

INTERNATIONAL FLAVORS & FRAGRANCES

Student Managed Fund 2019 Analyst Report

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TEAM STAMFORD

IFF

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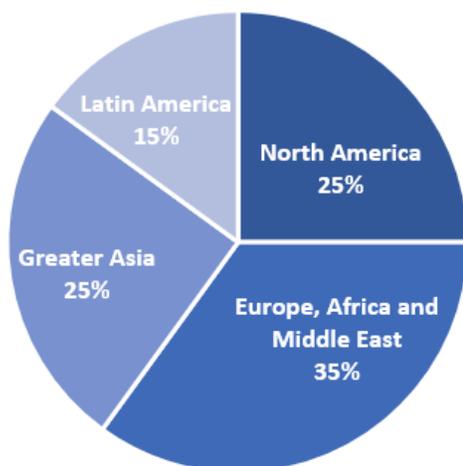
Date: Oct 15, 2018	Ticker: IFF	Sector: Basic Materials - Specialty Chemicals	
Fair Value: \$152 Current Price: \$130.92 Market Cap: \$13.96B	TTM P/E: 34.82 EPS: \$3.76 Dividend Yield: 2.1%	52 Week High: \$157.4 52 Week Low: \$121.11	Recommendation: BUY

1. Business Description

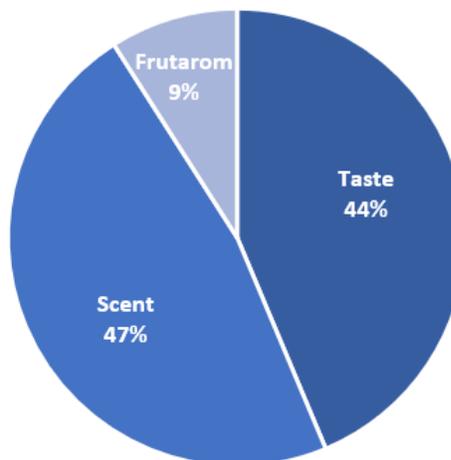
International Flavors and Fragrances (IFF) is a leading innovator of sensory experiences, co-creating unique products that consumers taste, smell, or touch. The company operates in 3 business segments: Taste (previously "Flavors"), Scent (previously "Fragrances") and Frutarom. In 2018, net sales of IFF and Frutarom as reported was \$3.9 billion. On a proforma basis, combined sales of IFF and Frutarom, was approximately \$5.1 billion which makes it the second largest company in the taste, scent and nutrition industry. Taste business represented 44% of the sales, Scent business represented 47% of the sales and Frutarom represented 9% of the sales. The business is geographically diverse with sales to customers in four regions: Europe, Middle East and Africa (35%), Greater Asia (25%), North America (25%), Latin America (15%). Sales in emerging markets represented 48% of 2018 sales.

Segment	Net Sales	Operating Profit	Margin
	(Dollars in Thousands)		
Taste	1,737,349	395,190	22.75%
Scent	1,880,630	329,548	17.52%
Frutarom	359,560	27,358	7.61%

