

50
1967 - 2017



LISMAN
FORKLIFTS

ANNIVERSARY EDITION



This year we celebrate 50 years of Lisman Forklifts. We reflect upon our long and successful history and - in particular – look forward to a promising future. Lisman's past, present and future are connected through evolution. Over the past 50 years this has been the constant factor in our company, our continued ambition to develop, reach higher raise the bar and expand our business. This has only been achievable by choosing the right partners. Co-workers, suppliers and customers, with whom we sustain long term partnerships. All these people enable us to achieve our ambitions. In all its manifestations, ambition forms the guiding thread in this jubilee book. We are proud to present you a collection of individual experiences and insights in a series of personal interviews revolving around business growth and professional development. Eleven real persons connected with Lisman share their personal views on the challenges ahead and reflect the general feeling of the Lisman community. Where do we come from? Where is our business going? And what is needed to remain on top of our trade? You'll find out on the next pages.

The big reason for making this book is to thank you! You are the one, who made it all possible for Lisman to become what it is today. By presenting you this book we want to express our gratitude for your contribution and hope that you will continue to build and witness our future. We look forward to continue this exciting joint effort from which we all benefit.

Please enjoy reading our uplifting story!

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1967-1977

The pioneering phase. After the establishment of Lisman Forklifts in 1967, the initial outlines of the international wholesale organization in the making becomes soon visible. Before long, the first employees are hired and founder Anton Lisman sr. is joined by his two sons, Anton Lisman jr. and Jos Lisman.



Heavy duty forklifts being prepared for transport at the Jekerstraat in Utrecht



Lisman's first major IT investment in 1975: an IBM computer



Sunny lunch at the Jekerstraat



Anton Lisman sr. out in the field with an agent appraising a machine



Jaap Frantsen – our workplace manager at the time – with a Hyster forklift



Revisie- en handelsbedrijf
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Lisman Forklifts' first logo



HANS DE JONG

BOOKKEEPER, 1980 – 1992



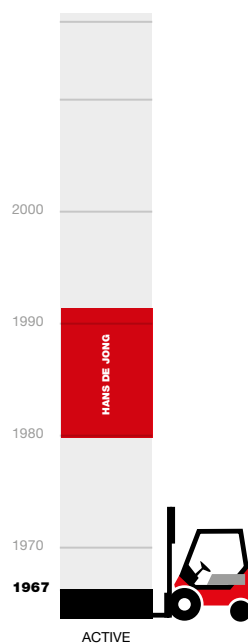
He's been out the business for quite some time, but when Hans de Jong reminisces his days at Lisman, he has nothing but good memories and a lot of praising words for his former employers. 'It's really an amazing achievement they pulled off.'

With a background in fashion retail Hans rolled in the forklift trade by chance. Living just across the street from Jos en Tineke Lisman in Montfoort he befriended the family and followed the build-up of their business from close by. Prompted by Tineke's confidence in Hans' administrative skills, Jos one day asked him to join the Lisman ranks. And so Hans did. 'There I was, alone in a room in the Jekerstraat in Utrecht, confronted with an absolute mess. I had to plough through boxes of paperwork and set up a whole new accounting system. And if that wasn't enough, it was also my job to keep the banks of our back. They were really after us in those days; we operated under constant pressure. See these grey hairs – they're a souvenir.'

LEAN DAYS

Everything changed when Lisman struck gold with a Swedish deal

THE ODD MAN OUT



in 1985. Buying up an impressive fleet of heavy machinery proved to be a brilliant – and much needed – business move, since the reselling profits laid the foundation for the expansion that soon followed. From one day to the next the meager days were over. All attention could now be directed at building out the business. Hans vividly recalls the moment he was informed of the deal. 'I thought they had

lost their minds. Imagine, we were knee-deep in debt and along comes this bat crazy, enormous investment. I feared that the transaction would finally bring us down. But the opposite happened and here we are today. To make such a deal under those circumstances, it amazes me to this day.'

REGULAR GUEST

Hans witnessed the company grow and contributed to its success with innovative ideas of his own. One of which was using a computer for administrative handling to speed up business processes – back in the 80's this was nothing less than revolutionary thinking. After his retirement, this year 25 years ago, Hans stayed in touch with the company. So much so that he's a regular guest at most if not all Lisman events. 'They go out of their way to keep me involved with the team, even after so many years. For me, this personal consideration makes Lisman stand out as a special company. It's a family business and you feel part of it.'

