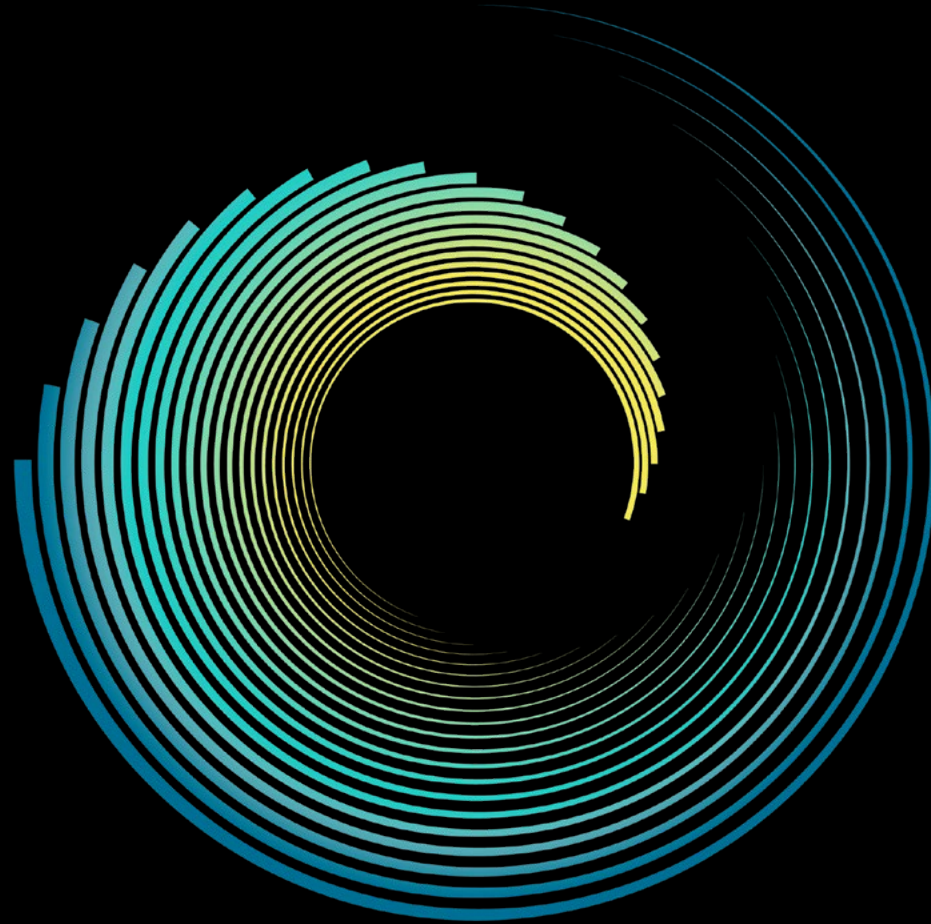


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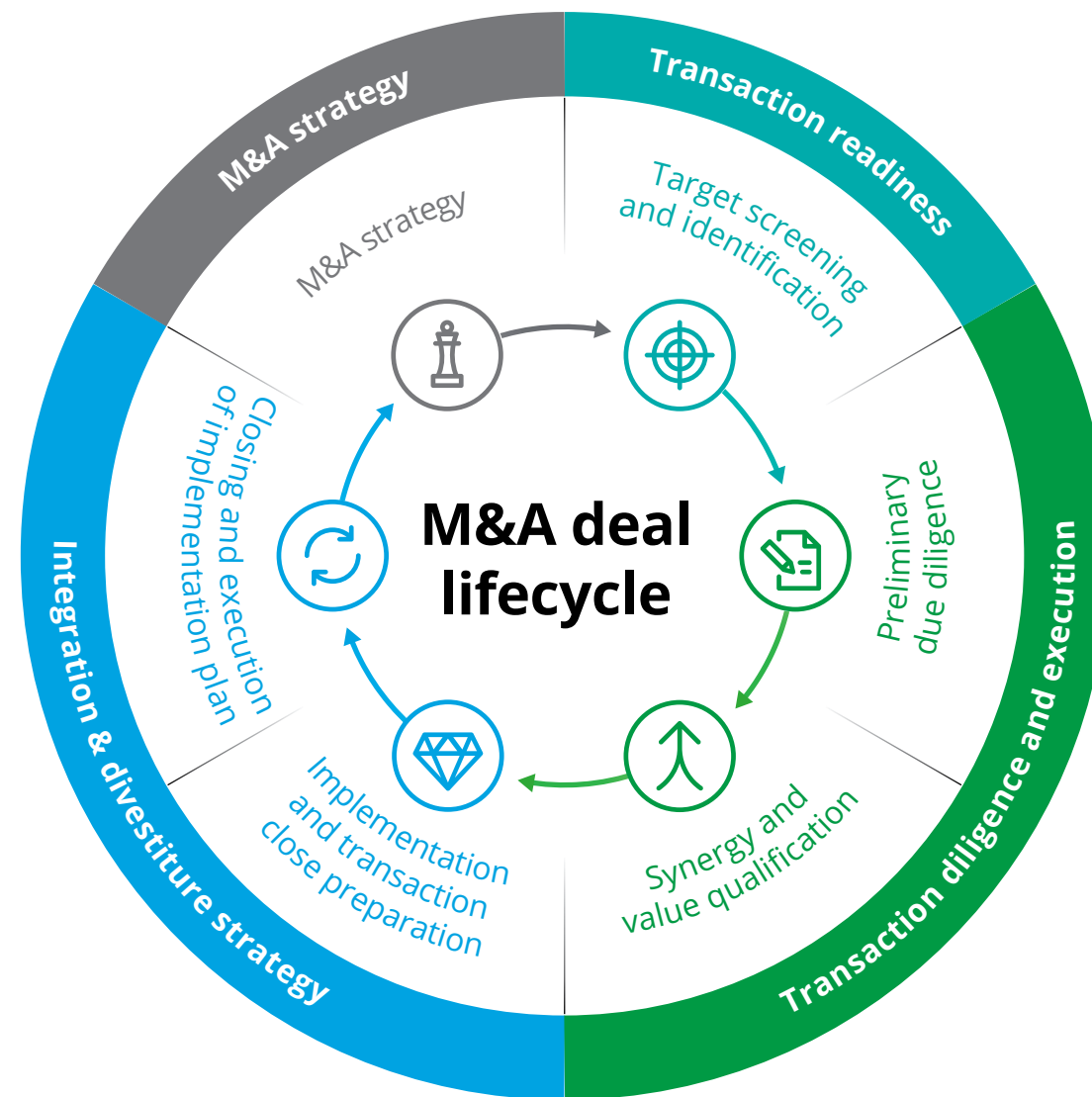
The future of the deal

Total M&A Solution™

The M&A deal lifecycle

The M&A lifecycle is a continuous process for organizations, whether you are merging, breaking apart, or simply looking at market options. As you face critical decisions, focusing on each area of the lifecycle and the tools and knowledge that support the key moments, you can straighten the path from long-term objectives to done deals.

Deloitte's Total M&A Solution™ brings the power of integrated technologies to these key moments throughout the M&A lifecycle. Our cognitive enablers and accelerators accelerate the transaction journey and light the path to new value.



The M&A deal lifecycle

Tools

M&A Central

Holistic web-based M&A project management that accelerates planning and realization of project value

D-ICE

Digital Intelligent Content Extraction (D-ICE) that speeds contract review to help identify risks, obligations, and opportunities earlier in the lifecycle

Digital Deal Room

A virtual, app-based walkthrough of the M&A lifecycle that increases the value of strategic and planning conversations



Knowing a deal will be complex is one thing. Understanding each of the possible complexities—and how to solve for them before they cause problems and delays—is another.

