



Seale & Associates

HOUSEHOLD PRODUCTS INDUSTRY
VALUATION UPDATE
Q1 2026

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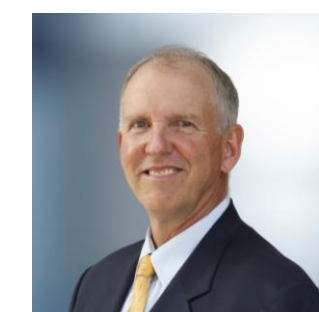
Introduction

We are pleased to share our Household Products Industry Valuation Multiples Update for Q1 2026.

At Seale & Associates, we are committed to providing process-driven solutions designed to optimize value and achieve our client's strategic objectives in a range of transactions, including **Mergers, Acquisitions, Divestitures and Carve-Outs, Business Sales, Recapitalizations, and Joint Ventures**, among other corporate finance and strategy consulting services.

Over the course of 25+ years, we have successfully served clients all over the world, and we are delighted to continue providing investment banking advisory services to our clients who are looking to grow through acquisitions or optimize their portfolios through strategic divestitures.

Seale has extensive experience advising leading multinational companies, private equity firms, and family-owned businesses across a wide range of industries.



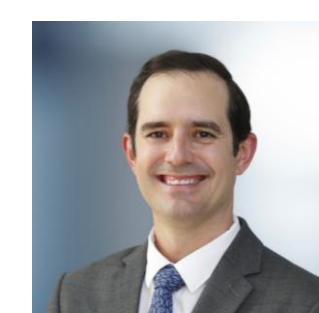
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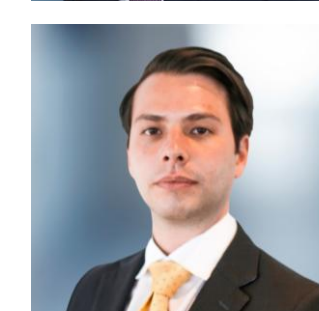
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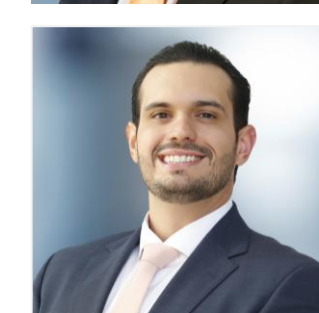
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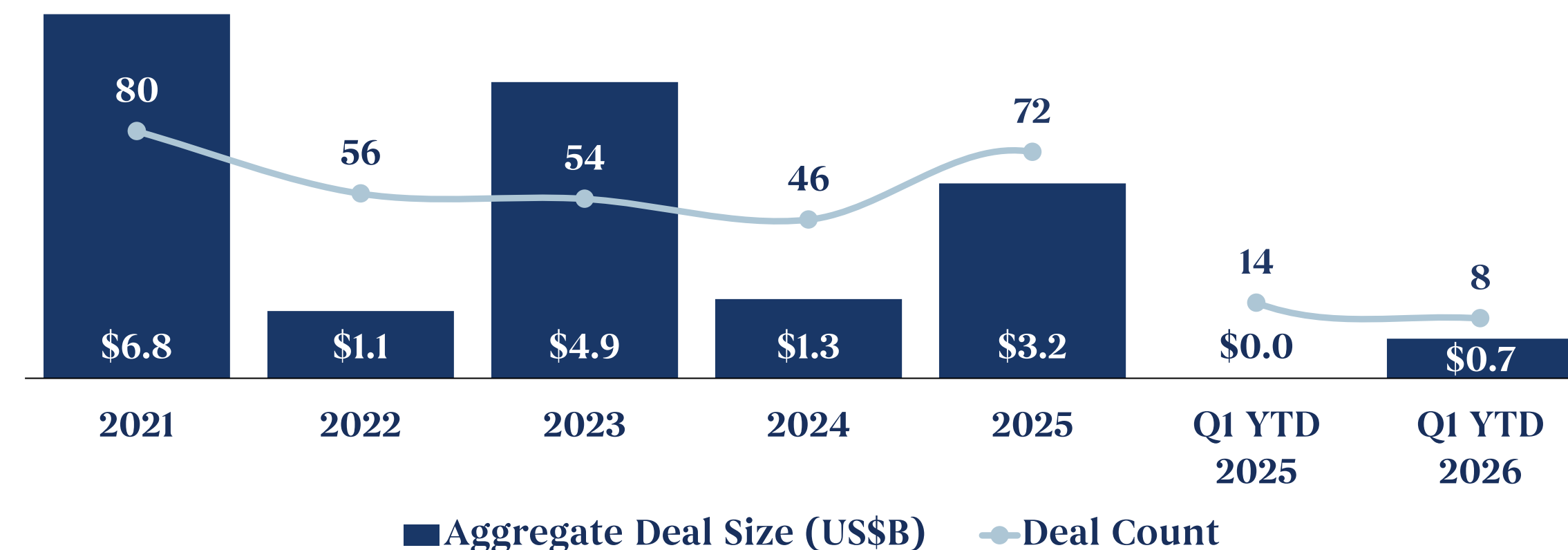
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Household Products Industry Overview

