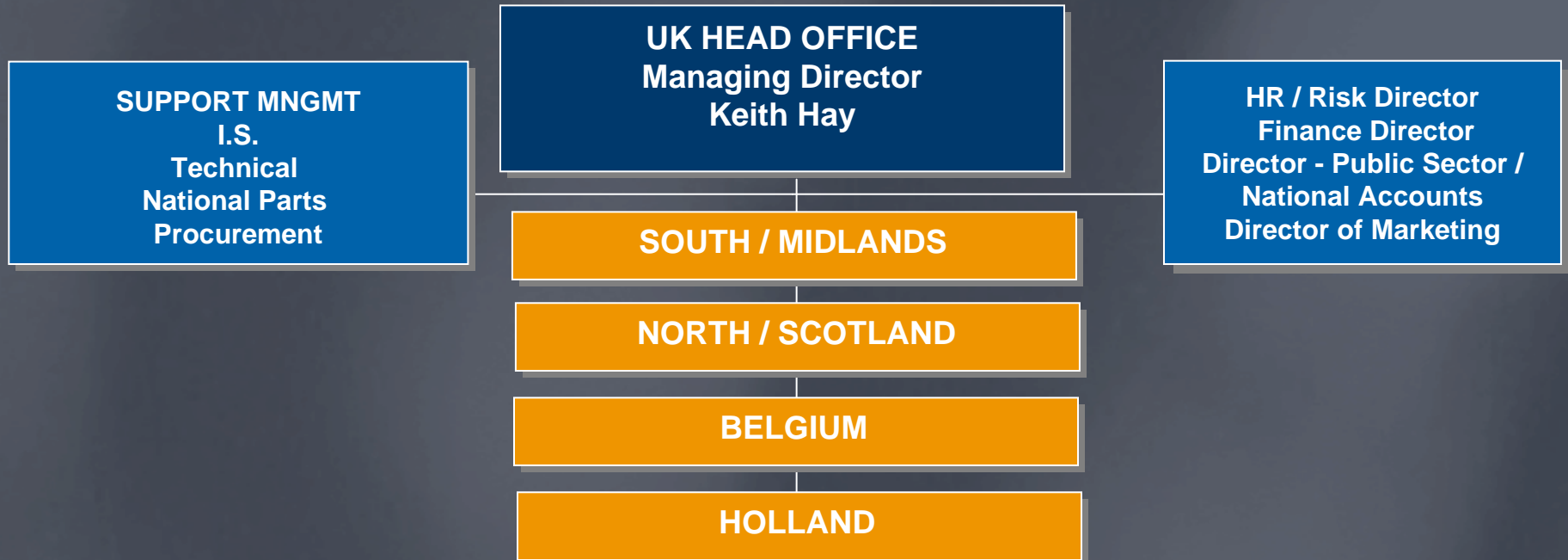
Handling Europe

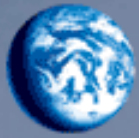
provides and manages materials handling solutions to meet the global needs of Manufacturers, Retailers, Government and Logistics companies with businesses based in the UK, Belgium and Holland.



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Structure



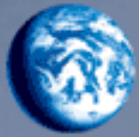


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Solutions for every application



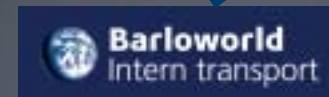


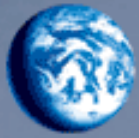
Barloworld

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Supporting customers with
the right people in the right places.