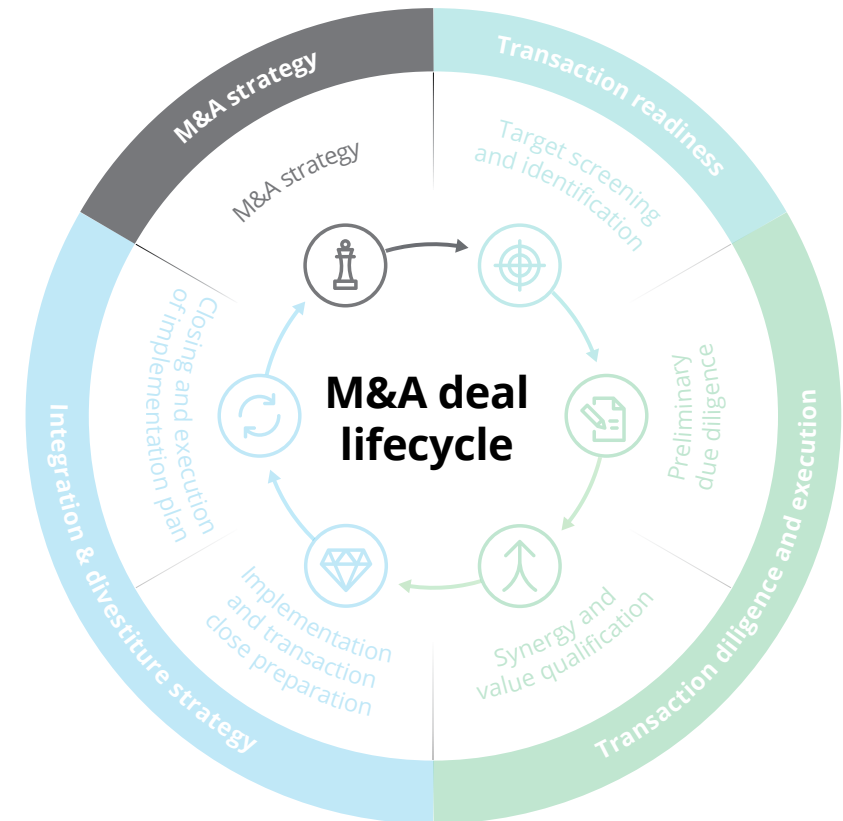


M&A strategy



Most organizations can see the core path: What to make, to sell, to accomplish. In contrast, M&A is a path they have to define and discover. Deloitte's M&A Strategy services help organizations take a step back to articulate objectives, weigh market opportunities, and evaluate the ways an acquisition may or may not offer the growth or capabilities the business needs.

A company's M&A strategy helps define the right targets to pursue. Portfolio strategy development formalizes that process by identifying the characteristics of a model target, as well as the drivers and synergies that indicate whether each one has a place on the short list.

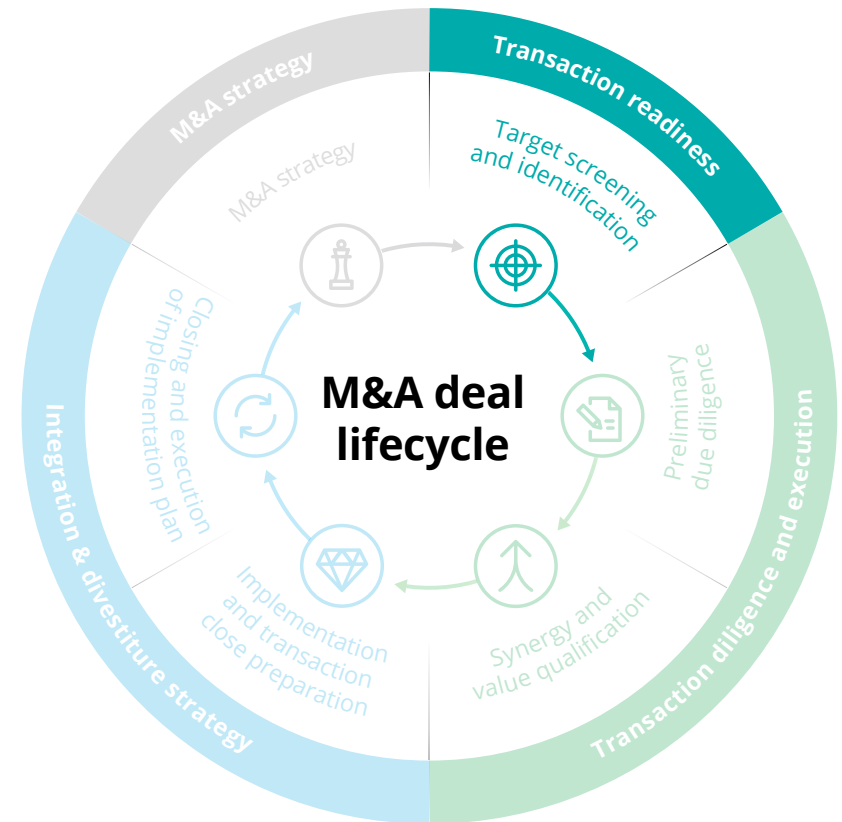




Transaction readiness



Where you're going depends on where you begin. An organization approaching an M&A transaction needs a solid baseline of self-awareness and preparation. What do you want to achieve? What are you capable of? Before you can know whether a target fits your M&A strategy, you need to know whether your M&A strategy aligns with your company's long-term vision.





Transaction readiness

Target screening and identification

Before you can craft a deal, you need to decide which one to pursue. Finding, weighing, and comparing potential targets is the first place your M&A strategy intersects with reality, and Deloitte can help leaders and stakeholders meet the moment with confidence.

