Barloworld
Leading brands

Barloworld Limited

Audited results for the year ended 30 September 2011

About Barloworld

Barloworld is a distributor of leading international brands providing integrated rental, fleet management, product support and logistics solutions. The core divisions of the group comprise Equipment (earthmoving and power systems), Automotive and Logistics (car rental, motor retail, fleet services, used vehicles and disposal solutions, logistics management and supply chain optimisation) and Handling (materials handling and agriculture). We offer flexible, value adding, integrated business solutions to our customers backed by leading global brands. The brands we represent on behalf of our principals include Caterpillar, Hyster, Avis, Audi, BMW, Ford, General Motors, Mercedes-Benz, Toyota, Volkswagen and others.

Barloworld has a proven track record of long-term relationships with global principals and customers. We have an ability to develop and grow businesses in multiple geographies including challenging territories with high growth prospects. One of our core competencies is an ability to leverage systems and best practices across our chosen business segments. As an organisation we are committed to sustainable development and playing a leading role in empowerment and transformation. The company was founded in 1902 and currently has operations in 26 countries around the world with approximately 60% of our eighteen thousand employees in South Africa.

Corporate information

Barloworld Limited
(Registration number 1918/000095/06)
JSE codes: BAW and BAWP
ISIN codes: ZAE000026639 and ZAE000026647

Registered office and business address
Barloworld Limited, 180 Katherine Street, PO Box 782248, Sandton, 2146, South Africa
Tel +27 11 445 1000 Email invest@barloworld.com

Transfer secretaries – South Africa
Link Market Services South Africa (Proprietary) Limited, (Registration number 2000/007239/07), 13th Floor, Rennie House
19 Ameshoff Street, Braamfontein, Johannesburg 2001, (PO Box 4844, Johannesburg)
Tel +27 11 630 0000

Registrars – United Kingdom
Equiniti Limited, Aspect House, Spencer Road, Lancing, West Sussex, BN99 6DA, England
Tel +44 190 383 3381

Transfer secretaries – Namibia
Transfer Secretaries (Proprietary) Limited, (Registration number 93/713), Shop 8, Kaiser Krone Centre, Post Street Mall
Windhoek, Namibia (PO Box 2401, Windhoek, Namibia)
Tel +264 61 227 647

Directors
Non-executive: DB Ntsebeza (Chairman), SAM Baqwa, AGK Hamilton*, SS Mkhabela, MJN Njeke, SS Ntsaluba, TH Nyasulu
G Rodriguez de Castro de los Rios†, SB Pfeiffer•
Executive: CB Thomson (Chief Executive), PJ Blackbeard, PJ Bulterman, M Laubscher, OI Shongwe, DG Wilson

*British †Spanish •American

Enquiries: Barloworld Limited: Jacey de Gidts
Tel +27 11 445 1000
E-mail invest@barloworld.com

College Hill: Jacques de Bie, Tel +27 11 447 3030
E-mail Jacques.deBie@collegehill.co.za
For background information visit www.barloworld.com

Salient features

- Revenue up 22% to **R49 823 million**
- Operating profit up 51% to **R2 289 million**
- HEPS from continuing operations up 120% to **465 cents**
- Strong cash generation from operations **R3 104 million**
- Net debt to equity declines to **36%** from 47%
- Total dividend of **155 cents** per share up **107%**

Clive Thomson, CEO of Barloworld, said:

"Trading results were ahead of expectation and the group delivered a strong performance for the 2011 financial year. Good growth in the mining sector, together with some significant contract awards, led to significantly higher profits in Equipment southern Africa and Russia. Automotive and Logistics produced a pleasing performance in a competitive trading environment, while the Handling division showed a substantial turnaround from the prior year.

We expect to maintain the positive momentum into the new financial year. While commodity prices are off their highs, they are anticipated to remain favourable for mining investment and production. This will benefit trading in the first half of 2012, while growth in the second half will be slower due to the higher base. Overall we expect to make solid progress in the year ahead".

14 November 2011

Chairman and Chief Executive's report

OVERVIEW

The global demand for commodities, led by China, which started in the latter part of our 2010 financial year, continued strongly in the current year. While developed economies have shown little growth during the period, growth in emerging economies has been much stronger and resource intensive.

The group produced a very strong performance in the current year with operating profit of R2 289 million being 51% up. Headline earnings per share from continuing operations of 465 cents is 120% above the 212 cents earned in 2010. The total dividend for the year of 155 cents is 107% up on the prior year.

STRATEGIC DEVELOPMENTS

Progress was made on a number of important strategic transactions which position the group for future growth and reallocate capital to higher returning businesses.

We acquired the remaining 50% of our Russian Caterpillar dealership for US$52 million (R361 million) effective 1 October 2010 and the business has delivered well ahead of expectations.

The disposal of car rental Scandinavia was successfully concluded with the receipt of the final balance owing of R174 million by mid-December 2010.

The sale of the loss making Logistics African and Asian non-corporate trader businesses was completed on 28 February 2011. Following the transaction we took a decision effective 1 May to integrate our Automotive and Logistics divisions and this has progressed well.

The transaction between Caterpillar Inc. and Bucyrus International closed in July 2011. We have entered into preliminary discussions with Caterpillar with a view to the possible acquisition of Bucyrus distribution rights and assets in our existing dealership territories. We are still in the early stages of this process and are not in a position to estimate with any accuracy how this could affect our future cash flows and profitability.

OPERATIONAL REVIEW

Equipment

Southern Africa

The increased activity levels reported in the first half of the year and driven mainly by mining and contract mining demand, accelerated in the second half of the year on the back of strong commodity prices. Revenue for the year of R12.6 billion was 50% up on 2010.

Due to a number of significant contract awards, the current year represented a record for the sale of large mining equipment which in unit sales surpassed the previous high set in 2008.

South Africa remains the largest source of revenue in the region based on coal and iron ore mining. Mozambique has emerged as the second largest contributor to revenue following the deliveries to Vale and contract miners for the Moatize and Riversdale coal projects respectively. Zambia produced good revenue growth supported by strong global copper demand while revenue in Botswana more than doubled in response to improved diamond mining activity. Revenue in Angola which declined significantly in 2010 showed a solid increase in the current year following recent government attempts to stimulate the economy through infrastructure development.

The construction sector in South Africa remains subdued with some activity coming from public corporations such as Eskom and SANRAL as well as the mining sector.

The overall performance was boosted by good after sales revenues. This contributed to a pleasing improvement in the operating margin for the year to 9.8% which was strongly up on the prior year (8.7%).

Iberia

The sovereign debt crisis in the Eurozone and the fiscal austerity measures introduced in both Spain and Portugal to reduce their budget deficits have severely impacted these economies, in particular the investment in public works and construction.

The Spanish economy is currently in a state of limbo ahead of the upcoming general elections on 20 November and while the economy is not yet officially back in recession, domestic demand continues to decline. The equipment market in Spain has suffered a further decline in the current year and is estimated to have decreased by over 90% since 2007. Against this backdrop, Iberia revenue in Euro terms dropped by a further 6% in the current year.

Corrective action to further realign the cost base with lower activity levels was necessary in both Spain and Portugal with restructure costs of €7.5 million (R71 million) incurred including €0.6 million to rationalise the short-term rental business. The rental fleet (in particular the non-Caterpillar allied component) has also been dramatically reduced, to ensure improved utilisation rates.

The management team has however produced some noteworthy successes. Importantly, our market share in Spain has been steadily rising on the back of the strength of our aftermarket support for customers and the durability of the Caterpillar machines.

While the firm order book at September 2011 of €250 million is significantly up, it includes two large package deals recently awarded and belies the general underlying market weakness. The power systems business in Iberia still shows life particularly in the electric power generation segment while the marine market has declined following cuts in government subsidiaries to the Spanish shipping industry.

Russia
The timing of the acquisition of the remaining 50% of the Russian operations proved opportune. Revenue for the year of US$374 million was 81% up on the prior year, being strongly driven by mining as well as a recovery in construction.

A pleasing aspect of the current year's performance was the continued increase in parts revenue. Current year revenue was 45% ahead of the prior year (which in turn showed a similar increase in 2010). The success in growing the machine population in Russia would now appear to be driving profitability as this young dealership shows signs of the more mature Caterpillar business model.

The power business which benefited from the introduction of new management generated a significant increase in revenue driven by sales into the electric power and mining segments.

The total operating profit after amortisation of intangibles of US$32.8 million for the year was almost three times that generated in 2010 while the operating margin of 8.8% was a pleasing achievement for a dealership in the early stages of its development.

Automotive and Logistics
The newly combined division which accounts for a sizeable part of total group revenue generated an 8% revenue increase in the current year.

Car rental
Avis Rent a Car increased revenue by 4% compared to 2010, a year which included the FIFA World Cup. Rental days increased by 2% however rental related revenue was down by 3% as competition for market share intensified. Operating profit for the business was below the prior year due to the abnormal used vehicle profits earned in 2010 ahead of the FIFA World Cup. The second half of this year generated a pleasing operating profit slightly ahead of the same period in the prior year.

Motor retail
Revenue in Motor Retail southern Africa increased by 14%, in line with industry growth for new passenger car sales. Operating profit improved as a result of increased new vehicle sales and improved finance and insurance profitability.

Motor Retail Australia generated an operating profit of R100 million which was 22% up on 2010, notwithstanding industry sales in Australia being 4% down. Our Volkswagen dealerships in particular generated a strong performance.

Fleet services
Avis Fleet Services increased revenue by 15% by growing the fleet under management by 27% and the finance fleet by 4%. However, interest margins in the current low interest rate environment remained under pressure.

Logistics
Logistics generated an operating profit of R27 million for the year compared to a profit of R10 million in 2010. The southern African business continued to be plagued by lower volumes in the building and construction industry, but saw some improvement in the mining, consumer goods and furniture segments. The international businesses generated some improvement in activity, but over-capacity in the airfreight market has resulted in a reduction in air rates, especially from Asia to Europe.

