

# Unlocking the Future: Transformational M&A and the Power of AI in Dealmaking



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# Transformational M&A

## The playbook for growth and M&A has changed

### Why is Transformational M&A relevant now?



Global **forces are rewriting growth rules**, with geopolitics, economic nationalism, and climate change redefining competition



**Disruptive technologies** like AI, evolving **consumer expectations**, and **supply chain** strains necessitate **urgent business model shifts**



**Incremental change and organic growth are insufficient** to achieve the required agility and comprehensive impact in this rapid environment

### Why are traditional solutions insufficient?



**Linear and siloed** approaches separate strategy from execution, and transactions from transformation, **hindering speed to value**



Its **focus on short-term** challenges often yields incremental gains or even **value destruction if not strategically aligned or executed well**



Traditional deal-making relies on opportunistic, one-off transactions, **failing to embrace multiple, interconnected growth pathways**

Forbes

LEADERSHIP

## The Growth Transformer's Playbook: M&A As A Platform For Growth

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for **Deloitte, BRANDVOICE** | Paid Program

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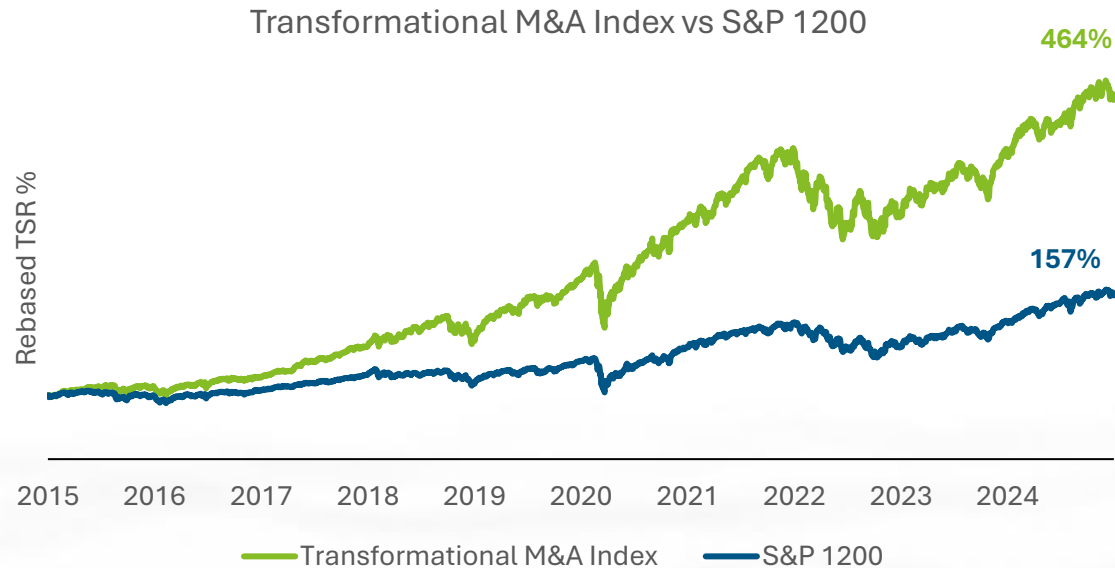
## Transformational M&A: Accelerating Growth in Asia Pacific

A new report finds high-performing acquirers using M&A as a platform to drive strategic renewal and resiliency

# Transformational M&A

We have identified the six leadership practices to become a Growth Transformer

## Transformational M&A delivers superior shareholder returns



Deloitte's decade-long research (2015-2024) of over 2,000 deals demonstrates that companies adopting transformational M&A—termed **Growth Transformer's**—achieve **two to three times better total shareholder returns** than peers making incremental changes.

