Wooden Cabinets and Vanities from China
Inv. Nos. 701-TA-620 and 731-TA-1445
Ad Hoc Coalition of Cabinet Importers
Hearing Presentation
U.S. International Trade Commission
February 20, 2020
CNC Cabinetry was founded to serve a void in U.S. cabinet market—house flippers who value quick turnover of properties.

- Sourced from overseas, because domestic suppliers could not meet the demand for quick delivery.
- CNC now has over 400 employees and 1500 dealers nationwide.

Robert Hunter started at RSI, which has since been purchased by American Woodmark.

- RSI produced 15,000 cabinets a day to service Home Depot and Lowe’s.
- Shelf space for fully assembled cabinetry was limited.
- Transporting product home was difficult for customers.

Also worked for a semi-custom manufacturer.

- Customers could have anything they wanted in terms of color and style.
- Trade-off is a longer lead-time for delivery.
Companies like CNC have formulated their business models around shorter lead times.

- CNC keeps 3–4 months of inventory on hand.
- Customers can order RTA or assembled form.
- Even assembled RTA has significantly shorter lead-times than domestically sourced product.

RTA cabinets appeal to a niche segment of the market.

- Customers that prioritize distinctive design and customization will turn to domestic made-to-order.
- RTA appeals to customers for whom lead times and quality are the primary consideration.
- E.g., house flippers; multifamily renovation
"U.S. producers don't have the capacity or, frankly, the desire to make this product."

-Leigh Avsec, General Counsel, MasterBrand Cabinets Inc.
Section 301 Tariffs Public Hearing, Aug. 21, 2018
Video of Luke Kinser
East Front Cabinets
• JSI Cabinetry is a distributor of RTA all-wood kitchen and bath cabinetry.

• The U.S. cabinet market is divided into three U.S. market segments:
  o Custom – made-to-order; highest price; widest variety of option.
  o Semi-Custom – made-to-order; higher price than stock cabinets; smaller set of options than custom cabinets; available in one-inch increments
  o Stock – limited to standard sizes; little customization; lowest price point. Domestically produced stock cabinets are made-to-order and not sold from existing inventory; available in three-inch increments
Imported product participates mostly in the relatively small RTA segment—limited cabinet options in terms of styles, colors, and finishes.

- Not made to order.
- Limited number of SKUs which can be shipped as flatpacks the same day the product is ordered.
- Can be shipped in three to five days.

MasterBrand is a price leader.

- Sources components of made-to-order product from overseas.
- MasterBrand sells made-to-order stock at lower prices than JSI’s RTA cabinetry.
• KCD has grown from a small mom and pop cabinet shop into a multi-state operation employing more than 100 Americans in well-paying jobs.
  o KCD caters exclusively to the on-demand cabinetry market.
  o To do so, KCD has invested millions of dollars in facilities and logistics capabilities to store sufficient inventory.
Two largest U.S. producers—American Woodmark and MasterBrand—have had huge impact on the market for Chinese imports.

- MasterBrand and American Woodmark use global supply chains to compete against U.S. production of made-to-order stock cabinets.
- MasterBrand and American Woodmark have increasingly invested in Mexico.
- In personal visits to factories in Southeast Asia, has seen what the big U.S. manufacturers are doing overseas.
Kitchen Cabinet Distributors
Randy Goldstein
Randy Goldstein
Kitchen Cabinet Distributors
• Expanding our Mexico plant network to improve cost and lead time
  - Lead time advantage
  - Superior service with regional distribution
MasterBrand Cabinets closes Auburn plant, 445 lose jobs

MasterBrand has been in Auburn since 1999.


MasterBrand Cabinets announces opening of Mexico facility

Carla Nelson | Reporter
Opelika-Auburn News
cnelson@oanow.com
Aug 1, 2018

June 12, 2018
Aug. 1, 2018
• Importers like KCD supply a small but important market segment *with products that are not available in the United States.*

• Independent sales representative agreements highlight the fact that RTA imports do not compete head-to-head with domestically sourced cabinets.

• RTA imports serve distinct market segment.
Michael Weiner
*Ninth Street Capital Partners*

- Managing partner and co-founder of Ninth Street Capital Partners.
  - Investment firm based in Cleveland, Ohio
  - Acquires small, family run businesses in industries and markets throughout the United States, contributing both human and investment capital.

- Ninth Street owns Kitchen Cabinet Distributors and five domestic millwork manufacturers.