Handling
This has been a recovery year for the Handling businesses. Revenue for the year is well up on 2010 with the most notable growth in Belgium, The Netherlands as well as the SEM and agriculture businesses in southern Africa. Short-term hire revenue was 18% up on the prior year, with double digit increases achieved in all territories.

The division returned to profitability in the current year generating an operating profit of R72 million compared to a loss of R3 million in 2010. All territories except for the US and the nascent agriculture businesses in Mozambique and Siberia were profitable at the operating level. The South African agriculture business in particular generated strong growth in profitability boosted by a 35% increase in equipment sales.

FUNDING
The group once again produced a positive inflow of funds for the year of R946 million notwithstanding the payment of R361 million to acquire the 50% shareholding in the Russian equipment business and working capital demands in the wake of strong growth in our mining territories. Net debt of R4 489 million (2010: R5 049 million) is well below the prior year and the group's financial position is strong.

The remaining balance outstanding on corporate bond BAW1 of R1 270 million was repaid in July 2011 and long-term debt at year end comprise 76% of total debt. Cash and cash equivalents at 30 September 2011 were R2 754 million, R826 million higher than last year.

SUSTAINABLE DEVELOPMENT AND TRANSFORMATION
In line with our integrated approach to creating value, we continue to entrench sustainable development in our strategic planning and value creation activities.

Tragically there were two work related fatalities during the year and several actions have already been taken to improve safety processes and training.

Our medium-term focus is on improving energy and emission efficiency as well as more efficient water consumption. In 2009 we set an aspirational target of a 12% non-renewable energy and greenhouse gas emissions efficiency improvement by end 2014 off a 2009 baseline year. We have made good progress towards these goals with a 3% reduction in energy consumption and a 6% year-on-year reduction in GHG emissions.

Empowerment and Transformation is one of our key strategic focus areas and measureable annual targets have been put in place. In the annual assessment by Empowerdex and Financial Mail of South Africa's Top Empowerment Companies, Barloworld currently leads the general industrial sector. In this regard, each of our South African business units has improved its BBBEE score over 2010 and all of our South African businesses have now achieved a Level 2 rating with the exception of one that retained their Level 3 rating. Barloworld Limited received an overall Level 2 rating from Empowerdex which improved from Level 3 last year.

GOVERNANCE
We continue to embed the principles of King III into our governance practices. In light of this, while the overall board composition remains unchanged, a number of appointments have been made to bolster the various board committees.

OUTLOOK

The outlook will be affected by the ability of policy makers to find a solution to the Eurozone debt crisis and restoring financial stability in that region. It also requires the governments of developed economies managing and controlling their ballooning public debt levels.

Equipment southern Africa goes into the new financial year with a firm order book of R5.2 billion mainly in mining and contract mining. While commodity prices have declined in recent months we have not seen any slowdown in mining activity as prices remain at levels favourable for mining investment and production. The major challenge facing us will be securing the equipment in the wake of increasing Caterpillar lead times due to rising demand for mining equipment globally.

We are not forecasting any recovery in the Iberian machine industry in the year ahead but activity will be assisted by the commencement of deliveries in 2012 of the large package deals in our closing order book. Nonetheless we are planning to take further action to align workforce levels with the current depressed state of the market. The overhead structure of the business has already been substantially reduced but requires further streamlining to position the business to return to acceptable levels of profitability once the market recovers.

In Russia the firm order book is slightly down on the prior year but activity levels remain strong. While we are expecting continued growth in 2012 it will be at a slower rate than the current year.

Avis Rent a Car is expected to maintain the current momentum, despite the competitive trading environment. The business will continue to focus on improving rates, maintaining high fleet utilisation and maximising used vehicle profits on ex-fleet vehicles.

The South African car market will continue to grow in 2012 albeit at a slower pace as the disposable income of households remains under strain. The weakening Rand is likely to create some pressure on manufacturers to increase prices following the relative price stability in 2011. Our Australian business is expected to maintain its good performance.

Avis Fleet Services will see further growth in the fleet under maintenance as well as the finance fleet. There are currently a number of large tenders awaiting adjudication which could materially impact revenues.

Logistics is expected to benefit from the divisional integration and the internal focus on improving volumes and margins across all businesses.

Activity in the handling business in Europe and the US will be driven by economic growth in these regions. Recent economic data out of the US is mixed. The agriculture business in southern Africa should continue to benefit from strong food prices and we will continue to grow this business in other southern African countries as well as Russia.

We expect to be able to maintain the positive momentum into the new financial year. This will benefit trading in the first half of 2012, while growth in the second half will be slower due to the higher base. Overall we expect to make solid progress in the year ahead.

DB Ntsebeza
Chairman

CB Thomson
Chief Executive Officer

Group financial review

Revenue for the year increased by 22% to R49.8 billion. Improved trading conditions in the mining sector resulted in a 50% increase in revenue earned in Equipment southern Africa. The consolidation of the Russian equipment business following the acquisition of the remaining 50% in October 2010, contributed revenue of R2.5 billion.

Earnings before interest, taxation, depreciation and amortisation (EBITDA) increased by 20% to R3 993 million while operating profit rose by 51% to R2 289 million. Operating profit of R1 435 million for the second half of 2011 was R581 million (68%) up on the profit earned in the first half.

Operating profit in Equipment southern Africa increased by 69% to R1 228 million. The Russian equipment business delivered an excellent result, contributing R226 million to the group's operating profit in the first year of consolidation. The Automotive and Logistics division performed well in a competitive trading environment, holding operating profit steady at R911 million for the year. The Handling division recorded a pleasing turnaround while trading conditions in Equipment Iberia remained difficult. Redundancy and restructuring charges of R71 million were incurred this year (2010: R59 million), principally in Spain. The increase in the company's share price since September 2010 resulted in an increased charge of R33 million in respect of the provision required for cash-settled Share Appreciation Rights previously awarded to employees.

The total negative fair value adjustments on financial instruments of R65 million (2010: R89 million) mainly comprised the cost of forward points in foreign exchange contracts.

Net finance costs decreased by R32 million to R693 million due to lower short-term borrowing rates and reduced average debt.

Exceptional gains of R62 million mainly comprise the impact of writing up the existing 50% interest in the Russian business in terms of IFRS 3 Business Combinations (R64 million), profits on disposals of properties (R214 million), reduced by goodwill impairments of R211 million.

Taxation, before Secondary Tax on Companies (STC), increased by 179% to R566 million. The effective taxation rate (excluding STC, prior year taxation and taxation on exceptional items) was 34.2% (2010: 33.8%). The tax rate was adversely impacted by the decision not to increase the deferred tax asset in Iberia.

Income from associates rose by R55 million to R71 million mainly owing to a substantially increased contribution from the Democratic Republic of Congo equipment joint venture.

The non-controlling interest in the current year's earnings includes R15 million representing the dividends paid to the holders of 14 485 013 ordinary shares in terms of the BEE transaction concluded in 2008. These shares are not included in issued shares for purposes of calculating headline earnings per share (HEPS).

HEPS from continuing operations increased by 120% to 465 cents (2010: 212 cents).

Cash flow and debt

The continued focus on cashflow resulted in a net inflow for the year of R946 million (2010: R2 286 million). Working capital increased by a modest R27 million following the reduction of R1 069 million in 2010. Notwithstanding the substantial growth achieved in the southern African equipment business, working capital decreased by R100 million in the year due to increased payables.

The final balance of R174 million owing from the disposal of the Scandinavian car rental business last year was received in December 2010 and the remaining 50% shareholding in the Russian equipment business was acquired for R361 million (US$52 million).

Net interest bearing debt at 30 September 2011 was reduced by R560 million to R4 489 million (2010: R5 049 million).

Strong collections from customers, including contractual deposits on equipment sales, in the closing days of the financial year and reduced short-term funding commitments resulted in cash and cash equivalents increasing by R826 million to R2 754 million (2010: R1 928 million).

Further progress was made in our initiative to address the group's funding maturity profile and to reduce the company's reliance on short-term funding. Long-term debt raised during the year included three corporate bonds totalling R1 234 million (BAW9 to 11). The funds raised were utilised to repay the remaining balance outstanding in respect of corporate bond BAW1 (R1 270 million) which matured in July 2011. The long-term maturity profile at 30 September 2011 was 76% (2010: 61%).

Debt profile

R million	Debt September 2011	2012	Redemption 2013	2014	2015 onwards
South Africa	6 500	1 141	347	922	4 090
Offshore	743	580	61	38	64
Total	7 243	1 721	408	960	4 154

In South Africa, short-term debt due for redemption in 2012 includes commercial paper (CP) totalling R800 million. The CP market has remained liquid during the current year and we expect to maintain our participation in this market. The company has unutilised borrowing facilities with domestic banks totalling R3 866 million at 30 September 2011. The offshore facilities include a syndicated loan (undrawn at September 2011) of £80 million (R1 002 million) and other unutilised bank lines totalling the equivalent of R1 569 million. We are well advanced to replace the £80 million syndicated loan with bilateral banking facilities of £100 million, with maturity profiles of between four and five years.

Debt in the three segments utilised in the group for gearing purposes are as follows:

Total debt to equity (%)	Trading	Leasing	Car rental	Group debt	Group net debt
Target range	30 – 50	600 – 800	200 – 300		
Ratio at 30 September 2011	**30**	**577**	**196**	**57**	**36**
Ratio at 30 September 2010	34	482	202	64	47

Total assets employed by the group increased by R5 242 million to R30 932 million. The increase was driven by the weaker Rand (R1 625 million) and increased inventories and trade receivables (R3 423 million), up 33% on the back of higher revenue.

Going forward
Net debt of R4 489 million at 30 September 2011 is at the lowest level in the past decade, placing the company in a good position to pursue growth opportunities in its territories.

Some increase in debt is expected in 2012 from higher activity levels, particularly in Equipment southern Africa and Russia. A great deal of focus has been placed on improving financial returns in the group. In the current year our key Return on Equity ratio has substantially improved from 3.2% last year to 8.6%. This is an important step towards achieving our cost of equity target.

