HYSTER COMPANY

Americas Division

2009 SWOT

Account: Domtar Paper Co., LLC

BACKGROUND:

Domtar is a global leader in the field of pulp processing, bulk paper manufacturing and consumer-based finished paper goods. Former evergreen contract in place that was extended from WY merger/sale has since expired. Most sites are former WY paper sites with a very strong Hyster presence. Productive interaction between customer and Hyster NA's has resulted since the merger has transpired.

STRENGTHS:

- Excellent relationship with Ronnie Manning, formerly of WY and now director of contract development. Gary Phillips is the Domtar Liaison responsible for national agreements and has been a strong Hyster advocate.

- Many original Domtar sites have a diverse competitive product range and performance of most have been inferior to Hyster.

- Hyster has the major share position at sites formerly owned solely by WY. Hyster also has a strong share position at previously owned by Domtar.

WEAKNESSES:

- Customer has seemingly struggled with implementation and adherence to a true NA agreement. This deviation has existed mostly in previous Domtar only sites.

- Fine paper industry is essentially a commodity market and materials cost has a tendency to direct means of doing business.

- Due to mechanical issues on the Hyster product, Toyota is an approved vendor

OPPORTUNITIES:

- Introducing electric products, many locations switching to electric

- Total cost of ownership

- Fast Charging abilities

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THREATS:

- Many former non-WY sites have a menagerie of competitive machines and long-standing relationships with competitive dealers
- Brand decision is determined by site

STRATEGY:

- Hyster and dealer organizations must continue to make strides in solidifying and strengthening relationship. Much progress has been made in 2008 and that success must continue through 2009
- Continue to work with dealers for fleet survey's and educate Domtar on the entire product line
- Introduce new purchasing structure with corporate

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