



TRENCOR

50.75

FIFTY YEARS SINCE LISTING
ON THE JOHANNESBURG STOCK
EXCHANGE

SEVENTY-FIVE YEARS SINCE
STARTING BUSINESS AS JD DU PLESSIS
AND COMPANY

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From a Springbok garage to a global footprint

Trencor has changed form and focus over four major phases: 1929/30: A small town General Motors dealer that started a one-truck transport business. 1955: The transport business listed on the JSE and became a national enterprise. 1967 – 1980: Expanded into allied businesses, such as trailer manufacturing, tyre merchandising and retreading and container manufacturing. 1980 – PRESENT: Container leasing worldwide, one of the two leading companies in the industry, and logistics.

BEGINNINGS IN ROAD TRANSPORT Trencor has its origins in 1929 in Springbok, then a town of 2 000 people in Namaqualand, South Africa. JD du Plessis & Co, later named Jowells Garage & Transport, started as a General Motors dealership in the midst of the Great Depression and a major drought. When the government withdrew its road transport service to the area in the arid North Western Cape in 1930, the founders, Joe Jowell and Jaap du Plessis, converted a Buick



car to a truck and started a road transport service for the Namaqualand community. This in due course became a nationwide carrier operating as Jowells Transport, Stuarts Transport, CrossCape Express and Skynet Worldwide Express.

GOING PUBLIC ... AND EXPANDING INTO TRAILERS AND TYRES In 1955, the company changed its name to Transport and Engineering Investment Corporation (subsequently Trencor) and listed on the Johannesburg Stock Exchange. In the late '60s, Trencor expanded into allied businesses by acquiring the Henred Trailer Manufacturing Company and subsequently expanded it with the acquisition of Fruehauf SA to become Henred Fruehauf Trailers, the largest trailer manufacturer in the country. The group expanded further by acquiring TrenTyre and, in 1977, joint control of Mastertreads to become the major tyre business (excluding international manufacturers) in South Africa.

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MAKING CONTAINERS FOR EXPORT

In the late '70s Henred Fruehauf Trailers began manufacturing dry freight marine cargo containers for export from its factory at Isithebe, KwaZulu-Natal. Twenty-five years ago, in 1980, Trencor invested in a small container leasing business – later to become Textainer.

In the '80s, Trencor diversified through the acquisition of interests in various other businesses: Indian Ocean Export Group (an exporter of goods), Wolverine/Trentrade (vehicle components industry), Ocean Container Investments (tank container management) and Waco International (a large diversified listed industrial group).

Trencor was placed first in 1991 and again in 1992 in the Business Times' Top 100 Companies listed on the JSE. In each of the six years from 1988 to 1993, despite an increasing base, Trencor was placed in the top six.

A FOCUS ON CONTAINERS *In the mid-90s, with the advent of globalisation and generally a greater emphasis on core activities, Trencor embarked on a strategy to focus on the international*

container industry. The transport division was sold to management and an empowerment consortium while other interests were sold over a period of years. A further large strategic investment was made in Textainer.

The group also secured an interest in supply chain management through Trencor Solutions.

Textainer (now 73% owned) which has its administrative headquarters in San Francisco, is primarily engaged in owning, leasing and managing standard and special dry freight marine cargo containers. Today it has a fleet of more than 1,1 million TEU (20-foot equivalent unit) under management, equivalent to some 14% of the container leasing industry. Its customers include virtually all of the leading international shipping lines, which are served by Textainer's own offices, agents and depots strategically located in markets throughout the world. Interests were also acquired in TPI, an international tank container management company, and in TAC and Primesource, which own containers that are managed by various equipment managers.



The group's container manufacturing operations were further expanded in the 1990s with the doubling of the Isithebe dry freight plant and the manufacture, in Cape Town, of folding flatrack containers at Montague Gardens and stainless steel tank containers at a new factory in Parow. However, increased competition from China together with the negative effects on exports as a result of regulatory changes seriously affected the viability of manufacturing dry freight containers in South Africa and the Isithebe plant was closed at the end of 1999. The Montague Gardens and Parow facilities closed in 2001 and 2004 respectively.

