Industry Overview

The soap and detergent manufacturing industry includes about 700 companies with combined annual revenue of $17 billion. Major companies in the consumer sector include divisions of Procter & Gamble (P&G); Unilever; and Dial. Major companies in the commercial sector include divisions of Ecolab and US Chemical. The industry is highly concentrated: the top 50 companies hold almost 90 percent of the market.

COMPETITIVE LANDSCAPE

Population growth, particularly households with children, drives demand in the consumer sector, while economic growth drives demand in the commercial sector. The profitability of individual companies depends on efficient operations and effective sales and marketing. Large companies have scale advantages in purchasing, manufacturing, distribution, and marketing. Small companies can compete effectively by offering specialized products, providing superior customer service, or serving a local market. The industry is capital-intensive: average annual revenue per worker is over $700,000.

The industry is about evenly split between the consumer and commercial segments. Both segments are highly competitive, with large companies spending millions to maintain market share.

PRODUCTS, OPERATIONS & TECHNOLOGY

Major products include laundry detergent, soap, dishwashing detergent, and toothpaste. Laundry detergent accounts for 40 percent of industry revenue, soap for 20 percent, and dishwashing detergent for 15 percent. Laundry detergent comes in powder or liquid form, and may contain bleach additives or color brighteners. Dishwashing detergent comes in powder, liquid, or gel form. Soap comes in bars or liquids, and may have moisturizing, antibacterial, or deodorant benefits. Companies in the commercial sector may also sell dispensing equipment and provide related training.

Detergent production starts by combining liquid and dry ingredients. Spray drying produces powder detergents by spraying the liquid mixture through nozzles under high pressure to create small droplets. The droplets fall through hot air and dry into hollow granules. Heat-sensitive ingredients, such as bleach or fragrance, are added after spray drying. Agglomeration produces higher density detergent powders by using a liquid binder and a different mixing process known as "rolling" or "shear mixing." Dry blending mixes dry raw materials with small quantities of liquids. Detergents are packaged in cartons, bottles, pouches, or bags.

Soap production starts by heating fatty acids or fats and oils, and combining them with alkali, such as sodium or potassium. The process, known as saponification or neutralization, produces a combination of soap and water (known as neat soap) plus glycerin, which can be resold. Neat soap is converted into dry soap pellets through vacuum drying. An amalgamator mixes pellets with fragrances and colors. Rolling mills and refining ploders refine the mixture to achieve uniform texture. The final mixture is extruded, cut into bars, and stamped into shapes in a soap press. Soap bars are wrapped and packaged into single or multiple packs.

Soaps and detergents are made of surfactants or surface-active agents, chemicals that help water soak and clean surfaces. Many surfactants are petroleum-based. Oleochemicals are surfactants derived from natural fats and oils. Soap reacts with minerals in hard water, diminishing cleaning properties. Builders boost the efficiency of surfactants by counteracting hard water, emulsifying oil and grease, and preventing soil from redepositing. Phosphates, an environmentally controversial chemical, are a commonly used builder.

Raw materials include surfactants, solvents, phosphates, silicates, alkalis, salts, and perfumes. Suppliers include major chemical manufacturers like Shell Chemical and Dow. P&G has a separate business unit that manufactures key chemicals as part of a global supply network. Packaging is about 20 percent of product costs, and includes bags, boxes, bottles, tubes, and labels.

Companies may rely on or provide third-party contract manufacturing services. Large companies may own multiple plants, including many facilities outside the US.

Soap and detergent manufacturing is highly automated, and involves significant capital investment in plants and equipment. Computers control production equipment and inventory management. Many companies use electronic data interchange (EDI) to...
optimize the purchasing process. Due to the high level of automation, the average plant has fewer than 20 employees.

R&D involves creating, testing, and improving product formulation, and evaluating environmental compatibility. Technological advances have reduced the amount of product needed, thereby reducing the amount of packaging. Micro encapsulation technology allows manufacturers to deliver unstable ingredients, like vitamin C, through soap to the skin. Manufacturers also test new enzymes and bleaches that improve the efficacy of products.

SALES & MARKETING

Major customers for the consumer segment include supermarket chains, mass merchandisers, drugstores, and warehouse clubs; major customers for the commercial segment include industrial and commercial laundries, hotels, restaurants, and healthcare providers. Most companies also sell to third-party distributors.