DG Wilson
Finance Director

Operational reviews

EQUIPMENT

R million	Revenue Year ended 30 Sept 2011	2010	Operating profit/(loss) Year ended 30 Sept 2011	2010	Net operating assets 30 Sept 2011	2010
– Southern Africa	**12 578**	8 379	**1 228**	725	**3 395**	2 990
– Europe	**3 574**	3 854	**(102)**	(69)	**2 496**	2 626
– Russia	**2 535**		**226**		**1 049**	
	18 687	12 233	**1 352**	656	**6 940**	5 616
Share of associate income			**59**	8		

Barloworld Equipment southern Africa produced record results driven mainly by mining and contract mining. Both machine sales and the aftersales business improved dramatically on the back of strong commodity prices and significant contract awards, generating a 50% increase in revenue and a 69% improvement in operating profit over 2010.

Activity levels improved in all regions, with parts and service achieving a record high as aftersales demand grew to support the large and growing installed Caterpillar machine population. Angola returned to profitability after two difficult years and exceptional results were recorded in Zambia and Mozambique due to sizeable projects in copper and coal mining respectively.

Deliveries of large mining and support fleets to Moatize and Benga coal mines in Mozambique for Vale and Riversdale respectively are progressing on schedule and a new facility is planned in Tete to support these mining customers. The delivery of Caterpillar machines and Atlas Copco drills to Majwe Mining, the mining services contractor for the Cut 8 Phase 2 expansion project at Debswana's Jwaneng diamond mine in Botswana, has commenced.

Barloworld Equipment continued to enjoy firm market leadership in mining machines and improved market share in most earthmoving machine families despite a decline in construction activity.

The new Barloworld Remanufacturing Centre (BRC) in Boksburg, our biggest investment ever in a single project, will double our component rebuilding capability when it opens in mid-2012. Together with our Technical Academy, it will also provide opportunities to develop sustainable skills and capacity to support our customers well into the future.

The on-going Eurozone sovereign debt issues, which escalated over the European summer, continued to weigh heavily on economic sentiment and market activity in the Iberian region. The Spanish and Portuguese governments continue to reduce their budget deficits through a combination of higher taxes and austerity measures with the public works and construction segments showing on-going contraction.

Management focused on customer satisfaction, market penetration and coverage, cost control and working capital and asset management in order to limit the impact of the continued industry contraction. Actions included staff reductions, the closure of unprofitable facilities, and a reduction of the rental fleet. We were awarded the orders for some significant machine and power systems deals with local clients to support their operations both regionally and internationally which has resulted in a substantially improved firm order book at year end. Deliveries will commence in 2012 with the majority delivering in the 2013 financial year.

The Russian business produced the best result in its 12 year history with over US$374 million in revenues and US$32.8 million in operating profit, providing immediate tangible return on Barloworld's acquisition of the remaining 50%.

Our flagship component rebuild centre opened in Novosibirsk in July 2011. Construction of new facilities started in Irkutsk and Magadan, with Krasnoyarsk and Neryungry to follow.

The mining sector was one of the primary drivers of the Russian revenue performance, supported by a major turnaround in the construction segment and significant opportunities in the power systems business. Strong growth in aftermarket revenues resulted from the significant increase in our installed machine population in the past few years.

AUTOMOTIVE AND LOGISTICS

R million	Revenue Year ended 30 Sept 2011	2010	Operating profit/(loss) Year ended 30 Sept 2011	2010 Reclassified*	Net operating assets 30 Sept 2011	2010 Reclassified*
Car rental Southern Africa	**3 341**	3 204	**220**	283	**2 429**	2 580
Motor retail	**17 895**	16 078	**379**	340	**2 982**	2 607
– Southern Africa	**14 050**	12 341	**279**	258	**1 650**	1 599
– Australia	**3 845**	3 737	**100**	82	**1 332**	1 008
Fleet services Southern Africa	**1 779**	1 545	**285**	277	**2 455**	2 269
Logistics	**3 400**	3 678	**27**	10	**870**	855
– Southern Africa	**2 294**	2 256	**49**	50	**392**	398
– Europe, Middle East and Asia	**1 106**	1 422	**(22)**	(40)	**478**	457
	26 415	24 505	**911**	910	**8 736**	8 311
Share of associate income			**9**	4		

**Reclassification of interest paid in the leasing business from cost of sales to finance costs.*

The division produced a pleasing result in a competitive trading environment. An overall operating margin of 3.5% was achieved. The division generated strong positive operating cash flow, continued to invest into rental and leasing fleets, and remained net cash positive for the year.

Avis Rent a Car southern Africa continued to face difficult trading conditions. While the business maintained high fleet utilisation and marginally improved rental day volumes, it was negatively impacted by lower rental related revenue per day in an aggressive trading environment. In the prior year, the business benefited from extraordinary used vehicle profits, which have now normalised. Notwithstanding this, the business delivered higher profits in the second six months compared to the same period in the prior year, which included the full impact of the 2010 FIFA World Cup.

The southern African motor retail operations delivered a good result in a mixed market. This was supported by increased new vehicle sales and a strong finance and insurance contribution, but trading in the aftersales environment was marginally lower than the prior year. The Australian operations reported a record result by focusing on margins and an improved aftersales contribution.

Our fleet services business produced a stable result in the current low interest rate environment. Prudent financed fleet growth was complemented by strong growth in the fleet under maintenance.

The logistics business experienced a better second six months than anticipated, driven primarily by an improvement in the international business units. Increased volumes in southern Africa supported the result. The loss-making African and Asian non-corporate trader businesses were exited effective 28 February 2011.

Associates also include our Phakisaworld and Sizwe BEE joint ventures which performed in line with expectations.

Operational reviews continued

HANDLING

R million	Revenue Year ended 30 Sept 2011	2010	Operating profit/(loss) Year ended 30 Sept 2011	2010 Reclassified*	Net operating assets 30 Sept 2011	2010 Reclassified*
– Southern Africa	**1 141**	912	**76**	42	**457**	369
– Europe	**1 983**	1 734	**(2)**	(26)	**675**	723
– North America	**1 585**	1 440	**(2)**	(19)	**430**	399
	4 709	4 086	**72**	(3)	**1 562**	1 491
Share of associate income			**3**	3		

The division returned to profitability with all businesses showing improvement over last year. The market for new forklift trucks grew strongly across all our territories and end-September orders on hand were up by over a third over last year-end, with particularly pleasing growth in Agriculture. Used sales were hampered by a shortage of stock, but overall margins continued to show growth. Short-term rental utilisation continued to steadily improve and additional investment was made into the rental fleets.

The UK and Belgium operations both moved back into profit and the US operation reported a significantly reduced loss. Profits declined in the Netherlands due to some once off costs. Market shares improved in the Netherlands, Belgium and Agriculture.

Profits in the South African operations rose as did markets, but cost pressures impacted margins. Agricultural sentiment improved and the increased availability of low cost tractors in the second half bolstered sales and market share. The new agricultural operations in Mozambique and Siberia both incurred start-up costs in line with expectations and future prospects remain bright. The SEM activity in South Africa again showed strong growth and the products line was introduced to Siberia and Mozambique by year end.

The division continued to exercise tight control over the asset base, and improved year-end working capital days from 50 to 41. The investment in short-term rental assets was balanced by a number of asset disposals.

The global project to upgrade and install best practice business systems and processes has gone live in the US, UK and Belgium, with South Africa following just after year-end. This will underwrite improved service to our customers and higher profits due to improved efficiency and effectiveness.

Given current order books and the favourable trends in short-term rental activity, the outlook for the first half of 2012 is positive.

CORPORATE

	Revenue		Operating loss		Net operating assets/ (liabilities)	
	Year ended 30 Sept		Year ended 30 Sept		30 Sept	
R million	**2011**	2010	**2011**	2010	**2011**	2010
Southern Africa	**12**	6	**(32)**	(41)	**587**	498
Europe			**(14)**	(4)	**(889)**	(390)
	12	6	**(46)**	(45)	**(302)**	108
Share of associate income				1		

Corporate comprises the activities of the corporate offices, including the treasuries, in South Africa and the United Kingdom. In Europe the net operating liabilities have increased due to actuarial losses in the UK pension fund largely arising from lower than expected asset returns, which have been charged to the statement of comprehensive income.

DIVIDEND DECLARATION

Dividend declaration for the year ended 30 September 2011

Dividend number 166

Notice is hereby given that the following dividend has been declared in respect of the year ended 30 September 2011

Number 166 (final dividend) of 105 cents per ordinary share.

In compliance with the requirements of Strate and the JSE Limited, the following dates are applicable.

Dividend declared	Monday, 14 November 2011
Last day to trade *cum* dividend	Friday, 06 January 2012
Shares trade *ex* dividend	Monday, 09 January 2012
Record date	Friday, 13 January 2012
Payment date	Monday, 16 January 2012

Share certificates may not be dematerialised or rematerialised between Monday, 09 January 2012 and Friday, 13 January 2012, both days inclusive.