- 26 customer service centres
- 1000+ engineers
- 100+ account managers
- 20,000+ Barloworld rental fleet
- 2,000 customer service staff
- 3,500 short term hire fleet





Barloworld
Leading brands

World Class Support

- Service and parts for all-makes of lift truck
- £ Multi - million off the shelf parts holding
- Computer networked - 99% availability within 24 hours.
Emergency delivery service
- Overnight delivery to engineers van
- 600+ service vans with bespoke parts stocks
- Fully equipped workshops
- SAP World Class Technology





Barloworld

Leading brands

Rentals Solutions Support

Barloworld Finance - wholly owned

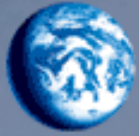
Global funding - 'metal assets'

UK Rental Fleet 18,000+ units

Net assets £100m

Industry specialised knowledge

Tailored, flexible solutions



Barloworld

Leading brands

HYSTER - 5 Decades of partnership



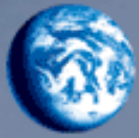
*Nacco Materials Handling Group
(N.M.H.G.)*

\$1.7 billion T/O
Net Income \$15.5 million
70,500 lift trucks shipped (2003)
Global share 12.2%

VISION

*To be the leading globally integrated
designer,
manufacturer and marketer of a complete
range of high quality lift trucks.*

*Delivering quality products & services and
increasing volume growth and market
share.*



Barloworld

Leading brands

Full Line Capability



- Warehouse solutions for all applications
- Counterbalance lift trucks for all capacities
- Big Trucks with lifting capacities of up to 52 tonnes

