HYSTER COMPANY

Americas Division

SUBJECT: **2009 SWOTS Analysis**

<u>ACCOUNT</u>: *ConAgra Foods*

<u>BACKGROUND:</u>

ConAgra Foods is a leading branded, value-added food company. ConAgra Foods operates in three businesses: Consumer Foods (57% of net sales), International Foods (57% of net sales), and commercial products, which comprises food and (28% of net sales) ingredients and trading and merchandising segments (10% of net sales). The purchase in 3 business segments: warehousing and frozen foods platform (corporate control and we get 95% of this business), ingredients (some corporate control and we get about 50% of this business), and Lamb Weston (no much corporate control).

<u>STRENGTHS:</u>

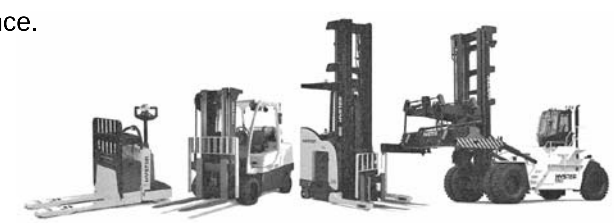
- Process of signing a "Preferred Supplier" agreement with ConAgra.
- Good relationship at corporate, which continues to grow.
- The E50Z is perceived to be the "best-n-class" truck.
- Our AC technology
- Plants went from "doing as they please", to now corporate recommending Hyster.
- Purchased over 200+ units from Hyster in 2008.

<u>WEAKNESSES:</u>

- Raymond has a majority of the jacks, reach trucks, and end-riders. Perception is that their product is better in those segments.
- Yale has a relationship at many of the plants.

<u>OPPORTUNITIES:</u>

- Over 104 plant sites!
- Our new AC product, although they would like to see an update to the E30-40HSD.
- Strengthening corporate relationship.
- Very aged fleet. ConAgra is aware of their aged fleet, and they are implementing a 5-year rotation plan. Corporate would like for Hyster to assist them with the removal of their aged equipment. They view this as us stepping up to the plate and being a true partner. A lot of corporate visibility to this.
- Customer has a lot of sites that outsource their maintenance.



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THREATS:

- Pricing. We have taken a lot of business from the competition, and they will be fighting hard to get back in.
- Lead time. Hyster National Accounts and the local dealer need to work closely so that lead times are not an issue.

STRATEGY:

Continue to work with corporate and demonstrate our value-added approach. They eventually would like to go to one supplier.   Need to improve our lead time approach with them. A lot of service opportunities with many of the plants.

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