



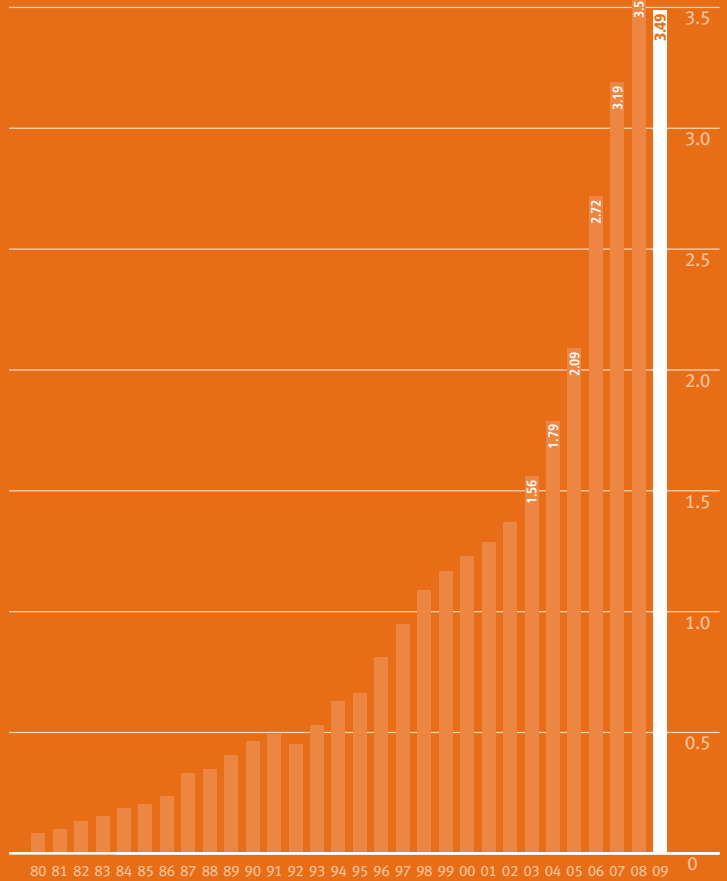
ANNUAL REPORT

2009

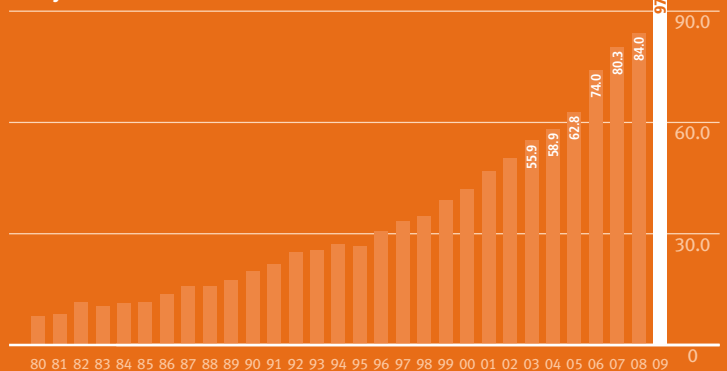




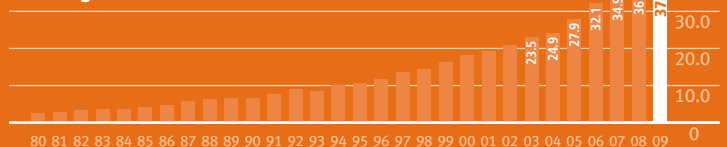
Gross Auction Proceeds *in billions of US dollars*



Buyers* *in thousands*



Consignors* *in thousands*



*Industrial auctions only

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In this Annual Report, all dollar amounts are stated in United States dollars unless a different currency is indicated.

Gross auction proceeds ("GAP") represent the total proceeds from all items sold at our auctions. Our definition of gross auction proceeds may differ from those used by other participants in our industry. Gross auction proceeds is an important measure we use in comparing and assessing our operating performance. It is not a measure of our financial performance, liquidity or revenue and is not presented in our consolidated financial statements. Auction revenues is the most directly comparable measure in our Statement of Operations and represents the revenues we earn in the course of conducting our auctions. Auction Revenues are primarily comprised of the commissions earned on straight commission and gross guarantee contracts, plus the net profit on the sale of lots purchased and sold by the Company as principal.

We define adjusted net earnings as financial statement net earnings excluding the after-tax effects of excess property sales and significant foreign exchange gains or losses resulting from financing activities we do not expect to recur. Adjusted net earnings is a non-GAAP financial measure that does not have a standardized meaning, and is therefore unlikely to be comparable to similar measures presented by other companies. We believe that comparing our adjusted net earnings for different financial periods provides more useful information about the growth or decline of our net earnings for the relevant financial period and identifies the impact of items which we do not consider to be part of our normal operating results.

Forward-looking statements: The discussion in this Annual Report includes forward-looking statements, which involve risks and uncertainties as to possible future outcomes. Readers should refer to the discussion concerning forward-looking statements and risk factors included in our Management's Discussion and Analysis of Financial Condition and Results of Operations for the year ended December 31, 2009, which is included in the Financial Information section of this Annual Report.



THE YEAR IN REVIEW 2009

Headquartered in Vancouver, Canada, Ritchie Bros. Auctioneers is the world's largest industrial auctioneer. In 2009 we conducted 327 unreserved public auctions in 14 countries around the world, selling \$3.49 billion of used and unused equipment for the construction, transportation, agricultural and other industries. We welcomed record numbers of bidders to our auctions, sold a record number of equipment items and confirmed our position as the world leader in on-site and online equipment auctions. While many companies were downsizing we continued to grow, hiring more people, establishing new auction sites and expanding our presence in markets around the world.

We achieved this through a unique combination of tradition and innovation.

ONLINE BIDDING RECORDS

- ▶ Record amount of equipment sold online: \$831 million
- ▶ Reached \$3 billion in cumulative online gross auction proceeds
- ▶ Surpassed 100,000 approved online bidders

RECORD BIDDER REGISTRATIONS

- ▶ Record number of bidder registrations at industrial auctions: 336,000
- ▶ Regional bidder registration records set at 25 auction sites

AUCTION RECORDS

- ▶ Record number of lots sold at industrial auctions: 283,000
- ▶ Largest auctions in Company history in Canada, the Middle East, Italy and France
- ▶ Regional gross auction proceeds records set at 11 auction sites

MILESTONES

- ▶ First auctions in India and Turkey; second auction in Poland; first auction in Central America (Panama) since 1998
- ▶ Acquisition of Tipton, California-based Martella Auction Company; signed lease on Martella's 65-acre auction site, which became our 40th auction site worldwide

STRATEGIC PARTNERSHIPS

- ▶ Partnership with uShip, the world's largest online shipping marketplace, to offer online shipping quotes and estimates through rbauction.com

AUCTION SITE NETWORK EXPANSION

- ▶ Grand Opening auctions held at five new or replacement permanent auction sites:
 - **Minneapolis, Minnesota** – replaced smaller permanent site
 - **Houston, Texas** – replaced smaller permanent site
 - **London, Ontario** – new site
 - **Grande Prairie, Alberta** – replaced smaller permanent site
 - **Mexico City, Mexico** – replaced regional auction unit
- ▶ Regional auction unit established in Madrid, Spain – our second auction site in Spain
- ▶ Land purchased for three new permanent auction sites:
 - **Caorso, Italy** (62 acres) – will replace existing regional auction unit
 - **Madrid, Spain** (74 acres) – will replace existing regional auction unit
 - **St. Louis, Missouri** (67 acres) – new permanent auction site
- ▶ Long-term leases signed on 41 acres of land in Meppen, Germany and 37 acres of land in Salt Lake City, Utah, on which we'll establish new regional auction units

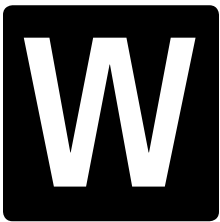


Bidding Information

1. Bidders must register to bid.
2. All bids are subject to inspection.
3. Bidders will be charged a 10% administrative fee on each item purchased for \$2,000 or less. In-Cash bids are \$2,000 or less.
4. All items must be paid for in full before arrival.
5. Buyer's remorse returns are not accepted. Please see conditions.
6. Removal must be made within 7 days.
7. The sale is for cash only. Sales will not be cancelled due to change in circumstances.

rb

Ring 2 Theatre



at Ritchie Bros. Auctioneers are very proud of our company's history of innovation. Ritchie Bros. has made a lasting impression on the auction industry and the entire used equipment market over the past 50 years, through a combination of innovation and adhering to our tradition of commitment to fairness and integrity. There are many unique features of Ritchie Bros. unreserved public auctions that have become part of the fabric of our business, and these are things of which we are all very proud.

Whether it was the development of the ramp style auction back in the 1960s or the advent of auctions that offer the best of both worlds – seamless integration of live AND internet bidding – our business is built on, and has remained successful in part because of, our continuing commitment to innovation, to improve the value of service we provide to our customers.

One of the keys to our success is execution of our strategy. 2009 was a challenging year for many companies, and Ritchie Bros. was not immune to the malaise plaguing economies around the world. A state of paralysis among equipment owners in the United States affected our ability to grow our gross auction proceeds in 2009, yet we remained focused on execution and innovation. This focus in part allowed our adjusted earnings per share to grow 8% in 2009.

