



How Fleet Reorganization is an Untapped Resource for Freeing up Scarce Capital

Finding extra capital can be a challenging proposition when some peripheral business areas require rather complex management techniques to achieve optimal efficiency. One area which touches many areas of operations yet remains unscathed from the fire of cost reduction is car fleet management.

For many companies the costs of an international car fleet are quite capital intensive. Despite this fact a resource-based purchasing approach is often in place and involves addressing the car market only at a local level and without implementing a central car fleet policy. OEM discounts and dealer discounts have no stimulus for competition as the prize to be won is only on a marginal local level and there are no policies which effectively limit the number of partners. In many cases the distribution of utilized car brands and leasing providers on an international level is simply unknown and even if the usage policy was known, there is no set structure which could be employed to guide increased competition, and the subsequent lower costs.

HAYMOZ Fleet Performance in Zürich, Switzerland follows a specialized fleet management approach designed to minimize international capital expenditure. This is achieved through the goal of lowest Total Cost of Ownership (TCO) and CO². Clients receive more leverage in the car market by consolidating international fleets and pursuing the market as a larger, more attractive prize to be won. The key is to let the market talk to the client as one group and one face. On top of this, the client company will attain a high level of credibility through the clear message “we are consolidating our policy”. The subsequent direction to go will then be underlined by HAYMOZ through a fully integrated Top Down / Bottom Up management approach. HAYMOZ provides this by managing an international tender process through which the client can develop

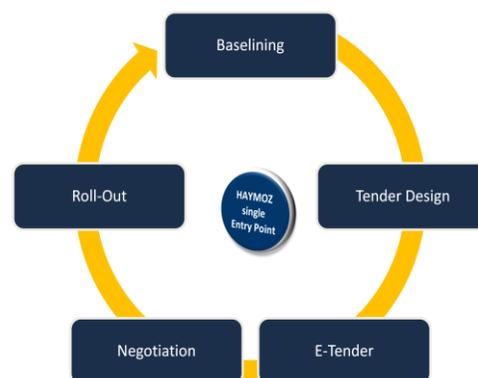
a harmonized fleet policy focused on deep discounts and lowest TCO per year.

One client case, a leading global player in the Nutrition, Health, and Wellness industry, demonstrates the capabilities of HAYMOZ Fleet Performance to impact P&L.

Client Scope/Starting position:

- 13’700 units / 30 countries
- 16 OEMs (Group Car Maker)
- 25 Lease Companies
- Missing Client in the Market concept
- Missing know-how about group cost
- No common best practices & tools

Implementing an international change management process is no small task. HAYMOZ Fleet Performance has gained transparent and efficient cost control by auditing, assessing and benchmarking the entire EMEA fleet first (Group Cost & Vehicle Baseline). Knowing the fleet structure and saving potential reflects the starting point of any reorganization process. The entire fleet will be measured through a proven e-Tender process in combination with the baseline.

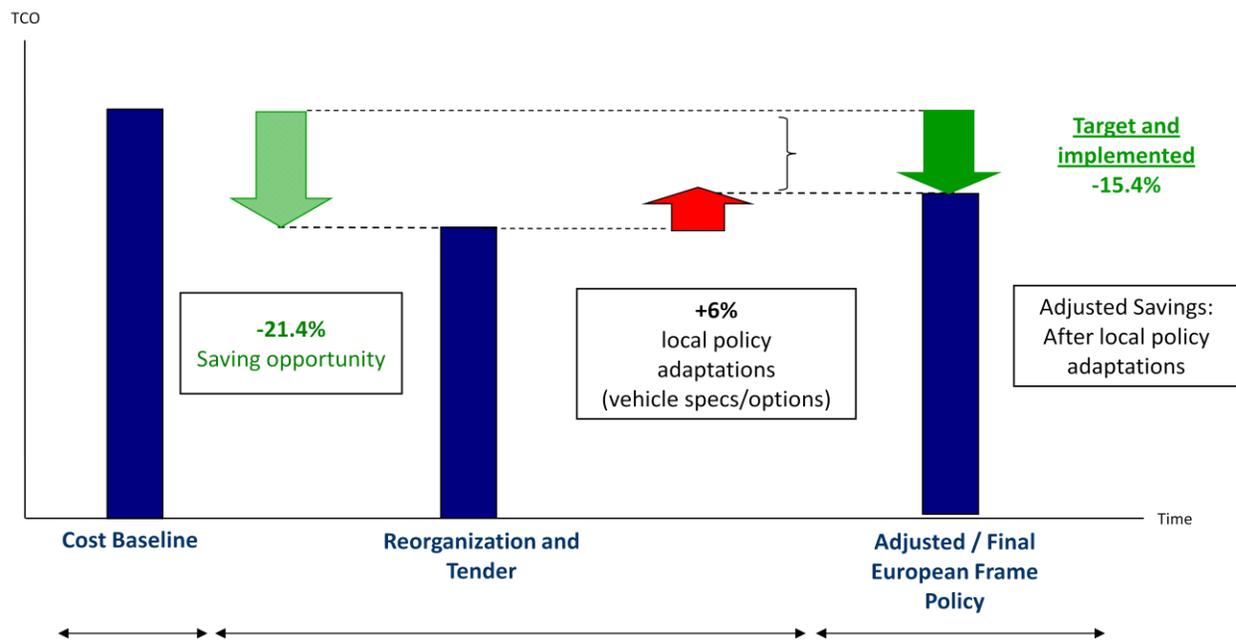




Through 3 OEM and 3 Lease Supplier rounds, clients have achieved together with HAYMOZ a step-by-step harmonized policy via a proven change management process based on facts & figures and management scenarios. Workshops with corporate and country stakeholders are essential to buy in various opinions and country cultures to follow the group strategy.

- Positioning Client in the Market
- Create sustainable Policy Compliance
- Operate the car fleet at lowest possible cost

These achievements can be attributed, in part, to the special competence to work within a multi-cultural environment and turn a many times divisive situation into collaboration with industry partners.



Client results:

- High savings on TCO implemented (15.4%)
- 20% savings on CO2 reached
- “Client in the market” concept and establishment of 1 coordinator per country for all business units
- EMEA Portfolio: 4 OEMs / 2 Lease Companies per country (80/20 approach regarding portfolio)
- Integrated fleet solution – single source solution and managed centrally
- Harmonized and secure processes (approvals, implementation, tools used)
- Corporate mandate: Centrally led approach / aligned local implementation