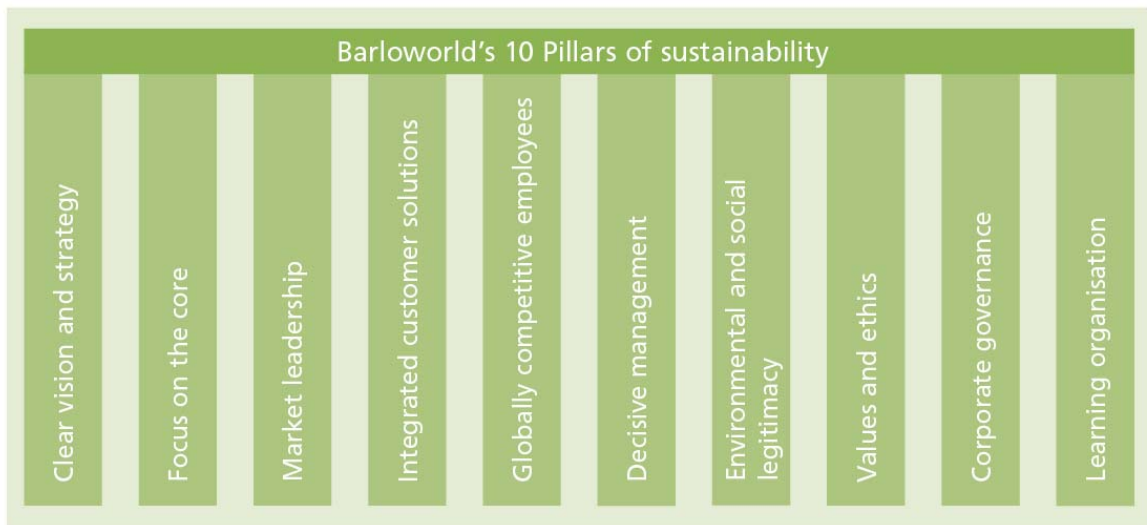


BARLOWORLD 10 PILLARS OF SUSTAINABILITY



1. Clear vision and strategy

- Develop a vision that inspires our people
- Clearly communicate the vision so that it is understood
- Develop a clear strategy that delivers top quintile returns
- Develop a geographic expansion strategy that optimises global growth opportunities

2. Focus on the core

- Limit the number of core businesses
- Regularly review which businesses should remain core
- Only grow areas that are aligned to the core
- Critically review all potential new core businesses

3. Market leadership

- Develop strategies to achieve market or sector leadership in each of our core businesses
- Develop and align common goals with principals
- Plan to exit from businesses where we cannot attain market leadership or sector leadership
- Plan to exit from businesses where there is insufficient return on management effort (ROME)

4. Integrated customer solutions

- Focus on the customer
- Strategically segment customers and determine their fundamental needs
- Provide flexible, value adding, integrated solutions to those needs
- Commit to exceeding customer expectations and continuously growing value to the customer

5. Globally competitive employees

- Attract and retain the best employees
- Develop our people to globally competitive standards
- Recognise and reward good performance and rectify poor performance
- Ensure succession plans at all critical levels
- Inculcate the Barloworld leadership philosophy
- Celebrate successes and have fun

6. Decisive management

- Strive to deliver clear, decisive and inspiring leadership
- Implement decisions rapidly
- Acknowledge mistakes and take corrective action
- Intervene where business performance is unsatisfactory
- Exit business where corrective action fails

7. Environmental and social legitimacy

- Accept that we are custodians for future generations and proactively engage in global sustainability issues
- Ensure that business strategies are legitimate in the eyes of the communities and governments where we operate
- Commit to leading in empowerment and transformation (BEE)
- Adopt a caring approach towards the socio-economic issues of the communities where we operate
- Strive towards reducing the environmental impacts of our business activities and minimising our carbon footprint

8. Values and ethics

- Focus on doing what is right
- Behave in line with our Code of Conduct
- Act in accordance with our Code of Ethics
 - Be fair
 - Obey the law
 - Be honest
 - Respect others
 - Protect the environment
- Always remember “Our word is our bond”

9. Corporate governance

- Manage business risks to enhance and protect shareholder value rather than to eradicate all risk
- Comply with all relevant laws, regulations and standards
- Ensure that investor and public communication is beyond reproach
- Ensure financial prudence in all dealings
- Comply with the group risk philosophy
- Implement effective controls that protect stakeholder value

10. Learning organisation

- Constantly look at re-inventing ourselves through :
 - exploration
 - innovation
 - learning – especially from mistakes
 - sharing – best practices and successes