2018 Sales by Geography



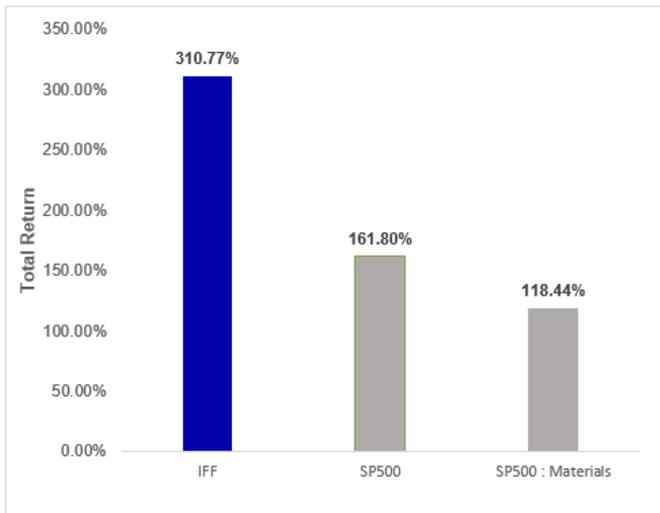
2018 Sales by Segment



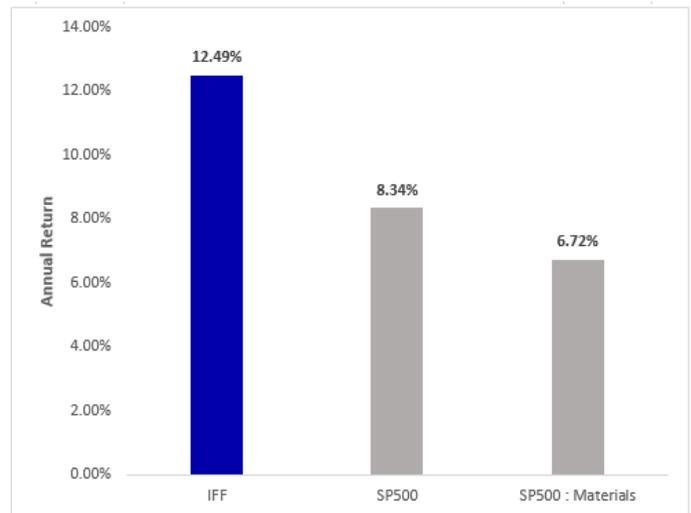
In the last 12 years, the company has outperformed both the S&P 500 and the Basic Materials sector significantly. The company's total return and annual return from October 2006 to October 2018 has been 310.77% and 12.49% per annum respectively. During the same time, the S&P 500 returned 161.80% and 8.34% per annum. Basic Materials sector returned 118.44% and 6.72% per annum.

** Business Description is updated with 2018 Sales figures*

**Last 12 Year Total Return
Oct 2006 - 2018**



**Last 12 Year Annual Return
Oct 2006 - 2018**



2. Business Segments

2.1 Fragrances (Scent)

Fragrance business derives revenue from two sources, **Fragrance Compounds** and **Ingredients**.

Fragrance Compounds are unique and proprietary combinations of multiple ingredients that are ultimately used by customers in their consumer goods. Fragrance Compounds are organized into two broad categories, Fine Fragrances and Consumer Fragrances.

Fine Fragrances focuses on perfumes and colognes.

Consumer Fragrances include five end-use categories of products:

- i. Fabric Care - laundry detergents, fabric softeners and specialty laundry products;
- ii. Home Care - household cleaners, dishwashing detergents and air fresheners;
- iii. Personal Wash, including bar soap and shower gel;
- iv. Hair Care; and
- v. Toiletries.

Fragrance Ingredients business is a vertically integrated operation, originating with the development in research laboratories of naturals, synthetic and proprietary molecules and innovative delivery systems, progressing to manufacturing facilities that produce these ingredients in a consistent, high-quality and cost-effective manner and transitioning to creative centers and application laboratories where perfumers partner with the customers to create unique fragrance compounds for use in a variety of end-use products.

Fragrance Ingredients consist of active and functional ingredients that are used internally and sold to third parties, including customers and competitors, for use in preparation of compounds. Fragrance Ingredients also include cosmetic active and functional ingredients, which provide biologists and cosmetic chemists with innovative solutions to address cosmetic challenges such as skin aging and hair protection.

2.2 Flavors (Taste)

Flavors are the key building blocks that impart taste experiences in food and beverage products. Flavor Compounds are ultimately used by customers in the following four end-use categories of consumer goods:

- i. Savory, for use in soups, sauces, condiments, prepared meals, meat, fish and poultry, potato chips and other savory snacks;
- ii. Beverages, for use in juice drinks, carbonated beverages, flavored waters and spirits;
- iii. Sweet, for use in bakery products, candy, chewing gum and cereal; and
- iv. Dairy, for use in all dairy products such as yogurt, ice cream and cheese and other products that have a creamy flavor.

2.3 Frutarom

Frutarom's products are focused on three principal areas:

