

BARLOWORLD LIMITED RISK MANAGEMENT PHILOSOPHY

The assumption of risk is inherent in all businesses.

Barloworld Limited recognises that in its mission to create on going and sustainable value for all its stakeholders, cognisance needs to be taken of risks, both strategic and operational, which are commensurate with the returns that are expected.

The company has a responsibility to evaluate and manage risk in such a way that the interests of all our stakeholders are effectively considered.

This is essential to us achieving our 2015³ vision and will promote the underlying quality and sustainability of our businesses for the benefit of all.

Clive Thomson

Chief Executive