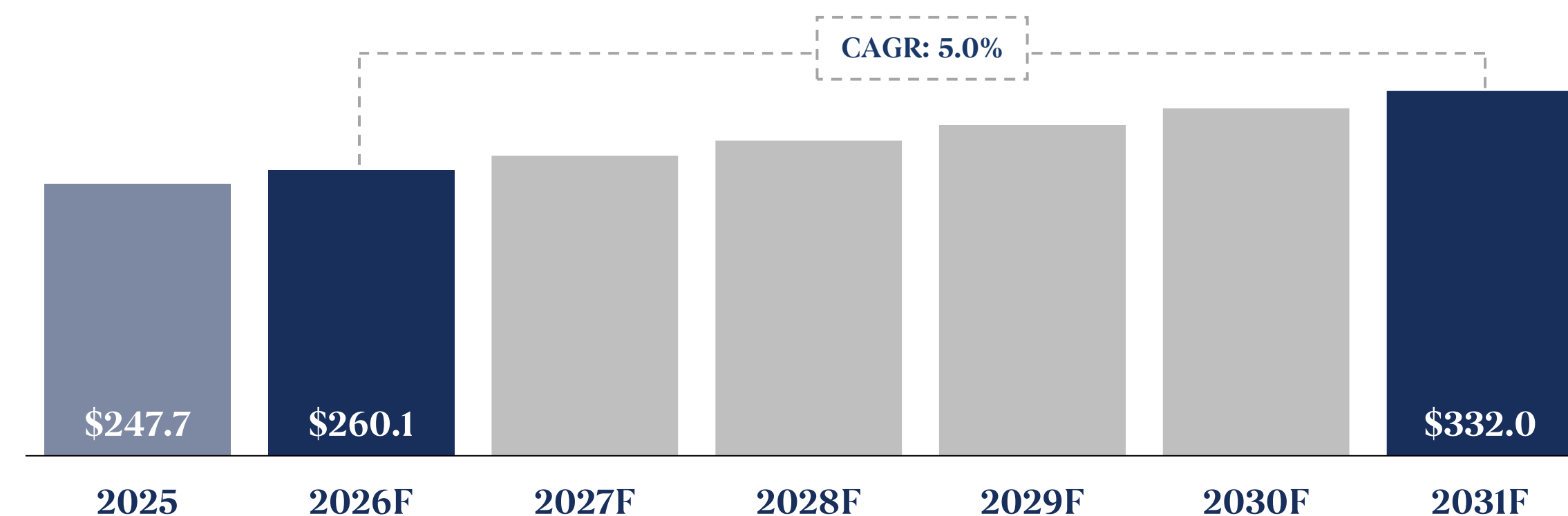
M&A Trends and Market Intelligence

- The **global household cleaning products market size** is valued at **US\$247.7B in 2025** and predicted to increase from **US\$260.1B in 2026** to approximately **US\$332.0B by 2031**, expanding at a **CAGR of 5.0% from 2026 to 2031**
- **Industry growth** is mainly **driven by increasing awareness regarding hygiene and sanitation**, coupled with **rising urbanization** and **growth** in the **number of households worldwide**
- Additionally, **higher disposable income levels** and **changing consumer lifestyles** have **boosted demand** for **specialized cleaning products**, including laundry detergents, surface cleaners, and dishwashing solutions
- Consumers are increasingly seeking products with **greater efficiency, convenience, and sustainability**, particularly **eco-friendly and organic alternatives** that provide enhanced cleaning performance while **reducing environmental impact**
- Among the sector's opportunities, **e-commerce** continues to gain relevance as a fast-growing **distribution channel**, offering consumers greater accessibility, product variety, and competitive pricing compared to traditional retail channels
- Several companies have strengthened their market positioning through **mergers and acquisitions (M&A)**, while also investing in product **innovation, sustainable packaging**, and expansion into **emerging markets** to diversify revenue streams and capture new consumer segments

Household Products Industry M&A Deal Size and Volume












Household Cleaning Products Market Size 2025 to 2031 (US\$B)





Household Products – Global Comparable Public Companies (1/3)