Marketing and promotional vehicles for the consumer segment include TV and magazine advertising, coupons, direct mail, and websites. Brand names, like Tide and Dial, are extremely important in the consumer segment.

Large companies use an in-house sales force. Large and small companies use independent distributors to service smaller accounts. In the commercial segment, trade shows are an important sales vehicle. Superior service is also critical in maintaining long-term relationships with large customers. Large companies may provide cleaning products to subsidiaries around the world for multinational customers.

Retail pricing for laundry detergent averages $5, dishwashing detergent $2, and soap $2.50. Private-label products sell for 20 to 50 percent less than branded versions.

FINANCE & REGULATION

Cash flow is generally even throughout the year. Inventory consists of 60 percent finished product and 35 percent raw materials, and amounts to about 50 days sales. Accounts receivable ranges between 100 and 120 days sales. Capital may be required to expand or upgrade equipment, and can exceed 5 percent of sales. Ingredient costs are between 35 to 40 percent of the wholesale price. Companies may have annual or long-term contracts with chemical manufacturers to protect pricing for raw materials.

Because of the chemicals involved in the manufacturing process, numerous federal, state, local, and foreign environmental and safety laws govern the handling, storage, discharge, and disposal of hazardous materials. Companies may be involved in the clean up of contaminated manufacturing or waste disposal sites, often in multiple states or countries. Both the EPA and FDA require registration of cleaning products and submission of information supporting efficacy claims. Special FDA requirements govern the sale and advertising of antibacterial products.

REGIONAL & INTERNATIONAL ISSUES

Major states for soap and detergent manufacturing include Missouri, Georgia, New Jersey, Illinois, and Indiana.

The US is a net exporter of soaps and detergents, although import volume is growing slightly faster than exports. Both imports and exports represent less than 10 percent of the market. Exports go primarily to Canada, Mexico, and Japan. Most large companies have plants throughout the world.

HUMAN RESOURCES

Due to the high level of automation at many manufacturing facilities, most production jobs require few skills and wages for production personnel are slightly below the national average. Fringe benefits average 20 percent of payroll. Automation has also resulted in an average injury rate well below the US average for all workers. Research and development employees often have advanced degrees in chemistry or microbiology.

Some US manufacturing facilities are covered by labor agreements. Companies with operations outside the US may be subject to local work councils or labor unions.

Quarterly Industry Update

Oil Prices Continue Rise
Prices of many petroleum-based raw materials used in soap and detergent manufacture are likely to increase as oil prices continue rising. The spot price of West Texas Intermediate Crude (WTI) averaged $105.45 in March 2008, up 74 percent from a year earlier. WTI prices are projected to average about $101 per barrel in 2008, then fall to $92.50 in 2009.

Study Shows More Germs in Home Offices
Increased sales of disinfectant wipes and other cleaning products could result if telecommuters become aware that home desktops harbor germs. A recent study by the University of Arizona, and paid for by The Clorox Company, concludes that home office desktops have bacteria levels more than four times higher than those of traditional office desktops. The study suggests that home offices might have more germs because people assume that their homes are clean or don’t worry about their own germs, which can also cause illness.

Ecolab Buoyed by Sales in Asia, Latin America
Cleaning and sanitation product manufacturer Ecolab reported a 17 percent increase in profits for first quarter 2008. The company says that a strong performance by its US institutional, food and beverage, healthcare, and pest elimination divisions were aided by robust sales in Asia and Latin America, which grew 8 percent. Ecolab expects continued growth in 2008 despite slower consumer spending and higher costs for raw materials.

Business Challenges

CRITICAL ISSUES

Volatile Production Demand
Overall demand for soaps and detergents depends on multiple factors and results in wide swings in production volume, making capacity planning difficult. Annual production changes can be more than 10 percent. Consumer demand is influenced by population growth, particularly of households with children; commercial demand is driven by the health of the hotel, restaurant, and hospital industries.

- Industrial production of soaps, cleaning compounds, and toilet preparations rose 0.7 percent in March 2008 compared to a year ago.

Slow Growth in Wholesale Prices
Market maturity and heavy competition have depressed growth in wholesale prices for soaps and detergents. Between 2001 and 2004, wholesale prices for household detergents rose just 1 percent. Consumers and businesses are generally price-sensitive about cleaning products, and likely to switch to lower-priced brands to save money.

- Producer prices for soaps and detergents increased 4.1 percent in March 2008 compared to a year ago.

