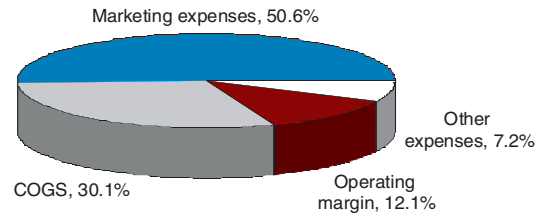


# Personal Care: U.S. Competitor Cost Structures 2009

## Fact Sheet

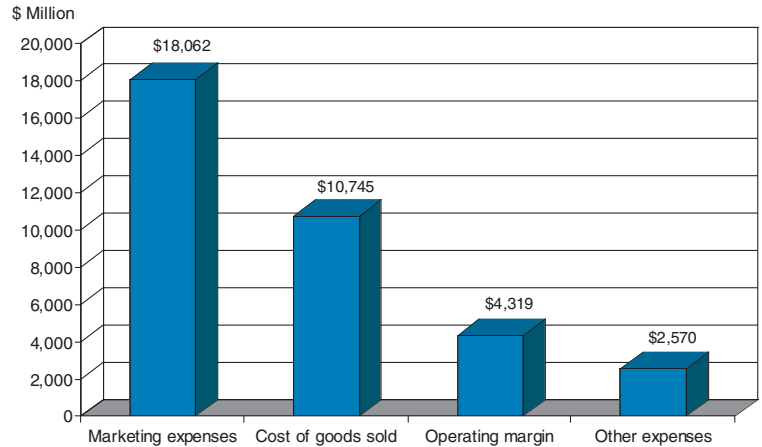
### C&T Industry Cost Structure 2008

For every dollar earned in 2008 in C&T sales, an average of 51¢ is spent on marketing, 30¢ is spent on producing the goods, 7¢ on R&D and administration, and 12¢ are kept as profits.



### Industry Cost Structure in 2008 Actual Dollars

Costs for the industry is as follows in 2008 in manufacturers' dollars.



### Comparison of Cost Structures 2007, 2008, and 2009

Margins continue to be pressured by rising COGS and marketing expenses over the past three years.