- Ninth Street prioritizes a diverse portfolio of investments.
Large domestic producers like MasterBrand, American Woodmark, and ACPI have built balanced, diverse portfolios.  
  - Have made acquisitions and other investments to expand capacity in different market segments.  
  - This would not make sense if the segments were competing head-to-head.  
  - Custom, semi-custom, and stock cabinets appeal to different end users.  

Companies see benefits of diversification.  
  - Stability of revenues; leveraging knowledge within sector.  
  - Ability to react quickly to shifts in demand.  
  - Utilization of channels of distribution for products in different segments.  
  - Expansion of global supply chain.  

Overall labor market conditions are tight.
Missy O’Daniel
Web-Don, Inc.

- Web-Don, Inc.
  - Woman-owned, industry leading distributor of RTA cabinets and surface products.
  - Serves North Carolina, South Carolina, and Tennessee

- Changing customer needs and expectations drive segmentation of the wooden cabinets industry.

- Niche market consists of customers who want to place orders quickly and have them just as quickly.
  - Modern styles of cabinetry
  - Painted cabinets with sleek designs
  - Lower levels of customization
  - Shorter lead times
Missy O’Daniel  
*Web-Don, Inc.*

- Web-Don serves different customers, requiring different types of suppliers.
  - Experiences with domestic suppliers have varied.
  - Cut business ties with Kountry Wood, because of issues with construction, lead times, and quality.

- Domestic suppliers complement RTA lines by serving different customer bases.
  - Domestic producer Smart Cabinetry can supply high volume multi-family projects.
  - RTA lines serve dealers and remodelers looking for high quality and quick turn-around.
Jason Delves
Cabinets-to-Go, LLC
"U.S. producers don't have the capacity or, frankly, the desire to make this product."

-Leigh Avsec, General Counsel, MasterBrand Cabinets Inc.  
Section 301 Tariffs Public Hearing, Aug. 21, 2018
Leading construction industry consultancy delivering solutions to clients for over 60 years across 50 unique product markets

Nine global offices, over 250 professionals delivering hundreds of engagements annually to Fortune 1000 clients

Expansive, credible research sciences with proprietary methods and quantitative analytics team including statisticians, economists

Market, product and economic databases includes 250,000+ data series with 50 years of historical data and 10-year forecasts.

Top 9% in terms of accuracy of macroeconomic forecasts for the third consecutive year

Partnership with The Wall Street Journal for a proprietary Strategic Intelligence offering for business leaders and stakeholders

Team leaders are contributors and speakers at construction industry events, seminars and publications
The cabinet industry (including cabinets, vanities and casework) is expansive, diverse and fulfills a variety of needs.

The Industry

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cabinet Makers</td>
<td>135,000</td>
</tr>
<tr>
<td>Cabinet Makers</td>
<td>111111</td>
</tr>
<tr>
<td>Employees (BLS)</td>
<td>8,000+</td>
</tr>
<tr>
<td>(SIC, NAICS)</td>
<td></td>
</tr>
<tr>
<td>~450,000</td>
<td></td>
</tr>
<tr>
<td>Builders and</td>
<td>14,000+</td>
</tr>
<tr>
<td>Remodeling</td>
<td></td>
</tr>
<tr>
<td>Contractors or</td>
<td></td>
</tr>
<tr>
<td>Installers</td>
<td></td>
</tr>
<tr>
<td>100,000+</td>
<td></td>
</tr>
<tr>
<td>Kitchen and Bath</td>
<td></td>
</tr>
<tr>
<td>Trade Show</td>
<td></td>
</tr>
<tr>
<td>Attendees</td>
<td></td>
</tr>
</tbody>
</table>

The Applications

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Homes</td>
<td>1.2M</td>
</tr>
<tr>
<td>New Kitchens</td>
<td>4.2M</td>
</tr>
<tr>
<td>Remodels</td>
<td>79.3M</td>
</tr>
<tr>
<td>Sales of</td>
<td>5.5M</td>
</tr>
<tr>
<td>Kitchen and Bath</td>
<td>4.5M</td>
</tr>
<tr>
<td>~$26K</td>
<td></td>
</tr>
<tr>
<td>Pre-Built Homes</td>
<td></td>
</tr>
<tr>
<td>Pre-Built Homes</td>
<td></td>
</tr>
<tr>
<td>Kitchens</td>
<td></td>
</tr>
</tbody>
</table>

Multiple Sources and Models Support a Significant Market

$30.3bn (Materials Only)
Bath Model + NKBA Kitchen 

$28.9bn
Application Model

$27.2bn
Valuation Model
Producer

$24.5bn
Labor Model and Industry

Industry data sources support a cabinet industry value of

$24.5bn to $30.3bn
Our housing industry is shifting from custom and semi-custom to more standard and multifamily living – changing cabinet needs.

