

MULTIQUIMICA DO BRASIL 1999

"I'm really concerned about our position in Brazil. Our pharmaceutical products are being hurt by both local and foreign producers and our foreign exchange policies may well be to blame." So said Don Howard, controller of the foreign operations of the pharmaceutical group of Multichemical Industries, Inc. "Look at Levadol, for example: our sales are falling while those of Hoffman are up."

This conversation took place in January 1999 as Don was reviewing the preliminary 1998 results of the foreign operations of the pharmaceutical group with the group's general manager, Paul McConnell. The men were in the company's corporate offices in Houston, Texas.

Background

Multichemical Industries, Inc. sold 75 different products in over 50 countries during 1998. Sales for the year were \$3.1 billion (see Appendix 1 for financial data). The company's principal product groups were pharmaceuticals, industrial chemicals, agricultural chemicals, and petrochemicals. Multichemical's overseas subsidiaries accounted for 15% of sales in 1998, with the majority of the activity taking place in Europe.

Multiquimica do Brasil (MB) was responsible for all sales and manufacturing which took place in Brazil. Thus, its managers had responsibility for products in several of the firm's product groups. Sales during the year were \$65 million, 6% of foreign sales. This wholly owned subsidiary was formed in 1993 with the initial intent of establishing manufacturing facilities for agricultural chemical, industrial chemical, and pharmaceutical products in Brazil. Prior to that, Multichemical had been active in Brazil through export sales. In other words, products that were manufactured in the United States had been sold in Brazil through local, independent importers. Multichemical did not operate either manufacturing facilities or a divisional office in the country until 1993.

The new subsidiary began manufacturing and selling herbicides in 1993. MB did not show a profit until 1996. The losses that were incurred were primarily attributable to two factors: the large start-up costs associated with a new business and a high corporate tax rate in Brazil. As a result of the losses sustained during the 1993-1996 period, MB was entitled to a substantial amount in tax loss carryforwards on its Brazilian Tax return. (The term "tax loss carryforward" refers to the fact that net operating losses, to the extent that they exceed taxable income of the preceding three years, can be carried forward, thus reducing future taxable income.)

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