Tools

M&A Strategy and Target Screening App

This application, part of Digital Deal Room, uses CapIQ and proprietary data to identify and evaluate targets, compile long and short lists, model growth pathways, and present it all in a real-time visualization tool.

Target Insights Platform

This soon-to-debut platform brings together different Deloitte digital capabilities including IRIS, ValueD, Signal, and custom analytics in a common platform.



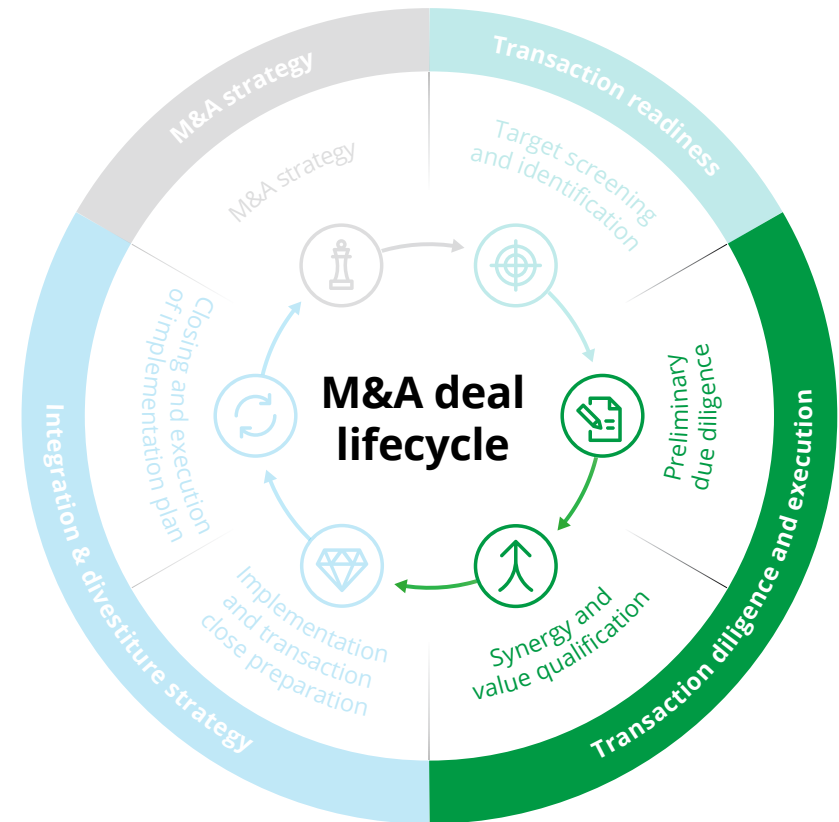
What are the pathways to growth in a potential M&A pursuit? How can an organization identify them more accurately and reach them more quickly?



Transaction diligence & execution



Early in a potential deal, the questions pile up quickly. Is this the right target? Are these the right terms? What can we expect to achieve, and how will we know when we do? Deloitte's Total M&A Solution is built to help you tackle these questions with more certainty and less delay, from due diligence through the determination of synergies and anticipated value.





Transaction diligence & execution

Preliminary due diligence

It takes a lot of knowledge and insight to come to the table fully informed about the risks and value that come with a potential deal. The right approach and tools can help support efficient and effective due diligence across financial, operational, and commercial dimensions and enable you to critically examine risks and value drivers underpinning a deal so you can focus on the big picture.

Tools

Disclosure Analytics

Your counterparts open the books and you're flooded with vital information. Then what? Deloitte's advanced data science platform analyzes and curates a massive quantity of financial information in real time to help you reach more comprehensive and data-driven risk assessments, industry benchmarking, visualizations, and financial statement analytics.

iDeal

Through automation and analytics, iDeal helps teams structure, analyze and leverage data more quickly and to a greater level of detail, so they can handle more data and deploy it more intelligently. It produces industry-specific databooks and uses visualization tools to turn granular data into useful insights.



The financial information relevant to a potential deal is large and detailed. Deloitte tools analyze and curate it so you can go forward in command of the facts, from risk to finances to operations to synergy tracking.



Transaction diligence & execution

Synergy and value qualification



When organizations come together as one, the integration process needs specific goals. Deloitte's Total M&A Solution tools can help identify a comprehensive list of cost and growth synergy opportunities, which are foundational to planning efforts and achievement of synergy goals post deal close.