Multi-family Housing Construction vs. Vacancy Rates
Thousands of housing units, percent of housing units available for rent

- 15%
- 10%
- 5%
- 0%

Multi-family Housing Construction...

Shifting housing trends create NEW demands in the cabinet industry that favor white, standard cabinets, easily installed and readily available (in days, not weeks).

"To me that we’re in the later stages of the pivot (toward more standard cabinet offering), and come to a point where in 2020, indicating 4 to 6% growth with meaningful margin progress…. It’s just become the majority of the portfolio, you just have to balance that more toward growth. And as Pat referenced, those trends kind of accelerated...."

Nick Fink CEO Fortune Brands (Q4 19 Earnings Transcript)
The industry is experiencing dynamic changes driven by

**Style Shifts**

*White cabinet selection leads all styles, up to 45% with medium wood decreasing to only 11% of cabinet styles chosen — Kitchen Trends HOUZZ 2020*

**Less Customization**

- Preference for open plan design, fewer upper cabinets, more islands
- Greater use of modern lines and standard shape/finishes
- Now customizing with hardware, lighting, colored appliances

**Efficient Purchase Methods**

- Digital design and selection process expanding over in-store
- Online ordering and communications accepted
- Significantly reduced lead times and faster fulfillment

Source: Washington Post 2018: How Millennials are Changing the look of kitchens
Internal challenges to cabinet makers also exist, including skilled labor shortage and adapting to technology/design evolution.

### Labor Constraints

**Cabinetry and Millwork Employment and Revenue Growth**

*Indexed Growth, 2007=1*

- Employment

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2009</th>
<th>2011</th>
<th>2013</th>
<th>2015</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>1.5</td>
<td>1.0</td>
<td>0.5</td>
<td>0.0</td>
<td>~&lt;:::&lt;::&lt;:5</td>
<td>~&lt;:::&lt;::&lt;:5</td>
</tr>
</tbody>
</table>


### Production and Technology Evolution

- Shift to new cabinet styles, colors and designs requires new equipment and production technologies.
- Labor shortage introduces different cabinet construction solutions and processes.
- Requires more investment, cost management.
- Demand for skills in automation, production and paint process versus classic woodworking.

Best in class cabinet makers are agile and adjust to dynamic conditions and sizable market opportunities.

**Winning Strategies**

- Adjusting to design preferences – frameless, white/grey doors
- Better paint capabilities
- More equipment upgrades (machinery)
- Digital / e-commerce solutions for greater customer experience
- Faster supply chain and turnaround times

**Losing Strategies**

- Focusing on historic, wood stained custom cabinetry business model
- Maintaining long lead times and high-touch sales and service model
- Less investment in equipment, new processes and digital sales solutions
The RTA niche reflects the changing trends and needs of the industry.

<table>
<thead>
<tr>
<th>RTA Position Trend</th>
<th>Alignment to Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Segment Served</strong></td>
<td>Typically focused on multifamily new construction, entry level homes and cabinet replacement</td>
</tr>
<tr>
<td><strong>SKUs/Options Offered</strong></td>
<td>Limited, few door styles and limited paint/color options with quality box construction</td>
</tr>
<tr>
<td><strong>Lead times</strong></td>
<td>Typically available within 1-7 days</td>
</tr>
<tr>
<td><strong>Supply Chain</strong></td>
<td>Streamlined, more focused</td>
</tr>
<tr>
<td><strong>Ability to Customize</strong></td>
<td>Limited, not a custom solution</td>
</tr>
<tr>
<td><strong>Technology Use</strong></td>
<td>Extensive online, e-commerce solutions</td>
</tr>
<tr>
<td><strong>Quality and Design</strong></td>
<td>Developed quality features and benefits in a focused offering that meets leading design trends</td>
</tr>
</tbody>
</table>

- Low/Weak
- High/Strong
The RTA niche reflects the changing trends and needs of the industry.

- Addresses gap in a segment of the cabinet and construction market for quick ship, painted cabinets.
- Unique assembly and installation practices not preferred by all customers.
- Do not offer expanded, customizable or built-to-suit solutions.
- Utilized by a focused customer set who don’t typically source custom/semi-custom.