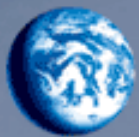




Barloworld
Leading brands

VBM & Balanced Scorecard





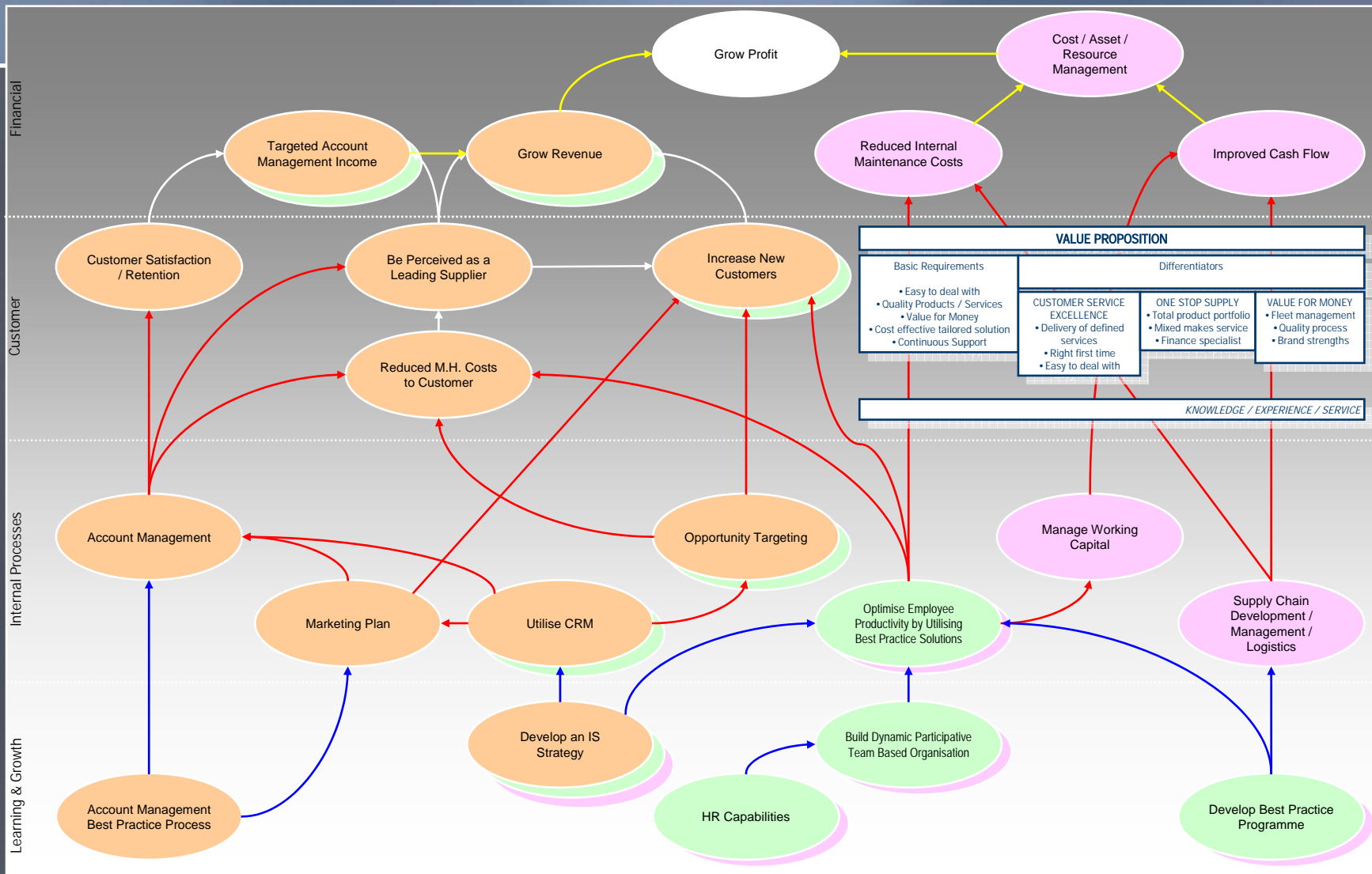
Barloworld
Leading brands

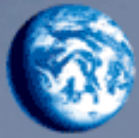
Strategy Map

○ Add / Retain high value and high potential value customers

○ Increase Revenue per Customer

○ Maximise Business Efficiency





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Leading brands

2 x 4 x 4...

VALUE FOR STAKEHOLDERS



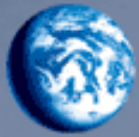
Seamless Customer Facing Organisation

Employer of Choice

High Performance/Balanced Business

Change Responsive - from strong stable reliable dynamic/quick to react and change