1977-1987

The International expansion. In the second decennium after its establishment Lisman shifts the company focus towards international wholesale. Besides the trade in standard forklift trucks, in the early 80's Lisman also sells heavy machinery all over the world.



Demonstration of a Shinko forklift followed with great interest



Jos Lisman inspecting a heavy Kalmar LMV forklift at the Munich fair in 1979



Maintenance of a straddle carrier – quite a hazardous operation



Work meeting on a ro-ro machine



GERT VERSTEEG

GENERAL MANAGER/
DIRECTOR
1986 – 2009

JOS LISMAN

CEO
1972 – 2009



GROW AS YOU GO

Walking around the impressive Lisman premises in IJsselstein, it's hard to imagine that all this started just 50 years ago.

When Anton Lisman sr. set up shop at the Voordorpsedijk in Blauwkapel Utrecht, nobody could have envisaged that his business in used forklifts would take such a flight. But it demonstrably did. 'Our first showroom was a little strip in the shoulder of the road, today we almost have 25.000 square meters of covered space in the Netherlands alone.'

Following his younger brother Anton, Jos Lisman officially joined the family business five years after its establishment. He was involved long before, helping the company out with marketing and the set-up of an international network, but had to wait for the right moment to step in. 'The day Lisman was able to afford to feed another household, I quit my job in the automotive industry and came on board as a third director,

focusing all my attention on international trading.'

GOOD DEALINGS

In the early days of Jos' career Lisman steered through turbulent times. The business was heavily impacted by the fallout from two major energy crises, but it also profited from the ever-progressing EEG. 'In order to move the United Kingdom closer to the mainland, the country was

being swamped with subsidies to help it modernize its industry', recalls Jos. 'Out of nothing, dozens of new companies were formed, most of which went bust within a short period of time. The liquidations resulted in an abundant supply of used machines, as good as new and ready for the taking. We bought up a sizeable lot, and because of the spectacular devaluation of the British Pound we did so for a bargain. Those were good dealings back then.'

GROWTH FACTORS

For years Lisman soldiered on until business definitively changed for the better in the mid-80's. Jos attributes the sudden growth of the company to three individual factors. First there is the illustrious Swedish deal of 1985, which secured the company's continuation. Then the fall of the Berlin Wall in 1989, which opened up new markets in the East of Europe, and thirdly the consolidation of the EEG. 'And did I mention Gert Versteeg?'

When Gert Versteeg took office as general manager at Lisman he already knew the chops of the trade. He had been working for a forklift manufacturer for fifteen years and used to call Anton sr. whenever he needed a valuation for replacement machines. In 1987, after just one year in the job, Gert joins the board of directors. Under his watch Lisman steams ahead and builds out its brand. The company explores new markets and business opportunities and creatively skirts impeding

economic barriers. 'Back then there was a voluntary agreement to limit Japanese import', Gert remembers, 'but it didn't really work out. All good intentions aside, the abstinence of Japanese quality machines was hurting our trade. So we came up with a clever loophole and imported those much sought after goods through Asia.'

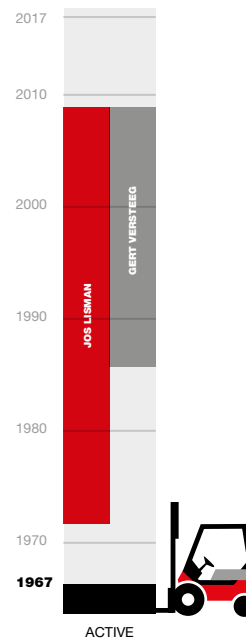
WINDFALL

Gert's entrance marked a new chapter in the Lisman success story. Shortly after his arrival, the company moved to a much bigger accommodation in IJsselstein. The Jekerstraat in Utrecht, the old municipal amenity site where Lisman moved to when Jos stepped in, had become too small for its expanding business. And within a few years the new location couldn't keep it up either.