2019 US Cabinet Market Analysis

- Domestic Industry (including sourced components)
- Imports - Other
- Imports - China

Total Demand ~ $29.6 Billion
THANK YOU

This concludes our presentation. Today's presentation was prepared by DuckerFrontier. To the fullest extent permissible by applicable law, all information contained herein is for informational purposes only and is provided "AS IS". The information is provided (i) with no guaranty of accuracy, completeness, timeliness or that any defects will be corrected and (ii) without any representations, warranties or other contractual terms of any kind including, without limitation, warranties of title, merchantability or fitness for a particular purpose. Even if DuckerFrontier was advised, knew or should have known that claims or damages could arise from the use, misuse or delay of use of the information, DuckerFrontier assumes no legal liability for any direct, indirect, consequential, special, punitive or similar claims or damages. The information contained herein does not represent financial, legal, regulatory or other advice and recommendations from DuckerFrontier. Any use of the information is undertaken at your sole risk.

© 2020 DuckerFrontier. All Rights Reserved.
Professor Howard P. Marvel
The Ohio State University

Before the U.S. International Trade Commission
Wooden Cabinets and Vanities from China
Inv. Nos. 701-TA-620 and 731-TA-1445 (Final)
February 20, 2020
Imports from China and other Asian countries require assembly.

Domestic Production

Assembled

Stock

Semi-custom

Custom

Flat Pack

Assembled

Increasing Delivery Time

Broader Assortments

More Finely Grained Sizes
KCMA Cabinet Manufacturers' Sales Relative to 2015 by Segment 2016 – 2019

ECONOMIC CONSULTING SERVICES, LLC

BEFORE THE
UNITED STATES INTERNATIONAL TRADE COMMISSION

IN THE MATTER
OF
Wooden Cabinets and Vanities from China
Inv. Nos. 701-TA-620 and 731-TA-1445 (Final)

PUBLIC EXHIBITS TO THE TESTIMONY OF

JIM DOUGAN, VICE PRESIDENT

ECONOMIC CONSULTING SERVICES, LLC

February 20, 2020

Washington, D.C.
Volume –
U.S. Producers’ U.S. Shipments Increased

Sources: Prehearing Report at IV-17 (Table IV-6).
Volume –
The Commission’s Market Size Estimate Is Understated Even Relative to the Petition

• Petitioners have adopted *ex post* endorsement of market size that is significantly below even their own estimate

• Prehearing Report indicates that questionnaire data accounts for “most of” domestic production but does not attempt to quantify what is missing

• This has implications for analyzing the significance of subject import volume and market share
Volume –
Market Share of Subject Imports was Small

Sources: Prehearing Report at IV-17 (Table IV-6) and ACCI Prehearing Brief at Ex. 43.
Volume –
Market Share of Subject Imports Sold Assembled was Not Significant by Any Measure

Sources: Prehearing Report at IV-17 (Table IV-6) and ACCI Prehearing Brief at Ex. 43.
No Price Depression – U.S. Producers’ Prices for Assembled Cabinets Were Steady over the POI

<table>
<thead>
<tr>
<th>% Change from:</th>
<th>Product 1</th>
<th>Product 2</th>
<th>Product 3</th>
<th>Product 4</th>
<th>Product 5a</th>
<th>Product 6a</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Q1 - 2019 Q3</td>
<td>-1.5%</td>
<td>-10.0%</td>
<td>4.9%</td>
<td>-4.5%</td>
<td>8.0%</td>
<td>-10.2%</td>
</tr>
<tr>
<td>2016 Q1 - 2018 Q4</td>
<td>-2.5%</td>
<td>-3.7%</td>
<td>7.7%</td>
<td>0.5%</td>
<td>9.7%</td>
<td>-2.9%</td>
</tr>
</tbody>
</table>

Sources: Prehearing Report at V-9 to V-13 (Tables V-3 to V-7) and at V-15 (Table V-9).
No Price Depression – 
U.S. Producers’ Prices for RTA Cabinets 
Increased over the POI

<table>
<thead>
<tr>
<th>% Change from:</th>
<th>Product 5b</th>
<th>Product 6b</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Q1 - 2019 Q3</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>2016 Q1 - 2018 Q4</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

Sources: Prehearing Report at V-14 (Table V-8) and V-16 (Table V-10).
No Price Depression –
Public Data Corroborates Increase in U.S. Prices

Producer Price Indices for Cabinets
Jan 2016 = 100

Purchaser Responses Provide No Evidence of Price Depression

• Prelim LSLRs – none of the 13 purchasers reported that U.S. producers lowered prices to compete with subject imports

