



MERGER CANDIDATE INTERVIEW GUIDE

Use this interview guide when considering a merger. Utilizing a questionnaire to interview prospective merger candidates will standardize the process and prompt an informed decision about the prospective company.

1. Ownership/partnership conditions, constraints, desires.
2. Company objectives, current results, and marketing plans.
3. Year-to-date financial statements and annual financial statements for each of the three prior years.
4. Individual information:
 - a. For each potential owner
 - (1) Educational background.
 - (2) Years in business.
 - (3) Experience and positions with the company.
 - (4) Certifications and professional accomplishments.
 - (5) Field(s) of specialty.
 - (6) Total employee cost, wages paid, bonuses, profit sharing, benefits, and retirement plan provided.
 - (7) Employment agreements in force and contemplated.
 - (8) Historical earnings/distributions for each of the last three years.
 - (9) Other business experience and/or affiliations.
 - (10) Professional/vocational associations and community activities and commitments.
 - (11) Non-company business interests, potential conflicts of interest, etc.
 - b. For each skilled person:
 - (1) Position.
 - (2) Salary.
 - (3) Experience and tenure with the company.
 - c. Detail benefit information, including the benefits provided to employees and owners, and the annual cost.
5. Discuss past owners, including an explanation for departures.