Gert Versteeg

So in 2005 and 2009 two new buildings were erected, adding another 11.500 square meters of showroom. Looking back on the growth of his company, Jos is the first to acknowledge that Lisman received some windfall over the years. 'We certainly profited from the formation of the EEG and the industrialization of the logistical process.'



Gert can testify to that, and he's quick to credit another driver of Lisman's success. 'We have had the fortune of working with terrific people – and we still do. Our workers are our greatest asset, they make this business run. That's why we've always treated them with respect – for your employees to be loyal, as an employer you have to show loyalty as well.'

After passing on their tasks, in 2009 Jos and Gert left the company to enjoy their retirement. From time to time both men stop by in IJsselstein to meet up with old friends and colleagues, but not too often. 'Our work here is done', says Gert, 'they don't need us anymore and our interference would only hinder their work'. Jos also doesn't feel any inclination to step in, as he's confident that Lisman will continue to grow on its own. 'What can I say, the system is working.'

1987-1997

The consolidation phase. This era is characterized by the Asian-European trade route explored by Lisman. In the late 80's Lisman imports used forklifts from Japan by the thousands, reselling the machines to European intermediaries. At the same time Gert Versteeg enhances the company's management, structuring company processes, e.g. technical, logistical and financial functions.



Jos Lisman on a purchase visit to a Japanese supplier in 1988



Retired Anton Lisman sr. and his wife made the papers inspecting a lot of used machinery at the Domeinen in Soesterberg in 1990



Jos Lisman, Anton sr. and Anton jr. being honored at the official opening of Lisman's new building at the Techniekweg in IJsselstein in 1987



Lisman's headquarters at the Techniekweg, IJsselstein



Renata designing Liftruck news mailings on a computer back in 1994



Tineke, Jos Lisman's wife, busy at work. For more than 25 years, she has contributed to the company's success



The then Board of Directors, the Lisman brothers and Gert Versteeg talking business



Celebrating Anton Lisman's 25th work anniversary in 1993



BERTUS STEGEMAN

MANAGER LOGISTICS
1998 – PRESENT

DIRK VAN STROE

SPARE PARTS BUYER,
TECHNICAL SUPPORT
1982 – PRESENT

DRIES VAN DIEREN

MECHANIC
1968 – PRESENT



MOVING UP THE YEARS

Among the three of them they have more than 100 years of experience in dealing with forklifts. And together they cover almost the entire Lisman operation. From purchase to production and processing: Dries, Dirk and Bertus keep the system running. They have

three completely different personalities, but talking about their work, they come to the same conclusion: 'The world has changed dramatically.'

'Achenebbisj', Dries van Dieren likes to tell it like it is. 'It was a shabby operation at the

Jekerstraat. Anything was possible, and I loved it.' 49 years ago, Dries was one of the first to join the Lisman forces. He began working at the Voordorpsedijk, Utrecht and soon helped the company move to its second location at the Jekerstraat in Utrecht. 'We were three strong when I started and we took on everything there



was to do. Stripping, sanding, painting, complete machine overhaul, you name it. We even did the loading and unloading of heavy machinery ourselves. Just like that, in the middle of a busy Utrecht street or at the Central Railway Station.' The early days contrast sharply with today's operations. Now there are rules and regulations everywhere and the company has grown exponentially. The business has matured, somewhat to Dries' dismay as he admits he sometimes still struggles to embrace the new situation. 'It's all so much bigger and structured now. Everything is regulated, nothing is left to chance.' That said, not all was better before. Lisman's professionalization also brought Dries benefits. 'At least we're now provided with safety shoes.'

ADAPT TO A NEW REALITY

Bertus Stegeman, with only 19 years of Lisman experience under his belt the novice of the three, testifies to the shifting business operations. As a manager logistics he deals with it every day. 'Internet changed everything in our business. For one, it has turned the whole process of searching and buying upside down. Where we used to do business through our network or via a tip from a friend, today practically all merchandise can be found online. For us to stay relevant in this business, we have to adapt to this new reality.' Bertus goes on to set forth that it's not just the digital revolution that's shaking things up. From his experience, the whole world

is on the move and with that the markets are continuously in motion. Logistics now are a 24/7 undertaking. 'You never know what to expect, the situation changes from one day to the next. To meet the new demands, we have to act quicker and improve the quality of our stock and our processes. And that's precisely what we do.'

