

STRATEGIC MERGERS & ACQUISITIONS: BOARDROOM TO DEAL EXECUTION

From Strategic Intent to Value Realisation



30 June & 1 July 2026 | Kuala Lumpur

A great merger isn't just about combining balance sheets – it's about uniting visions, cultures, and people to create something neither could achieve alone. – Kurums Business Intelligence

The M&A Landscape

M&A is one of the most powerful tools leaders have to grow the business, reshape portfolios, and stay competitive. Yet even at board and executive level, many deals fail to deliver what was promised – not because of poor execution alone, but because of unclear strategy, weak oversight, and underestimating integration. In 2026, the stakes are higher:

- **Booming Deal Activity:** Post-pandemic M&A activity is reaching record levels.
- **Buy-and-Build Strategies:** Rapid growth and technology integration are redefining mid-market deals.
- **Portfolio Optimisation:** Companies are de-conglomerating and focusing on core strengths.
- **Regulatory & Geopolitical Complexity:** Antitrust, foreign investment rules, and market divergence demand executive vigilance.

For boards and executive teams, M&A is no longer an occasional event – it is a **leadership responsibility**. Senior leaders must be able to set clear deal intent, test assumptions, oversee diligence, and hold management to account for integration and value delivery.

A **focused ESG perspective** is included where it directly affects value, risk, or regulatory outcomes, without distracting from the core strategic decisions.

This programme gives senior leaders **clear thinking frameworks, practical oversight tools, and real-world insight** to guide M&A from first discussion to long-term value – and to ensure deals strengthen the business rather than stretch it.

Why You Should Attend

Participants leave with:

- Confidence to **evaluate and approve M&A transactions** aligned with corporate strategy
- Strategic frameworks for **deal rationale, value creation, and risk management**
- Tools to **monitor post-merger integration** and protect enterprise value
- Insight into **emerging 2026 M&A trends** and sector-specific opportunities
- Understanding of **critical governance and oversight responsibilities**

The time to close the strategy–execution gap is now. This programme gives leaders the tools to execute with clarity, speed, and confidence

DAY 1:

Strategy, Governance & Risk – Getting the Deal Right

From strategic rationale and portfolio alignment to deal oversight, due diligence, and board-level decision frameworks.

Module 1: M&A in Context

- Strategic value of mergers and acquisitions in 2026
- Discuss key motivations for M&A: growth, synergies, diversification, market share, technology acquisition, and tax or regulatory considerations.
- Highlight major risks in M&A: overvaluation, integration failure, culture clash, regulatory hurdles, and operational disruption

Module 2: Strategic Rationale & Portfolio Alignment

- Explore strategic rationales: market-entry, consolidation, roll-up strategies, tuck-in vs transformative deals, and defensive acquisitions
- Compare organic growth vs growth through M&A and alternatives such as alliances, franchising, and partnerships
- Portfolio optimisation and “buy-and-build” strategies - Discuss shareholder value creation: synergy realisation (revenue and cost synergies), accretion/dilution concepts, and strategic fit
- Cover corporate protection and risk mitigation: takeover defenses, governance considerations, and regulatory/antitrust strategy alignment.



Activity: Peer Exchange & Decision Discussion

Who Should Attend

- Board members and executive committee members who oversee capital allocation, risk, and long-term value creation.
- CEOs, CFOs, COOs, and CXOs with corporate development oversight
- Investment committee members and senior corporate strategists
- Private equity or venture capital partners responsible for deal approval and portfolio oversight
- Senior leaders responsible for PMI governance

Module 3: Deal Oversight & Process Governance

- Present the end-to-end M&A lifecycle: strategy development, target screening, initial approach, indicative offers, due diligence, valuation, negotiation, signing, closing, and post-merger integration.
- Explain roles of key stakeholders: board, executive sponsors, corporate development, finance, legal, HR, external advisors (banks, lawyers, consultants)
- Introduce typical documentation: NDAs, teasers, information memoranda, letters of intent/term sheets, share purchase agreements, and ancillary agreements.
- Highlight timelines, milestones, and common bottlenecks across the process, including regulatory approvals and financing conditions



Activity: Peer Exchange & Decision Discussion

Module 4: Risk Management & Decision Frameworks

- Define due diligence and its objectives: validating assumptions, identifying risks, uncovering liabilities, and confirming value drivers.
- Cover main workstreams: financial, tax, legal, commercial/market, operational, HR, IT, and ESG due diligence.
- Explain financial due diligence focus areas: quality of earnings, working capital trends, cash flow, off-balance sheet items, and contingent liabilities.
- Show how due diligence findings feed into valuation, deal structuring, SPA terms (warranties, indemnities), and post-merger integration planning.



