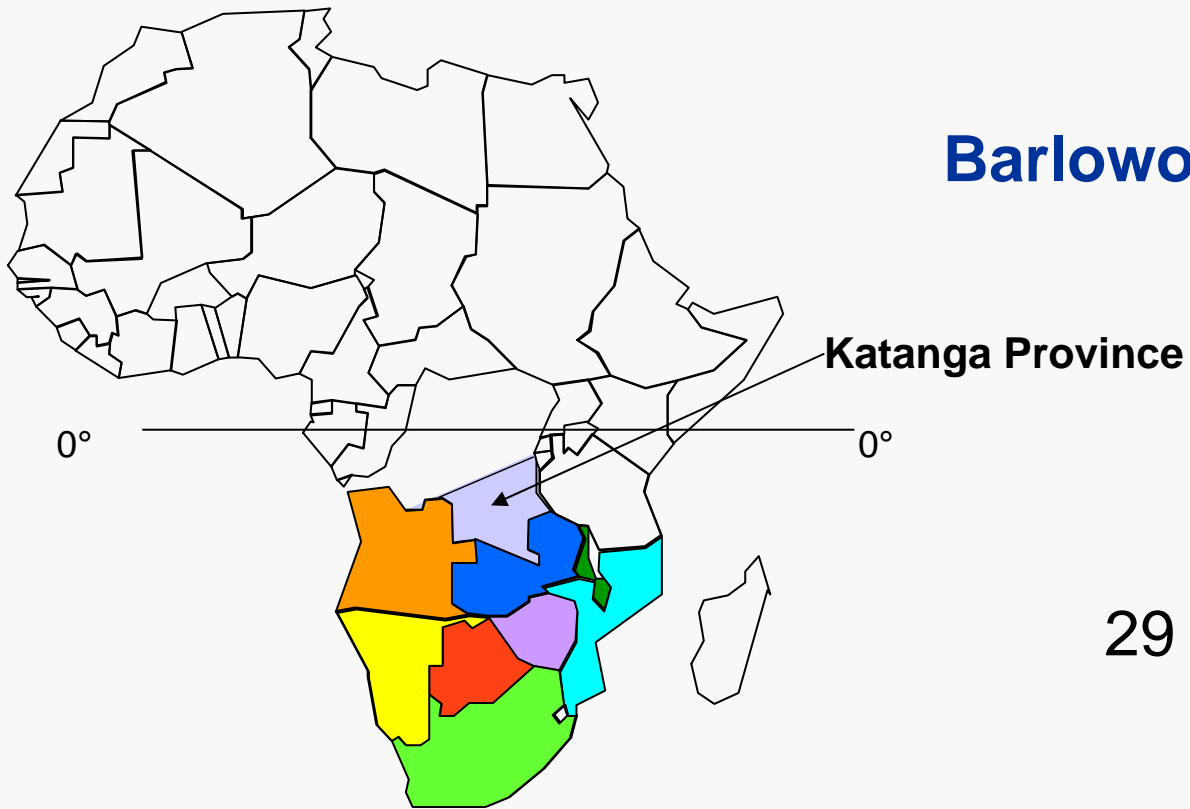


**Barloworld
Equipment**



Barloworld Equipment

Analysts visit

Hilton Hotel

29 February 2008



WE'RE IN THE "PEOPLE" BUSINESS



BARLOWORLD EQUIPMENT Current Business Definition