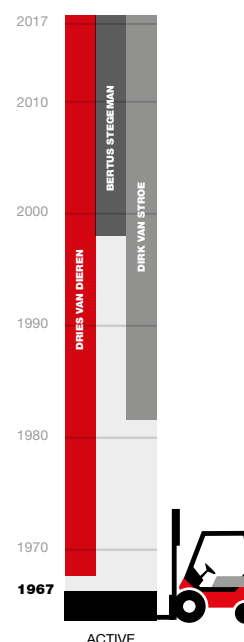
HORSESHOE MODEL

Quality and speed are clear differentiators in the used forklift trade. The whole operation in IJsselstein is designed to deliver it. 'It's basically a horseshoe model', spare parts buyer and technical assistant Dirk van Stroe sets out. 'Trucks come in dirty on one end and leave the other end clean and ready to be sold. In the process, we conduct a quick scan, remove all modifications and bring the truck back to its original state. Also, we log all the specifications and information we can find on the machine and we thoroughly test each unit to objectify its technical condition. Lisman's extensive, readily available database is a third differentiator, I would say.' With 35 years on the job and having seen all corners of the Lisman trade, Dirk knows what he's talking about. After a short-lived career as a mechanic, for twenty years Dirk had been fulfilling Bertus' current role in the organisation, until he was diagnosed with a brain disease in 1994. Unfortunately, the subsequent surgery left him with reduced mobility, but Dirk was nevertheless determined to make a comeback, albeit for a

desk job. 'When I got sick, they promised me there would always be a place for me at Lisman. Obviously, they kept their word.'

SELLING ARGUMENT

Reliable, straightforward, truly committed... The words keep coming back. From their own experience, all three men share the observation that Lisman is a trustable and people-centered company. Dries comes to speak of it when he notes that in 49 years Lisman never missed a paycheck, for Bertus above all integrity proves to be a selling argument. Like no other, Dirk can attest to the company's personal engagement. But for him, trustworthiness entails more than being good for your word. 'Lisman conducts thought-through business. They like to take a gamble, but won't risk our jobs for a thing in the world. Knowing your work will still be here on Monday, there's reliability for you.'



1997-2007

Reassessing the strategy. The millennium changeover marks the transition from sourcing used forklifts in Japan to directly purchasing the machines from OEM's all across Europe. Also, in the early 00's Lisman opens its second warehouse in IJsselstein and welcomes Koen Lisman to the Board of Directors. With Jos' son new at the helm, Lisman shifts its sales focus to markets outside Europe. 'The Worldwide Lifter', Lisman's corporate pay-off at the time, is no longer a claim. It becomes reality.



Our dealing room at the Techniekweg in 1999. Dress code was simple back then: no necktie, no sales.



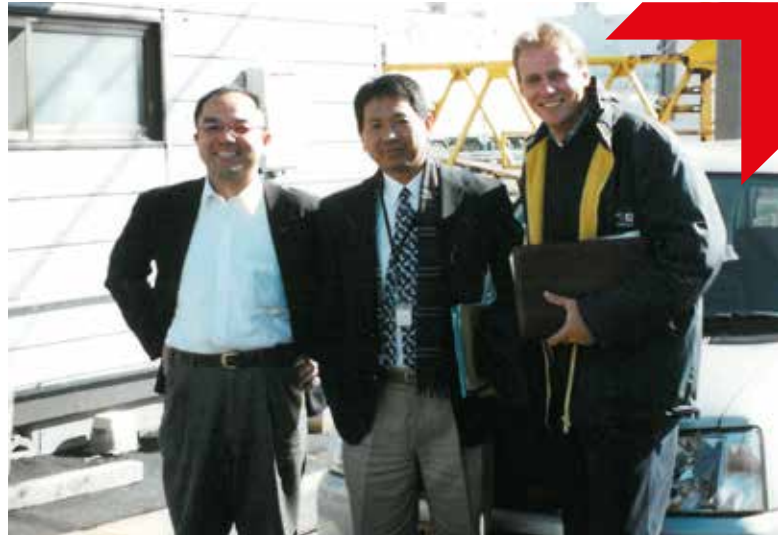
Lisman made good use of the expansion of the industrial zone in IJsselstein, securing enough space at the Archimedesstraat to build a second warehouse in 2005