• Final QRs – Only 9 of 27 purchasers reported U.S. producers lowered price to compete with subject imports

• And [ ]

Sources: Prehearing Report at V-35 and V-36 (Table V-15), Prelim Staff Report at V-25.
No Price Suppression – Subject Imports Did Not Prevent Price Increases that Otherwise would Have Occurred

### U.S. Producers’ Average Sales Values and Unit COGS (Full Units) ($/unit)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Net Sales Value</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Total COGS</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

- U.S. producers were able to raise prices to recover increases in COGS

*Sources: Prehearing Report at VI-6 (Table VI-2).*
No Price Suppression – Subject Imports Did Not Cause Any Observed Cost-Price Squeeze

• RTA flat-pack is a small share of U.S. Producers’ shipments

• Subject Import RTA AUVs above or roughly equal to U.S. RTA AUVs

• U.S. Producer RTA Shipment AUVs increased over POI

• U.S. Producer RTA Pricing Data AUVs increased and showed instances of overselling by imports

Sources: Prehearing Report at III-23 (Table III-9), IV-12 (Table IV-9), V-14 (Table V-8), and V-16 (Table V-10).
Underselling Was Not Significant

- Pricing data not reliable because the definitions:
  - Do not capture market segment (Stock, Semi-Custom, or Custom)
  - Do not capture sales channel (end user, designer, dealer, etc.)
Underselling Was Not Significant – Pricing Data Demonstrate no Interaction or Causal Relationship between U.S. Cabinets and subject imports

Sources: Prehearing Report at V-9 to V-13 (Tables V-3 to V-7) and at V-15 (Table V-9).
Lost Sales Were Not Significant

• Lost sales reported in purchaser questionnaires are distorted [ ]

• Lost sales by [ ] were just [ ]% of total imports and purchases by [ ]

• Those lost sales were only [ ]% of purchases and imports of subject imports by [ ]

Sources: Prehearing Report at V-31 to V-32 (Table V-13) and at V-33 to V-34 (Table V-14).
Domestic Industry Consolidation Is an Important Condition of Competition

• Acquisitions by ACProducts, Inc.
  • Smart Cabinetry (January 2017)
  • Cabinets 2000 (April 2018)
  • Master WoodCraft Cabinetry (June 2018)
  • Elkay Wood Products Co. (January 2019)
  • Masco (February 2020, $1 billion)

• Acquisitions by American Woodmark
  • RSI Home Products, Inc. (December 2017, $1.075 billion)

Source: ACCI Prehearing Brief at 16.
No Adverse Impact –
Declines in Domestic Industry Profitability Were Not Caused by Subject Imports

• Vast majority of observed decline in domestic industry profitability explained by non-recurring items

• Many of these non-recurring items are related to costs associated with industry consolidation and restructuring

Source: ACCI Prehearing Brief at 91.
No Adverse Impact –
U.S. Producers Were Performing Well Even
Before Imposition of Duties

• Fortune Brands’ CEO recently told investors that wooden cabinets have “been a healthy—a very, very healthy part of the business even prior to these antidumping duties coming into effect;”

No Adverse Impact – Domestic Industry Generated Ample Free Cash Flow for Investment

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>PY 2018</th>
<th>PY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditures</td>
<td>[</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation Expense</td>
<td>[</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Free Cash Flow Calculation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Flow</td>
<td>[</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plus Depreciation</td>
<td>[</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less CapEx = Free Cash Flow</td>
<td>[</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PUBLIC VERSION

Source: Prehearing Report at VI-4 (Table VI-1), VI-29 (Table VI-8).
No Adverse Impact –
The Domestic Industry Did Not Lack Investment Capital but Used It for Acquisitions

Source: Prehearing Report at VI-29 (Table VI-8) and ACCI Prehearing Brief at 16.
No Adverse Impact –
Capacity Utilization Understated

• Prehearing Report capacity utilization ranges from [ ]% to [ ]%

• More reasonable estimate of capacity utilization at ACCI Brief Ex. 50 ranges from [ ]% to [ ]%

Sources: Prehearing Report at III-16 (Table III-5) and ACCI Prehearing Brief at Ex. 50.
No Adverse Impact –
Employment Indicators are All Positive

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Jan-Sept 2018</th>
<th>Jan-Sept 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRWs</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Total hours worked (1,000 hours)</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Hours worked per PRW (hours)</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Wages paid ($1,000)</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Hourly wages</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Productivity</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

Source: Prehearing Report at III-30 (Table III-12).