PLAINTIFF'S EXHIBIT

Y-149

Company Profile

Eagle-Picher Industries Inc.

Firm Type:	Private Company, Headquarters Location
URL:	http://www.epcorp.com
Headquarters Address:	PO Box 779 , Cincinnati, Ohio 45201 250 E 5th St. Ste. 500 , Cincinnati, Ohio 45202 United States
Main Telephone:	(513) 721-7010
1998 Employees:	7500
Annual Sales:	$848.5 M Sales
Sales per Employee:	$113,133
FYE:	Nov 30, 1995
Year Founded	1843
Primary SIC:	3714_Motor Vehicle Parts And Accessories
Secondary SIC(s):	3089_Plastics Products, Not Elsewhere Classified 3531_Construction Machinery 3559_Special Industry Machinery, Not Elsewhere Classified 3692_Primary Batteries, Dry And Wet
NAICS Code:	327992_Ground or Treated Mineral and Earth Manufacturing
Updated:	Feb 27, 2001
Report Prepared On:	February 28, 2001
Record Status:	Reorganization - Chapter 11

Key People

Executive Name	Title	Job Functions
Andries Ruijssenaars	President	President
Joel Wyler	Chairman of the Board	Chairman
David Wilson	Vice President	NA
Carroll Curless	Vice President, Controller	Financial Controller

Source: Company Intelligence Database, Gale Group

Company Overview

Business Description

Manufacturing: Rubber, plastic and aluminum products, castings, boron isotopes, machinery, construction equipment and special purpose batteries; industrial machines and automotive parts

Variant Names

Eagle-Picher (Predicast Name)
Eagle-Picher Industries (Predicast Name)

Top Lists (Last 5 Years)

Historical Sales Summary

Year	Sales
1995	$848.5 M
1994	$756.7 M
1993	$661.5 M
1992	$611.5 M
1991	$598.6 M
1990	$699.3 M

Divisions & Subsidiaries

Eagle-Picher Industries Inc.

Cincinnati Industrial Machinery
Cincinnati, Ohio
Exporter,Private Subsidiary, Headquarters Location

Eagle-Picher Automotive
Inkster, Michigan
Private Subsidiary, Headquarters Location

Eagle-Picher Industries Inc. Construction Equipment Div.
Lubbock, Texas
Exporter,Private Subsidiary, Headquarters Location

Eagle-Picher Industries Inc. Seneca Div.
Seneca, Missouri
Exporter,Importer,Private Subsidiary, Headquarters Location

Hillsdale Tool and Manufacturing Co.
Hillsdale, Michigan
Exporter,Private Subsidiary, Headquarters Location

HTM Div.
Jonesville, Michigan
Exporter,Private Subsidiary, Headquarters Location

Michigan Automotive Research Corp.
Ann Arbor, Michigan
Private Subsidiary, Headquarters Location

Ross Aluminum Foundries
Sidney, Ohio
Exporter,Private Subsidiary, Headquarters Location

Transicoil Inc.
Valley Forge, Pennsylvania
Exporter,Private Subsidiary, Headquarters Location

Robinson-Halpern Products
Valley Forge, Pennsylvania
Division

Eagle-Picher Technologies L.L.C.
Joplin, Missouri

Exporter,Importer,Private Subsidiary, Headquarters Location

Source: Company Intelligence Database, Gale Group

Products & Brands

Eagle-Picher Industries Inc. does not appear in the latest editions of 'Brands & Their Companies' or 'Data Sources' (Gale Group).

Source: Company Intelligence Database, Gale Group

Industry Overview

3714 Motor vehicle parts and accessories

Last Updated: Jan 1, 1999

Market Value

The USA auto parts market grew by 3.2% in 1998, to reach a value of $158,703.0 million.

Market Sectors

Braking Systems is the largest sector of the USA auto parts market, representing 39.0% of the market in value terms.

Cooper·Indusries

In 1997, revenues for Cooper Industries grew by 0.1% on the previous year's level, to reach $5,288.8 million.

Distribution Channels

The leading three distribution channels in the USA auto parts market (NAFTA, Western Europe and Japan/Chinese Economic Area) account for 87.6% of the market between them.

Customer Profile

Independent Dealers is the largest customer in the USA auto parts market, accounting for 69.5% of the market in value terms.

Market Forecasts

In 2004, the USA auto parts market is forecast to reach $181,261.1 million, an increase of 11.4% since 1999.