## Growth Transformer's display these six leading practices



### Transformational M&A as a leadership mandate

Adopt a transformational mindset and establish strategic growth pathways



### Maximised value from the portfolio

Continuously optimise for resilience, growth, and value creation



### Transform as you transact

Embrace the new playbook to drive transformation



### AI and technology at the core

Elevate technology from enabler to value driver



### There is power in collaboration

Harness the ecosystem as you cannot do it alone

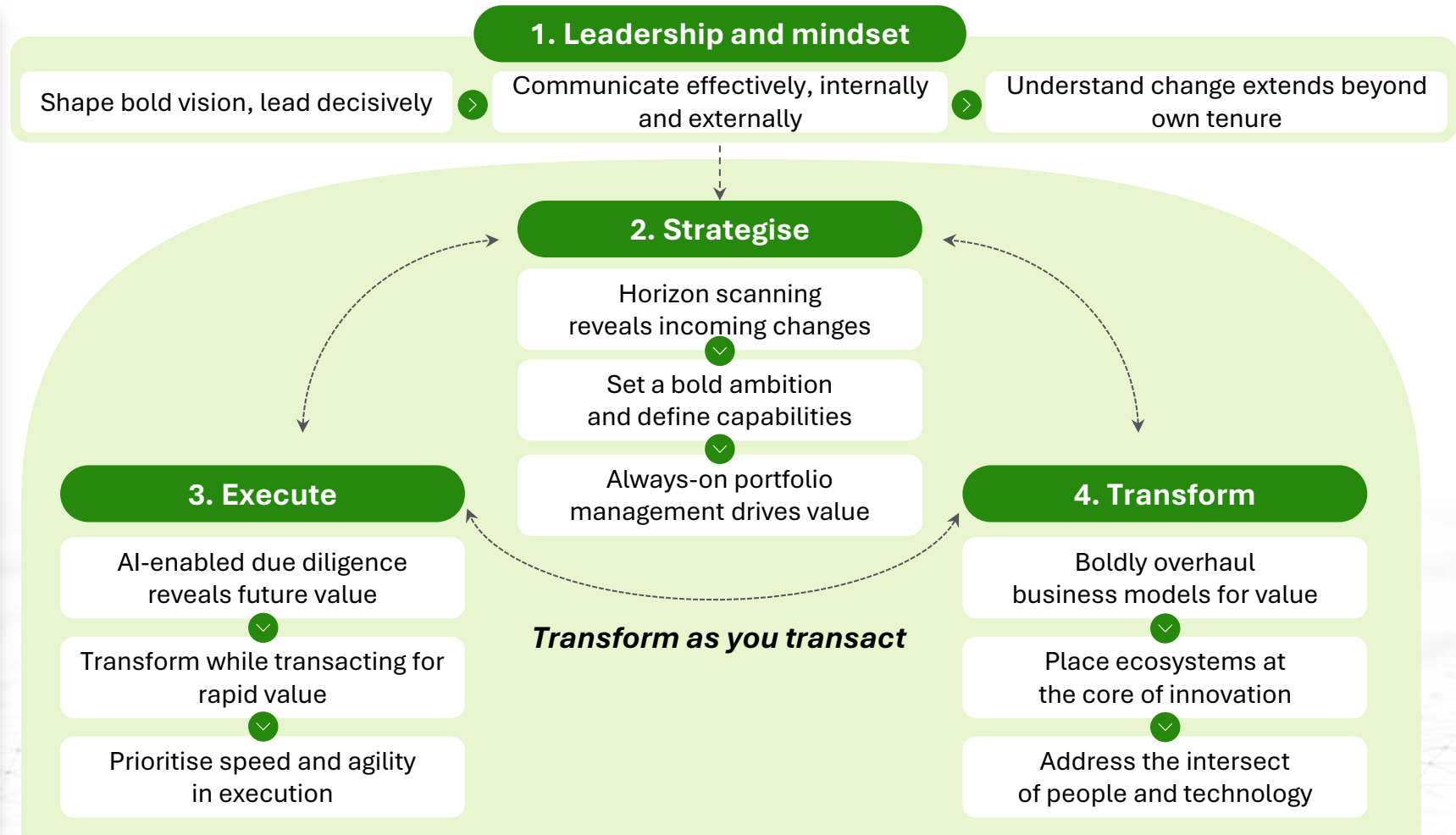
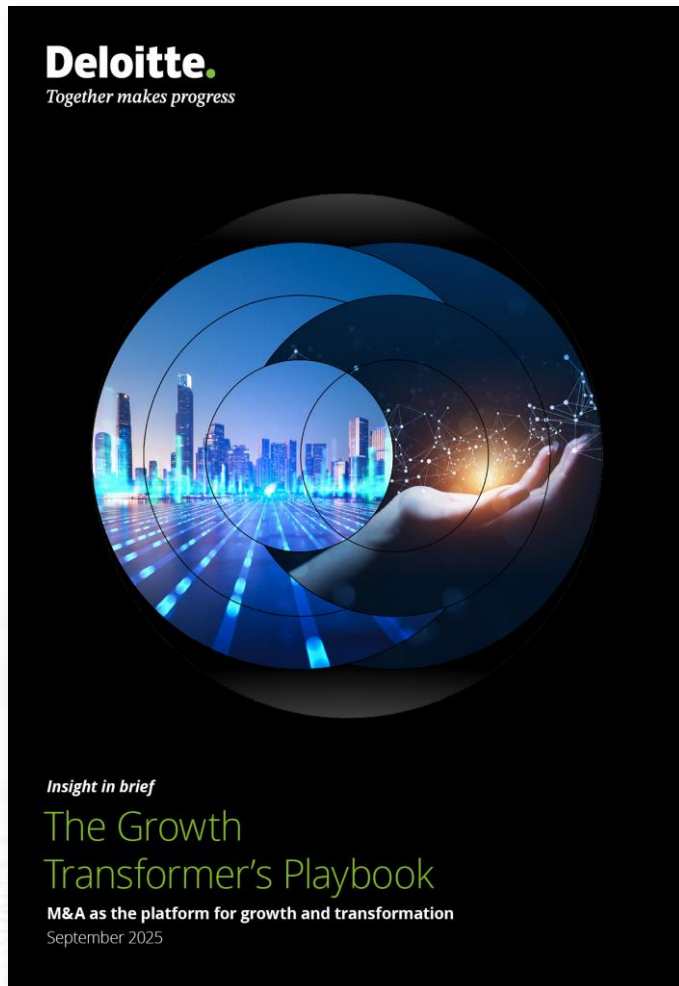