SUPPLY CHAIN LOGISTICS During the late '90s the offshore operations of Trenchor Solutions were extended and in 2001 merged with MicroStar Logistics, a business leasing beer kegs in the North West of USA, to form TrenStar Inc, based in Denver USA. Now 56% owned, TrenStar manages, or owns and leases out returnable packaging equipment. It provides the tracking technology and software solutions for logistics management in the supply chain. It has large contracts with three major UK beer brewers and has extended to smaller

contracts, for instance with Lufthansa (in air cargo) as well as with hospitals and Firestone in the USA.

THE CORE ACTIVITIES TODAY In December 2001, the management of the tank container fleet was transferred from TPI to Exsif, and the trailer division of Henred Fruehauf Trailers was merged with SA Truck Bodies Group in exchange for a 40% interest in the merged entity. The sale of this interest in March 2004 marked the completion of the process of focusing on our core activities.

Textainer is the major component of Trenchor's business. It has offices and depots in 53 countries and is the industry's most reliable supplier of new containers, purchasing an average of 91 000 TEU annually for the last ten years – a total of US\$1,4 billion.

Today, the group's core business focus worldwide is:

- owning, leasing and managing marine cargo containers;*
- owning and leasing various types of returnable packaging units (such as beer kegs) together with the appropriate technology and hardware, such as transponders and software systems;*
- supply chain and other mobile asset management services;*
- and finance related activities.*

1929

A man of Namaqualand

The founder of Trencor, Joe Fowell (1905–1973), who arrived in Springbok in 1929. His drive and work on public bodies played a large part in the development of Namaqualand.



From a backyard
workshop to modern
premises

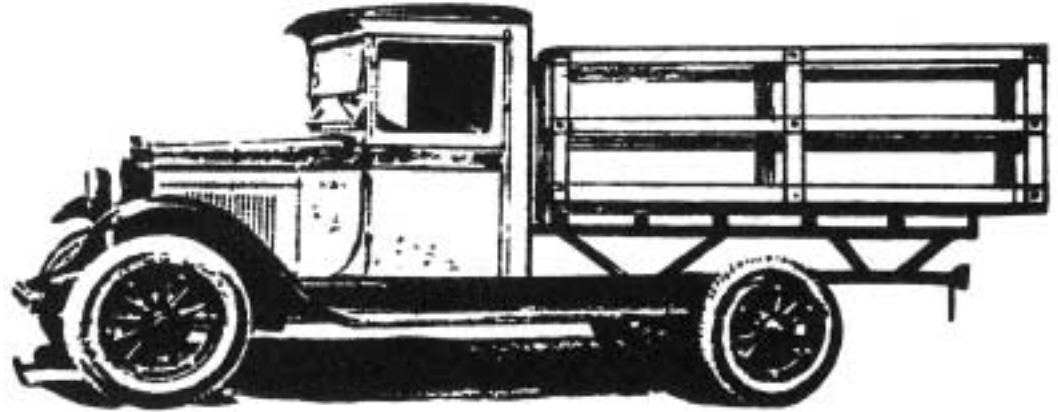
*The earliest
known photograph of the
JD du Plessis & Company
garage. The founders,
Jaap du Plessis and Joe
Jorwell, initially operated their
partnership from a
workshop in the backyard
of Jaap's home.*



1930

How it all began

A sketch of Plaatjie, the hybrid truck that proved to be the forerunner of a major transport group. Plaatjie was the response of founders Joe Jowell and Jaap du Plessis to an urgent plea by traders to move goods from Bitterfontein station to Springbok after the SA Railways terminated its road transport service to Springbok on 30 June 1930. Jaap converted an old Buick car into a truck in three days. Joe and wife, Bessie, made the first trip to Bitterfontein and back in 12 hours.



