Mergers & Acquisitions Excellence

Key Steps for Mastering Due Diligence, Valuation & Integration

KUALA LUMPUR
13 - 15 APRIL 2026

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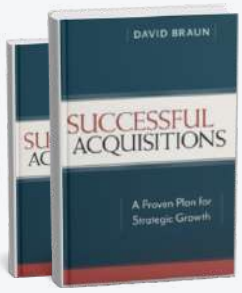
DAVID BRAUN

M&A Thought Leader & Author

"Successful Acquisitions: A Proven Plan for Strategic Growth"



Amazon 4.7

TESTIMONIALS

"David Braun has extensive experience in the field of Mergers & Acquisitions. The subject on the valuation was the main strength in this event."
Foo Eefaun – Senior Manager, Corporate Finance, IOI Corporation Berhad

"David is experienced in sharing the practical aspects of M&A, and there was never a boring moment"
Siti Norbaya Dinyati, Chief Financial Officer, TNB Power Generation

"Practical explanations to queries and real life examples. Understanding the M&A process including the due diligence involved in the commercial side of things is useful."
Charissa Chiok - Assistant Manager, Securities Commission Malaysia

"David is knowledgeable, engaging, and has a great sense of humor. He listened well and kept the class interactive. A truly valuable experience."
Christine Lee, Managing Director, Medi-Life

"Great! Especially the hands on exercise on calculating the enterprise value and information required from the other party"
Rusnani Md Rus – Manager, Sime Darby Plantation Berhad

"David has a tonne of experience; his content shows real-life experience in M&A"
Ming Siang Lee, Chief Strategy Officer, Hartalega NGC

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SESSION 1 Mastering The M&A Process

M&A is tough - even for the best-of-the-best!
Even with the right intentions, planning, and preparation, many deals fail to achieve their full pre-deal financial or strategic objectives. M&A is not merely an investment or a transaction; it's an end-to-end business process that requires skilled leadership to navigate each phase, decision and requirement from start to finish.

- Current M&A trends and forecast
- Overview of the M&A Process
- Setting your M&A goals
- 5 options for growth: Organic vs. Inorganic
- Common Failure Factors
- Understanding the end-to-end M&A Lifecycle. What happens and when?

ACTIVITY

Exercise: Lessons Learned from One of the World's Largest Company's M&A Failure

SESSION 2 Finding and Selecting Your M&A Targets

Once the decision has been made to follow an M&A growth strategy, the next question becomes, "Which companies do I pursue?" Since your time and resources are limited, your focus must be on not finding any company to buy, but instead finding the "right" company to buy.

- M&A tactics for buyers
- Developing your search strategy
- Finding prospects
- Profiling and exploring prospects
- Selecting the target
- Best practices for reaching out to targets
- Elements of an effective pitch

ACTIVITY

Team Activity: Create your "Pitch"

SESSION 3 The Art of Due Diligence

Due diligence is a critical, high pressure component of M&A, often filled with risks that can result in long term financial, legal, and reputational liabilities. Successful due diligence requires mastering both the broad scope of comprehensive enterprise due diligence and the intricate process itself, all within a competitive and fast-paced deal environment.

- Defining Due Diligence
- Finding Opportunity with Due Diligence: The Three Data Buckets
- Phases of Due Diligence
- Essential Team Roles in Due Diligence (Financial, HR, IT, Operations, etc.)
- The Due Diligence Checklist
- Transitioning from Diligence to Integration

ACTIVITY

Partner Activity: Your Top Ten Due Diligence Items

WHY YOU SHOULD ATTEND

Do you want to grow your business by acquiring another company but don't know where to begin or fully understand the complete M&A process?

This presentation will provide you a pathway for your M&A journey, helping you make informed decisions and avoid the potential obstacles that could cause your deal to fail. By gaining more knowledge of the acquisition process, you will greatly increase your chance of success and unlock exciting new opportunities for your organization.

WHO SHOULD ATTEND?

- Key Executives (CEOs, CFOs, Business Unit GM's, VP Strategy/Corporate Development, etc.)
  - Tasked with driving strategic growth through MA&D, accountable for deal resourcing, building a more robust M&A capability in the organization, and seeking continuous improvements in key "gap areas".
- Corporate Development Leads
  - Accountable to the executive committee or deal team for overall strategy execution, end-to-end M&A operations, internal capability development, and ensuring completion of the deal thesis objectives and synergies.
- Due Diligence & Integration Leads:
  - Those principally responsible for integration strategy, planning, decision making, and accomplishing overall "integration complete".
- Diligence Management Office (DMO) & Integration Management Office (IMO) Leads & Program Managers
  - Those responsible for detailed due diligence, integration planning, mapping, and managing all cross-functional dependencies, scheduling, coordinating, tracking, reporting, managing risks, action items, etc.
- Functional Workstream Leads & Dedicated Workstream Program Managers
  - Those responsible for due diligence, integration planning and execution of their specific functional, business, or cross-functional workstream across the M&A life cycle, while supporting all related cross-functional dependencies.