BARLOWORLD EQUIPMENT

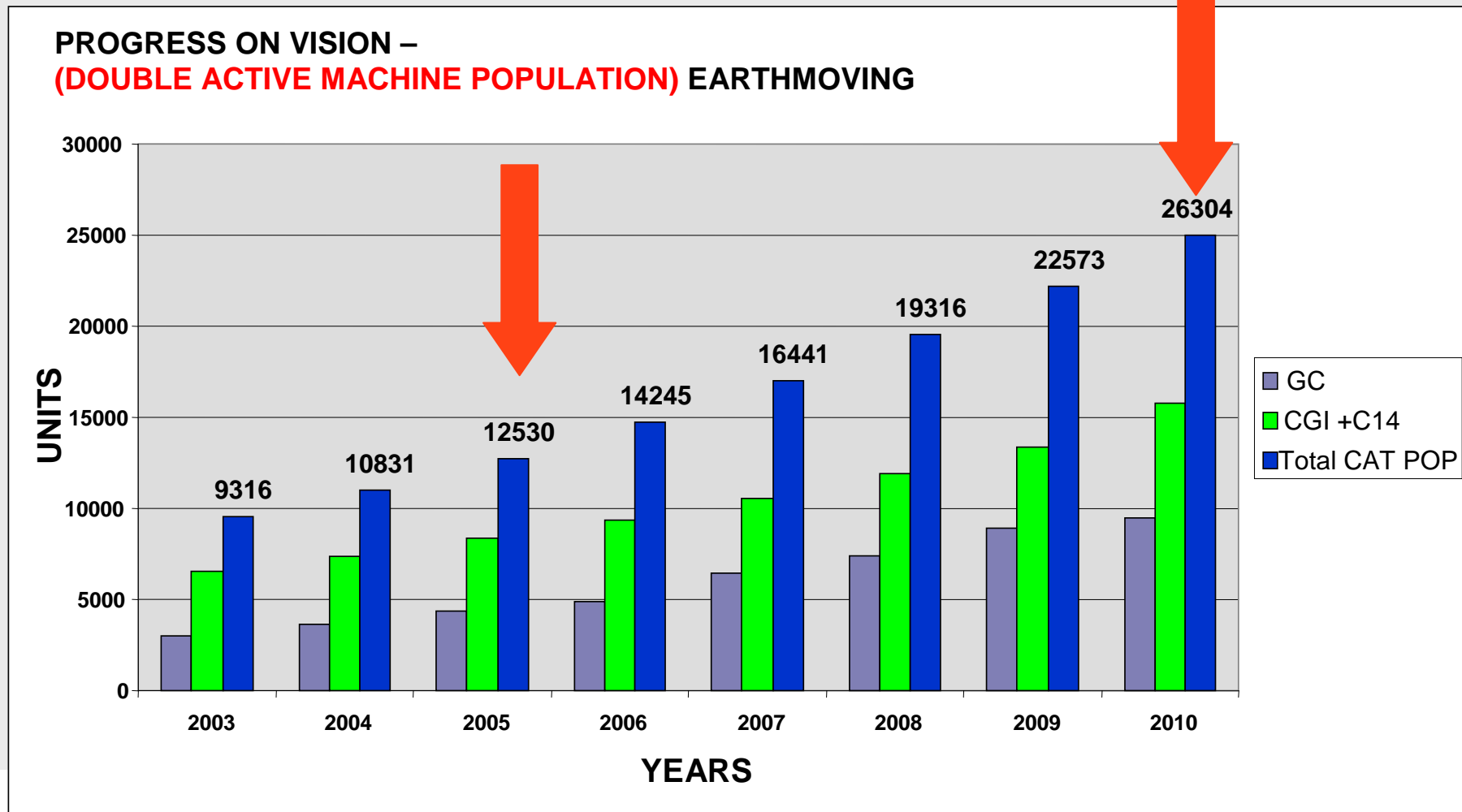
- Sells, supports and rents
- branded mechanization products
- to customers who need to move earth and generate power
- in dealer territories in Southern Africa.