MARKET VALUE

SNAPSHOTS INTERNATIONAL USA Auto Parts

* - The USA auto parts market grew by 3.2% in 1998, to reach a value of $158, 703.0 million.

* - The compound annual growth rate of the market in the period 1994-1998 was 7.3%. The strongest growth was in 1995, when the market grew by 16.1%.

Table 1: USA Auto Parts Market Value: $Mn, 1994-1998

Market Value	$ Mn	% Growth
1994	119,677.9	
1995	138,981.9	16.1%
1996	146,194.9	5.2%
1997	153,782.0	5.2%
1998	158,703.0	3.2%
1999e	162,734.0	2.5%
CAGR, 1994-1998:	7.3%	

□□□□

MARKET SECTORS

SNAPSHOTS INTERNATIONAL USA Auto Parts

* - Braking Systems is the largest sector of the USA auto parts market, representing 39.0% of the market in value terms.

* - The largest three sectors in the USA auto parts market (Braking Systems, Steering Traction Equipment and Restraint) account for 84.0% of the total market. - Wipers & Related is the smallest sector of the USA auto parts market considered, attributable for 4.0% of the market in value terms.

Table 2: USA Auto Parts Market Segmentation by Value: % Share, 1998

Sector	% Share
Braking Systems	39.0%
Steering Traction Equipment	26.0%
Restraint	19.0%
Lighting	11.0%
Wipers & Related	4.0%
Other	1.0%

Total	100.0%

COOPER INDUSTRIES

SNAPSHOTS INTERNATIONAL USA Auto Parts

* - In 1997, revenues for Cooper Industries grew by 0.1% on the previous year's level, to reach $5,288.8 million.

* - Over the same period, net income grew by 25.1% to reach a value of $394.6 million. This yielded a operating margin of 7.5%, compared to 6.0% in 1996.

Table 3: Cooper Industries Performance, 1993-1997

$ Mn	Revenues	Net Income	Operating Margin
1993	4,725.5	367.1	7.8%
1994	4,512.5	-19.9	-0.4%
1995	4,810.9	94.0	2.0%
1996	5,283.7	315.4	6.0%
1997	5,288.8	394.6	7.5%

SNAPSHOTS INTERNATIONAL USA Auto Parts

* - In 1998, revenues for declined by 3.3% on the previous year's level, to reach $2,257.3 million.

* - Over the same period, net profit grew by 2.0% to reach a value of $38.4 million. This yielded a net margin of 1.7%, compared to 1.6% in 1997.

Table 4: Company Performance, 1993-1998

$ Mn	Revenues	Net Profit	Net Margin
1993	2,695.0	46.5	1.7%
1994	2,505.0	20.8	0.8%
1995	2,469.0	30.3	1.2%
1996	2,448.0	45.8	1.9%
1997	2,335.0	37.7	1.6%
1998	2,257.3	38.4	1.7%

DISTRIBUTION

SNAPSHOTS INTERNATIONAL USA Auto Parts

* - The leading three distribution channels in the USA auto parts market (NAFTA, Western Europe and Japan/Chinese Economic Area) account for 87.6% of the market between them.

* - NAFTA account for the largest share of distribution in the USA auto parts market, with 71.4% of the market in value terms.

* - Western Europe holds the equivalent of 14.1% of the leading channel's share.

Table 5: USA Auto Parts Market Distribution Channels: % by Value, 1998

Distribution Channels	% Share
NAFTA	71.4%
Western Europe	10.1%
Rest of World	2.9%
Other Asia	5.7%
Latin America	3.8%
Japan/Chinese Economic Area	6.1%
Total	100.0%

CUSTOMER PROFILE

SNAPSHOTS INTERNATIONAL USA Auto Parts

* - Independent Dealers is the largest customer sector in the USA auto parts market, accounting for 69.5% of the market in value terms.

* - Chain/Dept/Discount Stores holds the equivalent of 28.8% of the leading customer's share.

Table 6: USA Auto Parts Customer Profile: % by Value, 1998

Customer	% Share
Independent Dealers	69.5%
Chain/Dept/Discount Stores	20.0%
Tyre Company Stores	8.5%
Oil Companies	2.0%
Total	100.0%

□□□□

MARKET FORECASTS

SNAPSHOTS INTERNATIONAL USA Auto Parts

* - In 2004, the USA auto parts market is forecast to reach $181,261.1 million, an increase of 11.4% since 1999.

* - The compound annual rate of change of the USA auto parts market over the period 1999-2004 is predicted to be 2.2%.