OTHER BUSINESS CHALLENGES

Environmental Compliance
Manufacturers must comply with differing state and country environmental regulations. Phosphates used in powder laundry detergent are banned in many states and European countries. Companies must also comply with regulations governing waste disposal. Some large companies are actively involved in cleaning contaminated sites due to past operations.

Industry Concentration
Large multinational companies dominate the industry. In the consumer segment, companies spend millions on marketing to protect brand name products like Tide, Cascade, and Ivory. The top four companies represent almost 90 percent of the US market. Scale advantages in almost every aspect of operations present major challenges for smaller manufacturers.
Raw Material Pricing
Volatile oil prices greatly affect suppliers of petroleum-based surfactants. Historically, heavy competition has made suppliers hesitant to pass price increases to detergent manufacturers, with raw materials pricing rising less than 1 percent a year. However, rising oil prices led to significant increases in raw material pricing in 2006 for the first time in five years.

Reliance on Key Customers for Consumer Sales
Companies rely heavily on large retailers like Wal-Mart, Costco, and Target for a sizable share of business. Wal-Mart can be 20 to 30 percent of total revenue for large companies. These large retailers have the power to demand price concessions and supply chain management services from manufacturers.

Global Exposure
Most large companies manufacture and sell products globally. Fluctuations in exchange rates and foreign market conditions affect earnings of companies with a large percentage of sales coming from other countries. Ecolab’s international sales are over 40 percent of company revenue.

Trends and Opportunities

BUSINESS TRENDS

Growth Through Acquisitions
Foreign and US companies rely on acquisitions to expand into new markets, buy brands, and leverage economies of scale. Henkel, a German detergent maker, acquired Dial in 2004 as a way to enter the North American market. In 2006, Colgate-Palmolive acquired Tom's of Maine to enter the higher margin natural market for toothpaste and soaps.

Increasing Productivity
Low growth in market volume and wholesale pricing drives manufacturers to increase productivity to cut costs. High levels of automation and improved manufacturing technology have allowed soap and detergent manufacturers to increase output with fewer workers. Between 2001 and 2005, productivity per worker increased over 30 percent, significantly higher than the US average.

Growth in Private-Label Products
According to Information Resources, 2004 unit sales of private-label soap and dish detergent grew over 7 percent, versus a category decline. Although private-label products are a small segment of the consumer market, improved product quality and increasing consumer acceptance has helped drive growth. Wal-Mart's Great Value dishwashing detergent costs 9 cents per load compared to Cascade’s 20 cents.

Export Growth
While exports are less than 10 percent of the market, export dollar volume increased 40 percent between 2001 and 2005. Over 50 percent of exports went to Canada, and exports to Western European countries had high growth. Most large companies have manufacturing facilities abroad, eliminating the need to export products from the US. However, potential exists to export volume from existing Western European plants to developing countries in Eastern Europe.

INDUSTRY OPPORTUNITIES

Multi-Purpose Products
As consumers demand higher performance from cleaning products, manufacturers of large brands deliver line extensions that serve multiple needs. Detergents with bleach and soaps with moisturizers and deodorant offer multiple benefits. First year sales of Tide with a Touch of Downy, which combined detergent with fabric softener, exceeded $250 million.

Specialized Products
Market maturity has driven manufacturers to offer specialized products to generate growth. For example, anti-allergy products target consumers with sensitive skin, and products containing natural ingredients or special biodegradability properties target environmentally conscious consumers. High-efficiency (HE) detergents with low-sudsing properties are required for the growing number of HE washing machines.

Superior Customer Service
Companies in the commercial segment strive to become preferred vendors by offering superior customer service. Some companies go beyond selling soaps and detergents and offer help in safety and environmental regulation compliance. Companies may also provide maintenance services for dispensing systems and cleaning equipment. Large companies can service multinational customers globally.

Developing Countries
As income rises in developing countries, consumers require hygiene education to increase soap and detergent use. In some countries, the absence of visible dirt equates to cleanliness. Although 95 percent of households in India have soap, only 30 percent use soap daily. Companies may use less expensive ingredients to offer lower-priced products in developing countries.

Convenience
Offering products with improved convenience has generated growth for manufacturers. Shower gels, liquid soap, and stain removal pens are all examples of alternative delivery methods that offer convenience. Extensions through new delivery methods allow manufacturers to leverage their investment in brands.