The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026 EV/		
						2024	2025	EBITDA	Revenue	
Albaad Massuot Yitzhak		ISR	\$179	\$402	\$559	12.2%	5.6x	5.4x	5.9x	0.7x
Bombril		BRA	\$61	\$94	\$324	11.9%	3.4x	3.0x	2.4x	0.3x
McBride		GBR	\$315	\$474	\$1,228	8.7%	4.8x	4.1x	4.5x	0.4x
Net Detergent		VNM	\$58	\$45	\$63	12.5%	6.4x	5.5x	5.6x	0.7x
Niitaka Co.		JPN	\$85	\$48	\$152	11.6%	3.7x	3.3x	2.7x	0.3x
Peerapat Technology		THA	\$10	\$26	\$35	16.4%	5.0x	4.5x	4.4x	0.7x
PZ Cussons		GBR	\$444	\$572	\$705	13.8%	9.8x	9.9x	5.9x	0.8x
Jyothy Labs		IND	\$772	\$716	\$314	16.8%	29.4x	23.9x	13.6x	2.3x
Sano Bruno's Enterprises		ISR	\$1,362	\$1,252	\$709	17.3%	9.2x	9.7x	10.2x	1.8x
■ Excluded from mean						Mean	6.0x	5.7x	6.1x	0.8x
						Median	5.6x	5.4x	5.6x	0.7x

Household Products – Global Comparable Public Companies (2/3)





Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026	
						2024	2025	EV/EBITDA	EV/Revenue
Church & Dwight 	USA	\$22,105	\$24,078	\$6,205	23.1%	19.2x	17.9x	16.8x	3.9x
Colgate-Palmolive Company 	USA	\$68,380	\$75,850	\$20,795	24.3%	16.4x	15.4x	15.0x	3.6x
Ecolab 	USA	\$75,130	\$83,515	\$16,452	25.3%	21.0x	20.8x	20.1x	5.1x
Henkel 	DEU	\$29,644	\$30,399	\$23,631	16.4%	8.6x	8.0x	7.8x	1.3x
Kao Corporation 	JPN	\$17,574	\$17,263	\$10,767	14.5%	13.7x	12.2x	11.1x	1.6x
Kimberly-Clark Corporation 	USA	\$32,021	\$38,951	\$16,556	22.2%	11.6x	11.1x	10.6x	2.4x
Kimberly-Clark de México 	MEX	\$6,931	\$7,731	\$3,099	25.3%	8.1x	8.2x	9.9x	2.5x
Lion Corporation 	JPN	\$2,896	\$2,681	\$2,686	13.2%	7.9x	7.7x	7.6x	1.0x
Reckitt Benckiser Group 	GBR	\$43,256	\$51,982	\$18,757	27.1%	11.6x	12.1x	10.2x	2.8x
The Clorox Company 	USA	\$12,530	\$15,680	\$6,760	20.3%	14.3x	12.7x	11.4x	2.3x

