



# XBMA ASIA CONFERENCE

DINESH PALIWAL, PRESIDENT AND CEO

JANUARY 2020



## CEO and President, HARMAN A Samsung Company

- **Board Member:**
  - Bristol Myers Squibb
  - Raytheon
  - Nestle
- **Lived In Six Countries On Five Continents**
- **25+ M&A Deals Conducted**

2019 M&A Volume: \$4Trillion  
2019 Cross Border Volume: \$1Trillion



M&A Deal Volume - Regional breakdown:  
North America 52%; Asia 25%; EMEA 24%



Builds scale, performance, and fuels long term profitable growth



Proactive planning is key



Think marathon, not sprint



1

# HONE YOUR STRATEGY/ STRATEGIC INTENT

2

# ENGAGE YOUR BOARD EARLY

3

WORK WITH THE BEST  
ADVISORS TO IDENTIFY  
AND ZERO IN ON A  
TARGET

4

CONDITION AND  
PREPARE ALL  
STAKEHOLDERS  
("NO ONE LIKES  
SURPRISES")



5

# IDENTIFY KEY TALENT AND LEADERSHIP IN THE TARGET

6

# UNDERSTAND AND PREPARE FOR ACTIVIST INTERVENTIONS

7

# DON'T UNDERESTIMATE THE IMPACT OF CULTURE

8

# HAVE A ROBUST COMMUNICATIONS PLAN INCLUDING FOR UNANTICIPATED CRISES

1

Hone your strategy/ strategic intent

2

Engage your board early

3

Work with the best advisors to identify and zero in on a target

4

Condition and prepare all stakeholders ("no one likes surprises")

5

Identify key talent and leadership in the target

6

Understand and prepare for activist interventions

7

Don't underestimate the impact of culture

8

Have a robust communications plan Including plans for unforeseen

RAYTHEON CORP  
+  
UNITED  
TECHNOLOGIES

HARMAN  
INTERNATIONAL  
+  
SAMSUNG

BRISTOL MYERS  
SQUIBB  
+  
CELGENE

GEELY  
+  
VOLVO

TATA  
+  
JAGUAR LAND ROVER

+

+

+

+

+



THANK YOU