### Building a workforce for tomorrow

Transform through a culture of continuous learning and adaptability

# Transformational M&A

The Growth Transformer Playbook provides a practical step-by-step guide



# Divestiture Survey 2026

## Seller success depends on planning and clarity

The most impactful factors influencing divestiture valuations and transaction timing for AP sellers and buyers are **deal preparation quality, separation clarity, financing certainty, and navigating regulatory environments**

### Top factors impacting divestiture proceeds in Asia Pacific

How did the following factors impact your company receiving a higher/lower value than expected?

#### Positive impact

#### Negative impact

Quality of financial and tax information



Lack of tax benefits

Demonstrated value-creation potential



Limited bidder interest

Separation plan clarity



Deteriorating market conditions

Favorable market conditions



Limited buyer pool composition

Tailored sale process



Low-quality financial and tax information

Source: Deloitte 2026 Global Divestiture Survey; positive impact n=105, negative impact n=22; top 5 only

# Divestiture Survey 2026

## Future divestiture success requires execution certainty

A rigorous focus on regulatory compliance, execution certainty, and detailed pre-sale preparation is critical in AP's fast growing and complex carve-out environment

### Top factors in proceeding with a divestiture in Asia Pacific

Rank the most important factors for choosing the buyer of your most recent divestiture (sellers) or proceeding with your most recent acquisition (buyers)?

#### Sellers

#### Buyers

Speed and certainty to close



Strategic fit with our business

Buyer ability to execute quickly



Integration ease and execution feasibility

Highest bid price



Growth and synergy opportunities

Buyer having funding secured



Speed and certainty to close

Buyer fit for management and employees

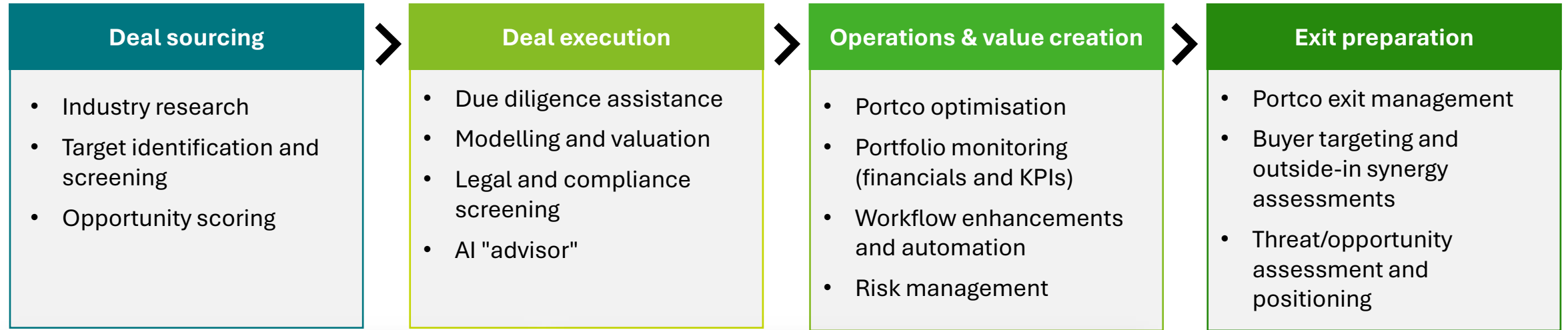


Attractive valuation or purchase price

Source: Deloitte 2026 Global Divestiture Survey; positive impact n=105, negative impact n=22; top 5 only