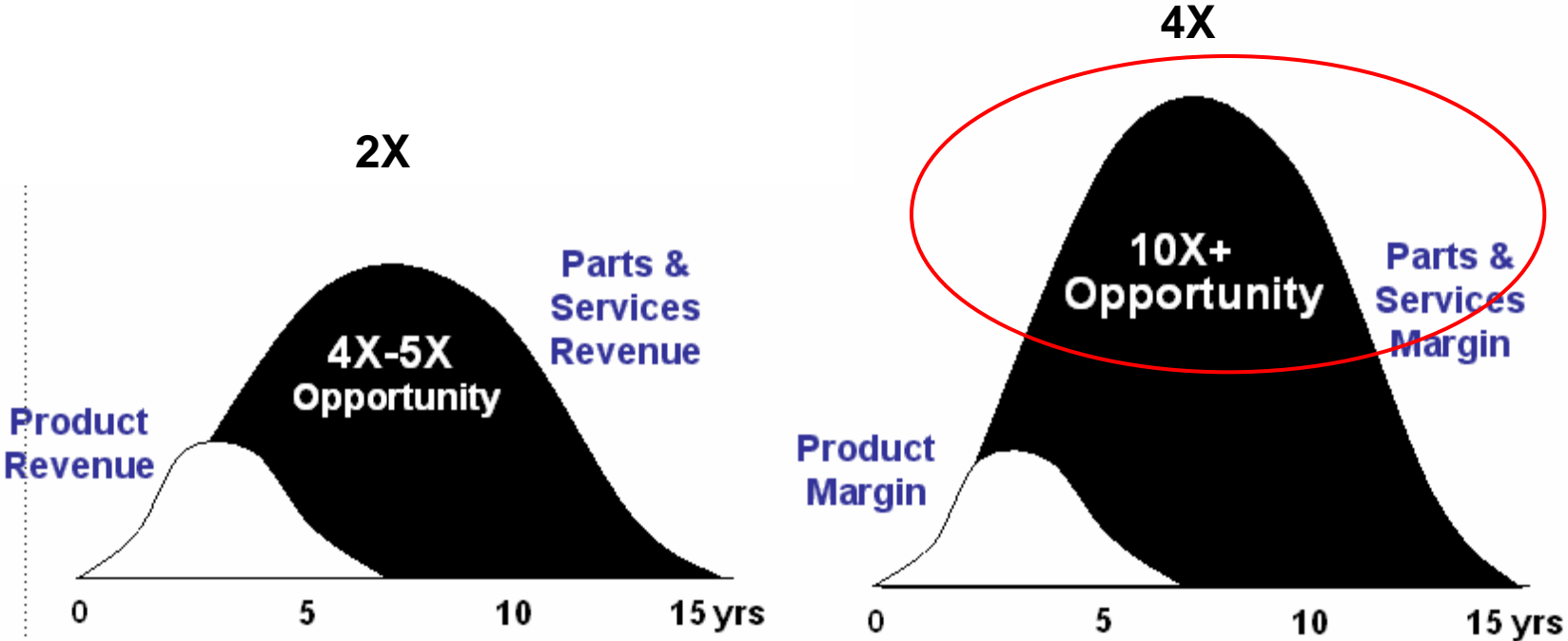
VISION

**Through market leadership and
empowered people deliver
customer solutions that will double
our active machine population by
2010**

VISION



PROGRESS ON VISION – BENEFIT OF DOUBLING MACHINE POPULATION



KEY ISSUES

- **China driving emerging economies growth**
- **Political uncertainty/ Eskom?? Growth rate concerns**
- **People – acquisition, training and retention**
- **Implications of regional growth**
- **Leadership in transformation**
- **Total solutions for key customers**
- **Supply chain velocity**