Over the last 50 years we have used innovation in many ways, and some of the benefits were clearly demonstrated in 2009. We sold 12% more lots in 2009, yet we were able to keep operating costs in check. Innovation contributed to our ability to sell more items in an efficient manner and deliver earnings growth in the face of tough economic headwinds.

Our earnings growth in 2009 came in spite of our gross auction proceeds being down 2% compared to 2008. This lack of growth was largely as a result of lower average auction values and challenges generating consignments in the United States, as well as a shift in the mix of equipment we sold at our auctions towards lower valued items. That being said, our 2009 gross auction proceeds in local currencies were 10% ahead of our local currency gross auction proceeds in 2008. In spite of the challenging economic environment, we grew our business and to us this indicates clearly that our model is intact.

Earnings per share remain the focal point of our efforts and the ultimate measure of our success, and to further our goals we developed and implemented a number of new innovations in 2009 that we expect

will allow us to continue to grow our earnings per share at a reasonable rate over the long term. Although we are pleased with our earnings growth in 2009, we can do more.

One example of our recent initiatives that we expect to contribute to earnings growth in the future is the development of our Timed Auction system that was piloted in 2009 and is being rolled out in 2010. The Timed Auction system is an online bidding system that creates another option for our customers and ensures that we continue to have flexibility and convenience in our auction process. This initiative will result in tremendous efficiencies as we sell thousands of lower valued items, such as buckets and attachments, using this system.

Our Timed Auction system has the potential to allow us to reduce our number of auction days, which should translate into lower costs and higher margins. It will allow us to sell many more items per day, with fewer staff and less cost, while maximizing the return to the consignor. Our bidders will benefit because the Timed Auction system creates much more convenience for them. It will also allow us to focus our efforts at the auction on higher value items, where the value add of the live auction experience is most dramatic. Our aim is to use the auction method that generates the best return for our customers, and now we have one more available alternative. Please see our discussion elsewhere in this report for a more comprehensive explanation of this exciting new technology.

There have been many other examples of innovation in our auctions and our business practices over the years, but the common theme in all of these is value, allowing us to continue to grow by focusing on what we see as our fundamental purpose – creating compelling value for our customers, employees and shareholders.

We generate value for our customers by using unreserved auctions to create a global marketplace where people can buy and sell equipment in a fair and transparent way. The key to that transparency is the open and honest nature of our auctions. Auctioneering has been around for a long time, yet it has not always been conducted to the highest standards of integrity. Being a public company has created even more

MANAGEMENT ADVISORY COMMITTEE



BACK ROW: **VIC POSPIECH** SENIOR VP – ADMINISTRATION & HUMAN RESOURCES — **STEVE SIMPSON** SENIOR VP – WESTERN USA
BILL COOKSLEY VP – INFORMATION TECHNOLOGY — **GARY SEYBOLD** DIVISIONAL MANAGER – US SOUTH EAST — **BRAD BASS** SENIOR VALUATION ANALYST – EUROPE
KARL WERNER VP – AUCTION OPERATIONS — **JEREMY BLACK** VP – BUSINESS DEVELOPMENT; CORPORATE SECRETARY — **ROB MACKAY** PRESIDENT
FRONT ROW: **DAVID HOBBS** VP – SOUTH CENTRAL US — **KEVIN TINK** SENIOR VP – CANADA & AGRICULTURE — **JEROEN RIJK** VP – SOUTHERN EUROPE
DEAN SIDDLE VP – SENIOR VALUATION ANALYST — **GUYLAIN TURGEON** SENIOR VP – MANAGING DIRECTOR EUROPE, MIDDLE EAST & ASIA
WARWICK MACKRELL VP – AUSTRALIA & ASIA — **GARY CAUFIELD** SENIOR DIRECTOR – LEGAL AFFAIRS

transparency in our business and allowed us to demonstrate clearly – day in and day out – that we operate to the highest level of business conduct and ethics, and this has become a competitive advantage.

Over the last 50 years of continual innovation, we have grown to become the world’s largest auctioneer of construction, transportation and agricultural equipment – both live and online. We have accumulated a series of strategic assets that helps set us apart from any other offering available in the marketplace. One of our most important strategic assets is our global network of auction facilities, complete with state of the art refurbishing facilities.

Our global auction site network allows us to take care of all the details of the auction process, allowing our customers to focus on their business. We save our customers time,



effort and money by making the purchase and sale process easy and flexible. We have been refining our current auction facility model since we first introduced a prototype in the 1990s, and as a result, our facilities are leading edge. We made further progress in 2009 as we formalized a design prototype that is making the development of our auction facilities more efficient.

In 2009 we also made significant progress expanding our global auction site network. We opened a brand new permanent site in London, Ontario and conducted our first auctions at our new property near Madrid, Spain. We expect to open a permanent site at this location in 2010. We moved into a new site near Melbourne, Australia and replaced permanent auction sites with significantly expanded capacity in Minneapolis, Minnesota; Houston, Texas; and Grande Prairie, Alberta. We also replaced a leased facility with a new permanent auction site near Mexico City, Mexico.



BACK ROW: **SCOTT FORKE** VP – SPECIAL PROJECTS — **PETER BLAKE** CHIEF EXECUTIVE OFFICER — **STEPHEN BRANCH** VP – MARKETING
ROB BLACKADAR DIVISIONAL MANAGER – NATIONAL & MAJOR ACCOUNTS — **BOB ARMSTRONG** CHIEF OPERATING OFFICER
CURT HINKELMAN SENIOR VP – EASTERN USA — **JOE BOYLE** VP – NORTH EAST USA — **BRIAN BUTZELAAR** VP – NORTHERN EUROPE

FRONT ROW: **RICHARD ALDERSLEY** DIVISIONAL MANAGER – US SOUTH WEST — **ROB WHITSIT** SENIOR VP — **ROB MCLEOD** CHIEF FINANCIAL OFFICER
SIMON WALLAN VP – AGRICULTURE — **MIKE JOHNSTON** DIVISIONAL MANAGER – US CENTRAL WEST — **NICK NICHOLSON** SENIOR VP – CENTRAL USA, MEXICO & SOUTH AMERICA
ROBERT THOMPSON SENIOR DIRECTOR – PROPERTIES — **BRIAN GLENN** (NOT PICTURED) – DIVISIONAL MANAGER – WESTERN CANADA

2010 is already off to a roaring start: we conducted our first auction at our new permanent auction site in Narita (near Tokyo), Japan in January 2010. Again, innovation played a role in this facility as it was constructed without our standard “ramp” – all equipment in our Narita auctions is sold on-site through our Virtual Ramp system to both the live crowd and internet bidders. Entering Japan allows us to make a huge leap forward in our Asia strategy. Japan is an important used equipment market and having a permanent facility there after approximately 20 years of business in that country should allow us to reap tremendous rewards.

We have five more facilities under development that we expect to open in 2010, as well as our regional auction unit in Tipton, CA that had its first auction in February 2010. We have been on an accelerated capital expenditure program for several years now and we believe that it peaked in 2009. We spent \$157 million in 2009 and we expect expenditures to be in the range of \$100 million per year as we move towards a more sustainable capex level. Our long term goal is to add at least two new sites to our network each year, as well as a number of replacement facilities.

With all this investment in 2009 and previous years we have deliberately spent more than we’ve earned because it was more important to accelerate our innovations and expand our auction site capacity to prepare for future growth. Turning potential auction consignments away from auction yards

that are already full is not the way to deliver value to our customers. We have made meaningful progress over the last few years and we expect to return to a positive cash flow situation in 2010 or 2011, with free cash flow improving steadily in the years ahead.

We often get asked why our investments in auction sites are so important. There’s a simple answer: having care, custody and control of the equipment we sell means our sellers do not have to worry about their assets while we prepare them for sale and our buyers can bid in confidence knowing that transactions will be completed. When our buyers travel from overseas or participate online, they know exactly with whom they are dealing and where the assets are located. We let our bidders, the majority of whom are end users, inspect, test and compare the equipment prior to the auction so they can trust their own eyes and not need to rely on third party information to gain comfort on value. And few other auction companies can offer their sellers a local presence with a global reach, which is what we do every day with our strategically located yards around the

OUR CORE VALUES

We do what is right

We maintain the highest level of business integrity

We build and maintain strong and enduring customer relationships

We never lose track of the basics

We face our issues immediately and are solution oriented

We have a hunger and passion for the deal

We are nimble and opportunistic

We have fun

registrations. We sold \$831 million of equipment to online buyers, maintaining our position as the world's largest seller of used equipment to online and on-site buyers. As most of the charts and graphs in this report show, these numbers have been increasing. To us, this is a clear sign that our strategy and model are working.

We invest in innovative ways to serve our customers better in an effort to transform the way the world buys and sells commercial and industrial assets. We believe that our future growth and expansion is directly dependent on our ability to create compelling value for our customers, and we are always looking for new and innovative ways to accomplish that.

Today, as we plan for the future, we are aiming to become the world's largest marketplace for commercial and industrial assets. Right now our planning horizon is \$10 billion in gross auction proceeds and beyond, and that motivates us to maintain our focus on execution and innovation. We continue to serve just a tiny share of a large and extremely fragmented market, and the biggest restriction on our growth is our conservative growth strategy and our ability to

world. That may seem basic, but few other companies offer the global reach of our network. Our auction site network is a critical strategic asset that has become a significant competitive advantage.

