Introduction

The current questionnaire was set up in order to help the Manitowoc Company to understand the way its distribution channels serve customers and the general level of satisfaction which is generated.

The current survey was suggested by Frans Vanwinkel (EMEA Senior Vice President for Sales and Marketing), in order to clarify what is the best distribution channel configuration for the Manitowoc Company. It is also sponsored by Robert Hund (Executive Vice President Crane Care and Worldwide Marketing) who suggested enlarging the geographic scope of this study.

We invite all Manitowoc’s customers to fill out the current questionnaire. If you decide to do so, you will be collaborating with the Manitowoc Company to improve the way we serve you and increasing your satisfaction level. This questionnaire may be used to identify our low performing distribution sectors. It will also highlight factors that you consider to be crucial for your business.

We would appreciate it if you could return the completed questionnaire as soon as possible. In this way, we will be able to send you the results of this survey in a reasonable time frame.

All information included in this questionnaire will be considered as confidential and anonymous. In any case, it will not be used against your company. The initial rough data will be submitted afterwards for statistical analysis. Finally, the main conclusions will be formulated and supported using scientific methods.

This survey is constituted by a set of documents which are listed below:
• A covering letter providing the necessary context and instructions for filling in (current document)
• A questionnaire generated by a Word document to be opened and edited.
• A “pdf” document with the ISO International Country Code List

This set of documents will be sent out to your company via your Manitowoc’s distribution partner. We kindly ask you to fill up the questionnaire and return it to the same entity or person.

For any additional information, please contact:
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F +33 472 182 000
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Filling Instructions

Distribution channel definition
Chain of intermediaries (each passing the product down the chain to the next organization) before it finally reaches the consumer or end-user. This process is known as the “distribution chain” or the “channel”. Each of the elements in these chains will have their own specific needs, which the producer must take into account, along with those of the all-important end-user.

Section A – Inputs

This section is dedicated on learning about your company and your main characteristics.

1.1 You are requested to indicate the name of your company, this is not obligatory information, you may leave it blank.

1.2 Please specify the geographic region of the world in which you are based. Three main regions are considered: Americas (North and South America), EMEA (Europe, Middle East and Africa) and APAC (Asia and Pacific).

1.3 Please specify the country in which the headquarters of your company are located. You can do so by indicating the respective international country code. This code can be found on the “pdf” document called “www.iso.org_iso_english_country_names_and_code_elements”. Example: Australia: AU.

1.4 You are asked to indicate the type of activity performed by your company (you can select multiple cases):
   - An “End user” is the company that purchases, installs and uses Manitowoc cranes itself;
   - A Rental company is one which purchases Manitowoc cranes and commercializes the installation and usage of this equipment:
   - You can also indicate other types of activity you have (ex. training equipment purposes).

1.5 You are asked to indicate the following information about your company:
   - Number of employees: no comment;
   - Amount of capital stock: this is a financial indicator which estimates the economic value of all goods, equipment and human resources which allow you to maintain your day to day business;
   - Annual sales: the annual turnover of your company;
   - Number of years in business: the number of years that your company has been dedicating to the crane business.

1.6 You are asked to identify two different aspects:
   a) The type of product brand (type of cranes) your company uses or purchases. If you use several types of cranes, please mark with an “x” the respective boxes;
   b) For each brand you may use, what kind of Manitowoc’s distribution channels are utilized to serve your company. If, for a given brand, you are served by more than one type of distribution channel, please mark with an “x” more than one box.

It is identified 3 types of distribution channels:
   - Manitowoc direct sales force: Manitowoc employees (salesmen) in charge of dealing with customers;
• Dealer: it’s a company, possessing a distribution contract with Manitowoc, which buys Manitowoc's products (owning physically and legally the goods), stock them and sell them to a third party (customers);
• Sales Representative: it's a company to which is granted an authorization for the distribution of Manitowoc’s products to a third party. A sales representative does not possess physically or legally the goods. It merely enables the commercial transaction between Manitowoc and the third party (customer).

It is identified 6 types of crane, product and service brands:
• Manitowoc: crawler cranes;
• Potain: self erecting and top slewing cranes;
• Grove: all terrain and rough terrain cranes, industrial cranes;
• National Crane: truck and truck mounted cranes;
• Shuttlelift: industrial cranes;
• CraneCare: service, technical support, training, parts.

Section B – Customer Satisfaction

2.1; 2.2; 2.3 For each one of the three Manitowoc’s distribution channel types serving your company (identified on Section 1.6), please evaluate its performance and its way of “doing business”. If you are served by a single distribution channel type, just simply fill out the corresponding table.

2.4 You are asked to evaluate the global distribution channel configuration that Manitowoc uses to serve your company. In this Section, you are asked to give your opinion about the behaviour and performance of all of your distribution partners combined.

For all Sections, you are invited to “evaluate” a series of statements. To that extent, you should express the level of accordance with each statement. To do so, you have a 7 “Strongly agree/disagree” scale. Example:

• If you are in full accordance with a statement, then you should:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1 I am satisfied with the responses I get to the commercial queries/tenders I ask for</td>
<td>□ □ □ □ □ □ ☒</td>
<td></td>
</tr>
</tbody>
</table>

• If you fully disagree with the statement, then you should:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1 I am satisfied with the responses I get to the commercial queries/tenders I ask for</td>
<td>☐ ☐ ☐ ☐ ☐ ☐ ☐</td>
<td></td>
</tr>
</tbody>
</table>

• If you have a neutral opinion, then you should:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1 I am satisfied with the responses I get to the commercial queries/tenders I ask for</td>
<td>□ □ □ ☒ ☐ ☐ ☐</td>
<td></td>
</tr>
</tbody>
</table>

• If you don’t have an opinion, then you should leave the table blank:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1 I am satisfied with the responses I get to the commercial queries/tenders I ask for</td>
<td>□ □ □ □ □ □ □</td>
<td></td>
</tr>
</tbody>
</table>
Section C – Brand Perception

The goal of this section is to investigate the relative role of each component in shaping global brand attitudes, purchase intentions or choice.

3. You are asked about the way you perceive the different crane, product and service brands. If you only purchase or use one single type of crane or service brand, please fill out the respective table and leave blank all the others. It is identified 6 types of brands, accordingly to Section 1.6.

The statement evaluation method (7 “Strongly agree/disagree” scale) is similar to the one exemplified on Section B.

Thank you for your collaboration!!!