Drivers providing essential services

Frikkie Oppel, a driver who joined the business in 1934. Drivers had to be skilled to contend with primitive road conditions—steep hills, dusty and corrugated road surfaces in summer and slippery, muddy roads in winter.



1942

And then it
became Jowells

*Jowells Garage after
Jaap du Plessis retired
and Joe Jowell became
the sole owner.*



Following in father's footsteps

Bessie Jowell and her sons, Cecil and Neil, who joined their father in the business in 1958 and 1956, respectively. After Joe's death on 16 January 1973, Neil succeeded his father as chairman of Trenchor and Cecil took over the chairmanship of Mobile Industries Ltd, which has a 47% interest in Trenchor.



1946

An expanding economy

Post-war and the time of the first big lorries as the Namaqualand economy expanded. A Leyland Beaver struggles up Anenous Pass.



1949

Helping to build Namaqualand

A vehicle train – in front and at the back are 10-ton Leyland Hippos and in the middle a 20-ton low-bed trailer. The two drivers had to change gear simultaneously and the signal to do so was given by the front driver – hand raised, change up and hand down, change down.



1955

A new look

Jowells Garage & Transport was modernised. Sam Abramson, a Cape Town architect who had grown up in Springbok, was commissioned for the alterations.



Assorted loads

Part of the fleet in the loading yard. Jowells operated 45 trucks which travelled two million miles a year, carrying a vast assortment of loads, from people and farm produce to base minerals and explosives.



1955

A major employer

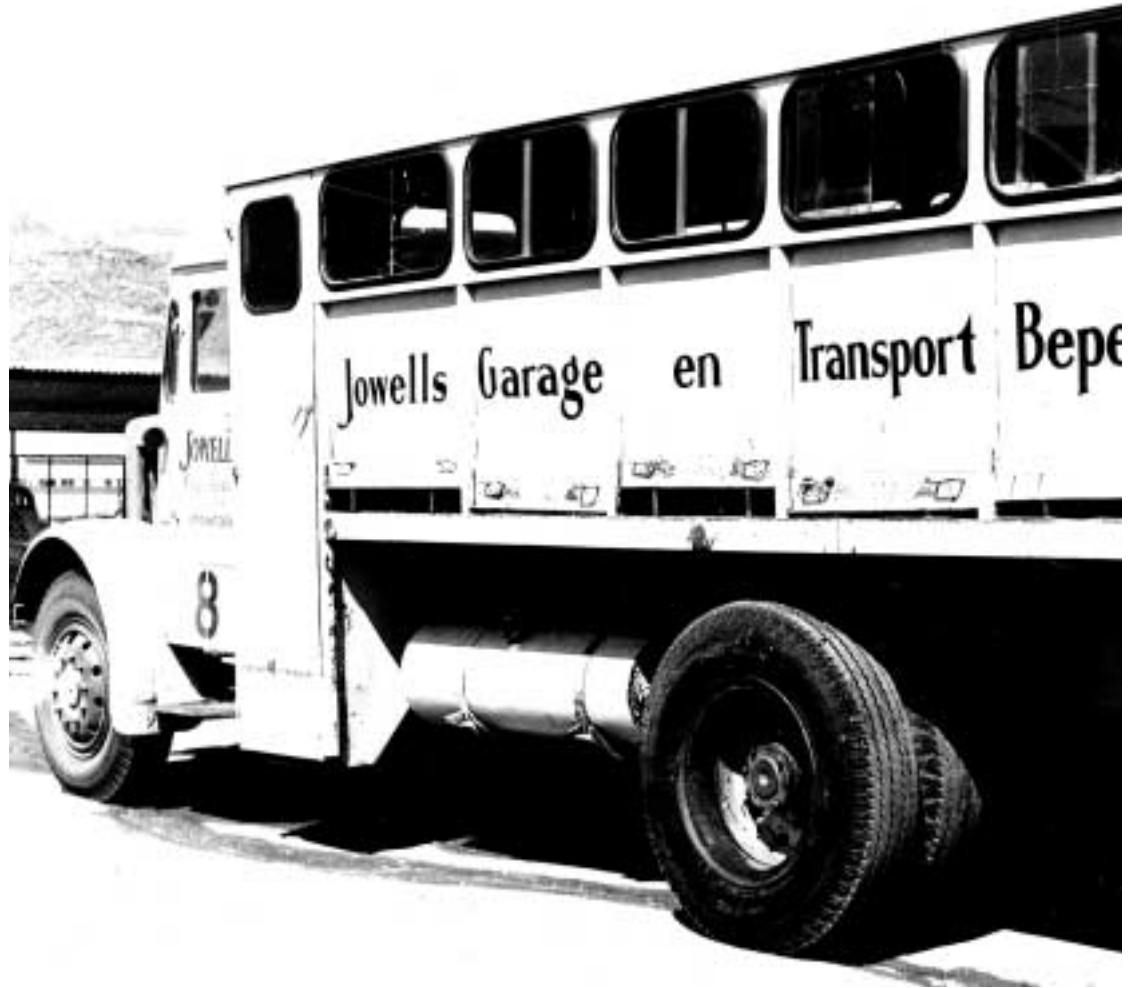
*Members of staff in
Springbok. At the time Jowells
had 200 employees.*