Activity: Peer Exchange & Decision Discussion

DAY 2:

Valuation, Structuring & Integration – Making the Deal Work

From valuation and negotiation to financing decisions and post-merger integration governance for sustained value creation.

Module 5: Merger Valuation Techniques

- Introduce valuation principles and when valuation typically occurs in the M&A process.
- Cover core methods: discounted cash flow (DCF), trading comparables, transaction comparables, and asset-based valuation.
- Discuss premiums and discounts: control premium, minority discount, synergy valuation, and deal-specific adjustments.
- Demonstrate how due diligence insights refine forecasts and assumptions, and how valuation supports negotiation on price and consideration mix.



Activity: Peer Exchange & Decision Discussion

Module 6: Negotiation and Deal Structuring

- Outline the typical negotiation sequence: pre-negotiation preparation, term-sheet/LOI discussions, detailed SPA negotiations, and closing conditions.
- Explain deal structuring choices: share vs asset deals, mergers vs acquisitions, and domestic vs cross-border considerations.
- Cover payment methods and structures: all-cash, stock swaps, mixed consideration, earn-outs, vendor financing, and contingent payments.
- Introduce key contractual elements: representations and warranties, covenants, indemnities, price adjustments (e.g., working capital), and MAC clauses.

Practical Case Studies

All case studies are presented from a board and executive perspective, focusing on strategic decision-making, risk management, and value capture.

Program Schedule

0900	Start
1020	Morning Break
1230	Lunch
1500	Afternoon Break
1700	End

Module 7: Financing M&A Transactions

- Present main financing options: internal cash, bank debt, bonds, mezzanine finance, private equity, and equity issuance.
- Compare advantages and drawbacks of cash vs debt vs equity funding, including effects on leverage, earnings, and shareholder dilution.
- Explain acquisition finance concepts: leveraged buyouts, covenants, security packages, and refinancing considerations post-deal.
- Highlight aligning financing structure with deal strategy, risk profile, and integration plan, including typical lender requirements and conditions precedent.



Activity: Peer Exchange & Decision Discussion

Module 8: Post-Merger Integration

- Define post-merger integration (PMI) and why it is critical for realising synergies and strategic objectives.
- Cover key integration workstreams: organisation and leadership, culture and change management, finance and systems, operations and supply chain, HR, IT, and customer/brand management.
- Discuss integration governance: integration teams, executive sponsors, clear milestones, budgets, and performance tracking (synergies, KPIs)
- Address common PMI pitfalls and best practices, including communication plans, retaining key talent, and aligning processes, controls, and systems.

Course Summary – Developing your Action Plan

What You Will Gain

- Strategic frameworks for **linking M&A to long-term corporate objectives**
- Insight into the **critical phases of the M&A lifecycle**, from target screening to integration oversight
- Tools to **evaluate deal rationale, synergies, and value creation**
- High-level understanding of **valuation principles, negotiation levers, and deal structuring risks**
- Governance approaches for **post-merger integration** to protect shareholder value
- Awareness of **2026 market trends** shaping deal opportunities and risks

About the Trainer

Principal Consultant /Trainer

NAKULAN THARMALINGAM

Chartered Accountant | Fellow Member of Chartered Association of Certified Accountant - FCCA (UK) | Member of the Malaysian Institute of Accountants | Certified Trainer: Finance and Supply Chain Programs | Certified and Accredited HRD Corp Trainer



Nakulan Tharmalingam is a Fellow of the Association of Chartered Certified Accountants (UK) and Principal Consultant at NT Business Consulting and Training. With over 35 years of senior leadership experience, he specialises in Finance Transformation, Corporate Finance, and Operational Excellence.