In addition to the tremendous activity on the auction site development front, we also had success in our frontier market initiatives in 2009. After five years of developing our business in India, we conducted our first sale in Hyderabad in September 2009. We recently completed our second sale in India and expect many more in the future.

We also conducted our first sale in Turkey, which is another large equipment market with tremendous potential for us, and our first sale in ten years in Panama, with another sale completed in February 2010. We expect to see more activity from all of these markets in the future. Pioneering new markets helps us to expand our global bidding audiences at our auctions, which is another demonstration of our innovative approach to the auction business.

Our continuous focus on innovation and execution has helped us become the world's largest industrial auction company. At end of 2009, our team was comprised of 1,148 employees working out of more than 110 offices in 25 countries, including 40 auction sites. During 2009, we sold 283,000 lots for 37,000 consignors at 195 unreserved public industrial auctions, attracting 336,000 bidder

execute that strategy.

It's very important to recognize that recent times have been tough for our customers. Yet, there is still a lot of work going on and analysts estimate that over \$100 billion of used equipment is trading every year. We are the world's largest auctioneer of industrial equipment but we handle only a small fraction of the used equipment that's bought and sold around the world. That means we enjoy both the benefit of market leadership and the potential for tremendous growth. The liquidity that we create is very appealing to equipment owners

around the world, and we intend to continue to look for innovative ways to make it even more appealing.

Despite all of our growth over the years, we still believe that we are just beginning to scratch the surface. One of the keys to our ability to grow is our people. Without continuing to attract, train, develop and retain the right people, we will not continue to grow over the long term. This is an often-misunderstood aspect of our business. We are pleased that we increased our sales force by 14%

in 2009. We expect these new members of our team to make an increasing contribution to our growth in the years ahead.

Ours is a business built on relationships, meaning that our growth is limited by our capacity to meet and develop relationships with customers. We build these relationships in many ways, including interactively and online via our industry-leading web site at rbauction.com, over the phone when customers are dealing directly with our sale sites and our customer service group, and, most importantly, the old-fashioned way – face to face with our sales force.



In 2009 we made some big leaps forward in our efforts to develop deeper relationships with our customers. We invested in the development of an exciting new web site, and this will be rolled out in 2010. Not only will the new rbauction.com offer much more convenience and value for our customers, but it will also allow us to develop deeper and more meaningful online relationships with our customers and help us understand their buying and selling patterns. Our website attracted millions of unique users in 2009 and 29.6 million equipment searches were completed. There is a tremendous amount of information that we will be able to extract with our new site.

Closely linked to our efforts to deepen our customer relationships is our sales force automation tool. We are excited to be rolling this out in early 2010 and expect meaningful sales force efficiencies as a result of this new tool. Please see further discussion in this report for a more complete description of our Salesplace tool.

On a similar vein, another recent example of innovation in our business is the creation of a centralized team to reach out to all of our first-time customers to ensure we are developing more meaningful relationships with them and serving them as effectively as possible. We have a very high level of repeat business among established customers, and we expect this team will ensure we do an even better job connecting with our new customers. In 2009, a significant percentage of bidders attending our auctions were there for the very first time, and we want to enhance their experience so we can continue to penetrate the massive global equipment market.

Our growth strategies are geared towards our dual goals of (a) maintaining and enhancing our corporate culture and (b) growing our earnings per share at an average annual rate of 15% while generating a reasonable return on

invested capital. We fear that chasing faster growth could dilute our high level of customer service and make it more challenging for us to maintain and enhance our corporate culture. That is a risk we are not prepared to take.

As we write this letter in the early days of 2010 the world remains an uncertain place in the short term – it is hard to say what the year ahead will have in store for Ritchie Bros. Precise visibility into the future is a challenge for any organization at the best of times. The future direction of the global economy over the coming year remains cloudy and many of our customers are facing ongoing uncertainty, which makes forecasting even more challenging for us. However, there is one thing we are clear about – we believe we are well positioned for ongoing earnings growth over the long term and that's our focus for the future.

We are proud of our accomplishments and ongoing innovation in 2009 – although it was a difficult year, we delivered revenue and adjusted earnings growth in the face of challenging conditions. We

could not have accomplished these results without the hard work and determination of all the men and women on the Ritchie Bros. team. Thanks to the energy, dedication and passion of our team, we are getting closer every year to our ultimate goal of becoming the world's largest marketplace for commercial and industrial assets.

And finally, thanks to our shareholders, for their ongoing confidence in us, and to the ever-increasing number of equipment owners who are choosing to participate in our unreserved auctions. We truly appreciate your support and are proud to be working with you.



Robert W. Murdoch
Chairman

Peter J. Blake
Chief Executive Officer





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More than a few things have changed since the first Ritchie Bros. unreserved auction in 1958. If you attended a typical Ritchie Bros. auction in 2009, you would have seen hundreds, if not thousands, of bidders in the auction theater and heard bids coming in over the internet from all over the world. You would have seen the electronic signboards, displaying the current ask price and updating in real time, and an Electronic Auction Clerking system tracking auction results in real time. You probably watched mobile equipment rolling over the ramp and saw photos of stationary items projected onto a Virtual Ramp screen as they were sold. You might even have seen people using their mobile phones to place bids on items being sold in an online Timed Auction.

A little different from those first Ritchie Bros. auctions in the 1950s and '60s, even though those first auctions were innovative in their own right.

But in many ways, Ritchie Bros. auctions today are fundamentally the same as they've always been: open to

the public and strictly unreserved, with no minimum bids or reserve prices. Interested buyers can still inspect, test and compare items at the auction site, with everything under our care, custody and control. Owners are still forbidden from bidding on their own items, so bidders can be sure that there is no artificial price manipulation and that every item will be sold to a new owner on auction day, regardless of price. And every customer is still treated with fairness and respect.

Ritchie Bros. earned – and has maintained – its position as the world's largest industrial auctioneer largely due to this unique combination of tradition and innovation. For that we have to thank our founders, the three Ritchie brothers: true pioneers in their field. They turned a secondhand furniture store into a very successful auction company. They established auctions as a fair and legitimate means of buying and selling equipment. They pioneered the ramp style auction method, bringing the equipment to the bidders – not the other way around.

That innovative spirit continued in the 1970s and '80s, with national and international expansion and the opening up of the global used equipment marketplace, through the 1990s, with auctions and bidders being linked by video satellite conference, and into the 2000s, with the introduction of real-time internet bidding.

The prototype auction facility that became the model for what we build today was developed in Olympia, Washington and Fort Worth, Texas in the 1990s. At that point no other company had built as innovative an auction facility as those early models.

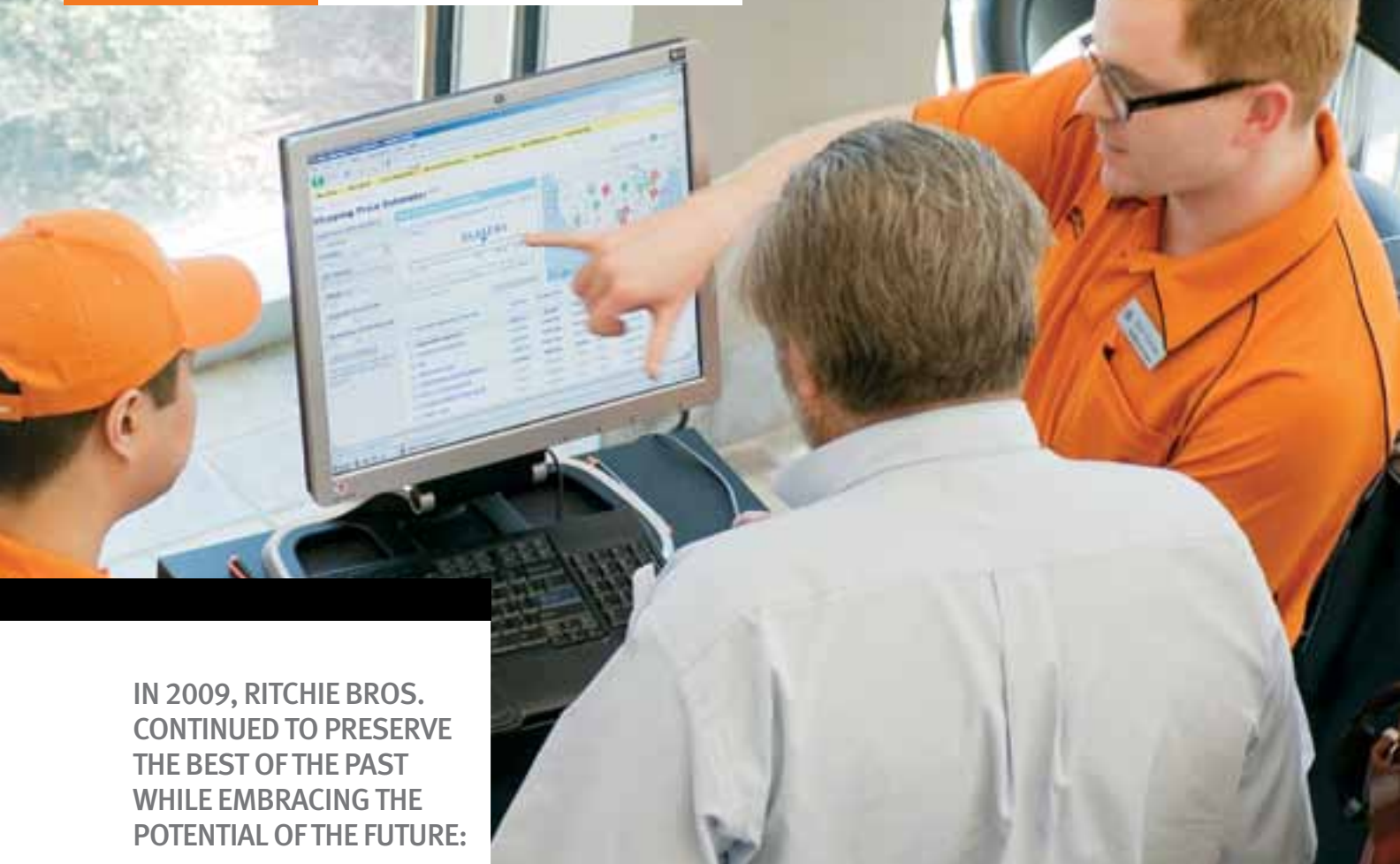
Becoming a public company in 1998 was another form of innovation for Ritchie Bros. Our business is built on trust, and what better way to help customers develop trust than having our financial statements and detailed financial and operating data out in the open, available for public inspection. Transparency is a critical element of our business, and being a public company has helped us display that we operate to the highest standards of ethics and business conduct.