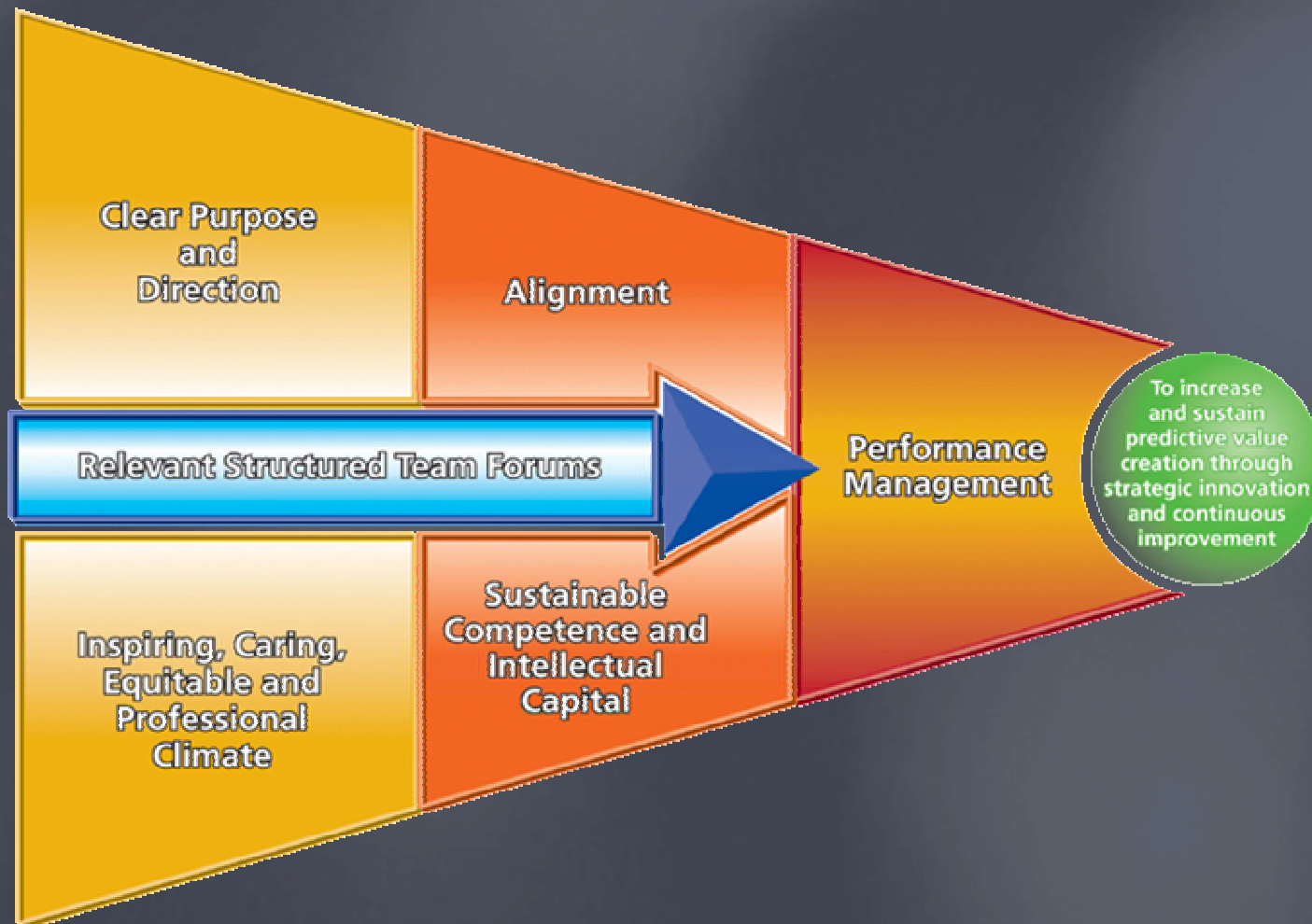
Excellent Communicator



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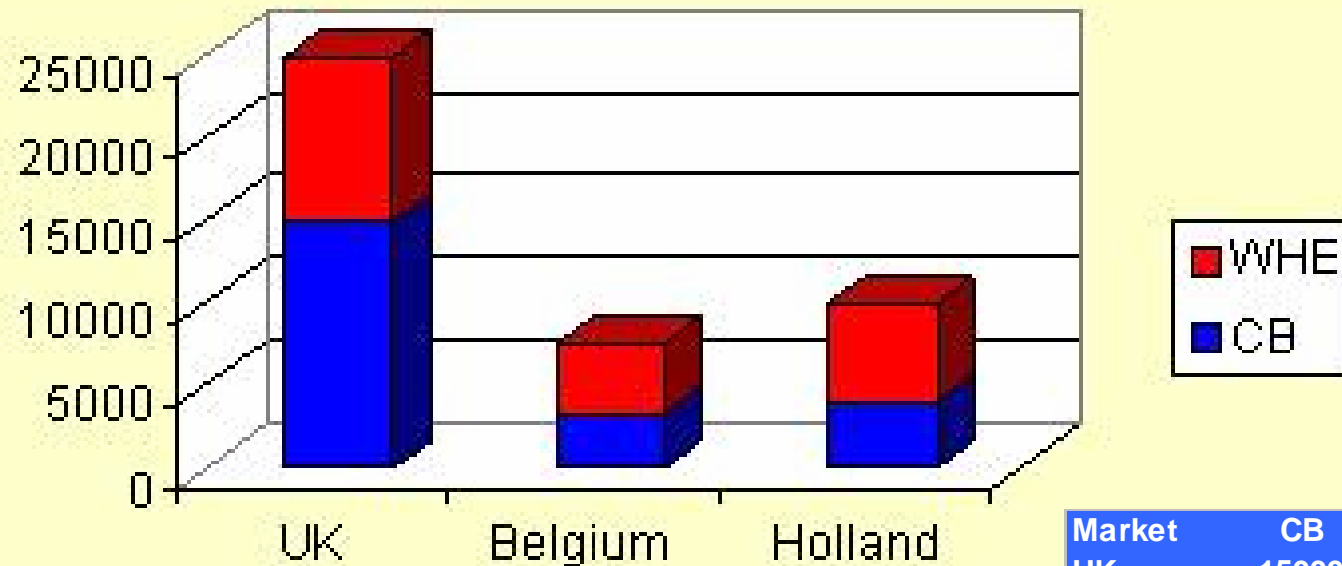
Employee Value