Tools

M&A Growth Accelerator

The Growth Accelerator merges company data, powers visualization tools, and performs predictive analytics to identify and pursue the revenue and cost synergies that improve merger outcomes. Its end-to-end cloud-based analytics platform permits the fast, fact-based decision making that can help a deal move ahead.

STAR™

The STAR (Synergy Tracking and Reporting) toolkit customizes planning, recording, and tracking of synergies to help realize anticipated transaction value. Comprising set-up and mapping, baselining, and synergy planning elements, STAR supports all phases of the synergy lifecycle.

Clean Room as a Service

At the most sensitive intersection of cross-company data, this collection of enabling tools accelerates work and smooths information handling.

Global Sourcing Insights

Combining organizations means reconciling supply chains. Global Sourcing Insights analyzes a new entity's current sourcing footprint and provides recommendations on where to develop or consolidate suppliers, helping to reduce spend, manage supply risk, and identify new supply partners.

ValueD

ValueD is an innovative tool that combines a reports and benchmarking function with dynamic modeling technology to provide deal teams with streamlined, visual and enhanced reports, and clear analysis of selected business financial metrics.

VDX

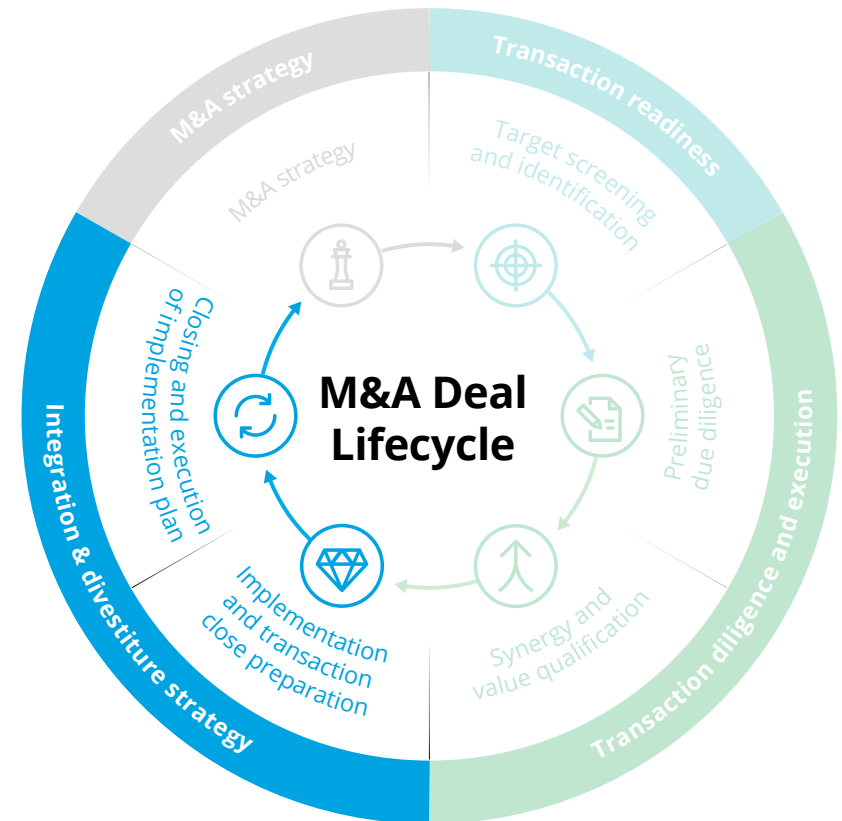
The Visual Decision Accelerator (VDX) taps into large volumes of data to help drive more informed and focused business decisions through real-time, rapid prototyping and instant assessments of complex service delivery "what if" scenarios. It powers dynamic, real-time dashboards that help turn complex data into understandable alternatives.



Integration & divestiture strategy



Whether an organization is adding on or spinning off, there's a point at which strategy turns inward: You've decided what move to make and need a plan to carry it out. That means marshalling a forest of details and making sure not only that they the decisions you've made will work, but that they reflect big-picture goals. Deloitte's advanced analytics solutions offer the control and transparency to help make that work effective.





Integration & divestiture strategy

Implementation and transaction close preparations

When a deal reaches fruition, plans turn to reality—and all the details need to line up. From tangible functional concerns to intangibles like culture, getting everything ready to execute takes numerous workstreams and milestones. Deloitte's tools can help you take control of pre-deal planning with real-time progress dashboards that facilitate cross-functional collaboration and help create the future-state organization you've envisioned.