Innovation is as much a part of Ritchie Bros. as our commitment to Auctions Done Right. You'll see evidence of both throughout this Annual Report – including in our financial statements. Coupled with our commitment to fair, transparent unreserved auctions, our innovative mindset helps us serve more people in more places, attract more bidders to our auctions, sell more equipment without increasing costs, and deliver exceptional value to our customers, our employees and our shareholders.



Online Shipping

→ During the year, thousands of our customers took advantage of this convenient free service, requesting transportation quotes through rbauction.com



IN 2009, RITCHIE BROS. CONTINUED TO PRESERVE THE BEST OF THE PAST WHILE EMBRACING THE POTENTIAL OF THE FUTURE:

THE INTERNET

Our web site receives millions of unique visitors every year, making it one of our most powerful marketing tools. Following development and testing throughout 2009, we intend to launch our new 21-language web site in early 2010. The new rbauction.com will make it easier for our customers to find the information they want and the equipment they need in the language they speak. Equipment buyers around the world will be able to search the world's largest used equipment inventory, access the world's largest database of used equipment values or bid online at auctions around the globe, all in their own language. Our new web site will help us reach a massive audience of non-English speaking equipment buyers and sellers, while giving all of our customers more tools and information to help them manage their equipment fleets – and more

reasons to visit rbauction.com daily. The new rbauction.com will allow us to develop deeper and richer online relationships with our customers.

ONLINE BIDDING

We introduced our real-time internet bidding service in 2002, giving our customers the ability to bid at auctions all over the world without getting on an airplane and creating a global bidding audience for equipment sellers. Between then and the close of 2009, online bidders had purchased almost \$3.3 billion of equipment at Ritchie Bros. auctions.

In early 2009 we released an enhanced version of our online bidding software, making it easier for our customers to bid in multiple auctions taking place at the same time. And in 2010 we intend to launch the new rbauction.com with online bidding in seven languages, giving even more people

around the world the ability to bid online at our auctions in their own language. The interplay of the live auction with real time internet participation is important in the used equipment world, and has allowed us to become the largest seller of used equipment in the world to online AND on-site customers.

ONLINE SHIPPING SERVICE

We entered into a partnership with uShip, the world's largest online shipping marketplace, allowing us to offer online shipping quotes and estimates to customers participating at our auctions in the U.S. and Canada. During the year, thousands of our customers took advantage of this convenient free service. This relationship is another innovative way that we have made it easier for our customers to buy and sell through Ritchie Bros. auctions.

The Virtual Ramp

→ In 2009, the Virtual Ramp became an indispensable part of our auctions – and a standard feature of our permanent auction sites.



TIMED AUCTIONS

We conducted successful Timed Auction pilot projects at a number of auctions in 2009. At these auctions, we sold most items in the regular live auction; however, lower value items, such as consumer goods and equipment attachments, were sold in an online Timed Auction, without an auctioneer. On-site and online bidders could place bids in the Timed Auction over several days through our web site, using internet kiosks at the auction site, or with a mobile device.

Bidders appreciated the ease and convenience, sellers were pleased with the returns, and our professional auctioneers, bid catchers, clerks and other staff enjoyed greater productivity and more time to focus on our customers. In order to achieve our goal of growing our earnings at a sustainably strong rate over the long term, we need to sell more equipment in the same amount of time; Timed Auctions will help us realize that goal. Due to the success of our 2009 pilot project, we will be introducing Timed Auctions for the sale of certain lower value items at our auction sites around the world in 2010.

THE VIRTUAL RAMP

A few years ago we introduced the Virtual Ramp to improve our customers' experience when bidding on stationary

equipment or items located off-site, such as real estate. Photos and descriptions of these items are projected onto a large theater-style screen, together with bid and ask prices, so the bidders know exactly what they're bidding on, without venturing out into inclement weather. In our experience, the more comfortable the bidders, the more likely they are to participate.

In 2009, the Virtual Ramp became an indispensable part of our auctions –

and a standard feature of our permanent auction sites. Thanks to the new Virtual Ramp theatre, bidders at our Grande Prairie auction site Grand Opening auction in November could stay indoors for the entire auction, out of the cold, for the first time ever. And in September, we were able to conduct a major mining equipment auction by Virtual Ramp in West Virginia, even though the equipment was scattered at mine sites in various states. We will sell everything by Virtual Ramp at our new permanent auction site in Narita, Japan, making best use of the limited acreage while giving our customers the true Ritchie Bros. auction experience.



HANDHELD APPRAISAL DEVICE

In 2009 we streamlined our appraisal process by introducing our new Field Asset Information Management system, known as FAIM. Our Territory Managers can now use handheld devices to capture more complete, accurate and consistent information about the equipment they're inspecting; it's not only more efficient, it results in a more accurate appraisal. Our head office appraisal team can now receive detailed inspection reports, with digital photos, within hours of a Territory Manager's field visit, enabling us to get back to our customers quickly with value estimates.



SALES FORCE AUTOMATION

In late 2009 we rolled out our new sales force automation tool, giving our Territory Managers instant access to our database of over 620,000 customers through their laptop or mobile device. When they're out in the field, our sales team can now quickly retrieve the most up-to-date information about their customers, instantly email marketing materials in response to questions or current needs, and record any new information from meetings, including email correspondence, for future reference. They can also retrieve their customers' buying and selling history. This tool will help increase sales force productivity while providing a more personal and meaningful experience for our customers.

STATE-OF-THE-ART AUCTION FACILITIES

When we started to invest in permanent auction sites in the 1970s, we changed the face of the equipment auction industry. Through their permanence, location and design, our sites instill confidence in both buyers and sellers of equipment. Look beyond the land and buildings and you'll see acres of equipment in our care, custody and control. Interested buyers can inspect

and compare items side-by-side in the yard, and then see the machines in front of them while they are bidding – seated comfortably inside. Our sites are located close to major transportation routes, so our customers can get their equipment to and from our sites with ease, and they can feel confident doing business with us because they know we'll be in the same place next week, and next year. In 2009 we developed a more standardized auction site prototype to make the development of new permanent auctions sites more efficient, cost effective and timely.

RITCHIE WIKI

2009 also marked the first anniversary of RitchieWiki, the Ritchie Bros.-sponsored public heavy equipment wiki, which now includes more than 2,000 articles, over 2,600 photos and detailed specifications for more than 11,200 different machines. RitchieWiki and the associated RitchieSpecs are valuable resources for the industries we serve, and also an

excellent way to introduce our brand to new customers.

NEW BIDDER WORKSHOPS

Not every innovation involves technology. In the past year we welcomed tens of thousands of first-time bidders to our auctions, in part because demand for used equipment rises in economic downturns when people are focused more than ever on value, but also because we're expanding our presence in new markets worldwide. Many of our first-time bidders have never attended any kind of auction before and we want them to feel comfortable, confident and ready to bid on auction day. That's why we introduced "How to Bid" workshops in 2009. Hundreds of people attended these free workshops prior to our successful auctions in India, Panama and Turkey in 2009; for our Panama auction we conducted workshops in many countries across Latin America. Our new customers can look forward to similar workshops at other sites in 2010.

WHY UNRESERVED?

Every Ritchie Bros. auction is unreserved. That means there are no minimum bids or reserve prices on any item we sell. We also forbid owners and their agents, by contract, from bidding on the items they are selling. As a result, every item in our auctions is sold to the highest bidder on auction day and prices are set by the bidders, not by the sellers or the auctioneer.

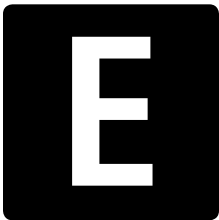
Bidders come to our auctions in the hundreds and thousands from around the world because they know that there are no hidden reserves, that every item will be sold to a new owner on auction day and that they will always pay fair market value for their purchases.

Consignors choose to sell their equipment at our unreserved auctions because they know that they are reaching the largest possible audience of potential buyers from around the world, that their equipment will be sold on auction day, and that it will be sold for the best possible price in the global market. That is particularly compelling for sellers who are faced with the challenges of a depressed local market.

Fair, transparent, unreserved auctions benefit both buyers and sellers of equipment. That's why we conduct unreserved auctions – and that's how we've established and maintained our position as the world's largest industrial auctioneer. A simple concept, but innovative in the equipment auction world.