# AI in Private Equity

## Typical AI applications across the PE investment lifecycle

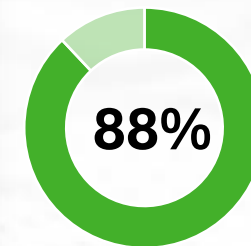


“We expect **all companies to be AI companies in 3-5 years**, using AI natively across go-to-market, products and operations. If they don't, they will become obsolete. It will be like the internet today – it is the medium in which all work is done.”

Arvindh Kumar  
Co-Head of EQT's Tech Team

“We are now running pilots in partnership with some AI software development startups... **measuring an 8x-10x productivity boost**...we're rolling out that new tooling and operating model across **the whole portfolio**. we've got **~80% of the portfolio ramped up** on that now.”

Amr Ellabban  
Head of Data & Analytics of Hg



of corporate and PE leaders surveyed by Deloitte have adopted generative AI<sup>1</sup>

Note: 1. 2025 M&A Generative AI Study, Deloitte  
Source: Deloitte analysis

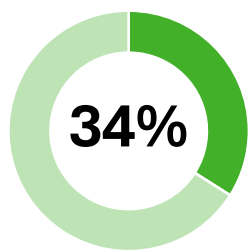
# AI in Private Equity

## Where is AI heading in PE?

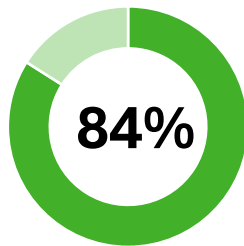
### Current

- Many pilots
- Non-standard practices
- Lack of clear ROI

Per Deloitte State of AI in the Enterprise (2026) report:



of surveyed companies are starting to use AI to deeply transform their businesses



of surveyed companies have not redesigned jobs around AI capabilities



### Transition

- Exits to preempt disruption

“We’re...looking at our existing portfolio and saying, how much (AI-related) risk do we have? Is there a way to exit this company faster or this credit faster?”

Jon Grey

President & COO of Blackstone

- Hiring ahead of expected shifts

“Vista is hiring up to 50 people so it can shift more customers to its cloud product, bucking a trend of retrenchment triggered by concerns of AI disruption”

- “Ca-SaaS-traphy”

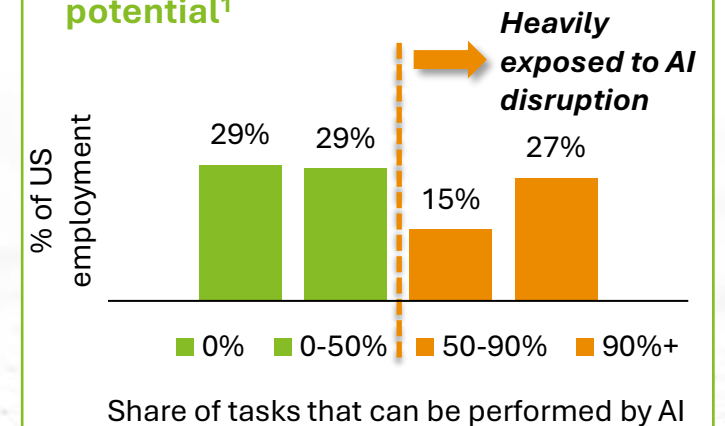


### Future

- “AI Nirvana”
- From pyramid workforce to pillar/apprenticeship
- Full efficiency

AI will rob companies of the best training tool they have: grunt work  
QUARTZ

US Employment AI disruption potential<sup>1</sup>



Note: 1. The Projected Impact of Generative AI on Future Productivity Growth (Sep 2025), University of Pennsylvania  
Source: Deloitte analysis, press release

# GenAI in M&A

## What's driving and delaying change?

### GenAI makes inroads into M&A functions

**86%**

of organisations have integrated GenAI into their M&A workflows a.k.a. the “**adopters**”

**65%**

of organisations have integrated GenAI **within the last year**

**83%**

of adopters have invested **\$1 million or more** in the technology, specifically for their M&A teams

