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

<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Business Development and Strategy Management</th>
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</thead>
<tbody>
<tr>
<td>TSC</td>
<td>Mergers and Acquisitions Management</td>
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<tr>
<td>TSC Description</td>
<td>Analyse Mergers and Acquisitions (M&amp;As) strategically to identify and evaluate opportunities for increasing the organisation’s valuation</td>
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<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
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<th>Level 6</th>
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<tbody>
<tr>
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<td>FSE-CFI-3003-1.1-1</td>
<td>FSE-CFI-4003-1.1-1</td>
<td>FSE-CFI-5003-1.1-1</td>
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### Knowledge
- 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
- 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
- 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
- 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
- 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
- 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
| and post-deal execution and capitalise on internal economies of scale | Manage risks related to the M&A process, from identification of targets through due diligence and post-deal execution and integration |
| and capitalise on synergies to create scale | Risk manage the whole M&A process from identification of targets through to due diligence and post-deal execution and integration |
| and capitalise on synergies to create scale | Function as the checks and balances for the business in all aspects of the M&A processes |
| and capitalise on synergies to create scale | Monitor the measures of success of the M&A processes |
| and capitalise on synergies to create scale | Leverage business intelligence through analysis of data to facilitate deal structuring |
| and capitalise on synergies to create scale | Leverage business intelligence through analysis of data to facilitate deal structuring |
| and capitalise on synergies to create scale | Leverage business intelligence through analysis of data to facilitate deal structuring |

- Leverage business intelligence through analysis of data to facilitate deal structuring
- Facilitate discussions with internal stakeholders to develop M&A implementation plans
- Manage risk through identification of targets through 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
- Convene and present to internal stakeholders to develop M&A implementation plans
- Convene and present to internal stakeholders to develop M&A implementation plans
- Conduct pre-deal planning for M&A activities
- Monitor the measures of success of the M&A processes