Every year, we help more people in more places around the world buy and sell equipment.

Our customers are a diverse bunch. They come from more than 200 countries. Some are buyers, some are sellers; an increasing number are both. Many people have been attending our auctions for years; others recently bid for the first time. Some own multi-million dollar fleets of equipment; others operate one or two machines.

Our customers represent a diverse range of end markets and include end-users of equipment and dealers; finance companies and banks; rental companies and manufacturers. They work in the construction, transportation, agricultural, material handling, mining, forestry, petroleum, marine and other industries.

We sometimes conduct complete dispersals for people who are retiring or companies that are discontinuing a line of business or ceasing operations, but most of our customers are buying and selling equipment as part of a regular fleet turnover program. Only a small fraction of our business comes out of bankruptcy situations.

In spite of these differences, our customers have many similarities. They appreciate honesty, integrity and transparency. They want to be treated right. They want to know that they are paying a fair price when they buy and that they are getting a fair return when they sell. They want value – and they want their business to be valued.

That's why an increasing number of people turn to Ritchie Bros. auctions every year for their equipment buying and selling needs: because we do auctions right.

WHY BUYERS CHOOSE RITCHIE BROS.

We provide our buyers with innovative bidding options and value added services to make their buying experience convenient and rewarding, and to keep them coming back to our auctions. Some of the other innovative features of our auctions that our buyers appreciate include:

FAIR, TRANSPARENT AUCTION PROCESSES

Every Ritchie Bros. auction is unreserved, with no minimum bids or reserve prices. We also forbid owners from bidding on their own items. Our customers can be confident that the bidders – not the sellers or the auctioneer – set the prices at our auctions, so they always pay fair market value. And they know that every item will be sold on auction day, regardless of price.

COMPREHENSIVE SELECTION OF EQUIPMENT

More than 1,400 items are sold at an average Ritchie Bros. industrial auction – everything from skid steer loaders and forklifts to motor graders and truck tractors. In 2009, we sold almost 283,000 lots, making our auctions one of the best sources for used equipment in the world.

CONVENIENT LOCATIONS AROUND THE WORLD

We choose our auction sites carefully. Our 40+ auction sites are strategically located close to major transportation routes and services, making it more convenient and cost-effective for out-of-region bidders to participate on auction day.

THE ABILITY TO INSPECT, TEST AND COMPARE ITEMS

We marshal the equipment we sell at our secure auction sites so our customers can inspect, test and compare a diverse selection of makes, models and years from many different sellers, all in one place, before they bid on auction day. Our customers don't have to rely on a third-party inspection report: they can trust their own eyes and verify the condition and assess the value of a machine for themselves, or have their own trusted mechanic do so for them. They also know exactly where their purchases are located: in the care, custody and control of



Our Customers: 2009

620,000 customers in 200 countries

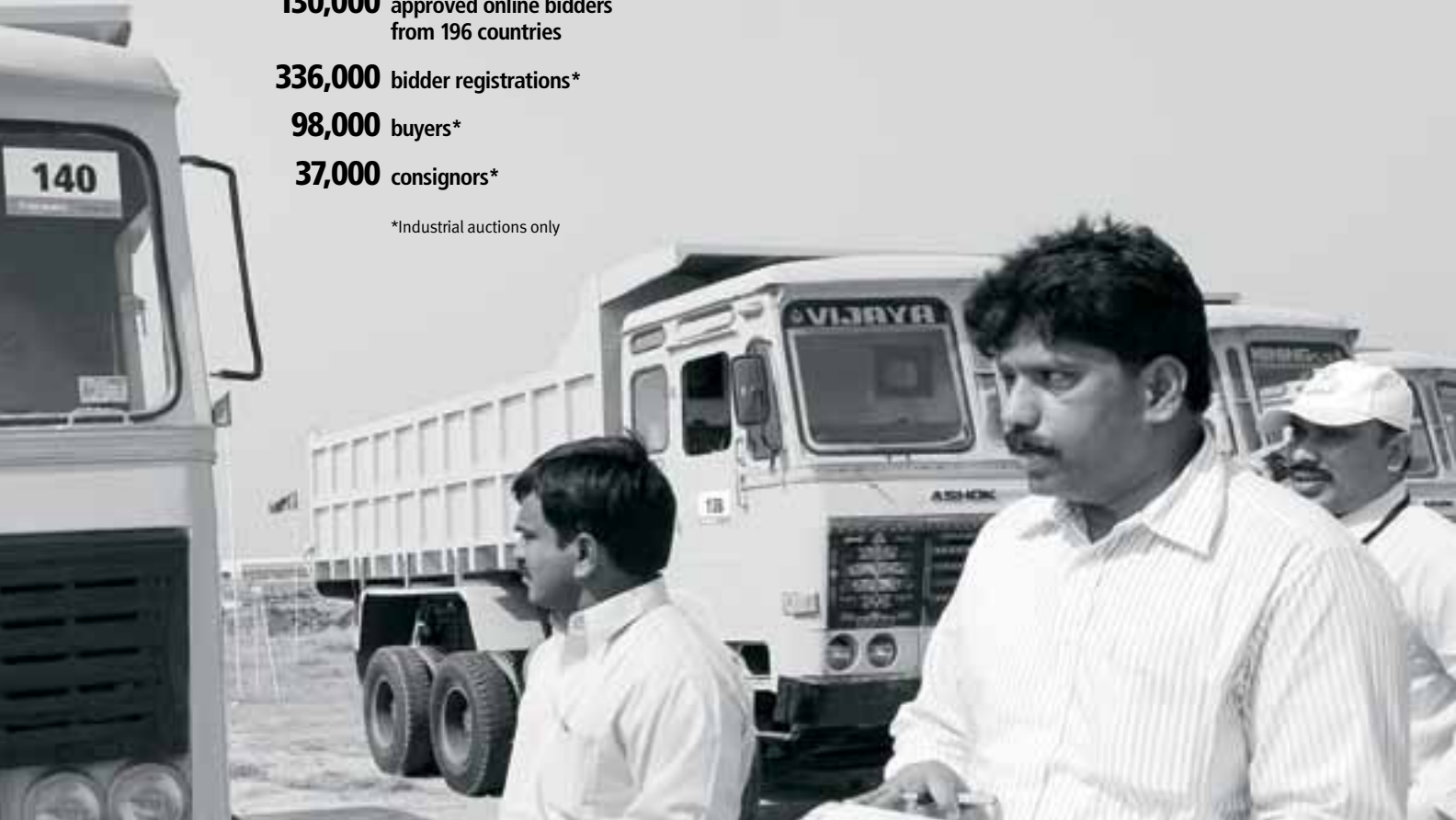
130,000 approved online bidders
from 196 countries

336,000 bidder registrations*

98,000 buyers*

37,000 consignors*

*Industrial auctions only



LAKE LENORE, SASKATCHEWAN, CANADA



Ritchie Bros. These features are particularly important for our end user buyers – they are buying equipment at our auctions because they have a job to do.

LIEN-FREE EQUIPMENT

Our search department works to identify and release any liens and encumbrances before auction day, so our customers can be confident that the equipment they are bidding on comes with clear title. If we can't deliver clear title, we offer a full refund of the purchase price.

NO HIDDEN FEES OR PREMIUMS

Our auctions are open to the public; registration to bid is free. Unlike some auction companies, we do not charge unsuccessful bidders any fees and we don't place reserve prices on any item we sell. We also do not charge buyers' premiums – when the auctioneer says sold, that's the price you pay. Bidders do not have to calculate additional fees in their head as they are bidding, so they can focus on bidding – not math.

CONVENIENT BIDDING OPTIONS

Our customers can bid in person, online in real time or by proxy at most of our auctions. Most people still prefer the experience of bidding in person, but they appreciate the option of bidding online if they can't make it to the auction site on auction day – or simply for the convenience of bidding on equipment being sold all over the world at multiple auctions without leaving home.

VALUE-ADDED SERVICES

We continue to enhance our customers' buying experience by inviting third-party vendors to our auctions (such as finance companies, transportation companies, customs brokers and caterers) and partnering with companies that offer value-added services (such as Like-Kind Exchange services, credit card payments and shipping quotes).

→ We registered a record 336,000 on-site and online bidders at our industrial auctions in 2009: A 21% increase over 2008.

ON-SITE REFURBISHING

Many buyers take advantage of the convenient on-site refurbishing services we offer at most of our auction sites: they can have their newly purchased machine painted and repaired before it leaves the auction site, so they only have to make one payment and they can transport it straight to their worksite.



EDMONTON, ALBERTA, CANADA



HOUSTON, TEXAS, USA

Average Industrial Auction: 2009

Our auctions range in size from small, single-owner auctions on a customer's property to multi-day, multi-million dollar auctions at our permanent auction sites.

\$17.3 million in gross auction proceeds

24% sold to online bidders

1,450 lots

190 consignors

1,720 bidders (total)

570 online bidders (33%)

60% sold to out-of-region bidders

82% sold to end-users

WHY SELLERS CHOOSE RITCHIE BROS.

We take care of all of the details of the sale process for our consignors, so they can focus on their business. Whether they are operating a single machine or a large fleet of equipment, our approach is the same. We use innovation and good old fashioned customer service to deliver value, including:

FAIR, TRANSPARENT AUCTION PROCESSES

Our sellers value our commitment to fair, transparent, unreserved auctions as much as our bidders. For a start, many of them are also buyers. More importantly, they know that it's our integrity that attracts such large bidding crowds to our auctions – helping sellers achieve the best possible returns on auction day.