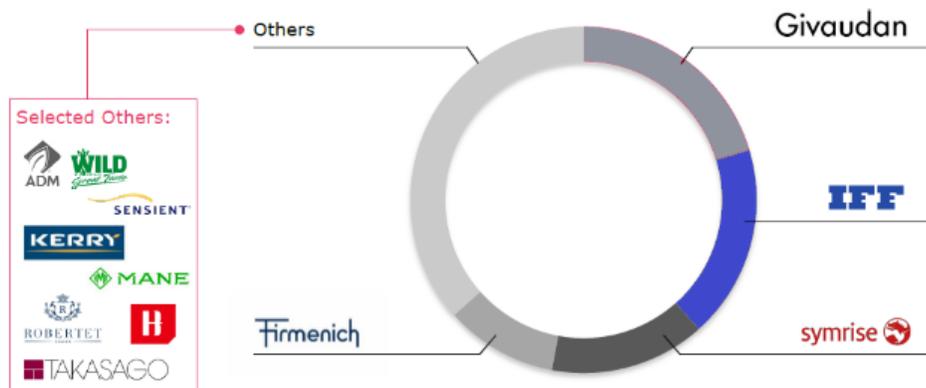
- i. Savory Solutions - Savory Solutions are blends of flavors, natural colors, seasonings, functional ingredients and natural anti-oxidants that are primarily designed for the meat and fish industry.
- ii. Natural Product Solutions - Natural Product Solutions include the use of natural health ingredients, colors and shelf life extenders.
 - a. Natural Health Ingredients - Natural functional food and supplement nutraceutical ingredients are derived from plants and herbs, which provide, or are perceived as providing, health benefits.
 - b. Natural Color - Wide array of natural colors and fruit and vegetable concentrates for food, beverage, and cosmetics.
 - c. Natural Food Protection - Natural antioxidants and anti-microbials used for natural food preservation and shelf life extension to beverages, cosmetic and healthcare products, and pet food and feed additives.
- iii. Taste Solutions - Flavor compounds and foods.
- iv. Specialty Fine Ingredients - specialty fine ingredients market includes natural flavor extracts, specialty essential oils, citrus products, aromatic chemicals, and natural gums and resins.

3. Industry Overview and Competitive positioning

The global market for flavors and fragrances has expanded consistently, primarily as a result of an increase in demand for, and an increase in the variety of, consumer products containing flavors and fragrances. Management estimates that in 2017 the flavors and fragrances market was approximately \$24.8 billion, and is forecasted to grow approximately 4.2% by 2022, primarily driven by expected growth in emerging markets. IFF has a global footprint that helps it land supply agreements with large global consumer packaged goods (CPG) companies. The company holds the 2nd highest market share in terms of the total sales in the global flavors and fragrances market.

We believe that the future growth drivers for this industry are

- i. Increasing disposable income among middle class
- ii. Changing consumer preferences
- iii. Growing awareness for products with natural ingredients



4. Investment Thesis

4.1 Wide Economic Moat

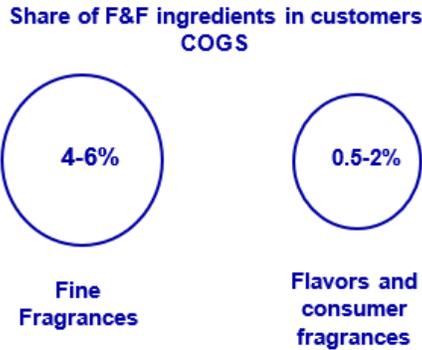
IFF spends close to 8% of its sales on Research and Development, which helps it to remain very competitive in identifying and serving new customer trends. The biggest assets of the company are its proprietary formulas which provide significant pricing power. With more than 300 patents in the US post 2000, IFF is part of the Core Suppliers List for majority of the CPG companies. The clients tend to be very sticky because IFF provides customized solutions to its customers and these flavors and fragrances are tough to replicate.

Major customers for IFF are:

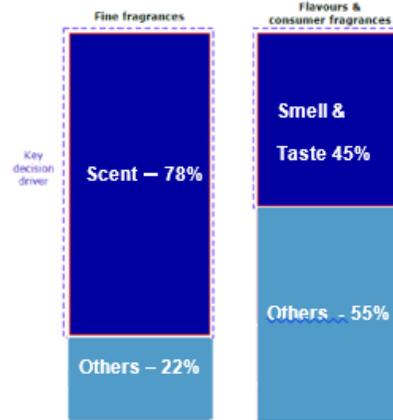
Flavors	Fragrances
P&G	P&G
Nestle	L'Oréal
Unilever	Colgate
Heinz	Gillette
Coke	Estee lauder
Campbell Soup	Ralph Lauren
Hershey	Avon
McDonalds	Hugo Boss
PepsiCo	Davidoff
Kellogg	Calvin Klein
Yum Brand	Valentino
Philip Morris	

Also, flavors and fragrances are the key drivers for consumer repurchase decisions. They have a critical contribution towards customer decision making despite being a low-cost component. The share of F&F ingredients in Cost of Goods Sold (COGS) is only 4% to 6% in fine fragrances, but scent contributes close to 78% in customer repurchase decision. Similarly, for flavors and consumer fragrances, the share of F&F ingredients in COGS is only 0.5% to 2%, but smell and taste contribute 45% in the customer repurchase decision. This gives IFF the pricing power with its customized products to their customers.