DAY 2

SESSION 4 The Basics of Business Valuation

How much should you pay for an Acquisition?
This question has led to never-ending debates that have stopped many potential deals. Learn how to overcome the "price" debate by turning your focus instead towards the "value" of the deal.

- The Art & Science of Business Valuation: What is business valuation and why do we use it?
- Understanding the business you are valuing
- The different types of Valuation methods – Income, Asset, and Market
- Calculating WACC
- Inputs into the valuation model
- Add-backs and adjustments
- Understanding a seller's "Hot Buttons"
- Approaching the seller with your valuation

ACTIVITY

Group Activity: Attendees will be divided into "buyers" and "sellers" to value a sample company using the methods from this module.

SESSION 5 Effective Negotiation Tactics

Do you have what it takes to finalize a deal?
Negotiation is a critical skill for aligning decision makers from both organizations involved in a transaction. Discover proven practices for bringing all parties to the negotiating table and coming away with a deal that benefits everyone.

- Prepare and plan for negotiations
- The three most important details: Terms, Timing, and Talent
- Defining what you want
- Tradables
- Bargaining
- Win-Win Agreements
- Broaching the issue of price and avoiding circular negotiations
- Fallback positions

ACTIVITY

Exercise: Experience the roles of buyer and seller from both sides of the table as part of a mock negotiation.

DAY 3

SESSION 6 Assembling the Transaction Advisory Team and Compiling the M&A Documents

Featuring Guest Speaker:
Jamie Hutchinson, The Goodwin Procter

It takes a village to make a Deal come together. Accountants, attorneys, and financial advisors are just some of the professionals whose specialized expertise you may need to call upon to bring your deal to a successful close. You may also need their assistance to assemble the proper documentation for your transaction.

- Who should be on your team?
- NDAs, IOIs, and LOIs
- Purchase agreements
- Stocks vs. Assets

ACTIVITY

Exercise: Create your ideal advisory team and outline the roles they will play in your M&A deal.

SESSION 7 The Four Phases of Integration

Deals centered around mergers and acquisitions can and do still fail at every phase of the M&A lifecycle. Without a doubt, integration is the most complex and the most challenging of any lifecycle phase. Even the most skilled acquirers have learned the hard way by failing at integration before a promising deal.

- Keys to Integration Success: Integration governance, roles, responsibilities and resourcing
- How Due Diligence and Integration fit Hand-in-Glove
- How to develop your 100-Day Integration Plan
- How to plan and execute a seamless Day 1
- Communication Strategies critical to integration success
- The Integration Dashboard: Value-Drivers, Metrics and KPIs

ACTIVITY

Case Study: Where should our integration focus be?