Tools

Financial Statement Carve-out Accelerator

Using 10K/10Q/segment data, this tool splits financials down to the level auditors and investors recognize so accounting teams can analyze individual sections and auditors can receive clear reports

Flexible Computing Services

Pre-configured and cloud-based solution that helps manage the end-to-end journey through rapid transformation of core business processes and technology architecture



Pronounced culture differences between companies can delay synergy realization, erode deal value, and negatively affect long-term, combined strategic goals. Deloitte has the tools that can help map, track, and manage the processes that are critical to growth.



Integration & divestiture strategy

Closing and execution of implementation plan



Closing a deal involves collection of interdependent decisions and steps. The execution of all those steps carries a deal across the threshold to close will have lasting implications for long-term synergies and performance goals. Deloitte can help empower execution with real-time analytics that enhance and accelerate the necessary transformation of core business processes.

Tools

Interdependency Accelerator

Streamline the set-up of interdependency sessions by extracting relevant data and displaying it in interactive dashboards

ConnectMe

Facilitates the onboarding process for employees and employee management and centralizes many HR functions for the employee in an intuitive interface

CulturePath

Understand and assess organizational culture with a diagnostic survey that improves integration and reduces the risk of culture clash

PARSE

Purchase, Accounting, and Reporting Services, or PARSE, automates purchase accounting in a controlled environment that allows for the accelerated audit of the opening balance sheet, related financial statement disclosure, and monthly calculations prior to pushdown accounting

MarginPlus

A holistic platform that rapidly quantifies and prioritizes margin improvement opportunities across an organization, MarginPlus powers M&A integration with tools such as:

- **ProfileIQ** – a web-based survey platform to analyze how employees spend their time and how complex their processes are, for greater efficiency and consistency
- **OrgSuite** – support for organizational mapping in the post-deal environment and analysis to design a new organizational structure aligned with organizational goals
- **Cognitive Personnel** – a cognitive engine that cleanses and categorizes HRIS data for labor efficiency analysis and employee role classification, which reduces the time and manual effort of integration
- **CognitiveSpend** – analytics that help identify savings across five key levers, plus cognitive classification that transforms raw spend data into meaningful insights

M&A powered by ecosystems & alliances



Deloitte has deep-rooted alliances with leading technology companies to help accelerate M&A value. Our deep understanding of M&A strategic business drivers, coupled with our first-hand knowledge of how to utilize leading technologies capabilities, allows Deloitte to help clients realize greater transaction value faster than previously possible. Deloitte leads the market in bringing technological capabilities to help our clients solve their largest challenges.

Cloud Suitability & Placement Diagnostic

Assesses and guides strategic decisions on the suitability of application portfolios for the cloud.

Cloud Value Calculator

The Cloud Value Calculator helps IT executives develop a shared understanding of the benefits that a cloud-based transformation can bring to their enterprise.

DigitalMIX™

A one-stop-shop for strategy, digital processes, design, and technology. DigitalMIX pre-configured Cloud Platform is Deloitte Digital's multi-solution portfolio of marketing, sales, service, analytics, CRM, order and billing management, financial management, and enterprise cloud-based services.

NetSuite

Deloitte's NetSuite Alliance brings a broad strategic perspective to planning and execution for cloud implementations, offering a range of cloud services that can address both the business implications of cloud adoption and important technical issues.

Salesforce

The Salesforce-Deloitte Alliance can help deliver the value potential on an acquisition with Cloud solutions that enable revenue and cost synergy, and effective change management.

SAP

SAP's Cloud offerings include SAP S/4HANA™, SuccessFactors, Central Finance, Analytics, and various other suites of applications and cloud platforms. You can leverage process improvement, technology innovation, and people programs to prepare for what's next and to reach new levels of organizational efficiency, effectiveness, and innovation while supporting M&A transactions.

Oracle

Deloitte's Oracle Digital M&A Alliance offers Oracle Cloud as a foundation coupled with digital enablers (i.e., Automation, Cognitive, IoT, Blockchain) that allow clients to accelerate their M&A life cycle with the realization of greater value and velocity. Additionally, these solutions support clients' lower TCO; shift from CAPEX to OPEX; and drive standardization across the M&A life cycle.

Total M&A Solution™

Let's talk



M&A situations call for high-stakes decisions, often at high speed, using the best information available in the moment. Deloitte's Total M&A Solution™ starts with a foundation of our experience across thousands of deals—and delivers it with the power of integrated digital tools that can see, interpret, and deploy information when and where it makes the critical difference.

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To find out more, please visit www.deloitte.com/us/totalmasolution.

Total **M&A** Solution™



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