Represent only a minor part of costs



Scent & Taste determine customer decision



4.2 Vision 2020

Vision 2020 Alignment

Priorities well-positioned within existing strategic pillars



The four pillars of IFF's Vision 2020 strategy originally announced in 2015 and refreshed in 2017 focuses on building differentiation and accelerating growth to create shareholder value. The company is more than halfway through its Vision 2020 strategy and has significantly outperformed its competitors during this time with a total shareholder return of 59%. During the same time Symrise, S&P 500 and Givaudan had a return of 49%, 38% and 37% respectively.

Total Shareholder Return

Exceeded peers and S&P 500 since launch of Vision 2020



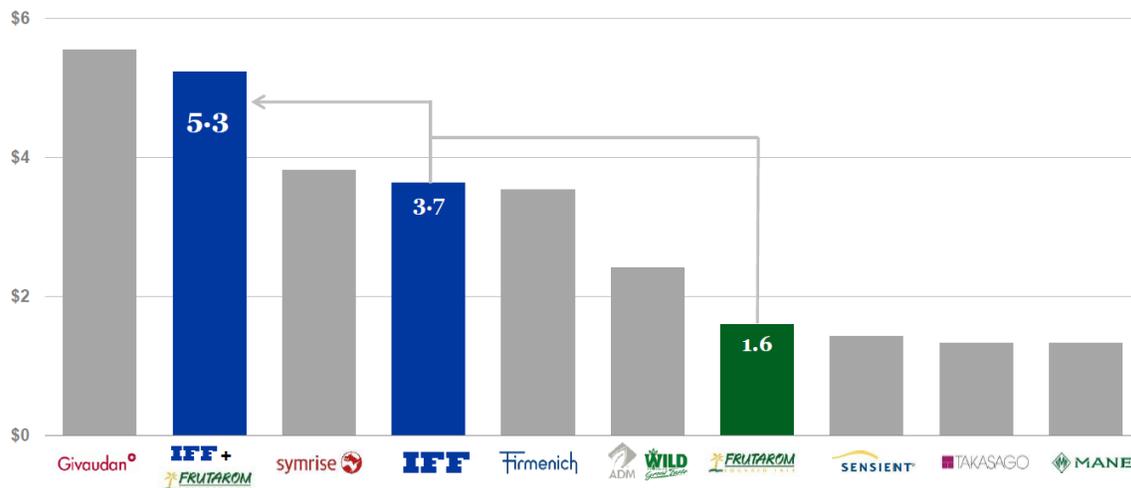
4.3 Frutarom Acquisition

On October 4, 2018, IFF completed the acquisition of Frutarom Industries Ltd. IFF acquired 100% of the equity of Frutarom pursuant to a definitive agreement and plan of merger entered on May 7, 2018. The transaction was valued, based on IFF stock price as of October 4, 2018, at approximately \$7 billion, including the assumption of approximately \$695 million of Frutarom's net debt, which was repaid concurrent with the closing of the transaction.

Frutarom is an Israeli company which has a suite of natural product offerings, serving to fast-growing, small, mid-sized & private label customers. The company is an acquisitive company serving 30000 customers in more than 150 countries. 43% of its sales are from the emerging markets.

This acquisition establishes IFF as a global leader in natural taste, scent and nutrition.