Nakulan brings deep M&A expertise, including financial modelling, business and brand valuation, and assessment of acquisition targets through rigorous analysis of business models, market positioning, growth potential, and risk. His experience enables participants to gain practical, real-world insights into deal evaluation and value creation.

He spent 28 years with Colgate-Palmolive Malaysia, holding Director-level roles across Finance, Commercial, and Supply Chain Operations, and played a key role in implementing SAP Finance, Sales, and Distribution modules. His background spans auditing, financial accounting, treasury, corporate finance, and strategic planning.

A seasoned trainer and facilitator, Nakulan has delivered numerous executive and management programs across finance, sales, procurement, and supply chain disciplines. He is widely recognised as a strategic thinker and engaging instructor who translates complex M&A concepts into actionable frameworks and tools.

Organisations Transformed Through Nakulan's Work




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MANVLAKE
GROUP

30 June & 1 July 2026 | Kuala Lumpur

Registration Enquiries:   +6011 1082 7427

 nunez@manvlake.com



REGISTRATION FORM

Early Bird Register Before 22 nd May 2026	Normal Rate Register After 22 nd May 2026
RM 3,295.00	RM 3,495.00

Corporate Group Booking Privilege	<input type="checkbox"/> 3+1 Team Package : Register 3 participants at the current published rate and enjoy a 15% corporate discount for the 4th participant
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*All rates are HRD Corp Claimable.

DELEGATE INFORMATION

Company Name:

Delegate 1

Name :
Job Title :
Email :
Mobile :
Direct Line :

Delegate 4

Name :
Job Title :
Email :
Mobile :
Direct Line :

Delegate 2

Name :
Job Title :
Email :
Mobile :
Direct Line :

Delegate 3

Name :
Job Title :
Email :
Mobile :
Direct Line :

Authorisation (Mandatory)

Name :
Job Title :
Email :
Signature :
Date :

*Signatory must be authorised to sign on behalf of contracting organisation. This booking is invalid without a signature.

Payment Method : Bank Transfer

Email the completed form to nunez@manvlake.com

TERMS AND CONDITIONS

Privacy

All personal information provided during your registration will be collected by Manvlake Group Sdn. Bhd. and treated with the highest confidentiality. Your details will be stored in our database and primarily used to keep you informed about our upcoming programmes, events, and related services. Occasionally, Manvlake Group may share relevant information with trusted partners or event sponsors to inform you about similar offerings. If you prefer not to have your details shared, please email us with your request. Should you wish to update your information, report duplicate records, or opt out from future communications, kindly contact us at connect@manvlake.com.

Registration and Payment

Full payment is required prior to the start of the programme. Once registered, participants are responsible for settling payment within the stated terms, regardless of actual attendance. Cancellation Policy More than 30 days before the event: A cancellation fee of 50% of the registration fee will be charged. 30 days or less before the event: A cancellation fee of 100% of the registration fee will apply.

Replacement Delegate

If you are unable to attend, a replacement participant may attend in your place. Please notify Manvlake Group in advance of any replacements.

Event Changes & Unforeseen Circumstances

In the event that Manvlake Group must cancel or postpone the programme due to circumstances beyond our reasonable control (including natural disasters, war, government restrictions, strikes, or acts of terrorism), any fees already paid will be refunded, minus any non-recoverable costs incurred. This refund will represent the full extent of our liability. Manvlake Group also reserves the right to: Change event dates (within 30 days of the original schedule), relocate the event venue within the same city, or amend the event title. In such cases, no refund will be provided, but equivalent arrangements will be made for registered participants. Should the event be cancelled for reasons other than those described above, a full refund of the registration fee will be issued. We further reserve the right to update the event agenda, including replacing speakers or modifying topics, if necessary. Updates will be reflected on our website at the earliest opportunity.

Group Packages/Enrolment Privileges

For group packages terms are subject to Manvlake Group's discretion. In the case of a no-show by the group package attendee, the seat will be deemed cancelled and full payment for the original participants remains applicable. As places are limited, we strongly encourage early registration to secure participation.