Table 7: USA Auto Parts Market Value Forecasts: $Mn (1998 Prices), 1999-2004

Market Value	$ Mn (1998 Prices)	% Growth
1999	162,734.0	2.5%
2000	166,476.9	2.3%
2001	169,972.9	2.1%
2002	174,052.2	2.4%
2003	177,881.4	2.2%
2004	181,261.1	1.9%

CAGR, 1999-2004: 2.2%

□□□□

FURTHER SOURCES

SNAPSHOTS INTERNATIONAL USA Auto Parts

Snapshots International 5 Dryden Street London UK WC2E 9NB Tel: +44 (0) 171 829 8408 Fax: +44 (0) 171 829 8410 http://www.snapdata.com

Related US OnDisc reports available from Snapshots International:

Report:	Code:
US Auto Dealers	5511
US Auto Parts	3592
US Automobile Parking	7521
US Automotive Glass Replacement Shops	7536
US Car Rental	7514
US Car Washes	7542
US Commercial Vehicle Tires	3010
US Executive Passenger Cars	3711
US Fleet Leasing	7515
US General Automotive Repair Shops	7538
US Light Trucks	3713
US Motor Homes	3716

US Motorcycles,Bicycles, & Parts 3751
US Passenger Car Leasing 7515
US SmallPassenger Cars 3711
US Top and Boby Repair and Paint Shops 7532
US Travel Trailers & Campers 3792

Also Available from Snapshots International:
UK OnDisc Price $2,500
Europe OnDisc Price $3,500
US OnDisc Price $3,500
Asia-Pacific OnDisc Price $3,995 Eastern Europe OnDisc Price $3,995

Source: Snapshots International, Snapdata

Business Associations Within Industry

	Membership	Phone
Automatic Transmission Rebuilders Association	2700	(805) 604-2000
Automotive Industry Action Group	1700	(248) 358-3003
Lawn Equipment Dealers Association	550	(626) 792-4602
Automotive Training Managers Council	165	(703) 713-1113
Valve Manufacturers Association of America	120	(202) 331-8105
Manufacturers Standardization Society of the Valve and Fittings Industry	102	(703) 281-6613
Friction Materials Standards Institute	96	(203) 452-1877
Outdoor Power Equipment Aftermarket Association	75	(202) 775-8605
Automotive Wholesalers Association Executives	54	(334) 834-1848
Heavy-Duty Business Forum	50	(919) 549-4800

Source: Encyclopedia of Associations, Gale Group

Corporate Chronology

1843: Edgar and Stephen Conkling, establish a white lead factory, the E. and S. J. Conkling Company.

1847: Edgar Conkling and William Wood become partners to form a new entity, Conkling, Wood and Company.

1850: Conkling, Wood and Co.'s annual sales reach $126,600.

1855: Edgar Conkling sells his interest in the firm to the Wood brothers, William and Alfred, and a Louisville, Kentucky white lead manufacturer, T.J. McCoy; the company changes its name to William Wood and Company.

1867 Jan. 10: William Wood & Co. is incorporated as the Eagle White Lead Company. William Wood is elected president and becomes the company's largest shareholder.

1876: Judge Oliver H. Picher and his brother William organize the Picher Lead & Zinc Company in Joplin, Missouri.

1906 April 06: After receiving an invitation to join the National Lead Co. (now NL Industries), Eagle White Lead decides to keep the company independent by acquiring 62.5% of Picher Lead's capital stock.

1912: Picher organizes a research department, the forerunner of the present Electronics Division.

1914: Picher hits a bonanza of lead and zinc deposits which is named the Picher Field.

1916 June 01: The Eagle-Picher Lead Company is formed by a merger of the Eagle White Lead Company and the Picher Lead Company.

1920: By this time Eagle-Picher has mine-to-market capability.

1922: Several partnerships are established with battery companies, leading to the development of highly efficient lead batteries.

1929: Eagle-Picher's sales reach a new high, $26.4 million.

1938: The company buys Commerce Mining & Royalty Co. for just under $10 million; the acquisition includes the Northeast Oklahoma Railroad Co. and makes Eagle-Picher the largest producer of zinc ore in the nation.

1943 Oct. 29: Eagle-Picher's stock is listed on the New York Stock Exchange for the first time.

1943: The Eagle brand celebrates its 100th anniversary.

1944: The first special purpose battery contract is awarded to Eagle-Picher by the U.S. Army Signal Corps to provide electric power for its weather balloons.

1945 March 27: Eagle-Picher Lead Co. becomes Eagle-Picher Co.

1952: Eagle-Picher purchases the Ohio Rubber Co. for a total investment of $12 million.

