HYSTER COMPANY

Americas Division

SUBJECT: 2009 SWOTS Analysis

ACCOUNT: *Trane*

STRENGTHS:

2008 Hyster purchases approached 50 units. Continued strong ties with the National Distribution Center supporting Dealer Service Outlet activity ~ Shipping Utilities local relationships and support illustrate the "dealer difference". Continued strong ties with Major retail manufacturing in Trenton and Lynn Haven.

WEAKNESSES:

Hyster and Toyota are the two recognized National Account suppliers to Trane. Ingersol Rand is now the parent; strong Toyota presence. The plants are not forced to use either and can purchase from any vendor if they so chose – corporate asks for participation but does not have the ability to enforce compliance. Corporate position is to align the plants under a single vendor so that the fleet is supported by one vendor.

OPPORTUNITIES:

In 2008 Hyster appears to have booked about 40% of the available business. What is Toyota doing that we can not? Our current product position should allow us greater opportunity to create visibility at Toyota held locations. Be conscious of units that have reached End of Lease and push the plants to practice appropriate fleet management by avoiding increased maintenance costs and month to month fee’s. NEW Electric will provide for new conversations as we promote the product; use the ITC shows to our advantage.

THREATS:

Toyota is the primary shareholder (60% based upon lease dollars) - they have sold more product to Trane than Hyster.

STRATEGY:

Improve current share of Trane business by at least 10% in 2009. WE need to promote the value and competitive features of Hyster Equipment, the Dealer Network, and the National Account program. Dealer presents and local contact will aid in the development of relationships with both production and maintenance personal (key) – it is the dealer community that will drive the success of the American Standard/Trane National Account relationship. National Accounts presence and visibility will increase with every deal in 2009.

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