On behalf of the board

B Ngwenya

Secretary

Consolidated income statement

for the year ended 30 September

R million	Notes	2011	Audited 2010 Reclassified*	% change
CONTINUING OPERATIONS				
Revenue		**49 823**	40 830	22
Operating profit before items listed below (EBITDA)		**3 993**	3 318	
Depreciation		**(1 620)**	(1 736)	
Amortisation of intangible assets		**(84)**	(64)	
Operating profit		**2 289**	1 518	51
Fair value adjustments on financial instruments		**(65)**	(89)	
Finance costs		**(755)**	(809)	
Income from investments		**62**	84	
Profit before exceptional items		**1 531**	704	117
Exceptional items	3	**62**	(176)	
Profit before taxation		**1 593**	528	
Taxation		**(566)**	(203)	
Secondary taxation on companies		**(18)**	(25)	
Profit after taxation		**1 009**	300	
Income from associates and joint ventures		**71**	16	
Net profit from continuing operations		**1 080**	316	242
DISCONTINUED OPERATIONS				
Loss from discontinued operations	4		(272)	
Net profit		**1 080**	44	
Net profit attributable to:				
Non-controlling interest in subsidiaries		**63**	51	
Owners of Barloworld Limited		**1 017**	(7)	
		1 080	44	
Earnings/(loss) per share (cents)				
– basic		**482,7**	(3,3)	
– diluted		**479,1**	(3,3)	
Earnings per share from continuing operations (cents)				
– basic		**482,7**	126,5	
– diluted		**479,1**	126,1	

**Reclassification of interest paid in the leasing business from cost of sales to finance costs.*

Consolidated statement of comprehensive income

for the year ended 30 September

	Audited	
R million	**2011**	2010
Profit for the year	**1 080**	44
Other comprehensive income		
Exchange gains/(losses) on translation of foreign operations	**1 048**	(820)
Translation reserves realised on disposal of foreign joint ventures and subsidiaries	**11**	(102)
Gain/(loss) on cash flow hedges	**246**	(24)
Deferred taxation on cash flow hedges	**(62)**	8
Net actuarial losses on post-retirement benefit obligations	**(274)**	(176)
Actuarial losses on post-retirement benefit obligations	**(351)**	(238)
Taxation effect	**77**	62
Other comprehensive income for the year	**969**	(1 114)
Total comprehensive income for the year	**2 049**	(1 070)
Total comprehensive income attributable to:		
Non-controlling interest in subsidiaries	**63**	51
Owners of Barloworld Limited	**1 986**	(1 121)
	2 049	(1 070)

Consolidated statement of financial position
at 30 September

R million	Notes	2011	Audited 2010
ASSETS			
Non-current assets		**12 667**	11 626
Property, plant and equipment		**8 743**	7 575
Goodwill		**2 092**	2 078
Intangible assets		**421**	297
Investment in associates and joint ventures		**329**	552
Finance lease receivables		**286**	236
Long-term financial assets		**147**	133
Deferred taxation assets		**649**	755
Current assets		**18 252**	14 012
Vehicle rental fleet		**1 695**	1 679
Inventories		**7 323**	5 318
Trade and other receivables		**6 448**	5 030
Taxation		**32**	57
Cash and cash equivalents		**2 754**	1 928
Assets classified as held for sale	4	**13**	52
Total assets		**30 932**	25 690
EQUITY AND LIABILITIES			
Capital and reserves			
Share capital and premium		**304**	295
Other reserves		**3 016**	1 750
Retained income		**9 069**	8 548
Interest of shareholders of Barloworld Limited		**12 389**	10 593
Non-controlling interest		**263**	233
Interest of all shareholders		**12 652**	10 826
Non-current liabilities		**7 279**	5 670
Interest-bearing		**5 522**	4 285
Deferred taxation liabilities		**229**	302
Provisions		**265**	217
Other non-interest-bearing		**1 263**	866
Current liabilities		**10 996**	9 136
Trade and other payables		**8 395**	5 807
Provisions		**633**	476
Taxation		**247**	161
Amounts due to bankers and short-term loans		**1 721**	2 692
Liabilities directly associated with assets classified as held for sale	4	**5**	58
Total equity and liabilities		**30 932**	25 690

Condensed consolidated statement of changes in equity

for the year ended 30 September

R million	Share capital and premium	Other reserves	Retained income	**Attributable to Barloworld Limited shareholders**	Non-controlling interest	Interest of all shareholders
Balance at 1 October 2009	252	2 688	8 913	**11 853**	217	12 070
Total comprehensive income for the year		(938)	(183)	**(1 121)**	51	(1 070)
Transactions with owners, recorded directly in equity						
Other reserve movements			7	**7**	(1)	6
Dividends			(189)	**(189)**	(34)	(223)
Shares issued in current year	43			**43**		43
Balance at 30 September 2010	295	1 750	8 548	**10 593**	233	10 826
Total comprehensive income for the year		1 243	743	**1 986**	63	2 049
Transactions with owners, recorded directly in equity						
Other reserve movements		23	1	**24**	1	25
Dividends			(223)	**(223)**	(34)	(257)
Treasury shares issued	3			**3**		3
Shares issued in current year	6			**6**		6
Balance at 30 September 2011	**304**	**3 016**	**9 069**	**12 389**	**263**	**12 652**

Consolidated statement of cash flows

for the year ended 30 September

R million	Audited 2011	2010 Reclassified*
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating cash flows before movements in working capital	**4 528**	3 599
Operating cash flows – continuing operations	**4 528**	3 486
Operating cash flows – discontinued operations		113
(Increase)/decrease in working capital	**(27)**	1 069
Cash generated from operations before investment in rental assets	**4 501**	4 668
Net investment in fleet leasing assets	**(1 013)**	(847)
Net investment in vehicle rental fleet	**(384)**	(209)
Cash generated from operations	**3 104**	3 612
Finance costs	**(755)**	(833)
Realised fair value adjustments on financial instruments	**(172)**	(102)
Dividends received from investments, associates and joint ventures	**67**	6
Interest received	**60**	82
Taxation paid	**(389)**	(200)
Cash flow from operations	**1 915**	2 565
Dividends paid (including non-controlling interest)	**(257)**	(223)
Cash retained from operating activities	**1 658**	2 342
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisition of subsidiaries, investments and intangibles	**(271)**	(3)
Proceeds on disposal of subsidiaries, investments and intangibles	**185**	309
Net investment in leasing receivables	**56**	135
Acquisition of other property, plant and equipment	**(880)**	(565)
Replacement capital expenditure	**(305)**	(346)
Expansion capital expenditure	**(575)**	(219)
Proceeds on disposal of property, plant and equipment	**198**	68
Net cash used in investing activities	**(712)**	(56)
Net cash inflow before financing activities	**946**	2 286
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds on share issue	**6**	43
Shares repurchased for forfeitable share plan	**(21)**	
Proceeds from long-term borrowings	**2 653**	1 920
Repayment of long-term borrowings	**(1 470)**	(2 928)
Decrease in short-term interest-bearing liabilities	**(1 346)**	(826)
Net cash used in financing activities	**(178)**	(1 791)
Net increase in cash and cash equivalents	**768**	495
Cash and cash equivalents at beginning of year	**1 928**	1 627
Cash and cash equivalents held for sale at beginning of year	**6**	145
Effect of foreign exchange rate movement on cash balances	**52**	(106)
Effect of cash balances classified as held for sale		(6)
Effect of disposal of car rental Scandinavia on cash balances		(227)
Cash and cash equivalents at end of year	**2 754**	1 928
Cash balances not available for use due to reserving restrictions	**503**	413

** Reclassification of interest paid in the leasing business from cost of sales to finance costs.*

1. BASIS OF PREPARATION

The condensed financial information has been prepared in accordance with the framework concepts and the measurement and recognition requirements of International Financial Reporting Standards (IFRS), the AC 500 standards as issued by the Accounting Practices Board and the information as required by IAS 34: Interim Financial Reporting. The report has been prepared using accounting policies that comply with IFRS which are consistent with those applied in the financial statements for the year ended 30 September 2010, except for the new or amended Standards and new Interpretations adopted as detailed in note 8.

	Audited	
R million	**2011**	2010
2. RECONCILIATION OF NET PROFIT TO HEADLINE EARNINGS		
Net profit/(loss) attributable to Barloworld shareholders	**1 017**	(7)
Adjusted for the following:		
Loss on disposal of discontinued operations (IFRS 5)		289
Profit on disposal of subsidiaries and investments (IAS 27)	**(73)**	(38)
Realisation of translation reserve on disposal of foreign joint venture and subsidiaries (IAS 21)	**11**	(102)
Profit on disposal of properties (IAS 16)	**(213)**	(22)
Impairment of goodwill (IFRS 3)	**211**	152
(Reversal)/impairment of investments in associates (IAS 28) and joint ventures (IAS 31)	**(3)**	33
Impairment of plant and equipment (IAS 16)	**5**	51
Profit on sale of intangible assets (IAS 38)	**1**	4
Profit on sale of plant and equipment excluding rental assets (IAS 16)	**(7)**	(2)
Taxation effects of remeasurements	**30**	
Headline earnings	**979**	358
Headline earnings from continuing operations	**979**	443
Headline loss from discontinued operation		(85)
Weighted average number of ordinary shares in issue during the year (000)		
– basic	**210 708**	209 469
– diluted	**212 261**	210 187
Headline earnings per share (cents)		
– basic	**464,6**	170,9
– diluted	**461,2**	170,3
Headline earnings per share from continuing operations (cents)		
– basic	**464,6**	211,5
– fully diluted	**461,2**	210,7
Headline loss per share from discontinued operations (cents)		
– basic		(40,6)
– diluted		(40,4)

Condensed notes to the consolidated financial statements

for the year ended 30 September (continued)

R million	Audited 2011	2010
3. EXCEPTIONAL ITEMS		
Profit on disposal of properties, investments and subsidiaries	**286**	60
Realisation of translation reserve on disposal of foreign joint venture	**(11)**	
Impairment of goodwill	**(211)**	(152)
Reversal/(Impairment) of investments in associates and joint ventures	**3**	(33)
Impairment of plant and equipment	**(5)**	(51)
Gross exceptional profit/(loss) from continuing operations	**62**	(176)
Taxation charge on exceptional items	**(30)**	
Net exceptional profit/(loss) – total group	**32**	(176)
4. DISCONTINUED OPERATIONS AND ASSETS CLASSIFIED AS HELD FOR SALE		
The car rental Scandinavia business segment was sold on 31 July 2010.		
Results from discontinued operations are as follows:		
Revenue		1 219
Operating profit before items listed below (EBITDA)		104
Depreciation		(190)
Amortisation of intangible assets		(3)
Operating loss		(89)
Finance costs		(24)
Income from investments		4
Loss before taxation		(109)
Taxation		24
Net loss of discontinued operations before loss on disposal		(85)
Loss on disposal of discontinued operations		(289)
Realisation of translation reserve		102
Net loss on disposal of discontinued operations		(187)
Loss from discontinued operations per income statement		(272)
The cash flows from the discontinued operations are as follows:		
Cash flows from operating activities		(6)
Cash flows from investing activities		183
Cash flows from financing activities		(92)
Assets classified as held for sale consist of the following:		
– Automotive dealerships in the process of being sold	**13**	
– Logistics African and Asian trading business		52
	13	52
Liabilities directly associated with assets classified as held for sale consist of the following:		
– Automotive dealerships in the process of being sold	**5**	
– Logistics African and Asian trading business		58
	5	58