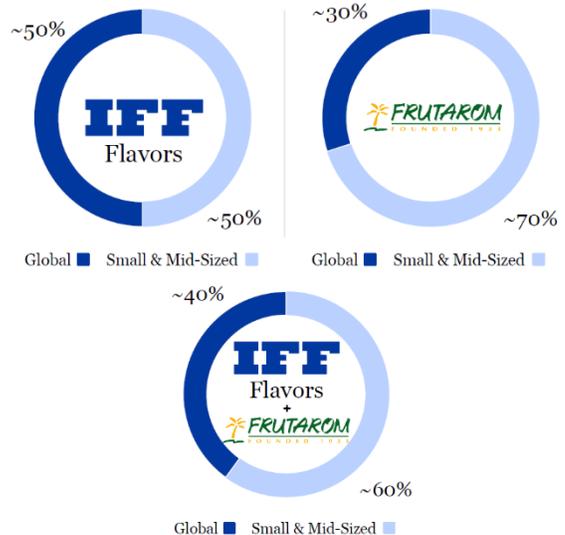
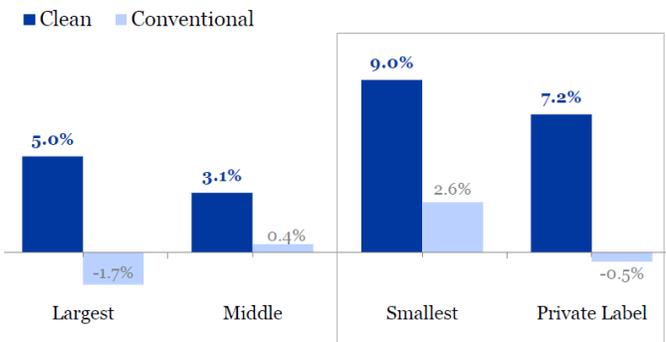
Estimated 2018 total sales (\$B)



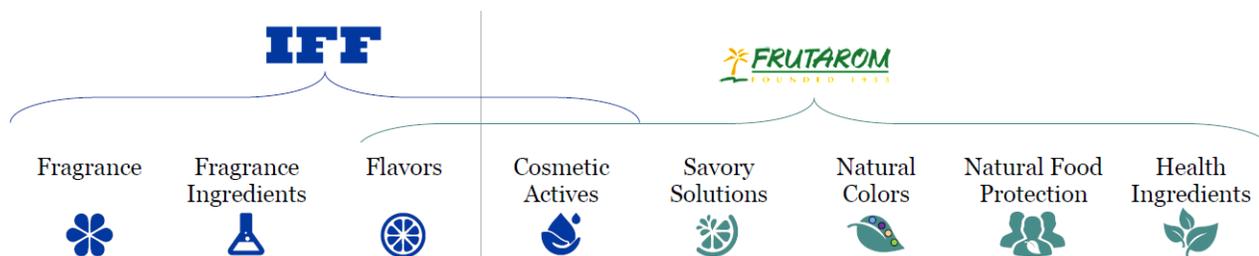
Also, it strengthens IFF's exposure to fast-growing small and mid-sized customers. Current CPG customer dynamics indicate that smallest companies are capturing more clean label growth than largest and mid-sized companies. Before the acquisition, IFF had 50% global customers and 50% small and mid-sized customers. But, after the acquisition, IFF currently has 40% global customers and 60% small and mid-sized customers. This acquisition increases the exposure of IFF in fast-growing segments.

CPG CUSTOMER DYNAMICS

Smallest companies capturing more clean label growth



This acquisition also brings new opportunities in attractive and fast-growing adjacencies, including enzymes, antioxidants, health ingredients and natural colors. It also diversifies IFF's portfolio offering to its customer base.



Synergies from Frutarom Acquisition

Frutarom acquisition is expected to generate synergies for IFF due to cross selling, broader customer base, strong product offerings and deepest market penetration.

	Customers	Products	Geographies
IFF	<ul style="list-style-type: none"> 3,000 Customers 50% Global Customers Access to Core Lists Mid-Tier Customer Operating Model 	<ul style="list-style-type: none"> Naturals Modulation Delivery Systems Cosmetic Actives Fragrances 	<ul style="list-style-type: none"> Leading Market Share in Greater Asia & Latin America Strong Position in North America & Western Europe
Cross-Selling	Broadest Customer Base	Strongest Product Offering	Deepest Market Penetration
FRUTAROM	<ul style="list-style-type: none"> 30,000 Customers 70% Small & Mid-Sized Customers 25% Private Label Exposure 	<ul style="list-style-type: none"> Natural Savory Solutions Natural Colors Natural Food Protection Health Ingredients Lipids 	<ul style="list-style-type: none"> Strong Exposure to Key Emerging Markets Complementary Position in Developed Markets

A total of \$145 million in synergies is expected to be realized from this acquisition.

CUMULATIVE SAVINGS			EXPECTED TIMING	
	\$145M			\$145M
G&A	~30%	Streamline Overhead Expenses	2021	~100%
Operations	~30%	Optimize Global Footprint	2020	~70%
Procurement	~40%	Accelerate Rationalization & Harmonization	2019	~25%

5. Capital Allocation Plans

Dividends have grown 13.9% CAGR over the last six years. The capital expenditure is expected to reduce going forward except for the current year. The company expects to spend 3% of its sales on capital expenditure in the long run.



