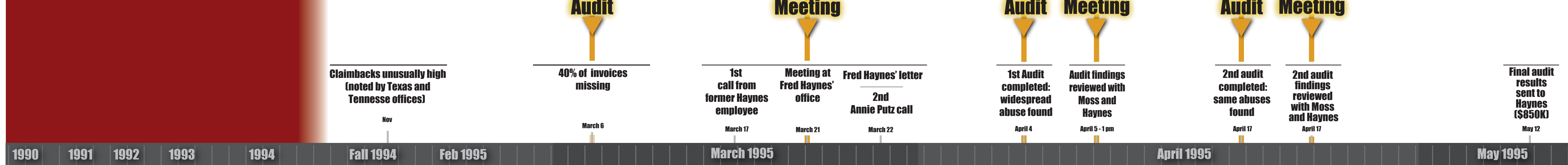


The Trane Company



Fred Haynes' Company

- 1990 Roger Lone
- 1993 Patti Rupp submits false claims and falsifies invoices (through 1994)
- 1993 Company earnings drop 25%
- 1994 Company loses largest light commercial customer (Pace Warehouse)
- 1994 Company earnings drop 72% from 1992
- 1994 Company writes off \$250k in bad debts
- 1994 Gross profit margins unacceptable to Haynes
- 1994 Haynes pressures Forward to get margins up
- 1994 Company has cumbersome nonproductive procedures
- 1994 Company departments do not cooperate with other departments
- 1994 Company management does not communicate or listen to employees
- 1994 Denice Louder submits false claims and falsifies invoices (through 1995)

