



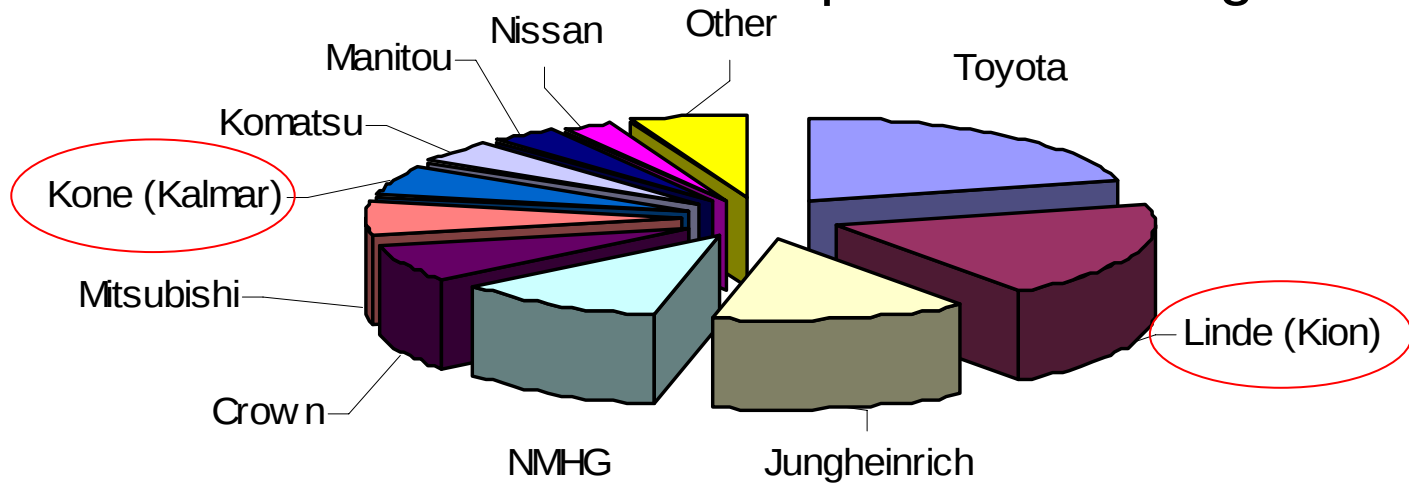
How to Sell Against the Competition

Nijmegen
March 27, 2007



Overall Industry Rankings

2006 Global Corporate Rankings



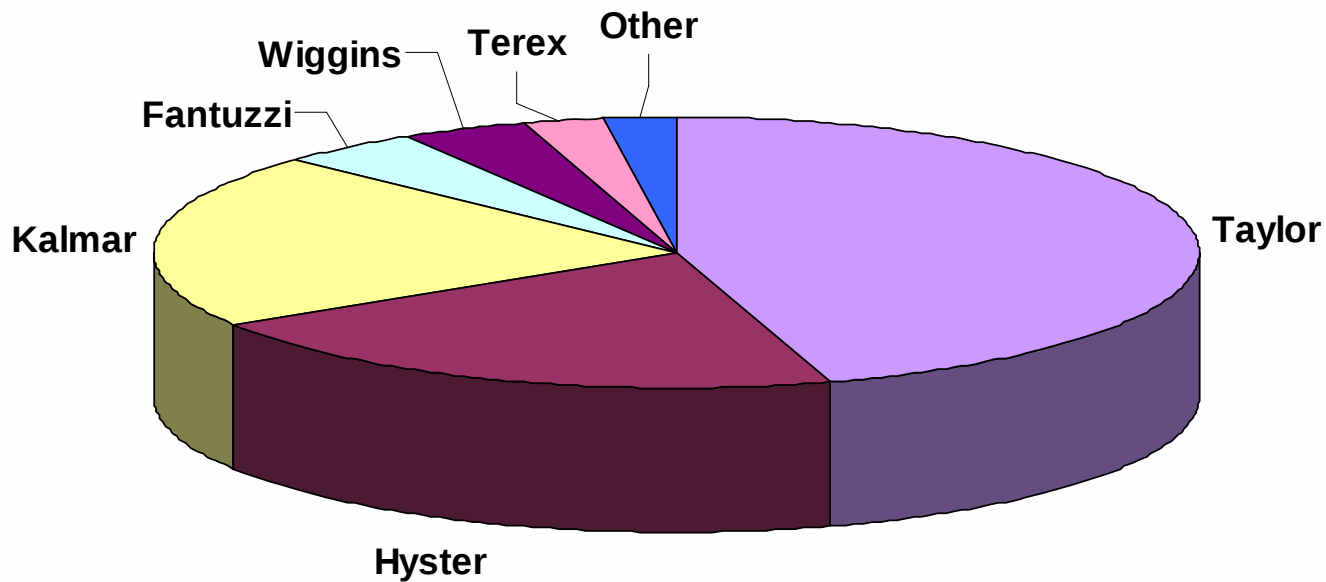
* Sources: German Logistics Magazine Dhf, Modern Material Handling