### GenAI adoption across the M&A life cycle

Percentage of organisations actively using GenAI



M&A strategy and market assessment



Enhancing M&A capabilities for the future



Due diligence



Target identification and screening



Post-deal integration and value realisation

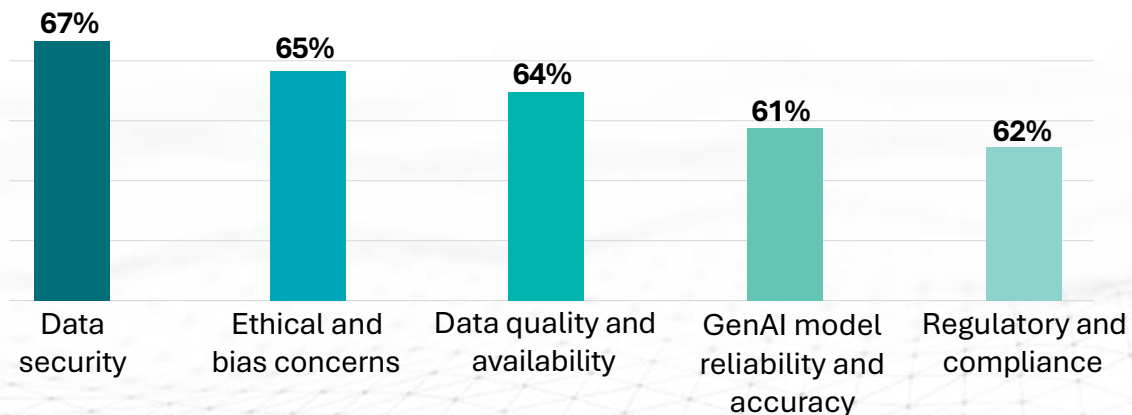


Deal execution



Valuation

### Top barriers and concerns for GenAI implementation in M&A processes



### Organisational strategies and changes that accompany GenAI adoption

#### How are organisations deploying GenAI in M&A?

- Developing an **organisation-wide, cross-department GenAI platform** that includes specialised capabilities for M&A tasks
- Partnering with **established technology providers** to customise GenAI tools for M&A use cases
- Collaborating with **AI-focused startups** for research institutions to co-create tailored M&A tools

#### How are organisations preparing the workforce for GenAI integration in M&A?

- Providing **GenAI training/upskilling** programs for existing teams
- Collaborating with **external experts or consulting firms** to enhance GenAI capabilities
- Implementing **internal GenAI tools** for hands-on experience

Source: [2025 GenAI in M&A Study, Deloitte](#)

# GenAI in M&A

## Integrating GenAI into the deal

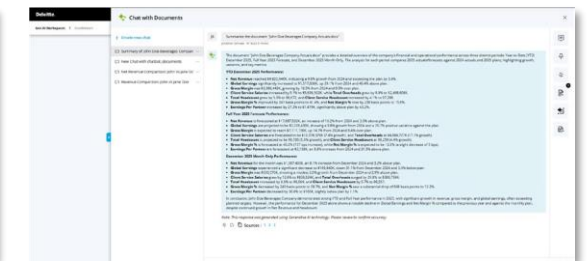
- **Target identification and screening**  
Conducts context-based filtering of large data sets of public and private companies for relevant acquisition targets
- **Accelerated due diligence**  
Helps interpret and draw insights from legal, financial, and IT documents to identify anomalies across artifacts
- **Artifact investigation**  
Helps in investigation of anomalies identified in the diligence process to create and draft narrative reports
- **Preliminary red flag analysis**  
Helps in compiling information for making decisions around red flags in M&A focused domains such as finance, tax, IT, and HR quite early in deal life cycle
- **Transaction structuring and negotiation**  
Simulates transaction structure and helps in negotiation based on compiling appropriate benchmarks
- **Integration planning and cultural analysis**  
Analyses internal and external feedback for identifying project roadmap for HR, IT, ops integrations