R million	Audited 2011	2010
5. DIVIDENDS		
Ordinary shares		
Final dividend No 164 paid on 17 January 2011: 55 cents per share (2010: No 162 – 70 cents per share)	**117**	147
Interim dividend No 165 paid on 13 June 2011: 50 cents per share (2010: No 163 – 20 cents per share)	**106**	42
	223	189
Paid to non-controlling interest	**34**	34
	257	223
Dividends per share (cents)	**155**	75
– interim (declared May)	**50**	20
– final (declared November)	**105**	55
6. CONTINGENT LIABILITIES		
Bills, lease and hire-purchase agreements discounted with recourse, other guarantees and claims	**1 316**	1 367
Litigation, current or pending, is not considered likely to have a material adverse effect on the group.		
The group has given guarantees to the purchaser of the coatings Australian business relating to environmental claims. The guarantees are for a maximum period of eight years up to July 2015 and are limited to the sales price received for the business. Freeworld Coatings Limited is responsible for the first AUD5 million of any claim in terms of the unbundling arrangement.		
Buy-back and repurchase commitments not reflected on the statement of financial position	**161**	224
The related assets are estimated to have a value at least equal to the repurchase commitment.		
There are no material contingent liabilities in joint venture companies.		
7. COMMITMENTS		
Capital expenditure commitments to be incurred:		
Contracted	**1 236**	1 016
Approved but not yet contracted	**80**	331
	1 316	1 347
Operating lease commitments	**2 009**	1 950
Finance lease commitments	**634**	820

Capital expenditure will be financed by funds generated by the business, existing cash resources and borrowing facilities available to the group.

8. ACCOUNTING POLICIES

The group adopted the following new and amended Standards and new Interpretations during the current year:

– IFRS 3 Business combinations (Improvement project May 2010)

– IAS 27 Consolidated and Separate Financial Statements (Improvement project May 2010)

9. RELATED PARTY TRANSACTIONS

There has been no significant change in related party relationships since the previous year.

Other than in the normal course of business, there have been no other significant transactions during the year with associate companies, joint ventures and other related parties.

10. EVENTS AFTER THE REPORTING PERIOD

No material events have occurred between the end of the reporting period and the date of the release of these financial statements.

11. AUDIT OPINION

The auditors, Deloitte & Touche, have issued their opinion on the group's financial statements for the year ended 30 September 2011. The audit was conducted in accordance with International Standards on Auditing. They have issued an unmodified audit opinion. These summarised provisional financial statements have been derived from the group financial statements and are consistent in all material respects, with the group financial statements. A copy of their audit report is available for inspection at the company's registered office. Any reference to future financial performance included in this announcement, has not been reviewed or reported on by the company's auditors.

In addition, Deloitte & Touche have issued a limited assurance report on the non-financial salient features included on page 21. Their report was issued in accordance with International Standards for Assurance Engagements 3000. They have issued an unmodified limited assurance report.

12. PREPARER OF FINANCIAL STATEMENTS

These condensed consolidated financial statements have been prepared under the supervision of IG Stevens BCom CA (SA).

Salient features
for the year ended 30 September

	Audited	
	2011	2010
Financial^		
Headline earnings per share (cents)	**465**	212
Dividend per share (cents)	**155**	75
Operating margin (%)	**4.6**	3.7
Net asset turn (times)	**2.7**	2.2
EBITDA/Interest paid (times)	**5.3**	4.1
Net debt/equity (%)	**35.5**	46.6
Return on ordinary shareholders funds (%)	**8.6**	3.9
Net asset value per share including investments at fair value (cents)	**5 839**	5 032
Number of ordinary shares in issue, including BEE shares (000)	**230 878**	230 452
Non-financial^#		
Energy consumption (Gj)	**1 807 244**	1 871 756
Greenhouse gas emissions (CO_2e tons)	**189 043**	201 733
Water consumption (Mℓ)	**767**	731
Number of employees	**18 671**	18 167
LTIFR*	**1.31**	1.51
Fatalities	**2**	1
Corporate social investment (R million)	**16**	11
BEE rating (level)	**2**	3

	Closing rate		Average rate	
Exchange rates (Rand)	**2011**	2010	**2011**	2010
United States Dollar	**8,04**	6,97	**6,91**	7,49
Euro	**10,79**	9,52	**9,67**	10,16
British Sterling	**12,52**	10,99	**11,12**	11,68

**Lost-time injuries x 200 000 divided by total hours worked.*
^Continuing operations.
#Limited assurance (note 11).

Operating segments (audited)
for the year ended 30 September

R million	Revenue Year ended 30 Sept 2011	Revenue Year ended 30 Sept 2010	Operating profit/(loss) Year ended 30 Sept 2011	Operating profit/(loss) Year ended 30 Sept 2010 Reclassified*
Equipment	**18 687**	12 233	**1 352**	656
Automotive and Logistics	**26 415**	24 505	**911**	910
Handling	**4 709**	4 086	**72**	(3)
Corporate	**12**	6	**(46)**	(45)
Total continuing operations	**49 823**	40 830	**2 289**	1 518
Car rental Scandinavia		1 219		(89)
Total discontinued operations		1 219		(89)
Total group	**49 823**	42 049	**2 289**	1 429

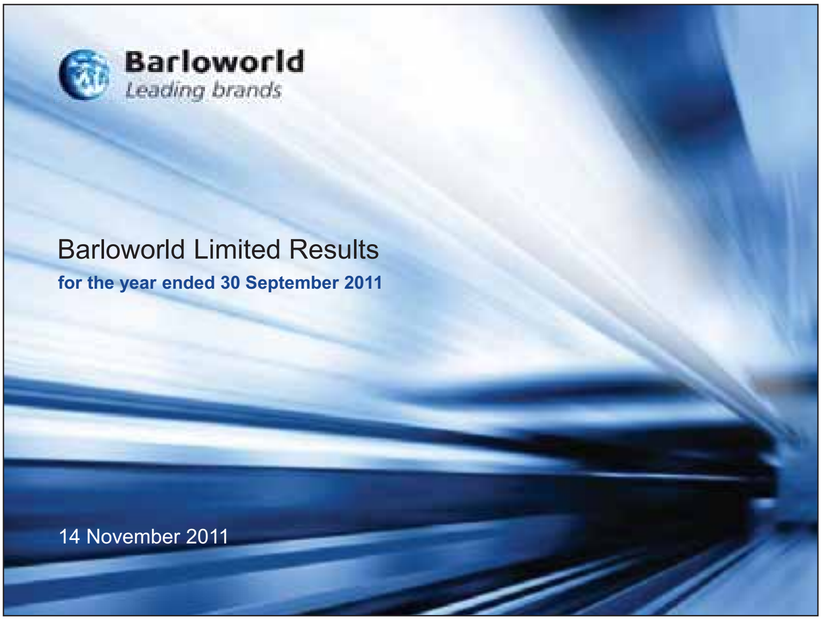
** Reclassification of interest paid in the leasing business from cost of sales to net finance costs.*

	Fair value adjustments on financial instruments Year ended 30 Sept		Operating profit/(loss) including fair value adjustments Year ended 30 Sept		Net operating assets/ (liabilities) 30 Sept	
	2011	2010	**2011**	2010 Reclassified*	**2011**	2010 Reclassified*
	(89)	(58)	**1 263**	598	**6 940**	5 616
	3	(5)	**914**	905	**8 736**	8 311
	17	(28)	**89**	(31)	**1 562**	1 491
	4	2	**(42)**	(43)	**(302)**	108
	(65)	(89)	**2 224**	1 429	**16 936**	15 526
				(89)		
				(89)		
	(65)	(89)	**2 224**	1 340	**16 936**	15 526

Barloworld
Leading brands

Barloworld Limited

Audited results for the year ended 30 September 2011


Barloworld
Leading brands
Barloworld Limited Results
for the year ended 30 September 2011
14 November 2011


Overview
Clive Thomson
CEO, Barloworld Limited
Barloworld
Leading brands
2

Financial highlights

Revenue up **22%** to **R49 823m**

Operating profit up **51%** to **R2 289m**

HEPS from continuing operations up **120%** to **465 cents**

Strong cash generation from operations **R3 104m**

Net debt to equity declines to **36%** from **47%**

Total dividend of **155 cents** per share up **107%**

Barloworld
Leading brands

3

Operational highlights

Division	
Equipment	• Strong overall performance on back of mining sector demand • Russian dealership acquisition delivers ahead of expectation • Market leadership gains across all geographies • Sizeable investments in facility expansion across southern Africa and Russia • In Iberia, significant contract awards notwithstanding deteriorating trading environment • Global power systems strategy gains traction
Automotive and Logistics	• Pleasing overall performance in competitive trading environment • Automotive and Logistics integration progressing well • Avis coach charter and fuel management business acquired • Sale of loss making Logistics MEA non-corporate trader business • Final cash received on disposal of car rental Scandinavia
Handling	• Substantial turnaround in business profitability • Successful agriculture expansion into Russia and Mozambique • SEM performance strong with products introduced into Russia and Mozambique

Barloworld
Leading brands

4

Financial Review

Don Wilson
Finance Director

Barloworld
Leading brands

5

Income statement highlights

Continuing operations (Rm)	2011	2010*	% chg
Revenue	**49 823**	40 830	*22*
EBITDA	**3 993**	3 318	
Operating profit	**2 289**	1 518	*51*
Fair value adjustments on financial instruments	**(65)**	(89)	
Net finance costs	**(693)**	(725)	
Exceptional items	**62**	(176)	
Taxation	**(566)**	(203)	
Secondary Tax on Companies	**(18)**	(25)	
Income from associates	**71**	16	
Net profit from continuing operations	**1 080**	316	
HEPS from continuing operations (cents)	**465**	212	*120*
Group HEPS (cents)	**465**	171	*172*