Executive Insight

CHIEF EXECUTIVE OFFICER - CEO

Developing a Global Strategy
Soap and detergent manufacturing is a global business, and most companies must serve large multinational customers and foreign markets. Cultural issues, language barriers, and government regulations can vary significantly from country to country. Many large companies operate separate business offices and plants abroad to build local market knowledge and presence.

Complying with Environmental and Regulatory Requirements
Numerous federal, state, local, and foreign environmental and safety laws govern hazardous materials management and waste disposal. Phosphates, frequently used to boost cleaning power, have been banned and reinstated in numerous states and foreign countries. Some companies are simplifying product lines to standardize formulations and reduce regulatory reporting burdens.

CHIEF FINANCIAL OFFICER - CFO

Managing Raw Material Costs
The price of surfactants and related chemicals can fluctuate and affect profitability. Volatile oil prices greatly affect suppliers of petroleum-based surfactants. To protect raw material costs, companies often have annual or longer term contracts with chemical manufacturers throughout the world. Large companies may also own plants that produce key chemicals to help balance supply.

Acquiring Capital to Expand
Companies require capital to buy other companies or brands, build facilities in new markets, or add manufacturing capacity. Large acquisitions can require billions of dollars. Companies may use a combination of external financing and cash. Large companies may issue debt for considerable acquisitions.

CHIEF INFORMATION OFFICER - CIO

Acquiring Technology
Market maturity has driven companies to look for new ways to grow sales and lower costs. Technology that provides product innovation or improves production processes can give companies a competitive advantage. Companies may license technology from third parties or develop technology in-house.

Developing Efficient Inventory Management System
Soap and detergent manufacturers must manage multiple stock-keeping units (SKUs) for many products, including various formulations, product forms, and packaging options. Large companies typically offer hundreds of products in addition to soap and detergent. Computerized information management systems are critical to track the multitude of products to ensure adequate levels of inventory and fulfill customer orders accurately.

HUMAN RESOURCES - HR

Recruiting Personnel for R&D
Because of the chemical nature of soaps and detergents, R&D personnel require specialized expertise. Many positions require education and experience in chemistry, microbiology, process engineering, and product dispensing technology. Positions may require advanced degrees and command high salaries.

Managing Relationships with Foreign Labor Unions
Due to the global scope of the industry, companies must deal with labor unions common in foreign countries. Unions or work councils are often required for certain size companies that operate in multiple European countries. Companies meet with unions periodically to discuss any issues regarding employment, particularly facility closures. Labor contracts are generally renewed annually.

VP SALES/MARKETING - SALES

Building Brand Equity
Low market growth, heavy competition, and increasing private label presence forces companies to differentiate products. Consumer brand building communicates unique product benefits through advertising and promotion. Brands like Tide, Cascade, and Ivory have existed for decades, have a loyal customer base, and remain market leaders due to consistently strong marketing programs. Due to the dominance of large companies, small manufacturers have difficulty breaking into the market unless products offer truly unique benefits.

Developing Long-Term Customer Relationships
Companies try to add value beyond simply selling products to nurture key customer relationships. Companies in the commercial segment depend on delivering superior customer service since advertising and promotion aren't as important, while companies in the consumer segment rely heavily on large retailers for a significant share of business. Companies in the commercial segment may offer
help in safety and environmental compliance. Companies in the consumer segment may offer volume discounts or account-specific promotions.

**Call Preparation Questions**

**CONVERSATION STARTERS**

How do shifts in demand affect the company’s operations?
Overall demand for soaps and detergents depends on multiple factors and results in wide swings in production volume, making capacity planning difficult.

How has slow growth in wholesale pricing affected the company’s profitability?
Market maturity and heavy competition have depressed growth in wholesale prices for soaps and detergents.

What challenges does the company face complying with environmental regulations?
Manufacturers must comply with differing state and country environmental regulations.

What trends has the company seen with multi-purpose products?
As consumers demand higher performance from cleaning products, manufacturers of large brands deliver line extensions that serve multiple needs.

How important are specialty products to the company?
Market maturity has driven manufacturers to offer specialized products to generate growth.

How does the company measure customer service?
Companies in the commercial segment strive to become preferred vendors by offering superior customer service.

**QUARTERLY INDUSTRY UPDATE**

What is the company’s strategy for selling cleaning products in overseas markets?
As US consumer spending slows, companies may look to foreign markets for growth.

How is the price of oil impacting the company’s raw material and operating costs?
The spot price of West Texas Intermediate Crude (WTI) averaged $105.45 in March 2008, up 74 percent from a year earlier.