The company also plans to reduce the Net Debt/ EBITDA from 3.6x to 3x within 18-24 months to retain Investment Grade rating. Management incentives are aligned with repayment of debt metrics.

6. Valuation Assumptions and Key Financials

Organic revenue growth for 2018 is 4%, 6% for 2019-2021, 5% for 2022-2023. Raw material inflation is assumed to be 6% for 2019 and 2020, and 4.5% thereon. Management estimates the run rate cost synergies of about \$145 million arising from Frutarom acquisition. Being conservative, we assume the company will realize only 50% of the synergies. Tax rate is assumed to be 21%. Capex is 5% for 2018 and 2019 and 3.5% thereon. WACC is 7.27% and Exit EBITDA multiple is 15. Terminal growth is 2%. Based on these assumptions, we arrived at the target price of 142.72 and 166.59 using the perpetuity growth method and the terminal EBITDA method respectively. With 60% weight to DCF and 40% weight to EBITDA method, we arrived at the target price of \$152.28. The valuation exercise was repeated for bull and bear case to arrive at the target price of \$184.57 and \$119.80 respectively. Finally, with 25% probability to each bull and bear case and 50% probability to base case, our fair value estimate of the company is \$152.23. Refer Appendix for further details.

In Millions(USD)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenues	2,821	2,953	3,089	3,023	3,116	3,399	3,934	5,442	5,768	6,115	6,420	6,741
%YoY Growth		4.66%	4.59%	-2.12%	3.08%	9.06%	15.75%	38.33%	6.00%	6.00%	5.00%	5.00%
EBITDA	565	596	687	701	722	753	868	1,158	1,269	1,570	1,645	1,709
% of revenue	20%	20%	22%	23%	23%	22%	22%	21%	22%	26%	26%	25%
Free cash Flows	320	424	347	531	481	393	539	706	849	1,050	1,082	1,153
% of revenue	11%	14%	11%	18%	15%	12%	14%	13%	15%	17%	17%	17%

Scenario	Probabilities	DCF	EBITDA	Value	
				DCF - 60%	EBITDA - 40%
Bullish	25%	177.32	195.46	184.57	
Base case	50%	142.74	166.59	152.28	
Bearish	25%	110.49	133.75	119.80	
Target Price				152.23	

6.1 Sensitivity Analysis (Base Case)

Terminal Growth						
	1.00%	1.50%	2.00%	2.50%	3.00%	
WACC	142.74	148.21	164.82	185.31	211.24	245.09
6.27%	131.97	145.44	161.74	181.85	207.30	
6.77%	118.40	129.51	142.74	158.74	178.48	
7.27%	106.91	116.21	127.12	140.10	155.80	
7.77%	97.06	104.93	114.06	124.77	137.52	
8.27%						

EBITDA Multiple						
	12.12	13.62	15.12	16.62	18.12	
WACC	166.59	139.54	157.11	174.69	192.27	209.84
6.27%	136.24	153.41	170.58	187.75	204.92	
6.77%	133.04	149.81	166.59	183.36	200.13	
7.27%	129.93	146.31	162.70	179.09	195.48	
7.77%	126.90	142.91	158.92	174.94	190.95	
8.27%						

7. Investment Risks

i. Unexpected failure in Frutarom Integration and synergy realization

IFF has not done any acquisitions of this scale in the past. Integration represents a source of uncertainty as Frutarom per se has been highly acquisitive in the recent years. Any unanticipated failure in the integration or failure to realize the synergies will significantly impact the financial performance of IFF.

ii. Disruption in supply chain or manufacturing operations, volatility and increases in the price of raw materials, energy and transportation will adversely impact the operating performance of the company

IFF purchases raw materials from many sources all over the world. Disruptions in the supply chain or quality of ingredients or rising prices for ingredients purchased could adversely impact company's results of operations and profitability. Historically, company has experienced the greatest amount of volatility in natural products that represent approximately 50% of raw material purchases. To reduce the sourcing risk, the company

maintains strategic stock levels covering multiple periods for critical items and/or time purchases to capitalize on favorable market conditions.