A penny a mile

The 'hambakaya' or 'going home' bus which transported mine workers to and from the O'okiep Copper Mines.

To make it economical, the bus was designed to carry grinding balls (used by the mill at the mine) under the floor. The hambakaya rate for passengers between Springbok and Bitterfontein was an uneconomic penny a person a mile.



1955

Going public

The Offer for Sale when Jowells went public and listed on the Johannesburg Stock Exchange.

Bonuscor's offer of 180 000 shares for public subscription was over-subscribed by 25 per cent.

The company's solicitors were Sonnenberg, Hoffmann & Galombik. Arnold Galombik, legal adviser to Joe Jowell, came to be known as the 'godfather' of the organisation after Joe's death. Arnold died in 1995. Harold Gorvy, of the auditors Jack Bobrov, Levien & Gorvy, continues his association with the group as a non-executive director of Trencor.

The Jowell Transport and Motor Company Limited

(Incorporated in the Union of South Africa.)

OFFER FOR SALE

by

Bonus Investment Corporation of South Africa
Limited

1956

The flying mayor

Joe Jowell with his Cessna 195, together with pilot Clarence 'Mac' McCulloch and General Motors representative, Bob Reeves Moore. Joe took to flying to meet his commitments around the countryside. By 1957, when he was known as the flying mayor of Springbok, he was logging 60 000 miles a year in his light aeroplane – but he never tried to learn to fly.



1958

Wonderful hosts

*Joe Jozwell at his piano.
There was always music in Joe
and Bessie's home. They
were very popular hosts.*



Service to the community

*The business culture
of Jowells...serving the
farming community,
transporting mine
workers and calling
on small outposts.*



1963

A centenary

*In 1963, Springbok,
the town where it all began,
celebrated its 100th year
of existence.*



A national carrier

From Springbok to a national carrier. Jowells operations also grew to include Stuarts Transport, CrossCape Express and Skynet Worldwide Express.



1966

Trailers...
and an era of
diversification

Henred Trailers in Johannesburg was acquired, beginning a new era for Jowells – diversification into engineering and manufacturing. Henred, South Africa's largest manufacturer of trailers, had factories in Johannesburg, Germiston, Durban, Cape Town and Isithebe. Ray Hasson, an engineer and long-time friend of Neil Jowell, joined the group. He became a director in 1969, and played a key role in Trencor's growth until his death in 1997.