**OPERATIONS, PRODUCTS, AND FACILITIES**

How many manufacturing facilities does the company operate?
Large companies may own multiple plants, including facilities outside the US.

Which product segments are most important to the company?
Major products include laundry detergent, soap, dishwashing detergent, and toothpaste.

How important is contract manufacturing to the company?
Companies may rely on or provide third-party contract manufacturing.

What process does the company use to produce dry detergents?
Companies may use spray drying, agglomeration, or dry blending.

What types of surfactants does the company use?
Surfactants are the primary chemicals used in cleaning products, and may be derived from petroleum or natural fats and oils.

How strong is the company’s relationship with key chemical suppliers?
Suppliers include major chemical manufacturers like Shell and Dow.

What is the company’s position on phosphate use?
Phosphates are commonly used to boost the efficacy of surfactants, and are environmentally controversial.

For companies in the commercial segment, how important are sales of dispensing equipment?
Companies may sell dispensing equipment and provide related training.

**CUSTOMERS, MARKETING, PRICING, COMPETITION**

Who are the company’s main customers?
Customers in the consumer segment include supermarket chains, mass merchandisers, drugstores, and warehouse clubs. Customers in the commercial segment include industrial and commercial laundries, hotels, restaurants, and healthcare providers.
What type of sales operation does the company have?
Most large companies have an in-house sales force.

What is the company doing to enhance customer service?
Customer service is especially important in the commercial segment.

What role do distributors play in the company’s sales operations?
Companies use independent distributors to service small accounts.

What types of marketing or promotion are most effective for the company?
Marketing and promotional vehicles include TV and magazine ads, coupons, direct mail, and websites.

For companies in the consumer segment, which brands are most important to the company?
Brand names, like Tide and Dial, are extremely important.

How does the company’s retail pricing compare to the market’s?
In the consumer segment, laundry detergent averages $5, dishwashing detergent $2; soap retails for $2.50.

How does the company compete with private-label products?
Private-label products sell for 20 to 50 percent less than branded products, according to Private Label Buyer magazine.

How does the company’s marketing spending compare to competitors’?
Both the consumer and commercial sector are highly competitive, with large companies spending millions to protect market share.

REGULATIONS, R&D, IMPORTS AND EXPORTS

What programs does the company have to comply with hazardous material handling regulations?
Federal, state, local, and foreign environmental and safety laws regulate management of hazardous materials used or produced during the manufacturing process.

Is the company involved with any contaminated manufacturing or waste disposal sites?
Many large companies are involved in cleanup, often in multiple states or countries.

What new technologies or products has the company’s R&D produced?
Technology has reduced the amount of product needed, thereby reducing the amount of packaging. Micro encapsulation has allowed new ingredients to be added to products.

What types of technology has the company licensed from third parties?
Companies may license production or application technology from third parties.

How important are exports? Imports?
Exports and imports are less than 10 percent of the market.

What percentage of the company’s business is international?
Most large companies have subsidiaries and plants abroad.

ORGANIZATION AND MANAGEMENT

Who owns the company?
Small firms are usually run by owner-operators; larger companies are often divisions of large multinationals.

How is the company challenged by staffing R&D operations?
R&D employees often need advanced degrees in chemistry or microbiology.

How is the performance of plant managers measured?
Plant managers are held accountable for meeting production goals, quality metrics, cost targets, and for maintaining good employee relations.

How will the skills mix needed by the company change over the next few years?
Market maturity is increasing the need for new product development and line extensions to maintain growth. Companies in the commercial segment are expanding service offerings.

FINANCIAL ANALYSIS

How often does the company need to add or upgrade new equipment?
Periodically, companies must add equipment to add capacity or upgrade equipment to adapt to new technology or packaging.
How does the company acquire capital for expansion?
Capital may be required to expand or upgrade equipment, and can be more than 5 percent of sales.

How does the company manage inventory levels?
Inventory typically amounts to about 50 days sales.

What issues does the company have with accounts receivable?
Accounts receivable ranges between 100 and 120 days sales.

How does the company manage raw material costs?
Companies may have annual or longer-term contracts with chemical manufacturers.

How significant are packaging costs?
Packaging is about 20 percent of production costs.

If the company has international operations, how have fluctuating exchange rates affected the company’s international operations?
Many large companies have subsidiaries and plants abroad, and must buy raw materials outside the US.