Household Products – Global Comparable Public Companies (3/3)

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026		
						2024	2025	EV/EBITDA	EV/Revenue	
The Procter & Gamble Company		USA	\$335,679	\$362,536	\$86,717	29.0%	16.6x	16.1x	14.4x	4.2x
Unilever		GBR	\$121,078	\$150,248	\$58,230	22.7%	12.8x	12.8x	11.4x	2.6x
■ Excluded from mean						Mean	12.8x	12.2x	11.5x	2.4x
						Median	13.2x	12.4x	11.2x	2.5x

Household Products Industry – Global Transactions

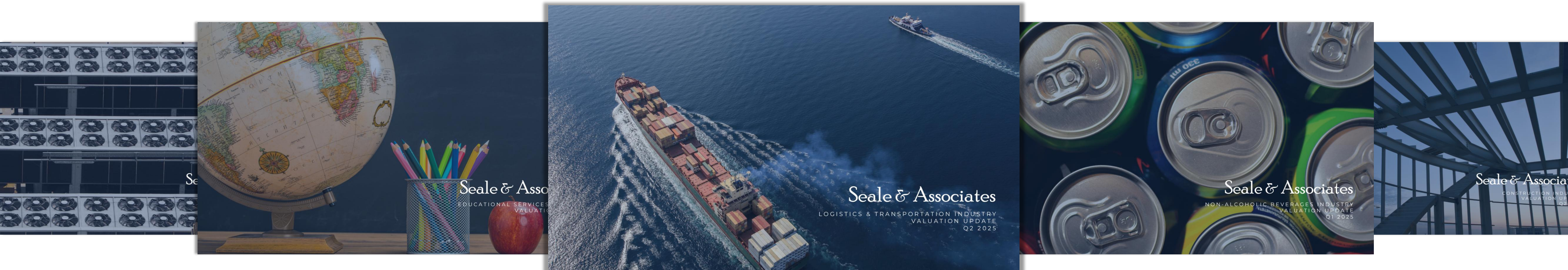
The table below highlights selected global M&A transactions during Q1 2026, illustrating strategic acquisitions focused on scale, product diversification, or geographic expansion within the sector

	Target	Country	Description	Buyer	Seller	% Acquired	Size US\$M	EV/ EBITDA	EV/ Revenue
Mar-26*		TUR	Arch Peninsula , a developer of tissue paper and hygiene consumer brands, agreed to acquire Sanipak , a manufacturer of household waste bags and cleaning products	Arch Peninsula		>50.0%			
Feb-26		FIN	Christeyns , a producer and distributor of hygiene solutions, acquired a majority stake in Kemvit , a producer of professional cleaning solutions		-	>50.0%	-	-	-
Feb-26		USA	Recochem , a producer, packager and distributor of household and transportation fluids, acquired Ocean Bio-Chem , a manufacturer and distributor of maintenance products			100.0%	\$50.0	-	-
Jan-26*		FRA	WEPA Group , a manufacturer of hygiene paper, agreed to acquire a majority stake in MPH1865 , a manufacturer of hygiene paper and soap		-	>50.0%	-	-	-
Jan-26		USA	Highline Warren , a provider of automotive and household care solutions, acquired Sprayway , a manufacturer of household cleaning and maintenance products			100.0%	-	-	-