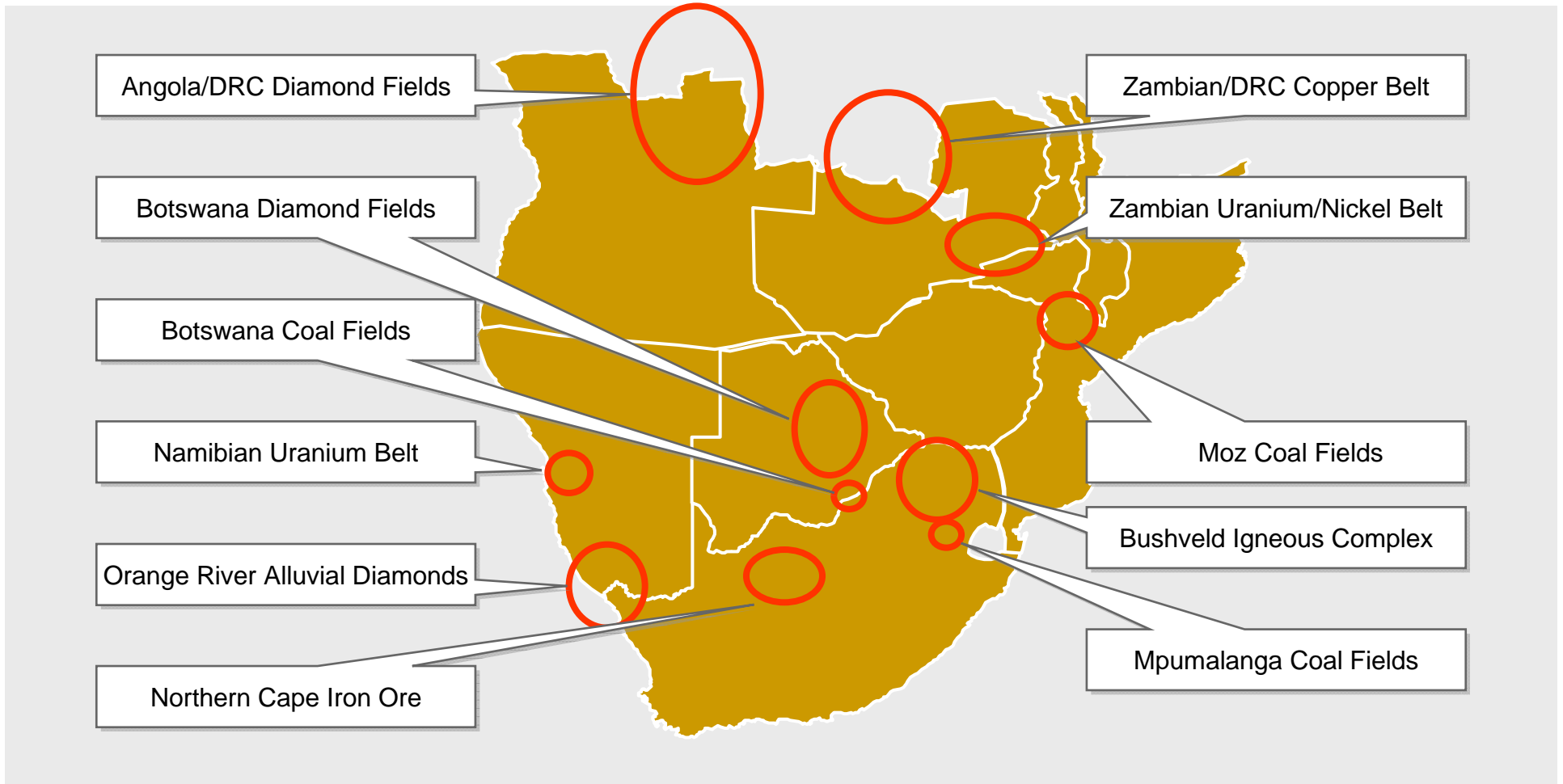
TRANSFORMATION

	<u>CALENDAR 2007</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Ownership	21.0	0	21.0	21.0	21.0	21.0	21.0
Control	0.8	0.8	6.0	6.5	7.0	7.5	8.0
Emp Equity	1.6	1.6	6.4	8.0	10.0	11.0	9.0
Skills Dev.	9.5	9.5	9.9	11.0	12.0	13.0	14.0
Procurement	12.5	12.5	13.0	14.0	15.0	16.0	12.0
Ent. Dev.	15.0	15.0	15.0	15.0	15.0	15.0	15.0
SED	5.0	5.0	5.0	5.0	5.0	5.0	5.0
	65.4	44.4	76.3	80.5	85.0	88.5	84.0