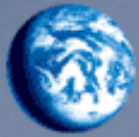


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Handling Europe - Market



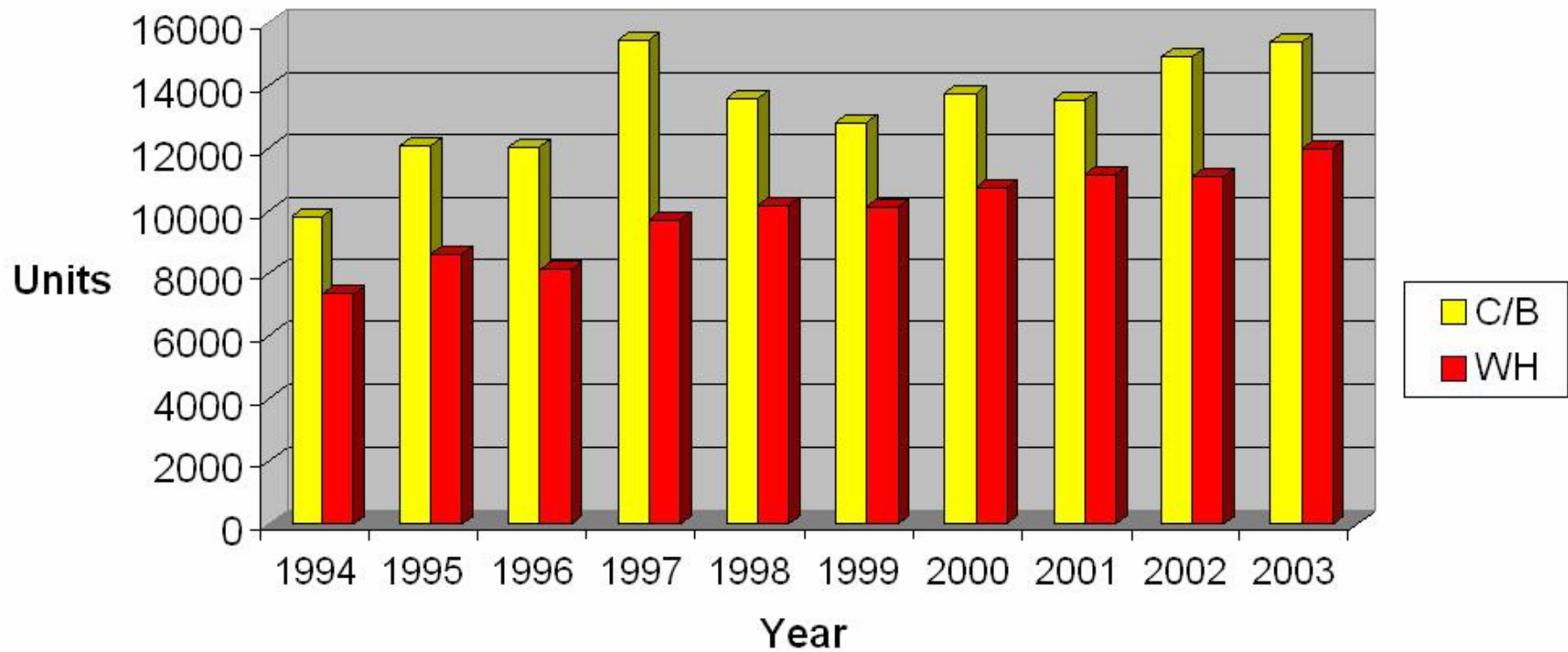
Market	CB	WHE	TOTAL
UK	15000	10000	25000
Belgium	3300	4300	7600
Holland	4000	6000	10000