FLEXIBLE CONTRACT OPTIONS

We offer different contract options to meet our customers' sale objectives and risk tolerance, including straight commission, guarantee and outright purchase options.

UNPARALLELED MARKETING

We employ a comprehensive global marketing campaign for each and every industrial auction using our high-traffic web site; full-color auction brochures; email campaigns; print and online advertising; and often, media relations campaigns. Our consignors can be confident that they are reaching the maximum number of potential buyers from around the world when they sell through Ritchie Bros.

GLOBAL FAIR MARKET VALUE

An average Ritchie Bros. industrial auction attracts more than 1,700 on-site and online bidders from around the world and from a diverse range of



DETROIT, MICHIGAN, USA

→ We sold a record 283,000 lots from 37,000 consignments at our industrial auctions in 2009: A 12% increase over 2008.

end markets. Reaching beyond the local market for buyers enables our consignors to sell their equipment for its global fair market value, regardless of local market conditions.

ACCESS TO END-USERS

We attract large numbers of end-users to our auctions because they know they can buy a piece of equipment today and put it to work almost instantly. Unlike wholesale buyers or resellers, end-users are rarely speculative buyers; they tend to bid when they need a machine for a specific project, which motivates them to outbid their competitors.

EXPOSURE TO ONLINE AND ON-SITE BIDDERS

Despite the convenience of online bidding, most Ritchie Bros. customers still prefer to bid in person at our auction sites. They like “kicking the tires” on the equipment they’re interested in and they like to see it running over the ramp as they bid. When you’re selling a machine that’s worth tens or hundreds of thousands of dollars, it’s important to reach every potential buyer – not just the ones who choose to bid online.

ON-SITE REFURBISHING

Many of our consignors have their equipment painted or refurbished at the convenient, cost-competitive refurbishing facilities at our permanent auction sites. Buyers will often pay a premium for a machine that is ready to be put straight to work.

SELLING EXPERIENCE AND EXPERTISE

Selling equipment takes time, expertise and resources. We take care of every aspect of the sale of our customers’ equipment – from advertising to meeting potential buyers to collecting proceeds to coordinating load out – so

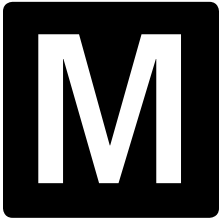
they can focus on what they do best: running their business. Our customers appreciate the convenience and value of our after sale completion process. We coordinate all after sale activities on their behalf, helping them avoid the hassles of dealing with multiple buyers of their equipment. They also take comfort in the fact that their valuable equipment is safe and secure in our auction site.

ALMOST INSTANT LIQUIDITY

At Ritchie Bros. unreserved auctions, every single item is sold on auction day. Within three weeks our consignors have the net proceeds of the sale. Unlike most other sales channels, our unreserved auctions provide almost instant liquidity and certainty of sale for equipment sellers.

PEACE OF MIND

Ritchie Bros. is listed on the New York and Toronto stock exchanges. We have a solid balance sheet and more than 50 years of experience in the auction business. Our customers feel confident placing their equipment in our hands because we have the expertise, integrity and financial ability to deliver on our commitments.



Millions of people visit rbauction.com every year, making it one of the most popular equipment web sites in the world and one of our most important marketing channels. Our web site is often our first point of contact with a new customer; many people make a point of visiting daily. We take advantage of the latest online tools to attract new visitors to rbauction.com and then provide useful tools and relevant content that give them a reason to come back frequently.

rbauction.com Stats: 2009

29.6 million equipment searches

2.3 million auction results searches

30% more unique visitors than 2008

OUR CUSTOMERS VISIT rbauction.com TO:

▶ **CHECK THE AUCTION CALENDAR**

In 2009 we conducted 327 unreserved auctions; as soon as we set an auction date, add equipment or have new details about an auction, we can update our web site, making rbauction.com the best place for our customers to find up-to-the-minute auction information

▶ **SEARCH FOR EQUIPMENT**

We post detailed information about every item we sell on rbauction.com – including photos, specifications and serial numbers – so our customers can make accurate and informed buying decisions

▶ **LOOK UP PAST AUCTION RESULTS**

We publish the results for every auction item over the previous 24 months on our web site within 48 hours of each auction, giving our customers free access to worldwide equipment values and adding to the transparency of our auctions

▶ **BID ONLINE IN REAL TIME**

If they can't make it to the auction site on auction day, our customers can visit rbauction.com to bid online in real time, giving them greater access to the worldwide equipment marketplace

▶ **PLACE DEPOSITS OR MAKE PAYMENTS**

Our customers can use our Online Payment Service to place deposits or make payments using their credit card, which is especially convenient for our online bidders

▶ **GET ONLINE SHIPPING QUOTES OR ESTIMATES**

Customers buying or selling equipment at our auctions in the U.S. and Canada can obtain quick estimates or competitive shipping quotes through our web site

▶ **FIND THEIR LOCAL RITCHIE BROS. REPRESENTATIVE OR OFFICE**

We have offices and auction sites in more than 25 countries to serve our global customer base; finding your local representative is as easy as visiting rbauction.com and looking for your country or region

GRANDE PRAIRIE, ALBERTA, CANADA



ONLINE BIDDING



EDMONTON, ALBERTA, CANADA

Online bidding is a convenient option for many of our customers, and a preferred option for some: they can bid on equipment being sold on the other side of the world without leaving home, take 10 minutes out of their work day to place a bid over the internet, or bid in multiple auctions taking place on the same day.

Our online bidding service is designed to mimic the experience of bidding on-site as closely as possible: internet bidders can hear the auctioneer, see pictures and details of items as they're sold, make selections from choice groups, keep track of bids coming from on-site and online bidders, and place bids – all in real time.

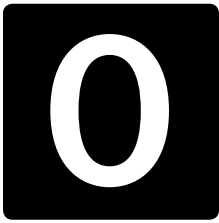
The 2009 version of our online bidding software improved greatly that experience: online bidders can now see more equipment photos, enlarge the images for a closer look and participate in multiple auctions taking place at the same time without having to open new browser sessions.

Although most people still prefer to bid in person at our auctions, online bidding greatly expands our international reach. By offering on-site and online bidding, we're able to attract the largest and most diverse audience

of potential buyers to our auctions, ensuring that our consignors achieve maximum returns on the sale of their equipment, regardless of local conditions.

By taking an innovative approach to serving both buyers and sellers of equipment, and giving them the choice of how they participate in our auctions, Ritchie Bros. confirmed its position as the world's largest industrial auctioneer in 2009 – on-site and online. The proof is in the numbers:

- ▶ Almost 130,000 approved online bidders from 196 countries
- ▶ 33 percent of our bidders participated online in 2009
- ▶ \$831 million of equipment sold to online bidders in 2009
- ▶ Almost \$3.3 billion of equipment sold to online bidders since 2002



ur global network of auction sites is a critical strategic asset and one of our most significant competitive advantages. We had 40 auction sites in North America, Europe, the Middle

East and Australia at the end of 2009, including 32 permanent sites, with another seven new or replacement sites under construction in Canada, the U.S.A., Japan, Spain, Italy and Germany.

PREFERRED

Our online bidding service is convenient, easy to use and popular – and yet 67 percent of our registered bidders participated in person at our auction sites in 2009, purchasing over 75 percent of the equipment sold (by value). Many customers still travel hundreds or thousands of miles to attend our auctions because they prefer the live auction experience. They like to assess the value and condition of the equipment in the yard for themselves, see the machines in operation while they bid, meet with other people in their industry and enjoy the excitement of auction day.

CONVENIENT

An average Ritchie Bros. industrial auction features 1,450 items – and we can display all of that equipment at our large, conveniently-located auction sites. Bidders can visit the auction site in person prior to the auction and inspect, test and compare items from many different sellers, all in one place, which helps them make informed decisions on auction day.

SECURE

Both buyers and sellers take comfort in knowing that we have full care, custody and control of the equipment we sell, from the time it enters our secure auction sites to the time we release it to the new owner – fully paid for.

DEPENDABLE

There is no substitute for a permanent address and regular auction schedule. Our customers know where they can find us, where they can find their equipment, and when the auctions usually take place. In addition, this permanence helps maintain and enhance trust, a cornerstone of our business.

EFFICIENT

We conduct many off-site auctions at temporary locations, when that option best serves the needs of our customers and the assets they are selling – such as when a customer is selling their entire farm or when they have a large equipment fleet located some distance away from our auction sites. In most cases, however, it is more efficient and cost-effective to conduct the auction at one of our own sites, where we can sell more equipment from more sellers using the same amount of company time and resources.