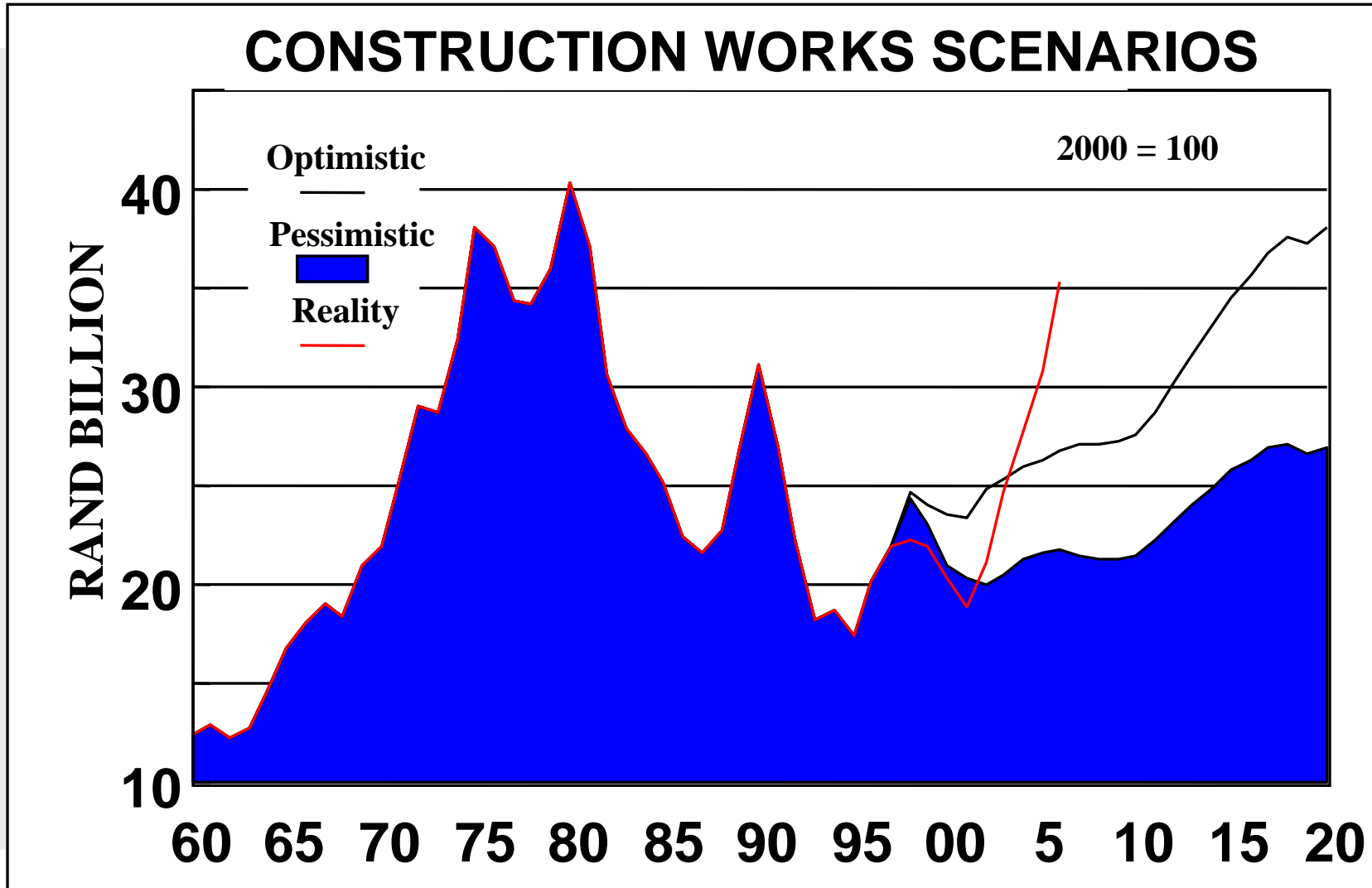
Leading the way:

Equity deal
 Board / corporate restructure
 Female / disabled drive
 Emerging contractors / SAIBL
 Operator Academy / partnerships