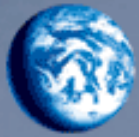


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UK Market Performance

Counterbalance & Warehouse Deliveries 1994-2003

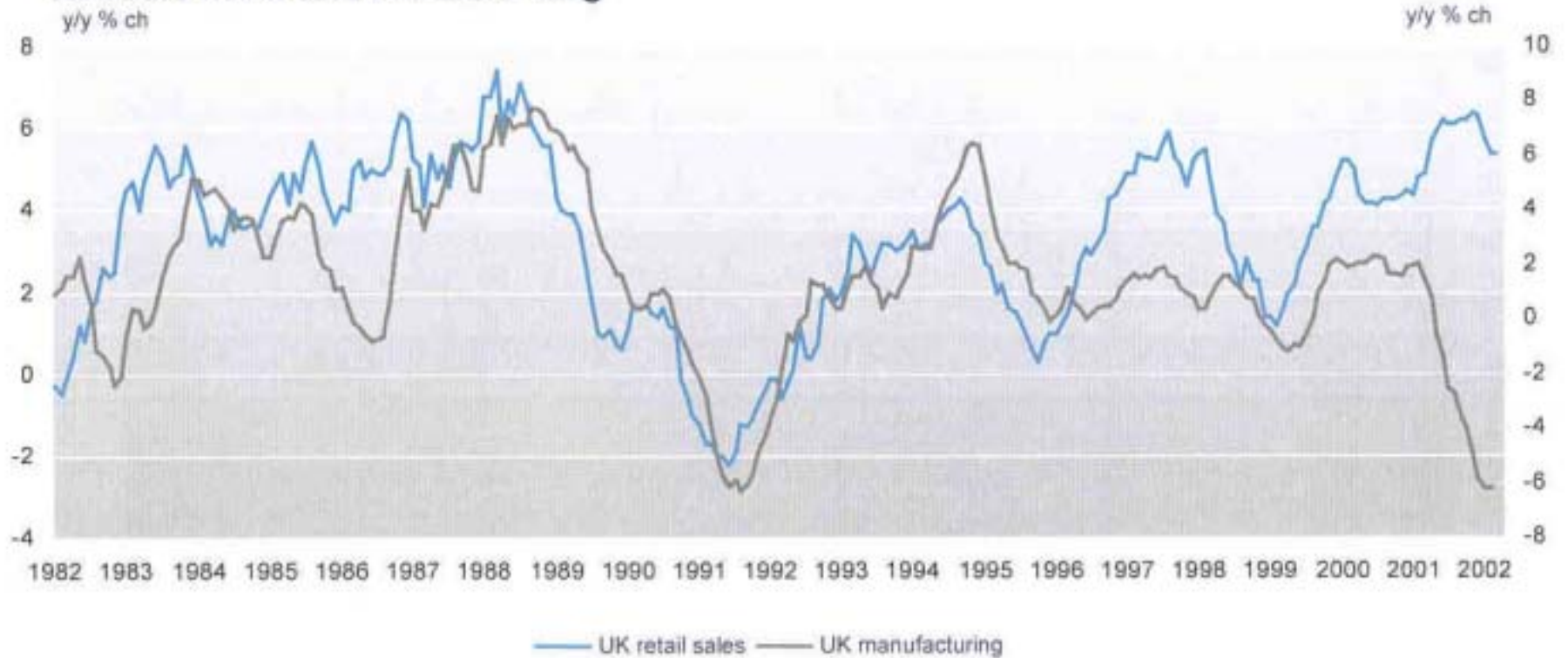




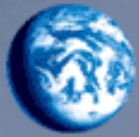
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UK Environment

UK retail sales and manufacturing



Source: Datastream



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Competitors

Linde

JUNGHEINRICH

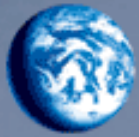
 **TOYOTA**
INDUSTRIAL EQUIPMENT



BIG 4

PLUS

- Crown
- Yale
- Cat
- Nissan
- Mitsubishi
- Daewoo
- Komatsu
- TCM



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Growth Opportunities

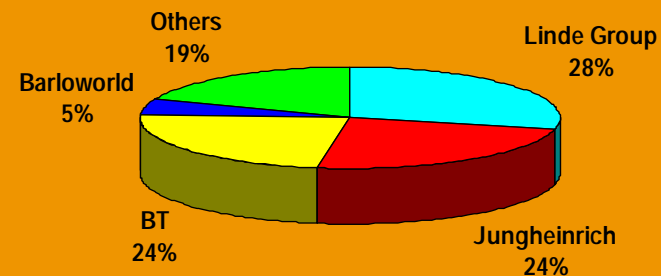
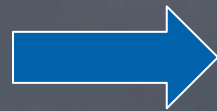
Warehouse Market