iii. Impact of currency fluctuation or devaluation in the international markets

IFF operates on a global basis and is exposed to currency fluctuation related to the manufacture and sale of its products in currencies other than the U.S. dollar. The major foreign currencies involve the markets in the European Union, Great Britain, Mexico, Brazil, China, India, Indonesia, Australia and Japan, although all regions are subject to foreign currency fluctuations versus the U.S. dollar. The company actively monitors the foreign currency exposure by employing a variety of techniques, including foreign currency hedging activities. They also enter into foreign currency forward contracts to reduce the exposure to cash flow volatility associated with foreign currency receivables and payables, and with anticipated purchases of certain raw materials used in operations.

iv. Effect of legal and regulatory requirements, as well as restrictions imposed on operations by foreign and domestic governmental entities

The manufacture and sale of IFF's products are subject to regulation in the United States by the Food and Drug Administration, the Department of Agriculture, the Bureau of Alcohol, Tobacco and Firearms, the Environmental Protection Agency, the Occupational Safety and Health Administration, the Drug Enforcement Administration and state authorities. In addition, they are subject to product safety and compliance requirements established by other industry oversight bodies. The foreign operations are subject to similar substantial governmental regulation and oversight standards in several countries, including extensive requirements within the European Union. Additional costs or investments necessary to maintain compliance with existing or future governmental regulations may adversely impact the financial condition, results of operations or liquidity.

8. ESG Highlights

- CDP Climate A List for the 3rd year in a row
- Life social responsibility certification for blackcurrant buds from France
- Organic certification at three operating locations
- Industry first Green Circle Certified LLC - Zero Waste to Landfill certification at S. Brunswick, New Jersey, U.S. flavors facility
- CDP Water Leadership Status
- Gold Status with Eco Vadis
- Barron's 100 most sustainable companies
- CSR ranking of 79%
- Joined the WBCSD's food reform for sustainability and health

9. Management

Andreas Fibig is the CEO since September 2014 and is also the chairman of the board. This dynamic is generally not well received from a corporate governance standpoint. Excluding this, we are comfortable with the overall corporate governance structure. Eleven of the 12 board members are independent, and each board member is elected for a term of only one year. This means that the entire board can be changed annually if the shareholders desired so.

10. Stock Ownership

As per the most recent 13F Filing, Institutional Holdings account for 82.94%. Total number of holders is 647. Total shares held are 88,437,999.

10.1 Top 5 Institutional Holders

NAME	SHARES HELD
WINDER INVESTMENT PTE LTD	19,536,858
VANGUARD GROUP INC	12,292,106
BLACKROCK INC	6,794,818
STATE STREET CORP	4,100,591
CAPITAL RESEARCH GLOBAL INVESTORS	3,617,095