** Reclassification of interest paid in the leasing business from cost of sales to net finance costs*

Barloworld
Leading brands

6

Income statement highlights

Continuing operations (Rm)	2011	2010*	% chg
Revenue	**49 823**	40 830	22
Equipment	***18 687***	*12 233*	*53*
Southern Africa	***12 578***	*8 379*	*50*
Europe	***3 574***	*3 854*	*(7)*
Russia	***2 535***	*-*	
Automotive and Logistics	***26 415***	*24 505*	*8*
Handling	***4 709***	*4 086*	*15*
Corporate	***12***	*6*	*100*

Average exchange rates (Rand)	2011	2010
United States Dollar	**6.91**	7.49
Euro	**9.67**	10.16
British Sterling	**11.12**	11.68

** Reclassification of interest paid in the leasing business from cost of sales to net finance costs*

Barloworld
Leading brands

7

Income statement highlights

Continuing operations (Rm)	2011	2010*	% chg
Revenue	**49 823**	40 830	22
EBITDA	**3 993**	3 318	
Operating profit	**2 289**	1 518	51
Equipment	***1 352***	*656*	*106*
Southern Africa	***1 228***	*725*	*69*
Europe	***(102)***	*(69)*	*48*
Russia	***226***	*-*	
Automotive and Logistics	***911***	*910*	
Handling	***72***	*(3)*	
Corporate	***(46)***	*(45)*	

** Reclassification of interest paid in the leasing business from cost of sales to net finance costs*

Barloworld
Leading brands

8

Statement of financial position

Rm	2011	2010
Non-current assets	12 667	11 626
Current assets (excluding cash)	15 511	12 136
Cash and cash equivalents	2 754	1 928
Total assets	30 932	25 690
Interest of all shareholders	12 652	10 826
Total debt	7 243	6 977
Other liabilities	11 037	7 887
Total equity and liabilities	30 932	25 690
Net debt	4 489	5 049

Barloworld
Leading brands

9

Summarised statement of cash flows

Rm	2011	2010*
Operating cash flows before working capital	4 528	3 599
(Increase)/decrease in working capital	(27)	1 069
Net investment in leasing assets and vehicle rental fleet	(1 397)	(1 056)
Cash generated from operations	3 104	3 612
Other net operating cash flows	(1 189)	(1 047)
Dividends paid	(257)	(223)
Net cash retained from operating activities	1 658	2 342
Net cash used in investing activities	(712)	(56)
Net cash inflow	946	2 286

Barloworld
Leading brands

10

Ongoing strong working capital management

Rm	2011	2010
Inventories – (increase)/decrease	**(1 359)**	1 296
Receivables – (increase)	**(791)**	(343)
Payables – increase/(decrease)	**2 123**	116
Total working capital – (increase)/decrease	**(27)**	1 069

Rm	2011	2010
Equipment southern Africa	**100**	1 304
Equipment Europe	**5**	270
Equipment Russia	**(135)**	-
Automotive and Logistics	**(37)**	(530)
Handling	**42**	121
Other	**(2)**	(96)
Total working capital – (increase)/decrease	**(27)**	1 069

Barloworld
Leading brands

11

Segmental gearing

Group segmental gearing ratios are as follows:

Debt to equity (%)	Trading	Leasing	Car Rental	Total group	
Target range	30 - 50	600 - 800	200 - 300	Gross	Net
30 September 2011	**30**	**577**	**196**	**57**	**36**
31 March 2011	40	627	161	69	58
30 September 2010	34	482	202	64	47

- Net debt of R4 489m *(Sep 2010: R5 049m)* decreased by R560m
- Fitch A+ rating maintained, stable outlook
- Capital structure strong

Barloworld
Leading brands

12

Improving debt maturity profile

Interest bearing debt		Redemption	
Rm	Total	Short-term	Long-term
South Africa	6 500	1 141	5 359
Offshore	743	580	163
Total debt September 2011	**7 243**	**1 721**	**5 522**
Total debt September 2010	6 977	2 692	4 285

- Ratio of long-term to short-term debt 76:24 *(Sep 2010 – 61:39)*
- BAW1 bond (R1 270m) refinanced in July
- Replacing £80m Plc Syndicated Loans with £100m bilateral loans – 4-5 year maturity
- R6.4bn unutilised bank facilities at September 2011
- Cash and cash equivalents R2 754m *(Sep 2010 – R1 928m)*

Well placed to fund future growth opportunities

Barloworld
Leading brands

13

Operational overview

Barloworld
Leading brands

14

Divisional overview

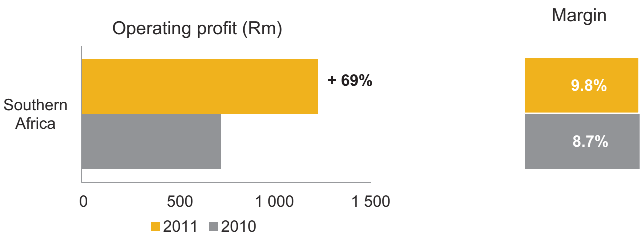
Equipment

Barloworld
Leading brands

15

Operational review – Equipment southern Africa

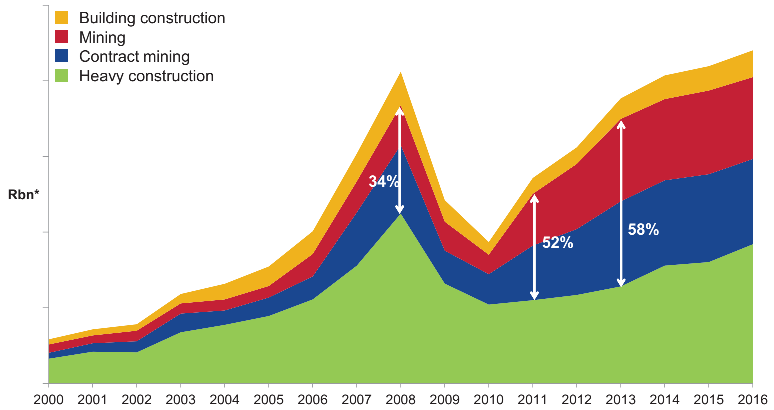
- Exceeded 2008 peak revenue levels achieving R12 578m at 50% growth
- Operating profit growth of 69% to R1 228m, with 9.8% operating margin achieved
- Emerging markets drove commodity-backed demand in mining and contract mining
- Record product support revenues driven by high utilisation of active mining machine population
- Cash generation of R913m notwithstanding significant investments made
- Investment in facilities and skills development is high priority for improving capability and capacity



Barloworld
Leading brands

16

Market outlook– Southern Africa



** Constant Rand 2008 value*

Barloworld
Leading brands

17

Progress on projects in Mozambique

Vale

- US$116m new units; US$72m MARC over 5 year period
- Currently 24 x 793 OHTs operating
- Additional 6 x 793 OHTs to be delivered by December 2011
- Order received from Vale for 10 x 797 OHTs mega mining trucks
- First 797 OHT arrived in October; assembly 50% complete
- First CAT 6090 shovel in Mozambique to arrive first quarter 2012

Riversdale

- Potential 20m tons coal/year for 25 years (US$1bn mining project)
- Currently 14 x 793 OHTs operating

Barloworld
Leading brands

18

Jwaneng Cut 8 Project update – Botswana

Mining Contractor Award

Majwe Mining consortium has mobilised at Jwaneng

- 100% of support equipment selected is Caterpillar and Atlas Copco
- F 2011 deliveries – 12 units, P 80m
- F 2012 back orders – 13 units, P 137m

Barloworld Leading brands

19

Caterpillar Inc. acquisition of Bucyrus International

- Transaction completed on 8th July 2011
- Caterpillar now participates in 75% of mining equipment value chain versus 25% pre-acquisition
- We have entered into preliminary confidential discussions with Caterpillar in relation to the possible acquisition of Bucyrus distribution rights in our territories
- We are still in the early stages of this process and it is too early to estimate with any accuracy the possible impact on future cash flows and profitability

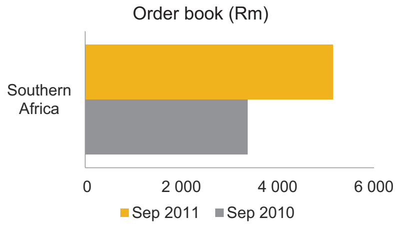
Barloworld Leading brands

20

Equipment – southern Africa

Outlook

- Firm back orders at R5.2bn, up from R3.4bn in Sept 2010
- Strong results expected in 2012 on emerging market driven commodity-backed mining activity
- Flat year expected in construction with prospects for rail and port infrastructure
- CRC expansion projected to double throughput and improve efficiencies
- Mozambique, Botswana and Zambia to continue delivering pleasing results
- Angola to continue recovery



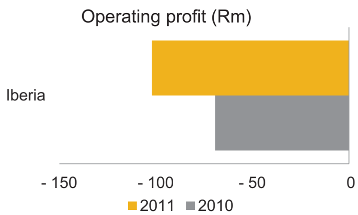
Equipment

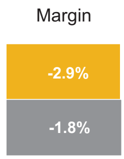
Iberia

Operational review – Equipment Iberia

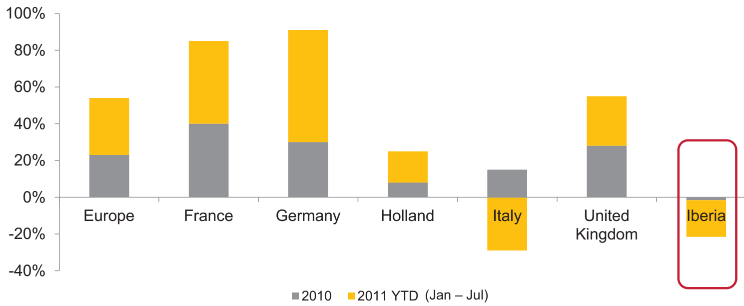
Performance

- Revenue down by 7% as Iberian market continues to contract
- Restructure costs of R71m (€7.5m) compared to R58m (€4.8m) in 2010
- Positive cash flows of €5m following further reductions in working capital and rental fleets
- Major market share gains in large and core machines
- Significant package deals awarded with delivery from 2012 to 2014
- Sizeable engine deal with Spanish shipyard awarded post year end (€12.8m)