1969

An interest
in tyres and
retreading

*An interest in Ten-Up
Retreaders was acquired.
This subsequently became
TrenTyre which in association
with Mastertreads became
the Republic's largest new
tyre dealer and retreader.*

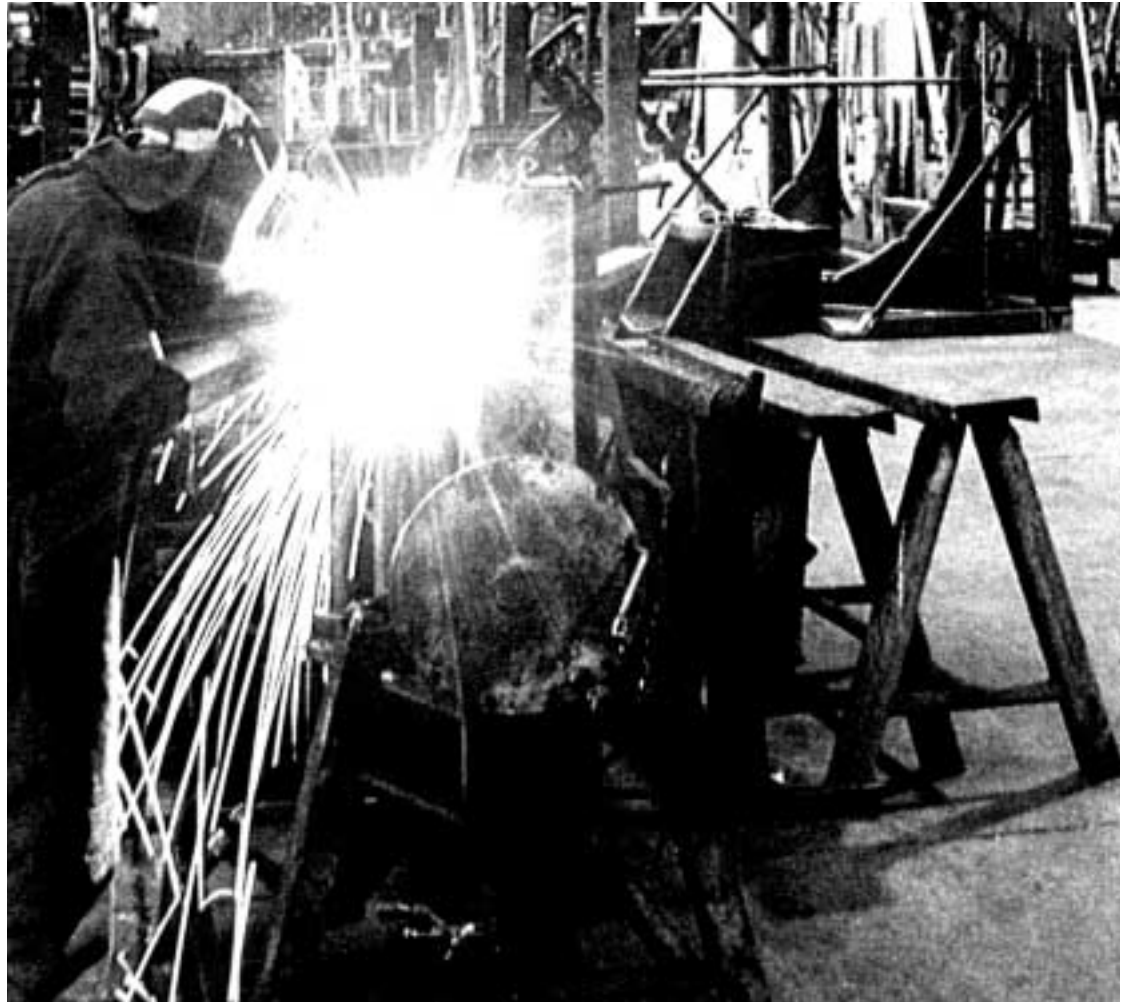


1975

Containers for export

*Henred Fruehauf began
manufacturing intermodal
containers for export markets.*

*The container division
became a major part of the
group, manufacturing
dry freight, tank and flatrack
containers in Germiston,
Isithebe and Cape Town.*





DOMINO

HENRICH
FRUEHAUF

US 8972318
TOLU

DOMINO

HENRICH
FRUEHAUF

US 8972318
TOLU

1980

An investment
in container
leasing

Trencor invested in container leasing with the acquisition of a small business, later to become Textainer. Textainer's fleet today represents 14% of the world container leasing industry.



