The Safe Choice

HYSTER COMPANY

Americas Division

SUBJECT: 2007 S.W.O.T. Analysis

ACCOUNT: Trane

STRENGTHS:
The long term costs of the Hyster have been documented to be lower, supporting continued opportunities. The strength of our dealer network and NA program over Toyota needs to promoted and leveraged.

WEAKNESSES:
Hyster and Toyota are the only two recognized National Account suppliers to Trane and American Standard. 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. 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.

OPPORTUNITIES:
Trane recently shared their 2005 and 2006 leasing history and based upon those numbers Hyster appears to have about 1/3 (33%) 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.

THREATS:
Toyota is the primary shareholder (60-70% based upon lease dollars) - they have sold more product to Trane than Hyster. Any Trane location may pursue purchasing outside of corporate relationships, be aware that plants can purchase from anyone locally if they so chose.

STRATEGY:
Improve current share of American Standard / Trane business by at least 15% in 2007. 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. Dealer relationships and local efforts are the cornerstone of all opportunities

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