11. Appendix

11.1 DCF Model

Particulars	Historical Period							Projected Period				
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenue (Estimate Comparable)	2,821.45	2,952.90	3,088.53	3,023.19	3,116.35	3,398.72	3,934.02	5,441.93	5,768.44	6,114.55	6,420.28	6,741.29
% YoY Growth		4.66%	4.59%	-2.12%	3.08%	9.06%	15.75%	38.33%	6.00%	6.00%	5.00%	5.00%
(-) Cost of Revenue	1,645.91	1,659.92	1,718.74	1,663.65	1,706.58	1,890.58	2,231.14	3,193.32	3,323.78	3,341.60	3,508.68	3,684.11
% of Revenue	58.34%	56.21%	55.65%	55.03%	54.76%	55.63%	56.71%	58.68%	57.62%	54.65%	54.65%	54.65%
(=) Gross Profit	1,175.53	1,292.98	1,369.79	1,359.54	1,409.77	1,508.14	1,702.88	2,248.60	2,444.67	2,772.95	2,911.59	3,057.17
% Margin	41.66%	43.79%	44.35%	44.97%	45.24%	44.37%	43.29%	41.32%	42.38%	45.35%	45.35%	45.35%
(-) Operating Expenses/Income	687.25	779.72	772.30	748.10	789.81	872.92	987.28	1,307.69	1,377.50	1,416.74	1,491.43	1,584.20
% of Revenue	24.36%	26.41%	25.01%	24.75%	25.34%	25.68%	25.10%	24.03%	23.88%	23.17%	23.23%	23.50%
(=) Operating Income	488.29	513.26	597.49	611.44	619.96	635.22	715.60	940.91	1,067.16	1,356.21	1,420.16	1,472.97
% Margin	17.31%	17.38%	19.35%	20.22%	19.89%	18.69%	18.19%	17.29%	18.50%	22.18%	22.12%	21.85%
(-) Tax on Operating Income	128.95	121.55	146.70	136.49	147.15	131.77	164.64	197.59	224.10	284.80	298.23	309.32
% Tax Rate	26.41%	23.68%	24.55%	22.32%	23.74%	20.74%	23.01%	21.00%	21.00%	21.00%	21.00%	21.00%
(=) NOPAT	359.34	391.71	450.80	474.95	472.80	503.45	550.96	743.32	843.06	1,071.40	1,121.93	1,163.65
% Margin	12.74%	13.27%	14.60%	15.71%	15.17%	14.81%	14.00%	13.66%	14.62%	17.52%	17.47%	17.26%
(+) Depreciation & Amortization	76.67	83.23	89.35	89.60	102.47	117.97	152.30	217.32	201.90	214.01	224.71	235.95
(-) Capital Expenditure	126.14	134.16	143.18	101.03	126.41	128.97	177.03	244.89	201.90	214.01	224.71	235.95
(-) Changes in Net Working Capital	(12.61)	(81.28)	33.56	(58.42)	(17.07)	121.46	(4.51)	22.48	16.06	44.06	62.54	30.63
(+) Changes in Net Long Term Deferred Tax Liabilities	(2.89)	1.48	(15.92)	9.20	15.16	21.62	7.80	12.83	22.18	23.06	22.82	20.33
(=) Free Cash Flow	319.58	423.54	347.49	531.14	481.10	392.60	538.53	706.10	849.18	1,050.41	1,082.21	1,153.35
% Margin	11.33%	14.34%	11.25%	17.57%	15.44%	11.55%	13.69%	12.98%	14.72%	17.18%	16.86%	17.11%
Present Value of Free Cash Flow (5 Years) @7.27%							124.39	670.69	751.92	867.04	832.73	639.86
EBITDA	564.95	596.48	686.85	701.04	722.43	753.19	867.89	1,158.23	1,269.06	1,570.22	1,644.87	1,708.92
% Margin	20.02%	20.20%	22.24%	23.19%	23.18%	22.16%	22.06%	21.28%	22.00%	25.68%	25.62%	25.35%

Perpetuity Growth Method - Value per Share		Terminal EBITDA Method	
Free Cash Flow at Year 5	1,136.78	Terminal EBITDA at Year 5	1,694.00
WACC	7.27%	WACC	7.27%
Perpetuity Growth Rate	2.00%	Exit Enterprise Value / EBITDA	15.12
Perpetuity Value at End of Year 5	21,993.32	Terminal Value at End of Year 5	25,605.99
Present Value of Perpetuity (@ 7.3% WACC)	15,483.04	Present Value of Terminal Value (@ 7.3% WACC)	18,026.31
(+) Present Value of Free Cash Flows (@ 7.3% WACC)	3,886.63	(+) Present Value of Free Cash Flows (@ 7.3% WACC)	3,886.63
(=) Current Enterprise Value	19,369.67	(=) Current Enterprise Value	21,912.94
Short Term Debt	6.97	Short Term Debt	6.97
(+) Long Term Debt	4,502.00	(+) Long Term Debt	4,502.00
(-) Cash and Marketable Securities	368.05	(-) Cash and Marketable Securities	368.05
(-) Current Net Debt	4,140.92	(-) Current Net Debt	4,140.92
(-) Current Preferred and Minority Interest	5.09	(-) Current Preferred and Minority Interest	5.09
(=) Equity Value	15,223.66	(=) Equity Value	17,766.93
Shares outstanding	106.65	Shares outstanding	106.65
Estimated Value per Share (USD)	142.74	Estimated Value per Share (USD)	166.59
Current Price (USD)	130.92	Current Price (USD)	130.92
Margin of Safety	9%	Margin of Safety	24%

Market cap (in billions)	14
Total debt outstanding (in billions)	4.5
Debt ratio	24.3%
Equity ratio	75.7%
Levered beta	0.91
Treasury rate	3.1%
Market risk premia	6.00%
Cost of equity (CAPM)	8.6%
Cost of debt	4.10%
Tax rate	21%
WACC	7.27%

11.2 Comps

Company	Market Cap (in Billions)	P/E	Dividend Yield	Price/CF
IFF	13.96	34.82	2.14%	22.83
Givaudan	22.14	31.51	2.42%	23.86
Symrise	11.5	37.49	1.15%	21.02

11.3 References

- i. <https://www.iff.com>
- ii. Bloomberg
- iii. Morning Star
- iv. SEC EDGAR
- v. <https://www.csrhub.com>