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- A 4-9 page synopsis of key sections.

### **SECTION II: OWNERSHIP**

- Background of parent companies, private owners, and shareholder information.

### **SECTION III: BUSINESS EVOLUTION**

- History of the company's formation, which is important to understanding the corporate culture, management mentality, and future strategies.
- Business evolution milestone charts.

### **SECTION IV: ORGANIZATION AND MANAGEMENT**

- Most recent acquisitions, divestitures, and organizational changes.
- Current organizational structure.
- Background of senior managers.

### **SECTION V: MAJOR FACILITIES AND EMPLOYEES**

- Production, compounding, creative, and R&D facilities by country.
- Workforce size.

### **SECTION VI: PRODUCT PORTFOLIO AND TECHNOLOGICAL KNOW-HOW**

- Major products and services, including fragrances (fine, technical), flavors, aroma-chemicals (high-volume standard products, high-volume specialties, low-volume specialties), essential oils, and others.
- Know-how in chemical technology, biotechnology, aromacology and related fields.

### **SECTION VII: MARKETING CAPABILITIES**

- Sales force size by country.
- Major sale office locations.
- Marketing tactics.

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- Sales estimates by product category and geographic region.
- Five-year sales and operating profit performance.

### **SECTION IX: STRENGTHS AND WEAKNESSES**

- Organizational
- Technological
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- Business goals and strategies, including internal expansion, acquisitions, and divestitures.