The second building has been designed and constructed as an enormous showroom in typical Lisman design



'The Worldwide Lifter', Lisman's epic prospectus highlighting sales expansion beyond Europe



Koen Lisman on a business trip to Japan



Gert Versteeg, Koen Lisman and Anton Lisman the board of directors since 2004



Koen Lisman visiting a Stockyard in Asia in 2002



LORIS SCARPA

BUSINESS DEVELOPMENT
2005 – PRESENT

RENATA DE KUIJPER

MARKETING ASSISTANT
1991 – PRESENT



PERSONAL BUSINESS

It's a match made in heaven. A seasoned in-house designer and customer relations specialist working side by side with an ambitious IT-driven business developer. Together Renata de Kuijper and Loris Scarpa are responsible for all of Lisman's internal and external communications. From crafting personalized loyalty certificates to publishing daily

stock updates and targeting new customers through innovative data mining, they make it work.

'We've come a long way', says Renata. 'When I started working here in 1991 we still used sticky tape to create our mailings. We literally copied thousands of them, all folded manually and sent out by mail to over 80 different countries.' But as Lisman grew, so did

Renata's tool and skill set. Today, sending out product mailings is just one of her many tasks. Daily website updates, multilingual newsletters, e-mail marketing campaigns, online address management and more, Renata does it all.

'If it carries our logo, it passes through my desk.'

USED CAR DEALER CLICHÉ

'Image is everything', adds Loris Scarpa. 'Especially in our business, it's all about trust. People commonly associate used products with hidden problems and shady dealings. Every day we have to surpass the used car dealer cliché and convince the world that Lisman is a reputable company. We believe that a consistent brand identity considerably contributes to our credibility.' Where Renata sees to the uniform presentation of the Lisman brand in all possible communication means, Loris makes sure that people know what the company has on offer. And with over 2.000 machines in stock that is quite a lot.

MATCHMAKING

The effort to preserve Lisman's good standing goes well beyond monitoring the correct use of the house-style. It also means that Lisman doesn't advertise on third party websites. 'We want to have total control over

our information', says Loris. 'We target professionals in the material handling business, and we do so in a very distinctive way. Our goal is to really get to know our customers, to get real time insight in their needs and service them proactively. Through a myriad of channels, ranging from online activities to product fairs to old-fashioned customer contact, we're able to collect relevant data and match specific machines with specific clients.'

CONTACT LEVEL INTERESTS

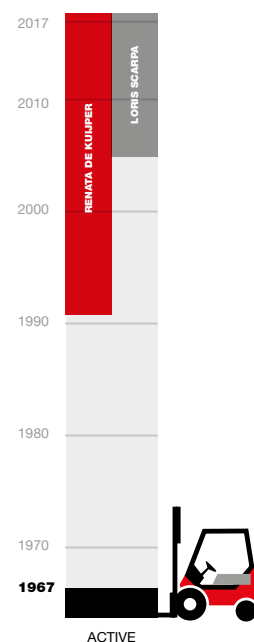
The Lisman approach fits the trend of personalized servicing. Intimate customer relations and smart data mining allow for better-targeted and thus more effective communication. For Renata the benefits of data driven marketing are obvious. 'The more we know, the better we can service our customers. Right now, we're working on the idea of client specific mailings, with content adapted up to contact level interests. Instead of bluntly advertising all of our stock, we can then fine-tune our marketing efforts and only suggest a personalized selection.' Loris: 'It's our ambition to facilitate the most efficient search process for our customers.'

TROUBLE NOR EXPENSE

World leader in used forklifts, Lisman also leads the industry in effective product marketing. Not by chance, as the company spared neither trouble nor expense to hone the impact of its communication efforts. Loris draws a parallel to his own professional development. 'Fresh out of Italy, 12 years ago I started

working for Lisman as a sales rep for South Europe. It was a great experience, but my real interest was in IT and business development. Lisman recognized the opportunity and invested in my training and equipment. In 2009 I was the first Business Developer ever to work for Lisman, today we have our own team.'