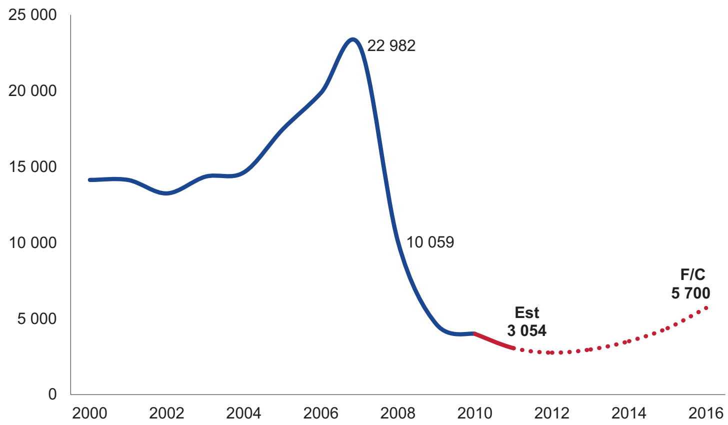


New equipment market conditions in Europe – Industry growth



- Industry markets located in Mediterranean continue to feel the effects of the Eurozone crises
- Management focus remains on market penetration, product support and cost control
- Working capital reductions, closure of unprofitable facilities and rental fleet rollouts continue
- Training investment maintained to support aftermarket revenues

Industry unit outlook – Iberia



Barloworld
Leading brands

25

Recent large deals awarded in Spain – machines

		Delivery		Timing of Iberian delivery			
US$m	Deal value	Outside Iberia	Inside Iberia	2011	2012	2013	2014
Victorino Alonso[1]	**285**	-	285	-	61	199	25
EPSA[1]	**286**	264	22	11	11	-	-
Transportes Peal[2]	**131**	98	33	-	7	14	12

[1] Victorino Alonso and EPSA deals both extended since March 2011
[2] Closed in October 2011

Barloworld
Leading brands

26

Power systems - success in Marine Market

- 2 x tugboats (Portugal)
- Delivery: 2012
- Prime product sale: €2m

- 6 x patrol boats (Angola)
- Delivery: 2012
- Prime product sale: €1.6m

- 1 x patrol boat (Argelia)
- Delivery 2012
- Prime product sale: €0.2m

- 2 x offshore vessels (North Sea)
- Delivery: 2012 and 2013
- Prime product sale: €9m

Confirmed order
€12.8m

Barloworld
Leading brands

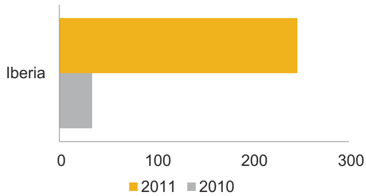
27

Equipment – Iberia

Outlook

- Challenging macro economic environment with further market contraction expected for 2012
- Order book, boosted by large package deals, delivers from 2012 to 2014
- Continued focus on growing market share while maintaining margins
- Further rationalisation underway will impact first half 2012 profitability
- Restructuring will position the business to achieve acceptable returns as market recovers
- Continued focus on cash generation and asset efficiency

Order book (€m)



Barloworld
Leading brands

28

Equipment

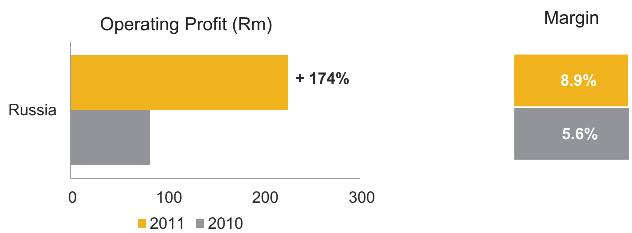
Russia

29

Operational review – Equipment Russia

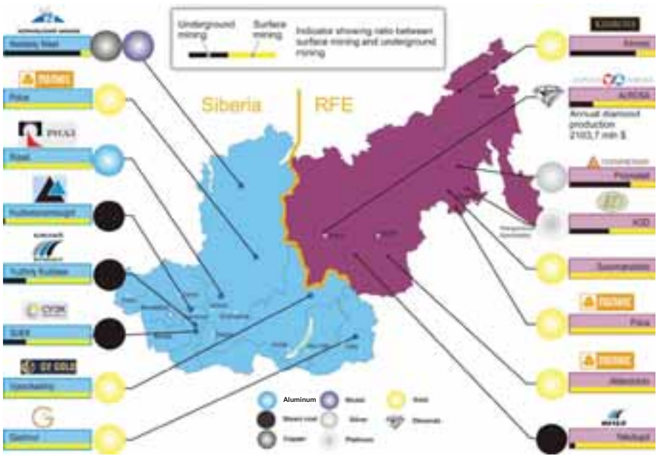
Performance

- Record full year result generating R2 535m in revenue, growth of 80%
- Excellent growth in operating profit to R226m, at 8.9% margin
- Driven by strong mining activity and aftermarket business
- World-class service centre opened in Novosibirsk in 2011 to capitalise on growth
- Generated positive cash flow notwithstanding significant investment



30

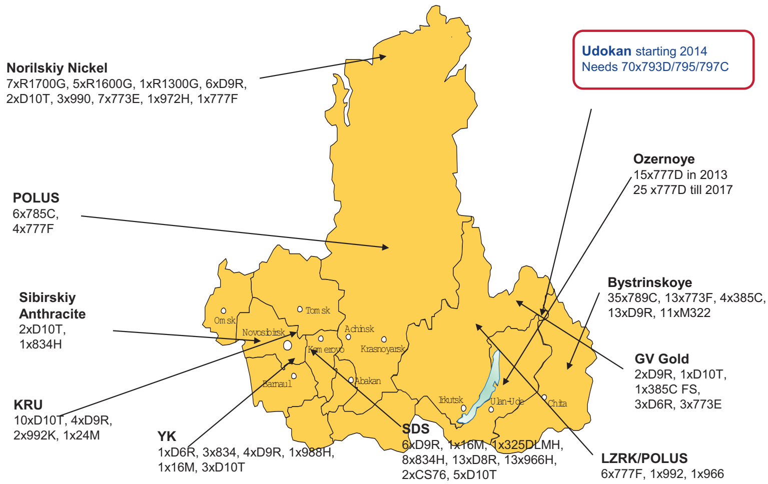
Diversity of customer and commodity exposure



Barloworld
Leading brands

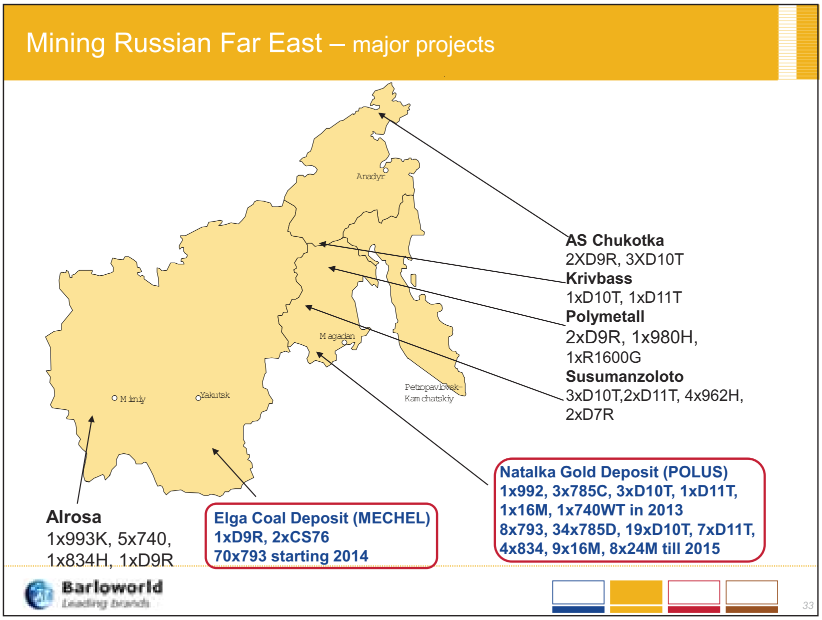
31

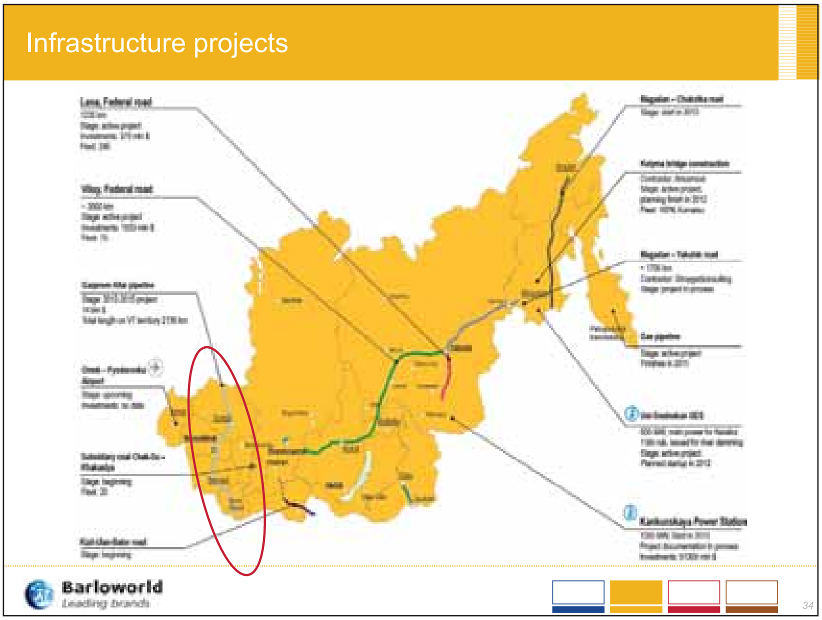
Mining Siberia – Major Projects



Barloworld
Leading brands

32


Mining Russian Far East – major projects
Anadyr
Magadan
Mirniy
Yakutsk
Petropavlovsk-Kamchatskiy
AS Chukotka
2XD9R, 3XD10T
Krivbass
1xD10T, 1xD11T
Polymetall
2xD9R, 1x980H,
1xR1600G
Susumanzoloto
3xD10T,2xD11T, 4x962H,
2xD7R
Natalka Gold Deposit (POLUS)
1x992, 3x785C, 3xD10T, 1xD11T,
1x16M, 1x740WT in 2013
8x793, 34x785D, 19xD10T, 7xD11T,
4x834, 9x16M, 8x24M till 2015
Alrosa
1x993K, 5x740,
1x834H, 1xD9R
Elga Coal Deposit (MECHEL)
1xD9R, 2xCS76
70x793 starting 2014
Barloworld
Leading brands
33