### M&A processes with GenAI:

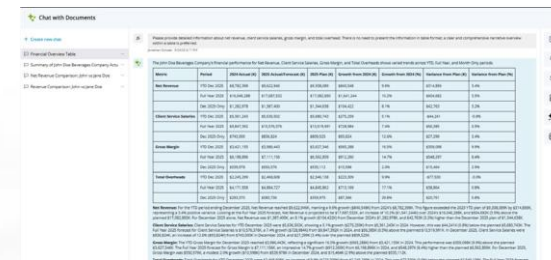
#### Prompt library



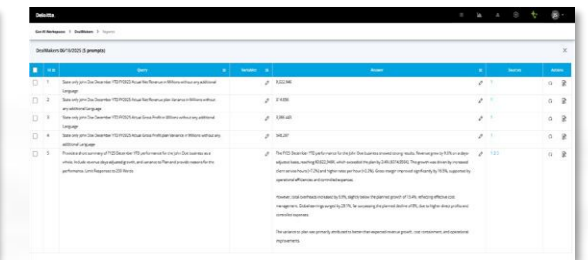
#### Chat w/ documents



#### Data



#### Report

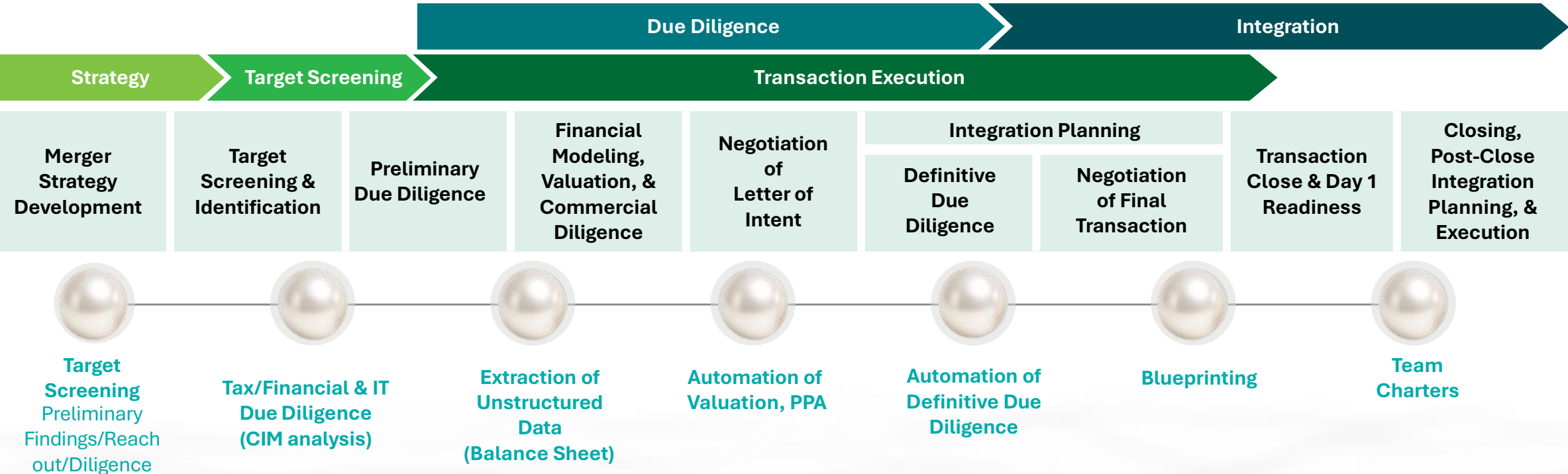


#### Other universal use cases

- Market data GenAI enablers
- Chat with standards/leading practices
- Due diligence chat functionality

# GenAI in M&A

## Deloitte AI technology across the M&A life cycle



- Gen AI Universal Use Cases**
- Chat with documents
  - Market data GenAI enablers
  - Report generation
  - Chat with standards/leading practices
  - Agentic workflows
  - Executive summaries

 Illustrative examples

# GenAI in M&A

## Accelerating diligence: Harnessing scale, trust, and human expertise

### Accelerated Due Diligence

#### Manage complexity for large-scale data sets

- Analyse 100% of the data room, not just a sample, to provide a more comprehensive review
- Extract information from various document types
- Quickly adapt your diligence focus as new information and risks emerge
- Identify connections and risks across thousands of disparate documents

#### Building a foundation of trust and explainability

- Trace every finding directly back to the source document for a clear audit trail
- The system provides explanations for its AI-driven outputs
- The process is designed to reduce the potential for human error and bias
- The system can be configured to apply a firm's specific diligence guidelines and risk thresholds on every deal
- Protect sensitive deal data with security and governance features suitable for enterprise use

#### Expertise augmented, not replaced

- The system automates aspects of document review, allowing the deal team to focus on strategic analysis
- The workflow allows experts to guide, validate, and query the system's analysis
- The system can quickly generate a preliminary diligence report, complete with summaries and red flags
- The tool's output should be combined with human judgment to inform the final decision



**Scale**



**Trust**



**Human in the Loop**



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