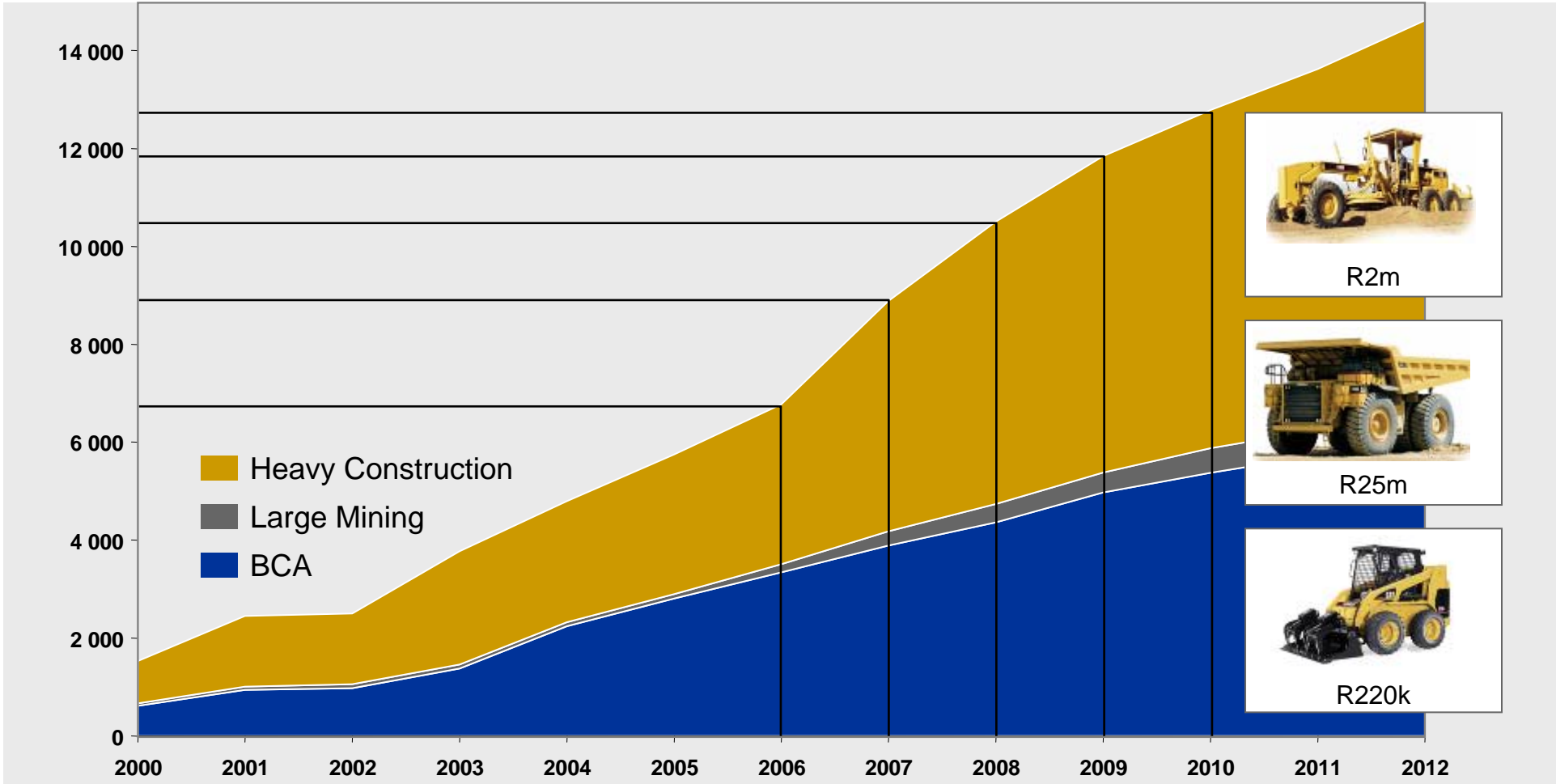
SOUTHERN AFRICAN MINING AREAS



SOUTH AFRICA CONSTRUCTION WORKS SCENARIOS



MARKET OUTLOOK: SOUTHERN AFRICA UNIT PROJECTIONS



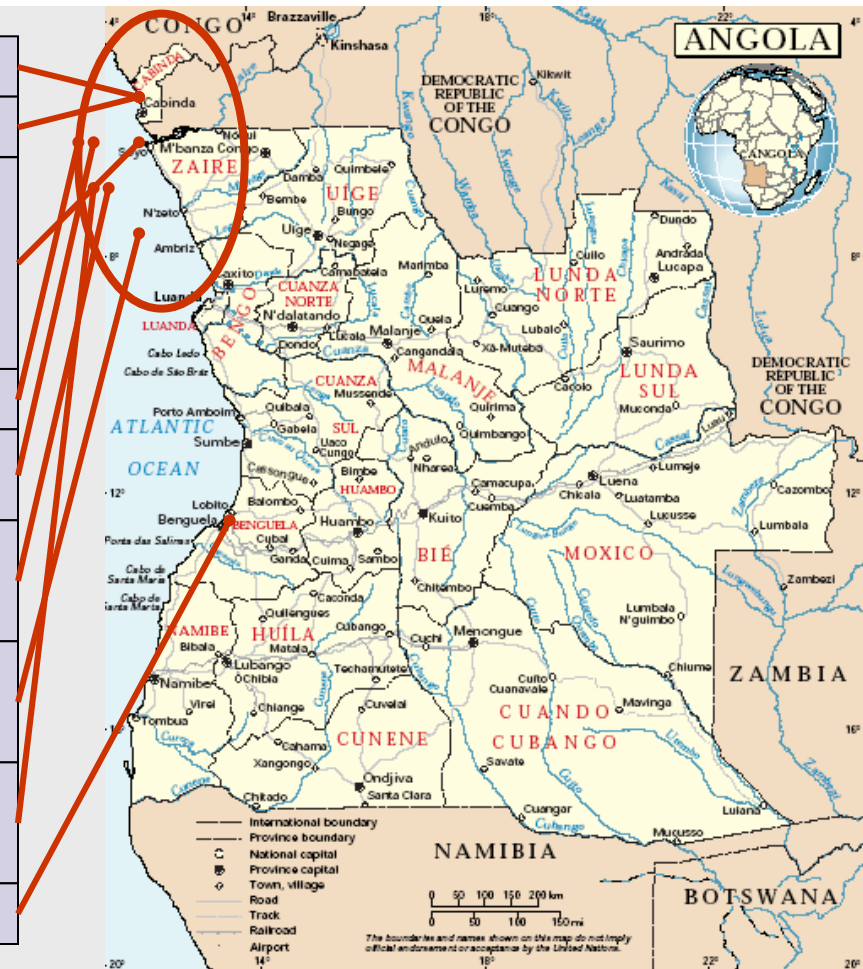
ANGOLA: CONSTRUCTION PROJECTS

- **Roads** Oderbrecht
- **72 000km roads**
- Current capacity 5 000km pa
- Significant aggregate opportunity
- Luanda Bay Dev: \$2.5bn – 2007/2010
- Luanda Shopping: \$470m – 2007/2009
- Kwanza Bridge Rehab: €21m - 2007/8
- Luanda Int. Airport: \$2bn – 2006/2009
- Cement Plants: \$300m – 2007/2009
- **Railway Rehab: \$ 4.2bn – 2006/2012**
- New Bridge Catumbela: €26m – 2007/8
- Ngove Dam Rehab: \$20m – 2007/2010
- Ondijva/Cuvelai Road : \$31m - 2007/8
- Cunene River Bridge Rehab: \$30m - 2007/8
- 32 New/Upgraded **Airports**



ANGOLA: OIL AND GAS PROJECTS

- Sanha Gas Plant: \$2bn – 2007 - 2010
- On Shore Drilling : \$600m – 2006/9
- Angola LNG Plant: \$5bn – 2007 to 2011
 - Dredging: \$300m – 2007 to 2008
 - JV Boskalis Int/Jan De Nul
 - Advance Engineering & Procurement
 - Bechtell/Kellog, Brown & Root
- Subsea 7: \$490m – 2007 to 2009
- Bloc 14 : Chevron/Texaco : \$2bn - 2009
 - May 09 FPSO \$1.27b