Competitive Landscape

2006 North America Commercial= 521 trucks

Market Size \$203,000,000



Brand	Taylor	Hyster	Kalmar	Fantuzzi	Wiggins	Terex	Other
Share	45.3	20.9	20.8	4.3	4.1	2.4	2.2

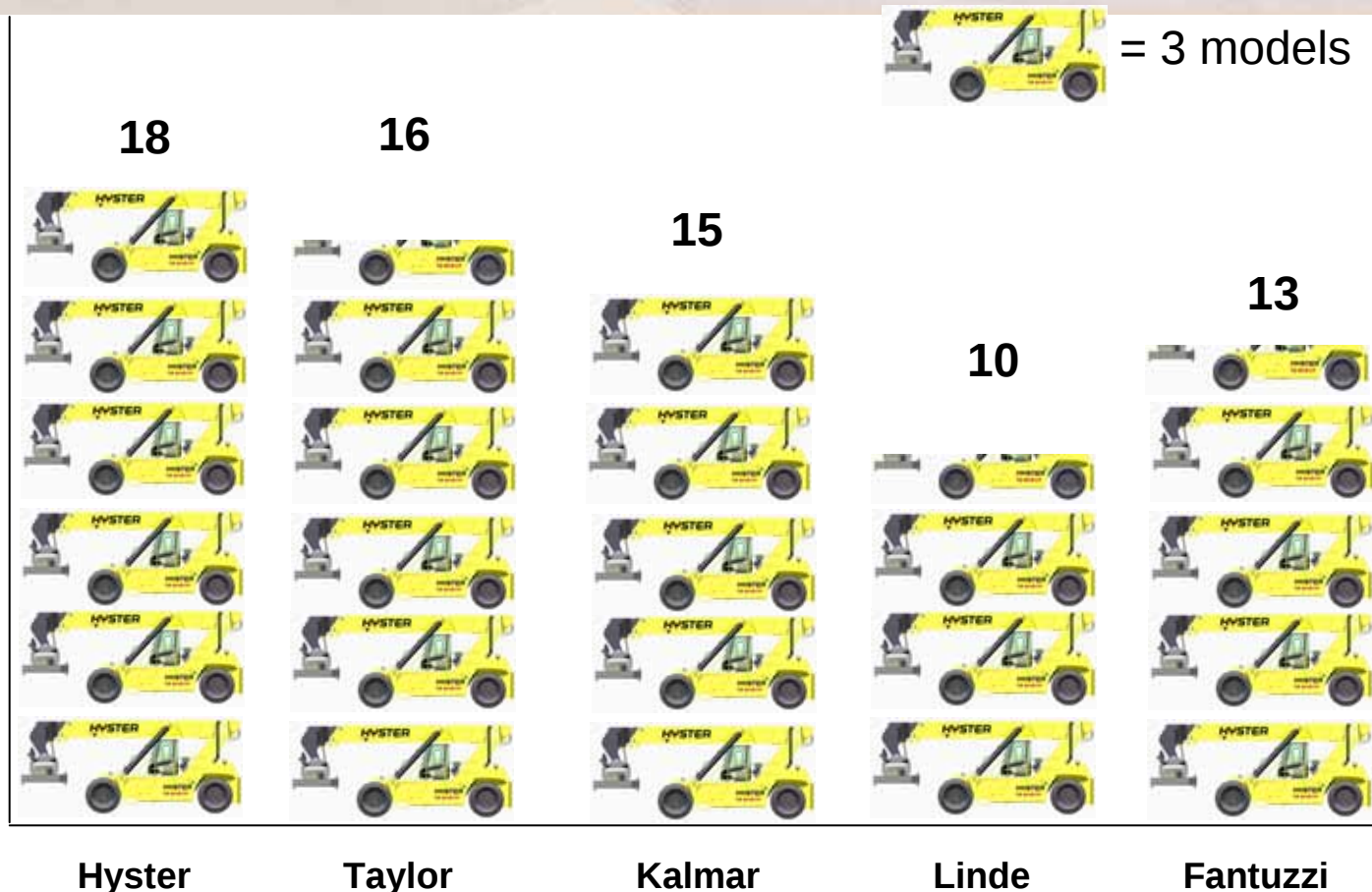


Product Range

Hyster	Taylor	Kalmar	Linde	Fantuzzi
				
				
				
				
				

Primary competitors selected on share and product range

Product Range



* Source: Industrial Truck Association, Equipment Guru (Excludes Marina and Forestry)

Hyster exceeds the competition and does so with the most contemporary line in the industry

Competitive Profile

Taylor



Kalmar



Linde



Fantuzzi



Understanding our Unique Selling Proposition (USP)

- Product Positioning
- Distribution Capability
- Product Support
- Auxiliary Services

Taylor

Understand

- **Full line within the range**
- **Strong reputation in the theatre**
 - Strong customer base
 - Jumbo fork truck strength
- **Good distribution**
 - Seamless Dealer Interaction Questions
- **Local manufacturing**
- **Crane offering**

Exploit

- **Current window of complacency**
- **Key Product Attributes**
 - Visibility
 - Stability
 - Maneuverability
- **Parts positioning**
 - Price comparisons
 - Aftermarket / OEM standards
- **Serviceability**
 - Down time comparison

Kalmar

Understand

- **Full line within the range**
- **Very strong reputation**
 - 500 Reachstacker machines globally
 - Fit and Finish respected
- **Currency impact**
- **Parts pricing higher, but adjusting rapidly**
- **Turn-Key operations**
- **Direct selling**
- **Crane offering**

Exploit

- **Lack of a Distribution channel**
 - Parts Support
 - Service responsiveness
- **Specifications**
 - Performance
 - Maneuverability
 - Stability
 - Hi-Lift Capacity
 - Visibility
- **Options vs. standard**
- **Parts comparisons**
- **Financial merchandising**

Linde

Understand

- **Container Handler focus**
- **Very strong global reputation**
 - Currency impact
 - Strong performance metrics
 - Solid Base of Accounts for reference
