

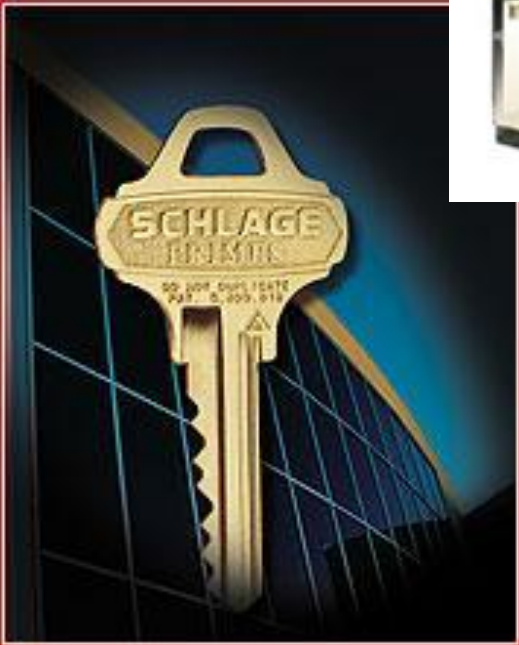
Global Business Review

1st November, 2006

Overview of



Products



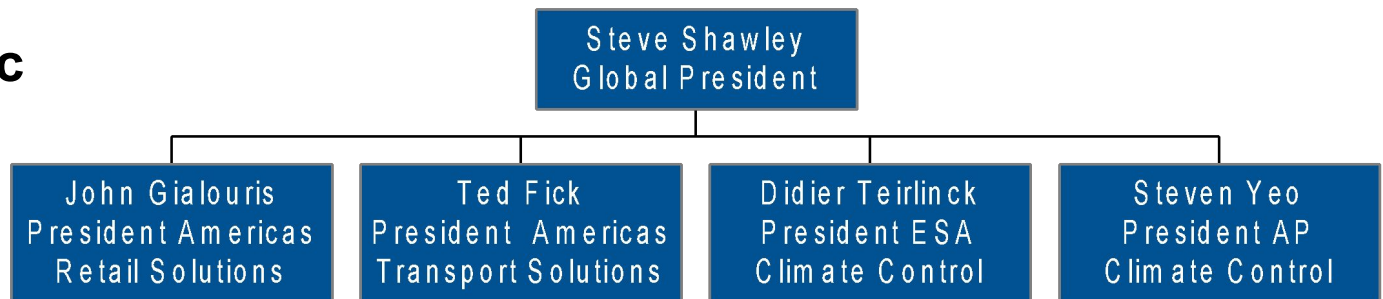
Climate Control Technologies Global



2005:

- 3.1 billion USD sales
- 10,500 employees
- 3 Regions
 - ESA
 - Americas
 - Asia Pacific

Climate Control Technologies
30%



3 Businesses, 2 leading brands



- **Husmann** (Koxka Southern Europe)
- Retail Solutions (\$885m)



- **Thermo King:**

- Transport Solutions (\$2071m)
 - ✓ Truck/Trailer
 - ✓ HVAC Bus
 - ✓ HVAC Rail
- Marine Solutions (\$144m)



Climate Control Rail Solutions



History:

- **Thermo King pioneered HVAC/Refrigeration system in 1938.**
- **Thermo King started the Rail Business 1987 in US**
- **TK re-located Rail business to Europe in 1997**
- **References sample:**
 - **SIEMENS (all US projects, Paris, Budapest...)**
 - **BOMBARDIER (Kuala Lumpur Putra line, M2, M4, M6 – Metro North, Rapid Transit Cars CTA - Chicago)**
 - **ALSTOM (Melbourne, Santiago...)**
 - **ANSALDO BREDA (Los Angeles)**
 - **SKODA (Portland, Cagliari...)**

Climate Control Rail Solutions



Geographical distribution of activity:

- 60 % in Europe
- 30 % in America
- 10% in Asia Pacific



Strengths



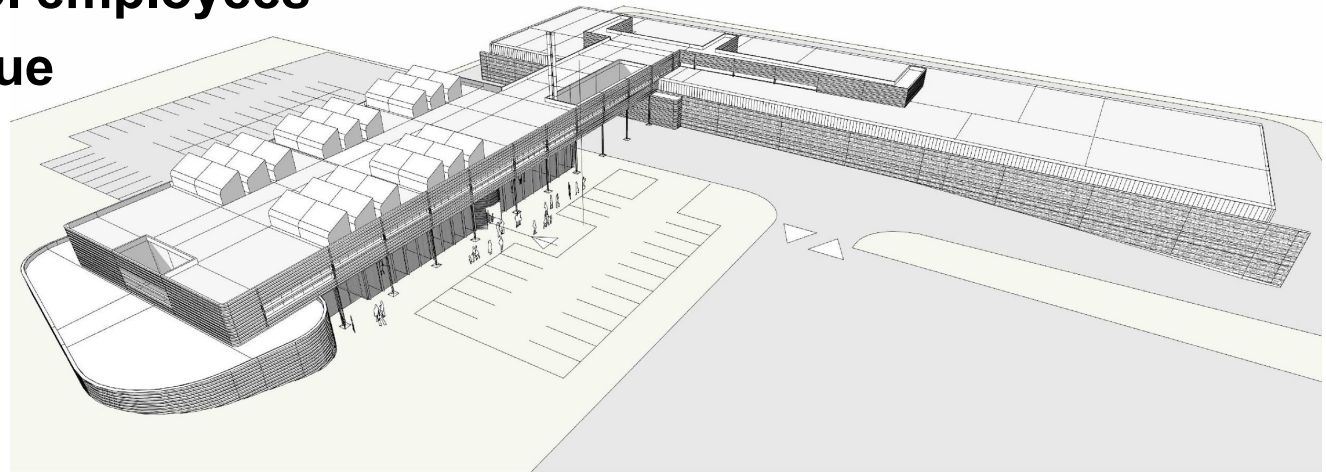
- **Technical abilities and expertise**
- **Strong brand**
- **Delivery performance**
- **Customer relations**
- **Global organization and dealer network (800 worldwide) i.e a strong local support**
- **High quality products, low warranty cost (1.5% 2005 from 3.8% in 2002)**

Growth Strategy Technology



New Ingersoll Rand R&D Center

- Center of excellence for R&D
- 13m \$ Investment
- Opens Jan. 2007
- 18,500 m² office and labs
- 50 Climate Control employees
- Near Airport Prague



New Product Development and Technology

- **Slimmer line units for Metro applications**
- **Improving power efficiency**
- **Aluminium frame technology (weight reduction)**
- **CO₂ as natural refrigerant (transcritical closed loop AC circuit)**
- **Next generation controller and communication technology**

Project Management



- New units are developed according to our Windchill process to ensure:
 - ✓ Fully compliant units.
 - ✓ Reliable and easy to maintain units.
 - ✓ Extensive testing before releasing units.
 - ✓ Performance of the HVAC system.
 - ✓ Training of dealer for local support.



THERMO KING