- CANADA**
- Vancouver, BC ①
- Prince George, BC ②
- Grande Prairie, AB ③
- Edmonton, AB ④
- Saskatoon, SK ⑤
- Regina, SK ⑥
- London, ON ⑦
- Toronto, ON ⑧
- Montréal, QC ⑨
- Halifax, NS ⑩
- USA**
- Olympia, WA ⑪
- Sacramento, CA ⑫
- Tipton, CA ⑬
- Los Angeles, CA ⑭
- Las Vegas, NV ⑮
- Phoenix, AZ ⑯
- Albuquerque, NM ⑰
- Denver, CO ⑱
- Fort Worth, TX ⑲
- Houston, TX ⑳
- Kansas City, MO ㉑
- Minneapolis, MN ㉒
- Chicago, IL ㉓
- Nashville, TN ㉔
- Atlanta, GA ㉕
- Columbus, OH ㉖
- Statesville, NC ㉗
- Orlando, FL ㉘
- North East, MD ㉙
- Hartford, CT ㉚
- MEXICO**
- Mexico City ㉛
- EUROPE**
- Moerdijk, The Netherlands ㉜
- Paris, France ㉝
- Caorso, Italy ㉞
- Madrid, Spain ㉟
- Moncofa, Spain ㊱
- MIDDLE EAST**
- Dubai, UAE ㊲
- ASIA**
- Narita, Japan ㊳
- AUSTRALIA**
- Brisbane, QLD ㊴
- Geelong, VIC ㊵



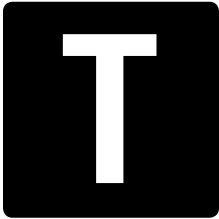
THE EVOLUTION OF AN AUCTION SITE

We intend to add an average of at least two new sites to our global network every year, plus a number of replacement sites. When assessing the potential for a new auction site we look at many factors, including our auction history and the size and growth of our customer base in that region; local regulations and conditions that impact buying, selling and moving equipment; and the availability and suitability of land near major transportation routes, airports, hotels and other services. We don't establish auction sites overnight; we start small and build on our successes.



- 1** First, we get to know customers from a new region when they attend our auctions in other regions.
- 2** Next, we send a Territory Manager into that region to assess the market opportunity, meet customers and establish a sales office.
- 3** We then help new customers in that region buy and sell equipment at our auctions in other areas.
- 4** When the time is right, we'll conduct an auction at a temporary location in the new region.
- 5** After several successful auctions, we'll usually open a regional auction unit on leased land with limited auction and administrative facilities.
- 6** When the growth in gross auction proceeds and the market potential warrants the investment, we'll purchase land and establish a full-service permanent auction site – and celebrate with a Grand Opening auction.





THE FUTURE OF RITCHIE BROS.

The mission of Ritchie Bros. is simple: to become the world's largest marketplace for commercial and industrial assets. We believe this mission is both realistic and achievable, as long as we maintain our innovative mindset, focus on execution and stay true to our founding principles: conducting strictly unreserved auctions and treating every customer fairly and with respect. As we pursue this long-term mission we intend to remain focused on two core goals: (a) to maintain and enhance our corporate culture; and (b) to grow our earnings per share at a manageable pace while maintaining a reasonable return on invested capital.

While our stated mission is growth, we will not pursue growth opportunities that offer short-term rewards but run counter to our core values or jeopardize our high level of customer service. We believe that compromising our corporate culture would in fact inhibit our long-term growth potential and be a disservice to our customers, employees and shareholders.

OPPORTUNITIES FOR GROWTH

The worldwide market for used equipment is massive and highly fragmented. Analysts estimate that more than \$100 billion of used equipment is bought and sold around

the world each year. Auctions represent a very small segment of that market; most people still sell their surplus equipment privately, by placing ads in magazines or on the internet, or through other third party methods. Our unreserved auctions offer significant benefits over these sales channels, which is one of the reasons for our continued success.

Ritchie Bros. is the world's largest auctioneer of industrial equipment; we also sell more used equipment than any other organization in the world. Yet we sold only \$3.5 billion of equipment at our auctions in 2009 – less than four percent of the amount trading hands. In other words, we are the dominant player in the used equipment industry, with a very small share of a very large and fragmented market – giving us significant potential for long-term, stable growth.

We will continue to focus on increasing our market share in our core markets of construction, transportation and agricultural equipment, as well as complementary markets such as mining, material handling, forestry and petroleum assets.

OUR GROWTH STRATEGY

To achieve our long-term objectives we are investing simultaneously on three fronts: our people, places and processes. Our people help us achieve our goals, our places give us the capacity to handle and locations for future growth, and our processes enable us to become more efficient and effective as we expand around the world.

OUR PEOPLE

At its heart, our business is about relationships. We don't sell a product, we sell a service – and we need the right people interacting with our customers, explaining the value that we provide and reflecting the integrity of our auction processes. Recruiting, training and retaining the right people – especially sales staff – is one of our key priorities. We look for bright, hardworking people with positive attitudes to join our team. We give them the tools and training they need to be effective and productive, and offer them competitive compensation and opportunities for growth within our organization.

We also remain focused on active succession planning and leadership development, with an emphasis on developing our employees from within. We are committed to making Ritchie Bros. the kind of company where motivated individuals can build a rewarding career.

► At the end of 2009, we had 1,148 full-time employees working in more than 25 countries around the world, including 302 sales representatives and 19 Trainee Territory Managers.



PANAMA CITY, PANAMA



ORLANDO, FLORIDA, USA

MANAGING RISK

Most of our business is conducted on a straight commission basis and is therefore relatively risk free. In 2009, approximately 80 percent of our business was conducted on a straight commission basis, which is marginally higher than the average proportion in recent years. The other 20 percent of our business involved a guarantee of minimum sale proceeds or an outright purchase of a customer's assets.

We mitigate risk when entering into underwritten contracts by building a risk premium into our commission rate and by following a rigorous inspection and appraisal process that draws on our extensive field experience and unparalleled

database of equipment values. We sell more used equipment than any other company in the world, giving us unparalleled knowledge of the global equipment marketplace. As a result, we can stay ahead of changing market conditions and anticipate any shifts in supply and demand, then adjust our appraisals accordingly.

Equipment values are more stable than stock and commodity prices and tend not to fluctuate dramatically over short periods of time, so the limited timeframe that our guarantee and purchase contracts are outstanding also mitigates our risk on underwritten business. The time from signing a contract to selling on auction

day is typically between 30 and 45 days, which enables us to give more confident assessments of potential auction day prices.

During economic downturns, demand for underwritten contracts typically increases. We're one of the few companies still in a position to offer guarantees; on the other hand, we tend to be more conservative when evaluating and structuring deals during periods of market uncertainty, which helps us further mitigate our risk. Faced with the options and considering the cost of an underwritten arrangement, most of our customers choose a straight commission contract – and realize the full benefit of selling unreserved directly.



ENVIRONMENTAL PRINCIPLES

► Our sales force grew 14 percent in 2009, demonstrating the effectiveness of our recruiting and retention programs.

OUR PLACES

We intend to increase our share of existing markets while simultaneously developing new markets and expanding our international network of auction sites. When we talk about markets, we are referring to both market sectors and to geographic areas.

Although we expect that most of our short-term growth will come from regions where we are already well established, such as the United States and Western Europe, we believe that emerging markets in developing countries offer significant potential for long-term growth. That is why we have established offices and are developing relationships with new customers in countries like China, India, Turkey and Poland among others.

We plan to expand our international network of auction sites, adding at least two new sites to our network every year, with a short-term focus on the United States and Western Europe. We will also continue conducting off-site auctions to expand our presence in new regions.

► Ritchie Bros. added three new auction sites in 2009: London, Ontario; Madrid, Spain; and Tipton, California.

► At the end of 2009 we had 40 auction sites in North America, Europe, the Middle East and Australia, including 32 permanent sites.

► We have seven new or replacement auction sites under development: permanent auction sites in Vancouver, British Columbia; Madrid, Spain; Caorso, Italy; Narita, Japan; and St. Louis, Missouri, and regional auction units in Meppen, Germany and Salt Lake City, Utah.

► We conducted a Grand Opening auction in January 2010 at our new permanent auction site in Narita, and finalized plans to close our Buxton, North Dakota permanent auction site.

OUR PROCESSES

We are committed to making our business more consistent, efficient and scalable by implementing new and improved processes and systems. Technology will continue to play a large role in our business, enabling us to improve the quality of

Ritchie Bros. is committed to contributing to the protection of the natural environment by preventing and reducing adverse impacts of our operations. Our objective is to be more than compliant; we want to make a positive contribution and be true to our core value: "We do what is right."

As part of this commitment, Ritchie Bros. will:

- 1) **empower our employees to identify and address environmental issues;**
- 2) **consider environmental impacts as part of all business decisions;**
- 3) **conduct business in compliance with applicable regulations and legislation, and where appropriate, adopt the most stringent as our global benchmark;**
- 4) **use resources wisely and efficiently to minimize our environmental impact;**
- 5) **communicate transparently with our stakeholders about environmental matters;**
- 6) **conduct ongoing assessments to ensure compliance and good stewardship;**
- 7) **hold management accountable for providing leadership on environmental matters, achieving targets, and providing education to employees.**

The purpose of these principles is to stimulate local decision-making in line with our environmental principles and with executive leadership as necessary.

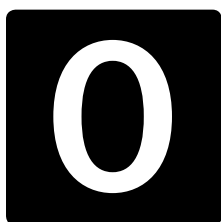


BRISBANE, AUSTRALIA

our auctions and deliver added value to our buyers and sellers. We believe that the continuous improvement mindset we've developed over the past few years will help us improve our margins over the long term.

► In 2009, our process improvement initiatives and company-wide efforts to control costs started to pay dividends: we sold a record 283,000 lots, 12 percent more than 2008, without an equivalent increase in operating costs.