- Bloc 15 : Exxon/Mobil : \$2.5 bn – 2008/9
 - Kizomba D 2009
 - Kizomba C 2008
- Bloc 17 : TotalFinaElf : \$2bn – 2001/11
 - Pazflor 2009
 - Clov 2011
- Bloc 31 : BP : \$2.8bn – 2001 - 2009
 - North East 2010
 - South East 2010
- Sonaref Refinery: \$4.0bn – 2009



ANGOLA: POWER SYSTEMS PROJECTS

- ENE Grid Rehab: \$1.0bn – 2006 to 2012
 - Generation - \$334m
 - Transmission - \$236m
 - Substations - \$75m
- Chevron Building: \$70m – 2007 to 2009
- Luachimo Hotel: \$10m – 2007 to 2008
- Beer/ H2O Plant: \$11m – 2007 to 2008
- Luanda Shopping: \$470m – 2007 to 2009
- Provincial Power Plants: \$1.0bn – 2006 to 2012
 - Kuito - \$400m
 - Saurimo - \$300m
 - Luena - \$300m
- CAN 2010 stadiums: €67m – 2007 to 2008
- Ceramic Plants x 2: \$10m – 2008 to 2009
- Presild 30 Sup+10K shops: \$600m – 07/12
- Sonangol Rec Centre: \$11m – 2006 to 2008
- Viana 2500 houses: \$60m – 2007 to 2009
- AAA 17 provincial offices: \$110m – 07/09
- AAA 17 provincial hotels: \$230m – 07/09
- Belas Business Park: \$60m – 2007 to 2009



The project is as large
as the product!!!



CATERPILLAR

MAK

 **Barloworld
Equipment**

BWE Evolution- Turnkey Rental Opportunities

POWER GENERATION.