SESSION 8 Review, summary, and wrap-up

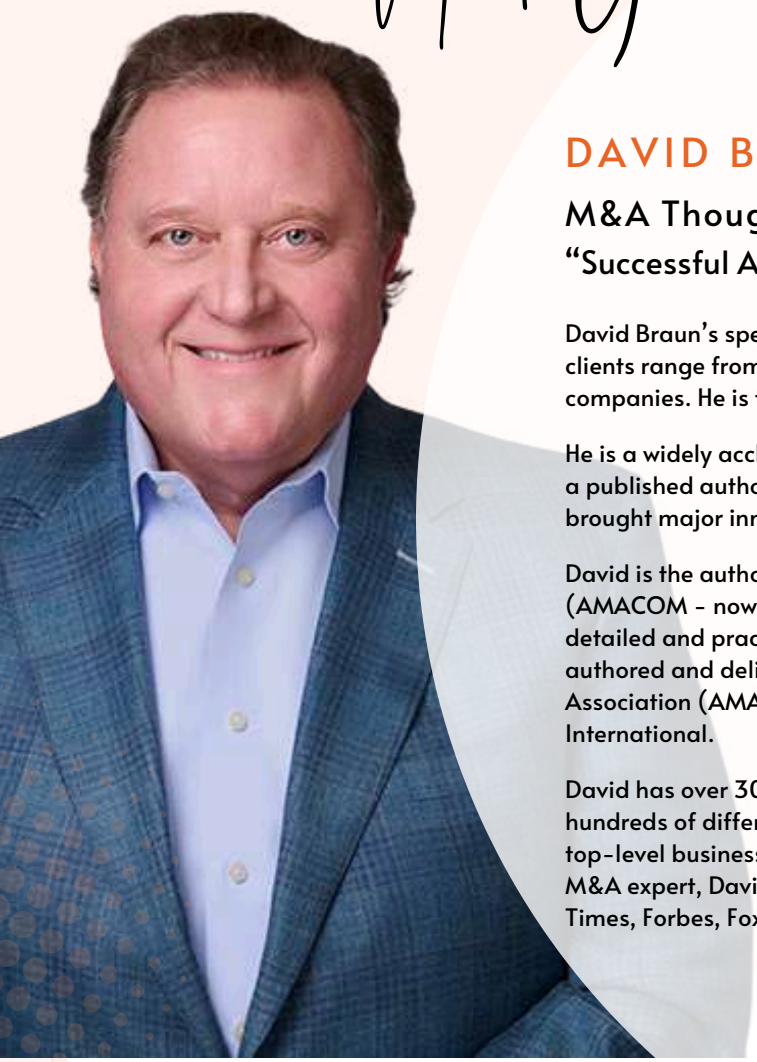
KEY LEARNINGS

- How to lead your company through the complete M&A lifecycle
- Understanding the scope and the complexities of the due diligence process
- Why valuation is such an important part of the acquisition process
- Mastering the phases of integration
- How to find the "right" companies to pursue for acquisition
- Assembling your transaction team
- Discovering the most effective techniques for negotiating a deal

PROGRAM SCHEDULE

0830	Registration & Coffee/Tea
0900	Workshop commences
1015	Morning break (20 mins)
1230	Lunch (1 hour)
1500	Afternoon break (20 mins)
1700	End of day

Meet Your Facilitator



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M&A Thought Leader & Author

"Successful Acquisitions: A Proven Plan for Strategic Growth"

David Braun's specialty is helping companies grow through acquisitions, with clients range from family-owned businesses to Fortune 500 multinational companies. He is the Founder and CEO of Capstone, which he established in 1995.

He is a widely acclaimed thought leader in the field of mergers and acquisitions. As a published author, recognized industry expert, and sought-after speaker, he has brought major innovations to the field of middle market company growth.

David is the author of Successful Acquisitions: A Proven Plan for Strategic Growth (AMACOM - now a division of HarperCollins Leadership, 2013), which provides a detailed and practical guide to his entire "Roadmap to Acquisitions." He has also authored and delivered numerous presentations for the American Management Association (AMA), National Center for Continuing Education (NCCE) and Vistage International.

David has over 30 years' experience formulating successful growth strategies in hundreds of different industries. As a speaker, David has lectured to over 40,000 top-level business executives on the subject of M&A and external growth. As an M&A expert, David is regularly featured in the business media including Financial Times, Forbes, Fox Business News, CBS MoneyWatch, and CNN Money.

DAVID'S CLIENTS INCLUDE:

- Chicken of the Sea (Seafood)
- Shell (Petroleum)
- Kinetrex Energy (Natural Gas)
- Green Dot (Telecommunications)
- Madico, Inc. (Global Manufacturer)
- Brookstone Partners (Private Equity Investments)
- ATW Companies (Metal Fabrication)
- ITOCHU Corporation (Multinational Corporation with business groups in textiles, machinery, energy, metals/minerals, and food products).
- Voestalpine (Steel manufacturing and products)
- Nitto Denko (Adhesive manufacturing)
- ITA International (Data analytics, technology, and cybersecurity)

REVIEWS FOR DAVID'S BOOK



"Successful Acquisitions is a must read for all business leaders interested in growth through acquisition ... The book is easy to read and packed with practical tips for executing an acquisition ... Both first-time acquirers and experienced M&A practitioners will find the advice in Successful Acquisitions useful and profitable."
- Jim Dunn, CEO iTOK, SmartCEO

"David Braun has authored the best book I have read on the subject of assessing growth options for small and mid-cap firms and, with startling clarity, he outlines the basics of the M&A process. Over twenty years' experience is poured into this book that enlightens the reader on a step by step 'Roadmap to Acquisition.'"
- Dennis Mussell, Retired CEO of Chicken of the Sea International

"David Braun has managed to nail the art of Successful Acquisitions. The book offers business leaders a clear perspective with abundant real-life examples. It is an essential read for companies looking to buy or sell."
- Larry B. Pulley, Dean of the Mason School of Business, the College of William and Mary

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MERGERS & ACQUISITIONS EXCELLENCE

Kuala Lumpur: 13 – 15 April 2026

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Registration Inquiries: : +603 2282 1688 : +6011 1633 1600 : boon@kexxel.com

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