► Among the process improvement initiatives implemented or expanded in 2009: new online bidding software, sales force automation tool, FAIM tool, web site redesign, Timed Auction system, Virtual Ramp auctions and uShip partnership.



Our Board of Directors is currently composed of seven members. All Board members except Peter Blake, our CEO, are independent directors.

ROBERT MURDOCH — CHAIRMAN

Bob Murdoch was elected to the Company's Board in 2006. Mr. Murdoch spent his career with Lafarge Corporation and affiliates, suppliers of construction materials, retiring from the position of President and Chief Executive Officer of Lafarge North America Inc. (NYSE & TSX: "LAF") in 1992. Mr. Murdoch was a member of the board of Lafarge, S.A. (NYSE: "LR"; Paris Stock Exchange (Eurolist): "LG") the Paris-based parent company of Lafarge Corporation, until 2005 and still sits on their advisory board. Mr. Murdoch is a director of Lallemand Inc., Weatherhaven Inc. and Timberwest Forest Corp. (TSX: "TWF.un"). Mr. Murdoch holds an LLB degree. Mr. Murdoch sits on the Nominating & Corporate Governance Committee.

PETER BLAKE

Peter Blake joined Ritchie Bros. in 1991, having worked previously with predecessor firms of PricewaterhouseCoopers and KPMG. Mr. Blake is a Chartered Accountant and started with the Company as Controller. He was appointed Vice President, Finance in 1994, and in 1997 he was appointed Chief Financial Officer and was elected to the Board. In 2002 Mr. Blake was appointed Senior Vice President and became CEO effective November 2004.

BEVERLEY BRISCOE

Bev Briscoe was appointed to the Ritchie Bros. Board in 2004. Ms. Briscoe has an extensive background working in industries complementary to the auction business and currently works as a business consultant and is President of Briscoe Management Ltd. Ms. Briscoe previously owned and was president of Hiway Refrigeration Limited. Before that she held executive positions with Wajax Industries Ltd., the Rivtow Group, and the Jim Pattison Group, and was a

manager at a predecessor firm of PricewaterhouseCoopers. Ms. Briscoe is a member of the board of Goldcorp Inc. (TSX: "G"; NYSE: "GG"), as well as a director of several non-profit organizations, including the B.C. Forest Safety Council, the Boys and Girls Club of Greater Vancouver, Forum of Women Entrepreneurs and Coast Opportunities Funds. Ms. Briscoe holds a Bachelor of Commerce degree and is a Chartered Accountant (Fellow). Ms. Briscoe is currently Chair of the Audit Committee and a member of the Nominating & Corporate Governance Committee.

ERIC PATEL

Eric Patel was first elected to the Ritchie Bros. Board in 2004. Mr. Patel has extensive business and financial experience, and is currently CFO of Pembroke Mining Corp. (formerly Paget Resources Corporation), a private mining company. Prior to that Mr. Patel acted as the CFO of Crystal Decisions, Inc., a privately held software company. Mr. Patel joined Crystal Decisions in 1999 after holding executive level positions, including that of CFO, with University Games, Inc., a privately held manufacturer of educational toys and games. Before 1997, Mr. Patel worked for Dreyer's Grand Ice Cream as Director of Strategy, for Marakon Associates strategy consultants and for Chemical Bank. Mr. Patel holds an MBA degree. Mr. Patel is currently a member of the Audit Committee and is Chair of the Nominating & Corporate Governance Committee.

EDWARD PITONIAK

Ed Pitoniak was appointed to the Company's Board in 2006 and is currently Chair of the Company's Compensation Committee. Mr. Pitoniak is a businessman and until 2008 was President and CEO of bclMC Hospitality, a private hotel company. Prior to joining the predecessor firm of bclMC Hospitality Group in 2004 (Canadian Hotel Income Properties Real Estate Investment Trust – TSX: "HOT.un"), Mr. Pitoniak was a Senior Vice-President at Intrawest Corporation for eight years. Before Intrawest, Mr. Pitoniak spent nine years with Times Mirror Magazines, where he held both top editorial and advertising positions with Ski Magazine — specifically, editor-in-chief and advertising director. Mr. Pitoniak has a Bachelor of Arts degree.

JAMES MICALI

Jim Micali was appointed to the Company's Board in 2008. Mr. Micali is a senior advisor and limited partner of Azalea Capital (a private equity fund) and a counsel of Ogletree Deakins, a labour and employment law firm. Mr. Micali retired in 2008 from the position of Chairman and President of Michelin North America, where he had responsibility for Michelin's operations in North America. He started his career with Michelin in 1977 and over the years had



BEVERLEY BRISCOE — ERIC PATEL — ROBERT MURDOCH — PETER BLAKE — EDWARD PITONIAK — JAMES MICALI — CHRISTOPHER ZIMMERMAN

responsibility for many of Michelin’s major business functions. Prior to joining Michelin, Mr. Micali obtained his legal education from Boston College Law School and was admitted to the bars of Rhode Island and Massachusetts. Mr. Micali also served on the board of directors of Lafarge North America, a supplier of construction materials (NYSE & TSX: “LAF”) from 2003 until May 2006. Mr. Micali sits on the Boards of Sonoco Products Company (NYSE: “SON”), SCANA Corporation (NYSE: “SCG”), American Tire Distributors Holdings, Inc. and Humphries Companies, LCC. Mr. Micali is a member of the Company’s Audit Committee and Compensation Committee.

CHRISTOPHER ZIMMERMAN

Chris Zimmerman was elected to the Company’s Board in 2008. Mr. Zimmerman is President of Easton-Bell Sports, Inc., a California based designer, developer and marketer of sports equipment and accessories, effective March 1, 2010, and was President and Chief Executive Officer of Canucks Sports and Entertainment in Vancouver, B.C. until 2009. Before joining them, Mr. Zimmerman held various senior positions with Nike, most recently as President and Chief Executive Officer of Nike Bauer Inc. He joined Nike in 1998 after spending 16 years in a variety of senior advertising positions, including USA Advertising Director for the Nike Brand and Senior Vice President at Saatchi and Saatchi Advertising in New York, where he directed the advertising development for brands such as Tide, Wendy’s, Champion Sportswear, Finesse Shampoo, Kenner Toys, and LifeSavers Candy. Mr. Zimmerman has an MBA degree. Mr. Zimmerman is a member of the Compensation Committee.

Our Management Advisory Committee is responsible for all of our significant policies and procedures. The Committee is comprised of all of our Vice Presidents and Divisional Managers. The members of the Management Advisory Committee are pictured on pages 4 and 5 and are listed on page 64.

Further governance information, including our Report on Corporate Governance, which is included in our Information Circular, is available on our web site at rbauction.com.

OUR AUCTION PROCESS: FROM SURPLUS TO SOLD

Selling through Ritchie Bros. is one of the best ways to turn assets into cash – quickly, efficiently and for the best possible returns in the global market. We've developed a consistent, efficient and reliable auction process that gives our customers the confidence they need when selling their valuable equipment.

STEP ONE: GETTING TO KNOW THE CUSTOMER

We take time to get to know our customers and find out how we can best meet their needs. The process of selling a piece of equipment usually starts with a meeting between the owner and their local Ritchie Bros. representative – a meeting that often marks the start or continuation of a long relationship.

STEP TWO: ASSESSING THE VALUE OF THE EQUIPMENT

Ritchie Bros. sells more used equipment than anyone else in the world. We can draw on our extensive experience and knowledge of the global used equipment market to assess the value of a customer's equipment and make the most appropriate selling recommendations for their needs.

STEP THREE: DRAFTING THE AUCTION CONTRACT

We offer our consignors a range of contract options, including straight commission, guarantee and outright purchase. We strive to offer flexible contract options for our customers while accepting appropriate levels of risk.

STEP FOUR: GETTING THE EQUIPMENT READY FOR THE AUCTION

We will recommend and coordinate any cleaning, painting, repairs or other refurbishing that's needed to help our consignors achieve maximum value for their equipment on auction day.

STEP FIVE: MARKETING THE EQUIPMENT TO THE WORLD

We post equipment photos and details on our high-traffic web site, mail full-color auction brochures to tens of thousands of selected customers, conduct email campaigns, arrange online, print and radio advertising, and often employ strategic media relations campaigns to attract the largest possible audience of potential buyers to our auctions.

STEP SIX: SEARCHING THE EQUIPMENT FOR LIENS

Our search department works to identify and resolve any title issues before the auction. If we can't deliver clear and marketable title on auction day, we will offer the buyer a full refund. Our customers bid knowing they can take possession and put their auction purchases straight to work as soon as they've paid.

STEP SEVEN: SETTING UP THE AUCTION YARD

We arrange equipment in logical groupings at the auction site so our customers can easily inspect, test and compare different items before they bid. We also provide any available documentation to potential buyers, including work and repair history, so they can assess the value of the equipment for themselves.

STEP EIGHT: CONDUCTING THE AUCTION

Our professional team works together to ensure that the auction progresses smoothly and efficiently, and to make our bidders feel confident and comfortable. We conduct fair, transparent auctions and design our auction sites with comfort and convenience in mind.

STEP NINE: TAKING CARE OF BUSINESS

Once the auction is over, we collect the proceeds from the buyers; only then do we release the equipment to the new owner. We then remit any taxes and fees to the appropriate authorities and – within three weeks of the auction – deliver the net proceeds of the sale to our consignors, along with a detailed settlement statement.





LOT NO 6009

rb RITCHIE BROS.

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