POWER FOR ANY PURPOSE

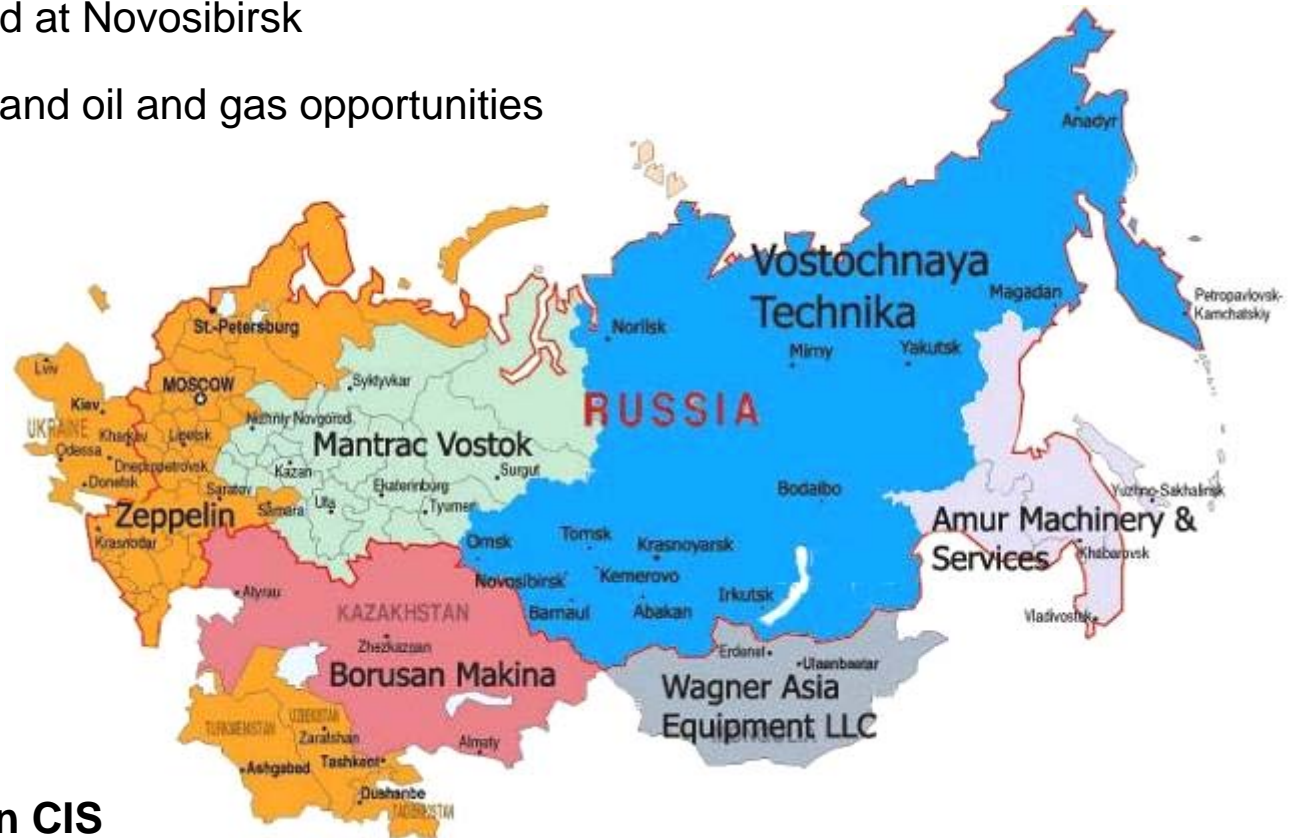
For emergency power, for an outdoor concert, for a plant maintenance shutdown, for any short-term need, you can rely on Cat Rental Power. Our global dealer network can deliver mobile power in any size package you need, when and where you want it. You get strong, reliable, fuel-efficient generators with unmatched product support.

Applications:

- Construction/Logging
- Agriculture
- Manufacturing
- Entertainment/Special events
- Electric utilities
- Oil and gas
- Mining and shipping
- Banking and finance
- Healthcare
- Schools and colleges
- Data centers
- Telecommunications
- Disaster recovery
- Utility plant services

SIBERIA: EXPANSION TO MEET GROWING DEMAND

- New facility opened at Novosibirsk
- Significant mining and oil and gas opportunities



Caterpillar dealers in CIS

VOSTOCHNAYA TECHNICA - SIBERIA



SIBERIA: COMMODITY BASE

- Coal Second largest reserves globally
- Gold Sixth largest global producer (Polus)
- Nickel 22% world production (Norilsk)
- Diamonds 25% world production
- Oil 6% world reserves
- Gas VT territory accounts for 20% Russia reserves

Area 9.8 million km²

Population 23.2 million

ORDER BOOKS – EQUIPMENT (Rm)