*Announced transactions pending approval and other customary closing conditions

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<p>Standex</p> <p>has sold</p> <p>Enginetics</p> <p>to</p>  <p>Enjet AERO</p>	<p>ITT</p> <p>has sold</p> <p>BURNY KALIBURN PLASMA CUTTING INNOVATION</p> <p>and</p> <p>CMC Cleveland Motion Controls</p> <p>to</p>  <p>LINCOLN ELECTRIC</p>	<p>Honeywell</p> <p>has sold</p> <p>TENSOR</p> <p>to</p>  <p>GE Power Systems</p>	<p>TRIUMPH</p> <p>has sold</p> <p>Triumph Processing - Embee Division</p> <p>to</p>  <p>AMP ALL METALS PROCESSING</p>	<p>TRIUMPH</p> <p>has sold</p> <p>Triumph Air Repair, the APU Overhaul Operations of Triumph Aviation Services - Asia, and Triumph Engines businesses</p> <p>to</p>  <p>TGG THE GORES GROUP</p>	<p>Rheem</p> <p>has acquired</p>  <p>HTPG</p>	<p>GRACE</p> <p>has sold its GRACE Membranes business</p> <p>Uop</p> <p>a subsidiary of</p> <p>Honeywell</p>
<p>convatec - forever caring -</p> <p>has sold</p> <p>SENSI CARE</p> <p>and</p> <p>ALOE VESTA</p> <p>to</p>  <p>MEDLINE</p>	<p>United Technologies</p> <p>has sold</p> <p>MobileView</p> <p>to</p> <p>SAFE FLEET Driving Safety Forward™</p>	<p>United Technologies</p> <p>has sold</p> <p>HTPG A division of Carrier Commercial Refrigeration, Inc.</p> <p>to</p> <p>MONOMOY CAPITAL PARTNERS and Starboard Capital Partners</p>	<p>LOCKHEED MARTIN</p> <p>has sold</p> <p>Commercial Flight Training Business</p> <p>to</p> <p>ALTEON A BOEING COMPANY</p>	<p>FLOWSERVE</p> <p>has sold</p> <p>D&B</p> <p>to</p> <p>DB DaviesBaird</p>	<p>KBR</p> <p>has acquired</p> <p>Wabi Wabi Development Corporation</p>	<p>HARRISON GYPSUM, LLC</p> <p>has been recapitalized by</p> <p>H. I. G. PRIVATE EQUITY</p>