Asked about the future, Renata and Loris both hold high expectations. They're anxious to explore new ideas and make the most of tomorrow's communication tools. But most of all, they are confident that Lisman will continue to expand. Loris: 'All parameters are in place. We stock a great variety of quality machines, offer excellent servicing and processing and run a state-of-the-art, SEO-optimized website. Nothing prevents us from being the partner of choice for used material handling equipment!'



2007 - 2017

The expansion phase. By creating more added value to our products and building up a stronger market position in Southeast Asia, Lisman adds a new chapter to its success story. Following the Lisman proposition, internal business processes become even more transparent and the company's sales ready stock grew significantly, offering international forklift dealers abundant choice in premium quality used machines. In 2012 Lisman reaches another milestone as it become the first wholesale company to establish a full-fledged branch in Malaysia. Today Lisman Forklifts Asia serves customers and partners in the whole Southeast Asia region.



Lisman's company building near Kuala Lumpur, Malaysia, established in 2012



LISMANFORKLIFTS.COM

New branding and website in 2014



Lisman's third warehouse at the Kamerlingh Onneslaan, completed in 2009



A Lisman mechanic provides training to customers at Lisman Forklifts Asia



More than 200 colleagues and their relatives were present at the Lisman Family Fair in 2011



Lisman's booth at the 2014 CeMAT in Hannover, Germany



The Lisman running team



Lisman Team in 2010



BOB BACKERS

MANAGER OPERATIONS/
DIRECTOR
2008 – PRESENT

ANTON LISMAN

CEO
1968 – PRESENT

KOEN LISMAN

CEO
1999 – PRESENT



Lisman boasts a rich history of impressive business achievements. It's all fine and good, but in the present market what really counts is the performance delivered today. Instead of celebrating the past, it's better to focus on the future, the three headed Lisman board unanimously agrees. The only thing is, they can't say much about it. 'An outlook of three

years is far too ambitious. We're lucky if we can foresee the coming twelve months.'

For CEO Koen Lisman, son of Jos Lisman and involved in the company since 1999, agility is the decisive factor in the pursuit of success. 'Wholesale is basically an opportunistic trade. We're constantly on the lookout for the perfect wave to surf. But it isn't always easy to find one.

It's hard to predict what the world economy will do, let alone say something meaningful about the future development of international markets and currencies.' With so many variables and uncertainties, Lisman chooses to operate from its own strength. The company's strategy is as simple as effective: stay true to who you are. 'We have excellent resources and hold a good reputation. That combination determines our advantage.'

BUILDING TRUST

Complacency is the mother off all failings. For your business to remain relevant, you have to keep your eyes on the ball. 'Question everything', says Bob Backers, 'you'll always find room for improvement.' And that's not the only advice the Director has to offer. He also recommends investing in relationships. 'Our people are our strength. It's important they go out there and remain in touch with our customers and suppliers. Without our network this company wouldn't stand a chance.' Personal contact not only contributes to mutual understanding, it also builds trust. Precisely what's lacking in the industry. 'The used forklift trade is a shady business', Koen reveals. 'There's little to no transparency out there and buyers have no clue what to expect. Unlike refurbished iPhones, used forklifts come in a wide variety of brands and specifications, all with their own unique operation history. By investing in an extensive database and innovative processes, we make an effort to bring clarity to our business. Offering our customers insight is another way to win their trust. At least it sets us apart from the competition.'

INTUITIVE APPROACH

Lifelong director Anton Lisman, who joined his father's

business just one year after its establishment, takes on a more intuitive approach. 'Define competition. You can only make a valid comparison if you compare apples to apples.' A salesman of the old school, Anton is convinced that quality sells itself. 'My whole life I have heard that Lisman is too expensive. Yet 95 percent of our sales is repetitive business and we sell practically all of our trucks without the buyer even inspecting them. We must be doing something right.' Elaborating on the price perception, Anton contests that Lisman charges too much and pays too little. 'We're not in for the quick buck. To the contrary, we leave enough margin for our customers to make good business themselves. I think that's why they like us too.'

CANDIDATE FOR SUCCESS

No matter how open the future, the ambition is growth. Buying more revenue by taking over other companies is not an option, as Lisman rather invests in organic volume growth. 'With acquisitions we run the risk of damaging our name', Koen explains. 'To continue our growth, we have to make the most of our flexibility and technological advantage. Our lean and horizontal organization, together with our experienced workforce and state-of-the-art IT platforms, make Lisman a perfect candidate for future success.'