1991

A double distinction

Trencor won the Sunday Times Business Times 'Top Company' award in 1991 – and again in 1992. The award is based on an increase in shareholder value.



1996

A world leader
in container
leasing

*Textainer is one of the
two leading container lessors
in the world. Its standard
dry freight marine containers
are to be found in major ports
around the world, such as San
Francisco and Rotterdam.*





2001

An interest in returnable packaging equipment

TrenStar was formed. TrenStar manages, or owns and leases out returnable packaging equipment. TrenStar owns over 60% of all beer kegs in the UK, which are managed on behalf of major brewers.



A venture in air cargo

TrenStar is engaged in air cargo in a joint venture, Jettainer, with Lufthansa. Other industries served by TrenStar include food, chemical, rubber and healthcare sectors.



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SUPER LONG-TERM RETURNS

This list of super long-term returns is an update of a chart prepared by Allan Gray Limited and which first appeared in FinWeek on 21 February 2005. It shows the annualised returns (i.e. % per annum) of various companies that have shown

superior long-term growth. The fourth column is the current value of R1 000 invested in the company on 1 January 1975 and includes capital appreciation, reinvested dividends, special dividends, returns on unbundlings etc.

RANK	COMPANY	ANNUALISED RETURN % PA SINCE 01/01/1975	CURRENT VALUE OF R1 000 INVESTED R MILLION
1	Trencor	30,3	3,678
2	Metair	29,8	3,219
3	Allan Gray Equity	29,5	3,022
4	Remgro	29,4	2,984
5	Mutual & Federal	28,4	2,318
6	Implats	28,2	2,198
7	Foschini	28,0	2,108
8	Ellerines	27,9	2,062
9	Pick 'n Pay	27,3	1,765
10	Altech	26,9	1,610
11	PPC	26,8	1,558
12	Caxton	26,7	1,533
13	Liberty Holdings	26,6	1,487
14	Liberty Group	26,2	1,349
15	Assore	25,5	1,141
16	SA Eagle	25,0	1,021
17	Afrox	25,0	1,014
18	Santam	25,0	1,008

RANK	COMPANY	ANNUALISED RETURN % PA SINCE 01/01/1975	CURRENT VALUE OF R1 000 INVESTED R MILLION
19	Stanbic	24,9	0,974
20	Edcon	24,7	0,939
21	Sear del	24,7	0,927
22	Edward L Bateman	24,0	0,789
23	Angloplats	23,8	0,742
24	Tiger Brands	23,7	0,735
25	AVI	23,4	0,685
26	SAB	23,3	0,664
27	Anglo American	21,8	0,454
28	Wooltru	20,9	0,361
29	Nampak	18,9	0,217
30	Nedcor	18,6	0,199
31	Alsi	18,2	0,178
32	Sappi	18,1	0,176
33	Goldfields	13,8	0,56
34	Harmony	11,1	0,26
35	CPI	10,6	0,23

An investment of R1 000 in 1955 in Trencor would be worth R4,4 million today

AS AT 30 SEPTEMBER 2005



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JOE JOWELL



NEIL JOWELL



CECIL JOWELL



RAY HASSON



ARNOLD GALOMBIK



HAROLD GORVY



JIM HOELTER



DEON BLIGNAUT



ALEX BROWN



TED RETIEF



ROD CLINTON



JIMMY McQUEEN



JOHN MACCARONE



DAVID NUREK



THEUNIS UYS



JOHN HOARE

www.trencor.net