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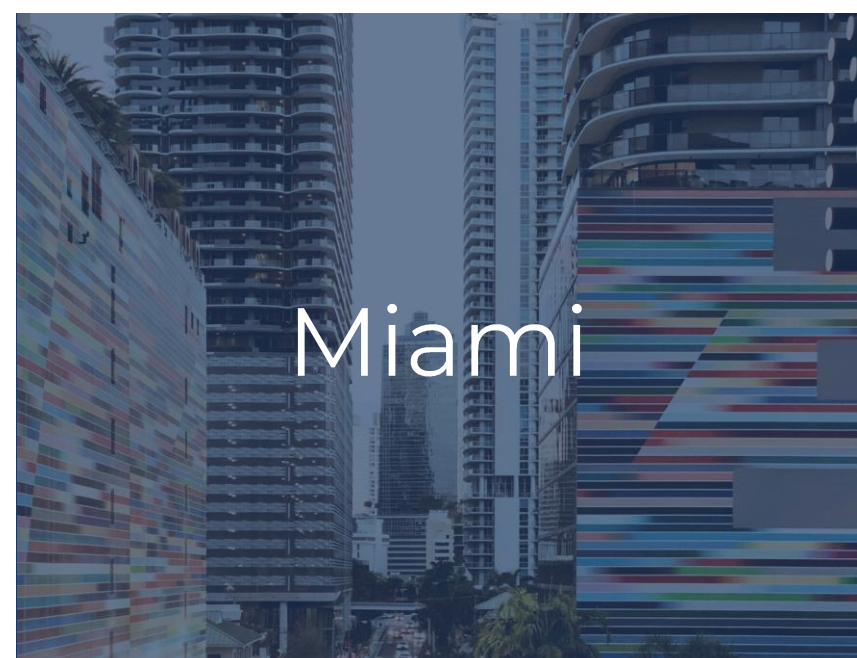
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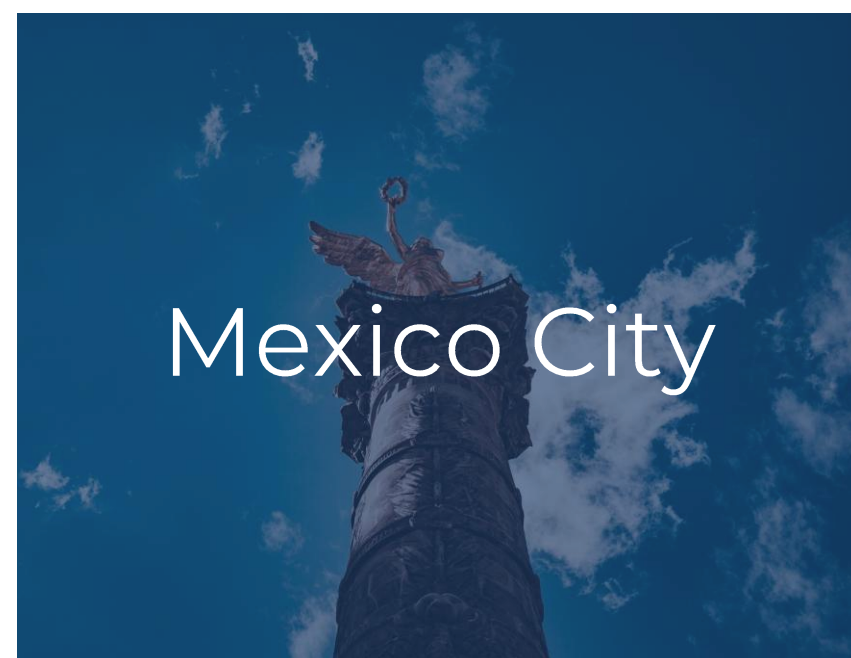
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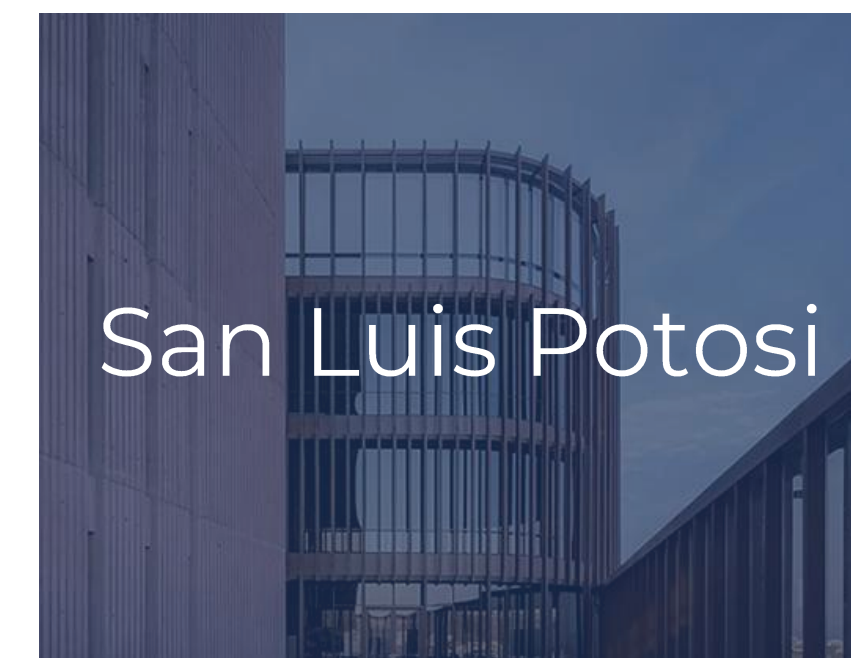
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