

**SKILLS FRAMEWORK FOR FINANCIAL SERVICES
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

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| TSC Category | Business Development and Strategy Management | | | | | |
| TSC | Mergers and Acquisitions Management | | | | | |
| TSC Description | Analyse Mergers and Acquisitions (M&As) strategically to identify and evaluate opportunities for increasing the organisation's valuation | | | | | |
| TSC Proficiency Description | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
| | | | FSE-CFI-3003-1.1-1 | FSE-CFI-4003-1.1-1 | FSE-CFI-5003-1.1-1 | |
| | | | Assess the attractiveness of Mergers and Acquisitions (M&As) and support the construction of M&A implementation plans | Develop strategies to ensure smooth Merger and Acquisition (M&A) deal structuring and support the construction of implementation plans for confirmed M&A deals | Drive the completion of Merger and Acquisition (M&A) deals and formulate new functional workflows to streamline execution of M&A processes across functional tracks | |
| Knowledge | | | <ul style="list-style-type: none"> • Business valuation concepts • Business impact forecasts of potential M&A deals • Industry knowledge of potential M&A targets • Financial implications of deals on the organisation's financial position | <ul style="list-style-type: none"> • Business valuation concepts • Business impact forecasts of potential M&A deals • Processes for identifying M&A opportunities • Financial implications of deals on the organisation's financial position • Financial instruments to shape the structure of a deal for the benefit of the organisation | <ul style="list-style-type: none"> • Characteristics of good M&A targets in alignment with organisational strategies • Business valuation concepts • Business impact forecasts of potential M&A deals • Evaluation techniques for M&A opportunities • Financial implications of a deal on the organisation's financial position • Financial instruments to shape the structure of a deal for the benefit of the organisation | |
| Abilities | | | <ul style="list-style-type: none"> • Analyse the impact of M&A processes and activities on existing businesses • Manage risks related to the M&A process, from identification of targets through due diligence | <ul style="list-style-type: none"> • Identify and evaluate M&A opportunities to create shareholder value • Support in leveraging M&A opportunities to drive down effective tax rates, increase organisation valuations, | <ul style="list-style-type: none"> • Identify and evaluate M&A opportunities to create shareholder value • Identify and leverage M&A opportunities to drive down effective tax rates, increase organisation valuations, | |

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| | | | <p>and post-deal execution and integration</p> <ul style="list-style-type: none"> • Leverage business intelligence through analysis of data to facilitate deal structuring • Facilitate discussions with internal stakeholders to develop M&A implementation plans | <p>and capitalise on internal economies of scale</p> <ul style="list-style-type: none"> • Manage risks related to the M&A process, from identification of targets through due diligence and post-deal execution and integration • Function as the checks and balance for the business in all aspects of the M&A processes • Leverage business intelligence through analysis of data to facilitate deal structuring • Facilitate the development of M&A implementation plans with internal stakeholders to integrate the acquired company into the existing organisation • Conduct pre-deal planning for M&A activities | <p>and capitalise on synergies to create scale</p> <ul style="list-style-type: none"> • Risk manage the whole M&A process from identification of targets through to due diligence and post-deal execution and integration • Function as the checks and balances for the business in all aspects of the M&A processes • Monitor the measures of success of the M&A • Leverage business intelligence through analysis of data to facilitate deal structuring | |
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