BUSINESS AND TECHNOLOGY STRATEGIES

What is the company’s competitive strategy?
Large multinational companies dominate the industry and spend millions to protect market share. Small companies can serve a local market, offer specialized products, or provide superior customer service.

What environmental regulations present the biggest challenges to the company?
Manufacturers must comply with regulations that differ by state and country.

How is the company responding to demand for environmentally friendly, or “green,” products and packaging?
Some companies are reformulating products with natural ingredients and adopting recyclable packaging to meet demand for “green” products.

How does the company maintain long-term relationships with large customers?
Companies in the consumer segment rely heavily on large retailers like Wal-Mart and Costco.

What technology is the company investing in to integrate its supply chain systems with customers and suppliers?
Large retailers may require manufacturers to integrate with their systems to reduce inventory and speed deliveries.

Financial Information

COMPANY BENCHMARK INFORMATION

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### Financial Ratios
(Click on any ratio for comprehensive definitions)

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<tr>
<th>Ratio</th>
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<td>Current Liabilities to Net Worth</td>
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<td>Current Liabilities to Inventory</td>
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<td>Total Debt to Net Worth</td>
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<td>Days Accounts Receivable</td>
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### ECONOMIC STATISTICS AND INFORMATION

**Index of Industrial Production - Federal Reserve Board**

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<th>Year</th>
<th>Total US</th>
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**Change in Producer Prices - Bureau of Labor Statistics**
VALUATION MULTIPLES

**Soap and Detergent Manufacture**

Acquisition multiples below are calculated using at least 3 middle-market (valued at less than $1 billion) industry transactions completed between 9/1998 and 1/2007. Last update: May 2008.

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<th>Valuation Multiple</th>
<th>MVIC/Net Sales</th>
<th>MVIC/Gross Profit</th>
<th>MVIC/EBIT</th>
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**MVIC (Market Value of Invested Capital)** = Also known as the selling price, the MVIC is the total consideration paid to the seller and includes any cash, notes and/or securities that were used as a form of payment plus any interest-bearing liabilities assumed by the buyer.

**Net Sales** = Annual Gross sales, net of returns and discounts allowed, if any.

**Gross Profit** = Net Sales minus Cost of Goods Sold.

**EBIT** = Operating Profit

**EBITDA** = Operating Profit + Noncash Charges.

SOURCE: Pratt's Stats™ (Portland, OR: Business Valuation Resources, LLC) To purchase more detailed information, please either visit www.BVMarketData.com or call Business Valuation Resources at 888-287-8258.

**Industry Forecast**

The output of US soap and cleaner manufacturing is forecast to grow at an annual compounded rate of 4.3 percent between 2007 and 2012.

**Soap and Detergent Manufacturing Growth Peaks**

First Research forecasts are based on INFORUM forecasts that are licensed from the Interindustry Economic Research Fund, Inc. (IERF) in College Park, MD. INFORUM's "interindustry-macro" approach to modeling the economy captures the links between industries and the aggregate economy.
First Research Opportunity Rating
The First Research Opportunity Rating is First Research's estimate of industry performance vs. industry risk over the next 12 to 24 months.

- Demand: Limited by demographics
- Economies of scale favor larger companies
- Risk: Slowing economy cuts commercial laundry use

Web Links

American Oil Chemists' Society
Information on surfactants and other raw materials. Technological trends.
http://www.aocs.org/

Chemical Online
News on business trends, products, and technology for the chemical process industries.
http://www.chemicalonline.com/content/hubs/dir.asp?hub=News

Chemical Week Magazine
Publications, articles, indexes, news, and numerous links to related sites.
http://www.chemweek.com

Ecolab
Industrial and commercial soap and detergent manufacturer.
http://www.ecolab.com/

Household and Personal Products Industry (HAPPI)
Industry trends.
http://www.happi.com/

Procter & Gamble
Consumer soap and detergent manufacturer.

Soap and Detergent Association
Trade association representing manufacturers, government regulations, consumer affairs, trends.
http://www.sdahq.org/

soapdetergents.com
International open marketplace and resource center for soap, detergents, and household cleaning products.
http://www.soapdetergents.com/

Glossary of Acronyms

HAPPI
Household and Personal Products Industry
HE
high efficiency (washers)

IRI
Information Resources, Inc.

LAS
linear alkylbenzene sulfonates (commonly used petroleum-based surfactant)

P&G
Procter & Gamble

SDSI
Safer Detergents Stewardship Initiative