Full line strategy

Manufacturers - volume

Major Acct emphasis

Strong coverage

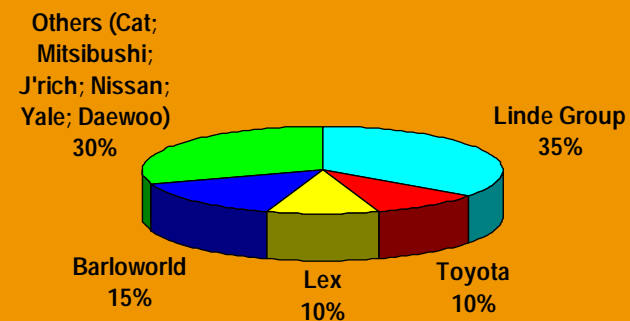
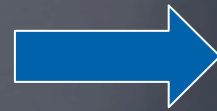


LINDE GROUP: LINDE; STILL; FIAT; KOMATSU

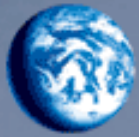
C'Balance Market

CB emphasis

Whole market



LINDE GROUP: LINDE; STILL; FIAT; KOMATSU

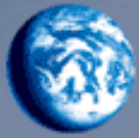


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Customer Analysis – Segmentation vs Competitors

	Barlow	Linde	Jungheinrich	Toyota + BT
Manufacturing				
Wholesale				
Retail				
Road Haulage				
Distribution				
Shipping				





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3PL's



30% market opportunity



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TOP 10 Customers

DRINKS:

COCA COLA

SCOTCO

PORTS:

TILBURY

NORTHERN CARGO (ABP HULL)

PAPER:

ST REGIS

MANUF:

ROLLS ROYCE

ROVER

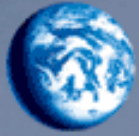
RETAIL/WHOLESALE:

MFI

WOLSELEY

LOGISTICS:

WINCANTON / P&O



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NEW OPPORTUNITIES EXAMPLES

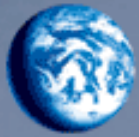
ROYAL MAIL

BRIDGEPOINT

SALVESEN LOGISTICS

MACE (TERMINAL 5 HEATHROW)

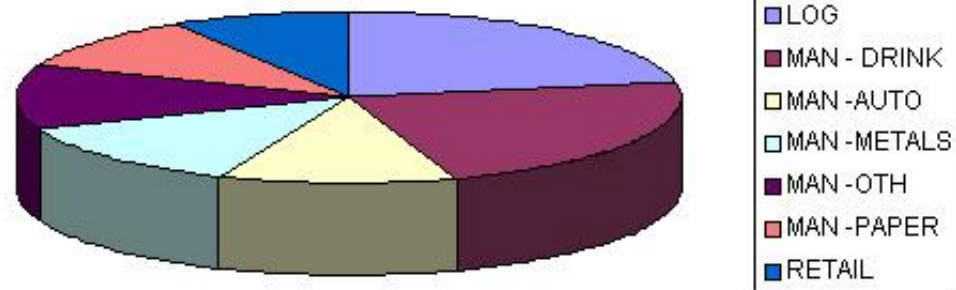
STANTON GROVE (LIVERPOOL PORT)