1954: The company's Paint and Varnish and its Metallic Product divisions are liquidated; the proceeds are used to acquire the Fabricon Products division of Fisher Body for $9.9 million. Fabricon manufactures plastic products for the automotive, food, and packaging industries.

1963: A commercial products entity is established as part of the Electronics Division.

1966 March 22: At the annual shareholders' meeting, the company's name is officially changed to Eagle-Picher Industries, Inc.

1970: Eagle-Picher silver-zinc batteries are utilized by Apollo 13 astronauts to provide electrical power for the life support and guidance control systems after a fuel cell fails. The astronauts land safely.

1971: The company acquires Hillsdale Tood Manufacturing Co., a technical automotive components manufacturer, and the A.D. Weiss Lithograph Co., a commercial lithographer. The company introduces its first commercial battery with the Carefree trademark.

1972 March: Eagle-Picher spins off its Davis Wire division to a group lead by the division's management for $23.5 million.

1973: The Johnson Manufacturing Co. (now the Construction Equipment Division) is acquired; it is the sole source of three models of earth moving machinery to Caterpillar, Inc.

1976: Eagle-Picher wins a $90 million contract from the U.S. Department of Energy for the production of isotopically pure boron to be used in defense and commercial nuclear applications.

1980: Eagle-Picher continues to phase out lead and zinc operations with the closing of its smelter in Galena, Kansas, and the sale of the zinc oxide plant in Hillsboro, Illinois.

1986: The company files its first registration statement and successfully completes a public offering of 1.125 million common shares, raising $43 million.

1987: Acquires Transicoil Inc., a manufacturer of electronic components for aerospace and industrial applications.

1989: Divests the Bearings Division (originally the Markey Bronze Corp.), the Chi-Vit Division (formerly Chicago Vitreous Corp.), and A.D. Weiss.

1990: Eagle-Picher batteries provide the power for the Patriot anti-missile system and the Tomahawk cruise missile. Germanium optical devices manufactured by the Specialty Materials Division are utilized in aircraft and armored vehicles in the Gulf War.

1992: The company reports sales of about $612 million and profits of almost $30 million.

1993: Eagle-Picher Industries, Inc. celebrates its 150th as one of the 500 largest industrial companies in the U.S. based on sales.

1994 Nov.: Andries Ruijssenaars, current senior vice president, is named president and CEO of Eagle-Picher. His predecessor, Thomas E. Petry, will continue as chairman of the board and executive chief.

1995: Eagle-Picher files for Chapter 11 bankruptcy so it can reorganize. The company reports its liability for asbestos-related injuries is $1 to $2.5 billion. However, since it only earned $48 million in 1994, Eagle-Picher will probably only pay about 25% of that to plaintiffs.

1996 July 17: Eagle-Picher files a second reorganization plan after its first plan is rejected by bankruptcy court. At issue is the magnitude of Eagle-Picher's liability and its means of redress and compensation.

1997 Aug.: Eagle-Picher sells its plastics division to Cambridge Industries for $32.5 million.

1998 Feb.: Granaria Holdings B.V. purchases Eagle-Picher Industries Inc. to handle its diversified line of business. Eagle-Picher's activities are not affected.

1999 June: Eagle-Picher Hillsdale Division acquires Carpenter Enterprises for an estimated $71.5 million.

2000: Eagle-Picher sells its Rubber Molded Products business unit, its Michigan Automotive Research Corporation subsidiary; and its automotive fluid systems business. These transactions are part of Eagle-Picher's plan to divest certain smaller business units in order to focus on core divisions.

'Eagle-Picher Industries Files Second Amended Plan of Reorganization.' *PR Newswire*, 18 July, 1996.

Eagle-Picher Industries, Inc.: 150 Years of Quality. Eagle-Picher, 1993.

'Eagle-Picher Sells Subsidiary.' *Business Courier*, 03 March, 2000: 11.

'Eagle-Picher's Liability for Asbestos Claims Grows.' *The Wall Street Journal*, 07 Dec., 1995.

International Directory of Company Histories. Detroit: St. James Press.

Knerr, Douglas. *Eagle-Picher Industries, Strategies for Survival in the Industrial Marketplace, 1840-1980*. Columbus: Ohio State University Press, 1992.

'Who's News: Eagle-Picher Industries Inc.' *The Wall Street Journal*, 03 Nov., 1994: B 6.

Further Reading:

Source: Notable Corporate Chronologies, Gale Group

END OF DOCUMENT