'To continue our growth, we have to make the most of our flexibility and technological advantage' - Koen Lisman.

Anton adds: 'We have the best people working for us. They know how to speed up business and process incoming trucks as quickly as possible. That said, the Netherlands rank among the most expensive producing countries. If we work towards a smarter deployment of our personnel, I think we still have a world to win.'

Bob considers Lisman to be a typical Sales & Production organization, although he notices a growing emphasis on the latter. 'The balance has shifted. Where Lisman primarily used to be a trading company, today it's more about production in service of sales. We have two thirds of our workforce dedicated to delivering added value to our products.' In consent with Anton, Bob also recognizes Lisman's significant people potential. And just like him, he can't wait to put it at use.

ENTREPRENEURIAL SPIRIT

Having worked in various logistics and financial functions

at Shell and Ahold before, Bob appreciates the entrepreneurial spirit that is present at Lisman. 'Instead of smothering good ideas in corporate concerns, here we execute our plans to see if they work or not. If not, we simply pull the plug and think of something new. Think fast, act fast, that's how we like to do business.' Testament to Lisman's entrepreneurship is the opening of its Asian branch in Malaysia in 2012. Bob recalls the venture as the height of his nine-year career. 'Reasoning that all new forklifts will become used forklifts someday, we followed the economy and explored our chances in booming South East Asia. After careful consideration, in which we crossed China off the list as a residence country for being too unpredictable, we decided to set up shop near Kuala Lumpur. And so we did. Out of nothing, with the help of some terrific people, most of them local.'

LISMAN MATERIAL

Again, people made the difference. Whether it's in the Netherlands or in Malaysia, Lisman can rely on a skilled and dedicated workforce. Koen: 'We have our ways to source people. And not only that, we also know how to sign them up and integrate their talents into our organization. For us, a contract is a long-term investment.' Lisman hires on intuition, which comes from their working experience, not just a gut feeling. Or maybe a



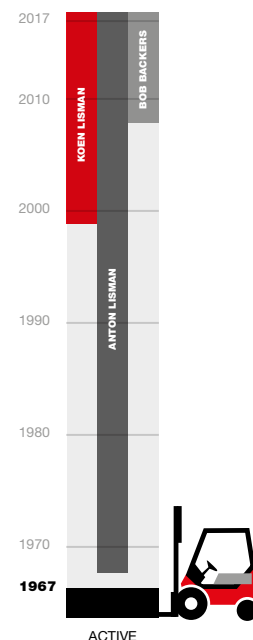
Bob Backers

little, as Anton admits: 'It doesn't take long to see if someone fits in the family, if we have genuine Lisman material.' There are now 80 people from 16 nationalities working for Lisman worldwide, and Bob is grateful to each and every one of them. They made this company great. Bob: 'It's not just words, but daily practice. We reached this milestone together. Visit our warehouses and you'll see it yourself. 50 Years Lisman really is a joint effort. As a people person, this fills me with pleasure.'

FORECAST

Finally, returning to their vision on the future, the three Lisman directors venture the forecast that margins will be smaller as warehousing business grows bigger and globalisation kicks in. Also, they foresee shorter product life cycles of material handling equipment. 'Then again, anything can happen', says Koen downplaying his own prediction. 'If interest rates go up and OEM's can no longer afford to keep their supply, we're in complete different situation.' Bob stresses that whatever the future holds, it's important to keep questioning and improving

your performance: 'Stay focused and carry on!' And as expected, Anton isn't too impressed with all the challenges that lay ahead. He's been there before. 'Markets and trades may have changed, we haven't. Basically we're still in the same game. We're doing what we're good at – at best we're getting better.' Anton doesn't do predictions, but he likes to conclude with a promise: 'Although we celebrate our fiftieth anniversary this year, Lisman is still in its blooming youth. Mark my words, our best is yet to come.'



‘Although we celebrate our fiftieth anniversary this year, Lisman is still in its blooming youth. Mark my words, our best is yet to come’ - Anton Lisman.





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THANKS
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