Infrastructure projects
Lena, Federal road
Vilyuy, Federal road
Magadan – Chukotka road
Kolyma bridge construction
Magadan – Yakutsk road
Gas pipeline
Kamchatskaya Power Station
Barloworld
Leading brands
34

New service and component rebuild facility, Novosibirsk

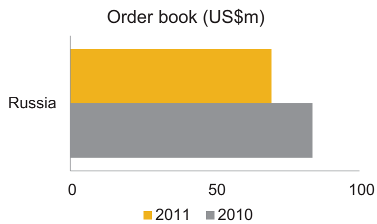
Barloworld
Leading brands

35

Equipment – Russia

Outlook

- Strong mining activity expected to support healthy order book
- Renewed government investment in infrastructure driving construction prospects
- Construction of new facilities in Irkutsk and Magadan regions to support aftermarket growth
- Power business to deliver continued growth on back of healthy order book



Barloworld
Leading brands

36

Divisional overview

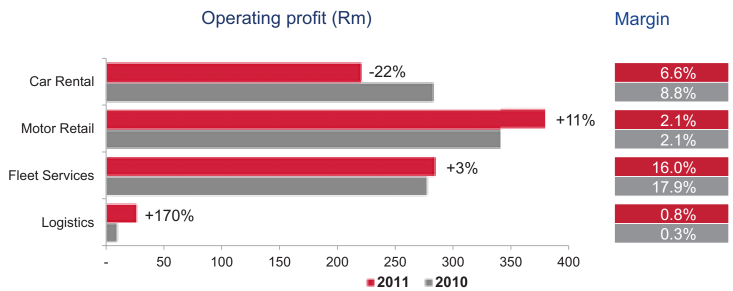
Automotive and Logistics

Barloworld
Leading brands

37

Operational review – Automotive and Logistics

- Revenue: R26.4bn (FY'10: R24.5bn) – up 8%
- Operating profit R911m (FY'10: R910m)
- Operating margin for the year 3.5%
- Operating profit for H2'11 R518m (H2'10: R460m)
- Operating margin for H2'11 3.9% (H2'10: 3.8%)



Barloworld
Leading brands

38

Car Rental

- Improving rental volumes
- Rental revenue per day declines in competitive trading environment
- Normalised used vehicle profits – R42m negative impact
- Maintained fleet utilisation at 74%
- H2'11 produced a better result than H2'10 which included FIFA World Cup benefit
- Leasing of rental fleet reduces operating profit by R63m (2010: R42m) but no PBT impact

Car Rental – southern Africa	*FY'11 (growth)*
Rental days	*+2.4%*
Rental revenue per day	*-3.3%*

Barloworld
Leading brands

39

Motor Retail

Southern Africa delivered a good result

- Increased new vehicle unit sales
- Continued strong finance and insurance contribution
- Aftersales remains under pressure

Australia delivered a record result

- Improved margins from new vehicle sales
- Solid performance from parts and service

Motor retail FY'11 (growth)	*Southern Africa*	*Australia*
New unit sales (Oct 2010 – Sept 2011)	*+19%*	*-3.2%*
Parts revenue	*-0.5%*	*+12%*
Service hours	*-1.5%*	*+1.3%*

Barloworld
Leading brands

40

Fleet Services

- Satisfactory result in low interest rate environment
- Prudent financed fleet growth
- Strong growth in fleets under maintenance
- Further improvements in used vehicle profitability

Fleet Services	*FY'11 (growth)*
Finance fleet	*+4%*
Under maintenance	*+23%*
Total vehicles under management	*+21%*

Barloworld
Leading brands

41

Logistics

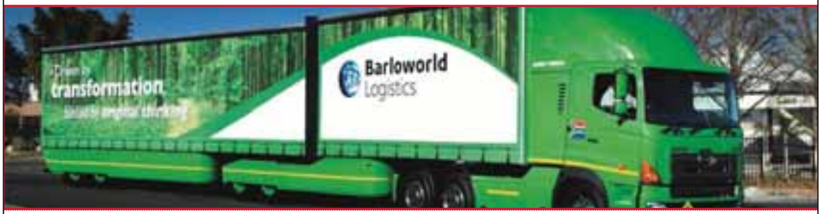
Southern Africa

- Ellerines contract settling well; improved volumes in supply chain management
- Higher volumes through Barloworld Equipment
- Awarded 10 year contract for dedicated transport services to Meadow Feeds from 1 October 2011

Europe, Middle East and Asia

- Rationalisation and cost control taking effect, however lower volumes continue
- Renegotiated contract in SAT supported the result

Exited loss making African and Asian non-corporate trader businesses end Feb 2011



Barloworld
Leading brands

42

Divisional overview

Handling

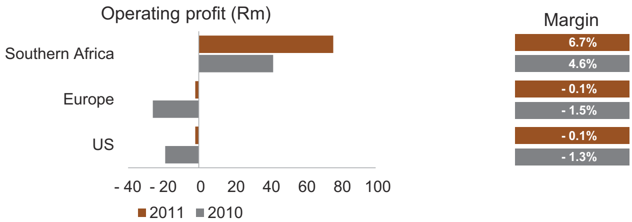
Barloworld
Leading brands

43

Operational review – Handling

Performance

- Strong turnaround generates divisional operating profit of R72m (FY10 R3m loss)
- Agriculture SA grows strongly on the back of improved sentiment and low cost tractors
- Start-up agricultural operations in Mozambique and Siberia showing potential
- All European operations profitable, but small start-up loss in Siberia
- Strong sales growth drives significantly reduced loss in US
- New equipment market share growth in Belgium, Netherlands and Agriculture
- Continued tight asset control; working capital down from 50 days to 41 days



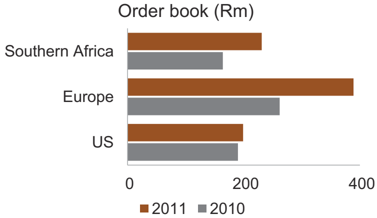
Barloworld
Leading brands

44

Handling

Outlook

- Sales-based recovery continuing in Hyster operations
- New low cost tractor ranges now fully available
- Further growth in agricultural footprint being explored
- Investment in people has enhanced our sales, service capability and customer focus
- 'Form the Future' project will allow enhanced leverage of cost and asset base
- Business development teams addressing major new solutions opportunities
- End September order book up by 33% over last year-end



Barloworld
Leading brands
45

Outlook

Barloworld
Leading brands
46

Outlook

Division	
Equipment	• Commodity prices are at levels that should continue to be favourable for mining investment • Strong performance to continue in southern Africa and Russia on the back of mining demand • Iberian industry to remain depressed on general Eurozone weakness • Further restructure costs in Iberia will position business for future profitability • Expected growth in Power Systems
Automotive and Logistics	• Car Rental: Current positive momentum to continue despite competitive trading environment • Motor Retail: A solid performance expected in southern Africa and Australia • Fleet Services: Continued growth expected across all product offerings • Logistics: Integration benefits as well as improving volumes and margins expected
Handling	• Sales-led recovery to continue in Handling operations on back of stronger order books • Expansion of agriculture footprint to yield medium term benefits • Strong growth expected in SEM product line

Barloworld
Leading brands

47

Outlook

Clive Thomson, CEO of Barloworld, said:

"We have been pleased with the overall performance in 2011 and expect to maintain the positive momentum into the new financial year

While commodity prices are off their highs, they are anticipated to remain favourable for mining investment and production

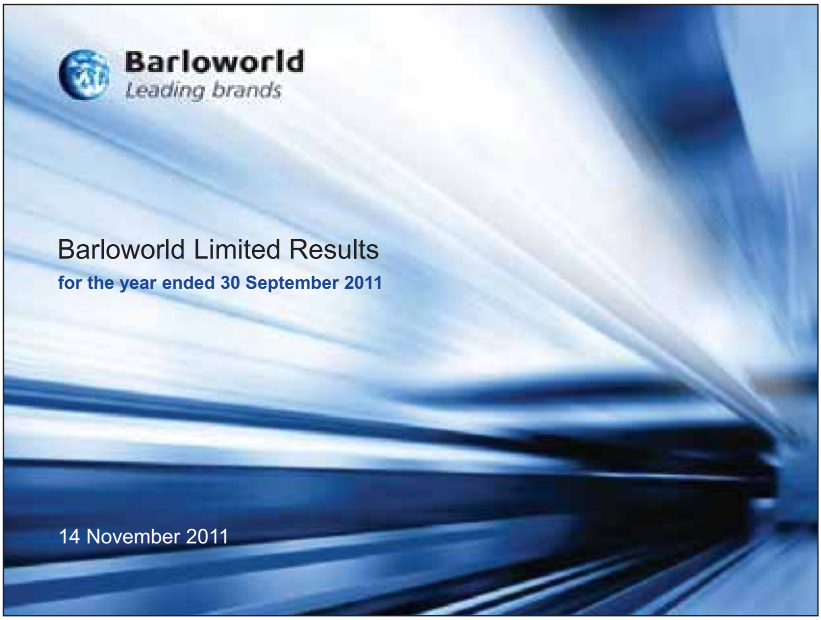
This will benefit trading in the first half of 2012, while growth in the second half will be slower due to the higher base

Overall we expect to make solid progress in the year ahead".

14 November 2011

Barloworld
Leading brands

48


Barloworld
Leading brands
Barloworld Limited Results
for the year ended 30 September 2011
14 November 2011

BASTION GRAPHICS

Barloworld
Leading brands

www.barloworld.com