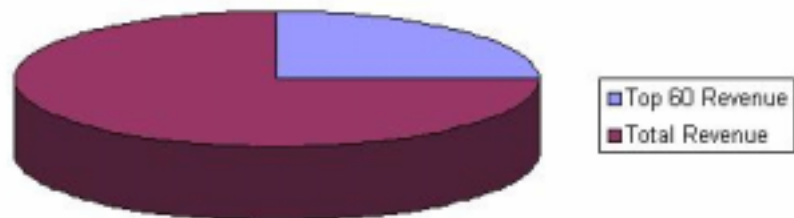
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Top 60 UK / Sector Analysis

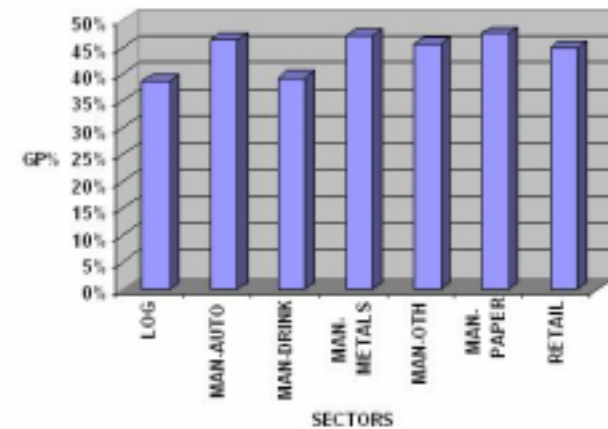
Top 60 Turnover by Industry

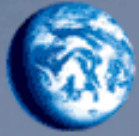


Top 60 vs Total



GROSS PROFIT % BY SECTOR





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M.O.D. Contract

To deliver a cost effective solution to the 3 armed forces service's materials handling equipment requirement without compromising operational effectiveness

**Tri Services Material Handling
Contract
2000-2010**

**Defence Storage and Distribution
Agency/Defence Munitions
Material Handling
2002-2010**



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Project Scope

Tri-Service contract is Global

- 2633 units in 585 sites in the UK and 18 countries.

Provision of a M.H. Service

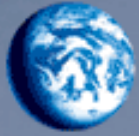
- Asset & Spare Provisioning
- Repair & Maintenance
- Management Information System

DSDA/DM Project Scope

- 2215 units in 22 sites in the UK and Germany.

Provision of a M.H. Service

- Asset & Spare Provisioning
- Repair & Maintenance
- Management Information System



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- Contract value: £76.0m
- Capital funding: £42.0m
- Contract Duration 10 Years
- Fleet purchase £16.m
- Fleet replacements
- Additional people dedicated resource
 - 22 Engineers
 - 9 Support staff

Tri-Service Contract

- Contract value: £51m
- Capital funding: £22.0m
- Contract Duration 8 Years
- Fleet purchase £8m
- Fleet replacements
- Additional people dedicated resource
 - 25 Engineers
 - 8 Support staff

DSDA/DM Contract.

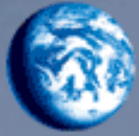


Barloworld

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Key Performance Indicators

- Availability
- MIS
- Maintenance Performance
- Contract Hire
- Billing Accuracy
- Contract Management Performance
- Repair Performance
- Modification Performance
- Thorough Examinations



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Total sites - 635 world-wide (from 1 truck to 250 truck fleets on a site).

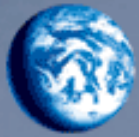
Fleet Sizes.	Tri services	2380 (2633)
	DSDA/DM Fleet	2265

Total Fleet	<u>4645 Units</u>
--------------------	--------------------------

Replacement Numbers.		
	Tri Services	1356 (£26M)
	DSDA/DM	1166 (£14M)

Maintenance Revenue	£7.5m pa
----------------------------	-----------------

Total Contract Values	<u>£127 Million</u>
------------------------------	----------------------------



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Differentiated Customer Proposition

More money



- Strategic cost reduction
- Fleet optimisation
- Efficient funding
- Resource optimisation

More time



- Supply chain reduction
- Fleet management
- Resource management
- Battery management
- Proactive account management

More happiness



- KPI monitored performance levels
- Easy to do business with
- Specialist advice and support
- Right first time culture
- Maximum flexibility...minimum input
- Customer satisfaction



Smartpartnership