



Corporate Responsibility and Mergers & Acquisitions: Before, During and After



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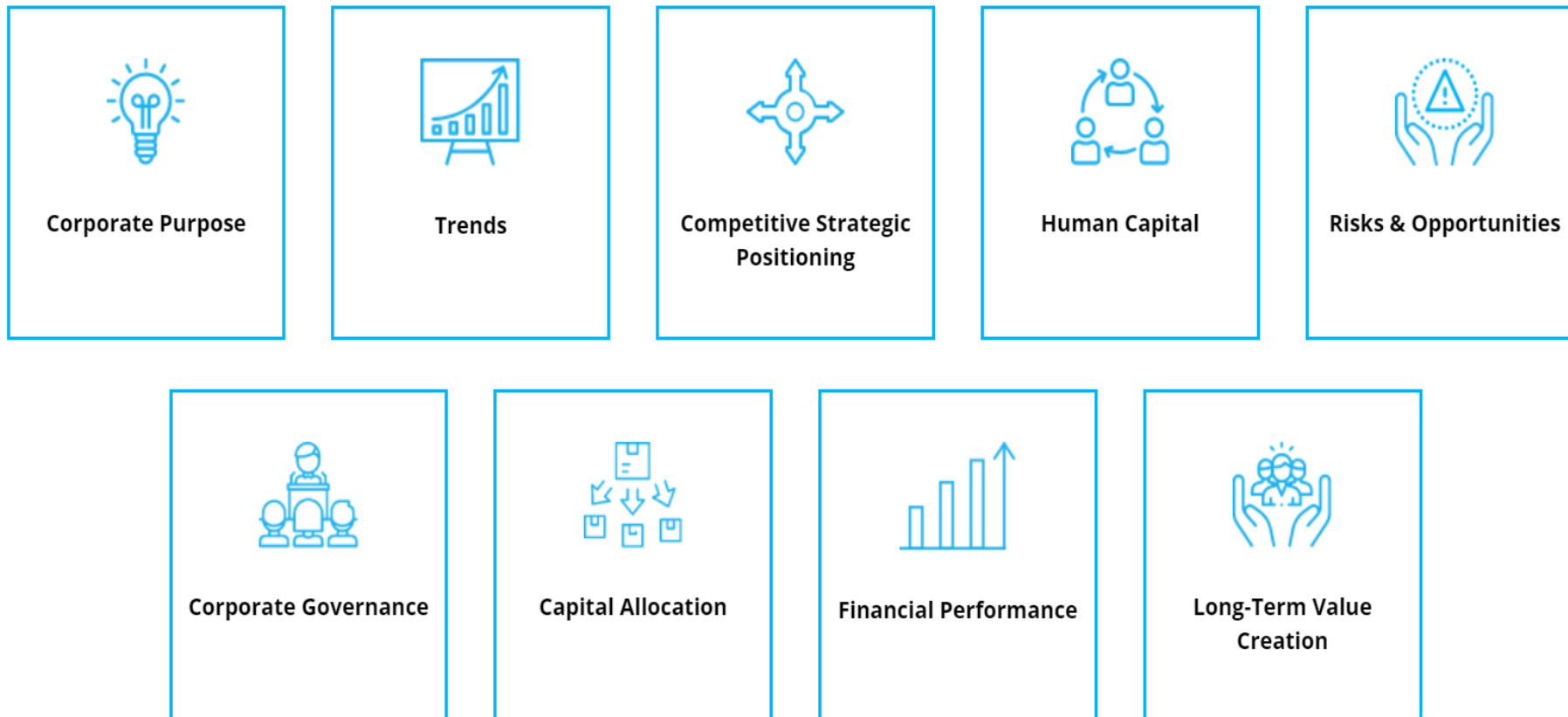
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M&A Planning & ESG Integration

Structuring one cohesive, consistent forward-looking ESG and sustainability message to investors

Long-term implications need to be considered for M&A to be successful. If we look at it through the lens of CEO Investor Forum's Long-Term Plan Framework, ESG is integrated across each theme.



ESG Assessment in M&A Transactions

ESG considerations span across various aspects of M&A transactions

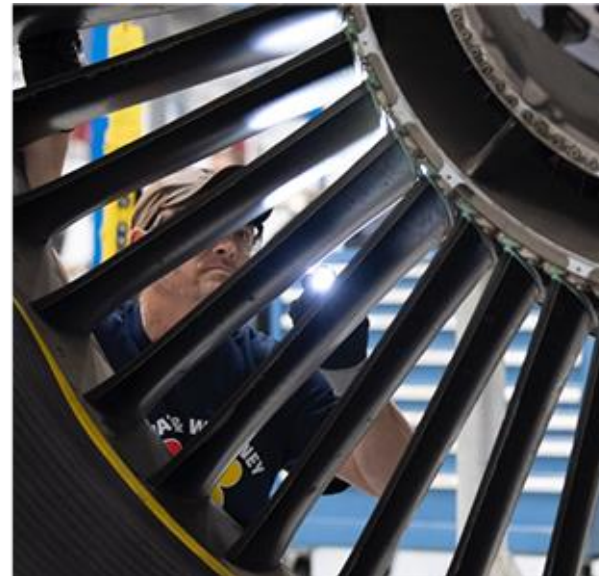
Due Diligence

**Governance &
Integration**

**Stakeholder
Engagement**

Financing

Our businesses



Our key capabilities

**Actuation, Cargo, Landing
& Propeller Systems**

Aerostructures

**Aircraft Engines &
Auxiliary Power Systems**

Avionics

Cybersecurity

Data Analytics

Interiors

Missile Defense

Mission Systems

Power & Controls

Precision Weapons

**Systems Integration
& Sensors**



By the numbers

195,000

Employees

\$74B

Pro forma combined
annual revenue
(2019)

~\$8B

Annual company-
and customer-funded
research and development

60,000

Engineers

40,000

Patents

190+

Years of combined
innovation and industry
leadership

Giving in Numbers Benchmarking Tool

for companies undergoing M&A activity

	Your Company	Target/Partner Company	All Companies	Peer Industry List	Top Quartile of Companies
Community Investments					
Total Giving (Cash, Non Cash, Foundation Cash) (\$)	\$	\$	\$	\$	\$
Total Giving as % Revenue (%)	%	%	%	%	%
Employee Engagement					
Total # Hours volunteered (#)	#	#	#	#	#
# Volunteer Programs offered (Domestic) (#)	#	#	#	#	#
# Volunteer Programs offered (International) (#)	#	#	#	#	#
Volunteer Participation Rate (%)	%	%	%	%	%
Corporate Matches of Employee Giving (\$)	\$	\$	\$	\$	\$
Employees Participating in Corporate Match Program (%)	%	%	%	%	%
Operations					
Team Size (#FTEs)	#	#	#	#	#
Partners (recipients/grantees) (#)	#	#	#	#	#
Team Operational Budget (\$)	\$	\$	\$	\$	\$
Measurement					
Evaluation Tactics (Logic Model)	ABC	ABC	ABC	ABC	ABC
Total Social Investment Activities	ABC	ABC	ABC	ABC	ABC

By comparing your company to your new partner company in terms of your community and employee programs you begin to understand the landscape of community partners as well as the culture of employees that you'll be working to develop critical relationships with as part of the transition. By reviewing both against industry peers and the top quartile of companies, you can also use the transition discussions as an opportunity to set mutually agreed upon goals and set metrics based on data.