- **Distribution uniformity**
 - Mi-Jack (National)
- **Competitive pricing**

Exploit

- **Fewer local customer references**
- **Key Product Attributes**
 - Visibility
 - Stability
 - Maneuverability
- **Parts positioning**
 - Price comparisons
 - Aftermarket / OEM standards
- **Serviceability**
 - Down time comparison

Fantuzzi

Understand

- **Strong reputation**
 - Customer Acceptance still buoyed by Past Experience
- **Currency impact**
- **Rental with purchase option used extensively**
- **Built to specification**
- **Pricing aggressive at times**

Exploit

- **Lot builds**
 - Parts to specific machine
 - Low interchange opportunity
 - Extended response time
- **Integrated on-board systems need simultaneous repair**
- **Significant distribution changes**
- **Stability ~ financial**
- **Options vs. standard**



Competitive Summaries

- **Taylor:**
 - Focus on Filtering Opportunities
 - Examine Rental advantages
 - Account Planning critical to match availability
- **Kalmar:**
 - Leverage financial products
 - Be conscious of option pricing
 - No fear approach to product attributes
 - Know your ancillary offerings



Competitive Summaries

- **Linde**

- Use continental scale of distribution network
- Leverage parts programs and philosophy as part of machine sale

- **Fantuzzi**

- Portray challenges of unique machine builds
- Take advantage of distribution challenges
- Concentrate on Product Support Approach

- **SMV**

- Swedish Manufacturer
- North American presence (Atlanta)
- Full line
- Price player



Hyster Advantages

- **Leverage our All-Inclusive advantages**
 - Powered Sliding Cab
 - Load Moment Protection with Load Weight Indicator
 - Air Conditioning
 - Tropical Cooling
 - Engine Protection System
- **Hyster as Total Solution Provider**
 - Distribution as key differentiator
 - Complete product line – single source
 - Hyster Capital
 - Aftermarket Support and programs
- **Human Capital Advantage**
 - Knowledge base
 - The very people in this room

