Driving successful M&A with intelligent information management in energy and resources

How OpenText solutions and proven best practices will simplify complexity, accelerate integration, and unlock value from identification to post-merger integration

Business backdrop

"Deal values increased in the first half of 2025 by approximately 30%, with nine megadeals announced."[1]

Utilities, oil and gas, chemicals, metals and mining companies are navigating a surge in deal activity as consolidation, energy transition, and digital transformation reshape the sector. According to PwC, deal values increased in the first half of 2025 by approximately 30%, with nine megadeals announced and one more on the horizon.[1] This momentum reflects strategic moves to secure critical assets, optimize portfolios, and accelerate innovation amid market volatility and regulatory pressures.

At the same time, the sector faces unprecedented capital requirements and mounting complexity. As PwC notes, In 2025, the energy, utilities and resources sectors are prioritizing resilience and transformative growth as capital flows are crossing sectors to meet the demands of electrification, decarbonization and digitalization. Identifying strategic M&A opportunities and forging partnerships that leverage the increasing convergence between sectors will be a key differentiator and help companies capture value at speed and scale.[2]

Yet, these transactions introduce significant challenges—spanning due diligence, compliance, IT integration, and cultural alignment—where information silos and fragmented systems can derail timelines and erode value for two companies coming together as one.

This Point of View explores how OpenText information management solutions and proven best practices help companies across the energy and resources sector simplify complexity, accelerate integration, and unlock long-term value.

1 PwC, 2025 mid-year outlook, Global M&A trends in energy, utilities and resources

2 ibid

OpenText vision for successful M&A

Successful mergers and acquisitions in energy and resources demand more than financial alignment—they require seamless integration of people, processes, and information. OpenText's vision is to simplify complexity and accelerate value creation by delivering intelligent information management across the entire M&A lifecycle. Our solutions help organizations overcome fragmented systems, regulatory risk, and operational inefficiencies, enabling faster decisions and stronger compliance.

By leveraging OpenText's proven best practices and technology, companies gain the ability to unify data, automate workflows, and maintain governance from strategy through post-merger integration. This approach reduces risk, accelerates synergy capture, and ensures business continuity—critical in a sector where electrification, decarbonization, and digitalization are reshaping priorities.

Technology alone won't solve these M&A challenges. By partnering with OpenText, companies across this sector can pursue success and reduce risk over the complete M&A lifecycle:

- Strategy and identification – Secure business workspaces, consolidate insights, and assess IT readiness

- Due diligence – Accelerate secure data access

- Deal closing – Ensure compliance and defensibility

- Day 1 readiness – Enable seamless information flow

- Post-merger integration – Optimize systems and retire redundancies

These benefits—powered by OpenText information management solutions—deliver transformative outcomes by combining two companies into one unified, agile organization. Together, these capabilities help organizations capture synergies faster, maintain business continuity, and protect brand value—turning the challenges of M&A into a foundation for long-term growth and innovation.

"We're very excited about using OpenText Intelligent Classification. The platform will let us search for an exceptionally wide range of attributes to enrich our understanding of our content. And being able to automate this process will save countless hours of manual work."

Ted Tomes, Director of Spatial Data and Document Control, Western Midstream

Strategy and identification

The foundation of a successful merger begins with unified information, consolidated insights, and the ability to assess IT readiness while bringing two IT architectures together seamlessly and reducing costs. Secure virtual data rooms (or business workspaces) provide a governed environment to collaborate on sensitive content, such as intellectual property, customer and supplier contracts, financial records, strategic plans, and regulatory documentation—ensuring confidentiality and compliance. Advanced discovery capabilities deliver visibility into critical data, helping identify synergies and risks early. Scalable integration planning ensures systems and processes can support future growth, setting the stage for informed decisions and a unified roadmap as two organizations prepare to become one.

Due diligence

Speed and accuracy are critical during due diligence to uncover risks and validate value. Energy and resources companies manage vast volumes of financial records, operational information, contracts, and regulatory filings across multiple systems. Advanced discovery and classification capabilities surface sensitive information—such as intellectual property, customer data, and compliance documents—while automated processes reduce manual effort and ensure defensibility. Secure environments enable controlled access for internal teams and external advisors, maintaining confidentiality throughout the review. Equally important is assessing partner ecosystems and integration readiness to identify technology gaps, process overlaps, and opportunities for synergy before moving forward.

"In the last 12 years, we have grown from 30,000 users to 80,000, mostly through acquisition. When new companies join the VINCI Energies family, first impressions for our new colleagues are crucial for a successful collaboration. Having a streamlined and near real-time identity management process is a huge benefit in this respect."

Stephane Remars, IAM Architect, VINCI Energies

Deal closing

As agreements near completion, organizations must ensure compliance and defensibility across all processes. Governance over critical documentation is essential when finalizing agreements, securing financing, obtaining regulatory approvals, and transferring ownership. Secure environments and automated controls enforce policies, while audit-ready workflows provide transparency for regulators and stakeholders. Integration planning validates system dependencies and aligns identity and access controls—reducing risk, preventing unauthorized disclosures, and creating a defensible record to close confidently and prepare for Day 1 operations.

Day 1 readiness

Day 1 sets the tone for the entire integration. Employees, systems, and processes must work together without disruption. This requires seamless information flow across both organizations, ensuring that critical applications, operational data, and collaboration tools are accessible from the start. Secure identity and access controls prevent delays while protecting sensitive information. Automated provisioning accelerates onboarding for employees, partners, and suppliers, reducing friction and maintaining productivity. Unified monitoring and service management provide real-time visibility into IT and operational systems, minimizing downtime and enabling rapid issue resolution. Scalable infrastructure and automated workflows ensure business continuity, compliance, and performance—so two companies can operate as one from day one.

Post-merger integration

This phase requires consolidating systems, harmonizing processes, and ensuring operational continuity. Success depends on seamless information flow between combined environments, enabling unified access to applications, engineering records, and regulatory documentation. Automated workflows accelerate content migration and eliminate redundancies, while governance policies maintain compliance and protect sensitive data. Real-time monitoring and service management provide visibility into IT and operational systems, reducing downtime and improving reliability. Scalable infrastructure supports growing user demands, while automated testing, quality assurance, and integrated project management ensure application stability and timely delivery. These capabilities enable faster synergy capture and create a foundation for future growth.

OpenText solution	Value proposition
Aviator AI	Securely see M&A information in new ways that understand your business, your data, and your goals.
Content Management	Automate governance and collaboration on sensitive content to streamline M&A processes, enable enrichment, and secure migration.
Business Network	Connect suppliers, customers, and partners quickly to maintain continuity and unlock synergies from M&A.
Analytics	Enable rapid discovery, classification, and enrichment of data for risk assessment and informed migration decisions.
Observability and Service Management	Provide real-time visibility and automated monitoring to ensure performance during system migration and integration.
Cybersecurity	Protect sensitive data and enforce access controls to ensure compliance and secure migration of systems.
Experience Cloud	Empower project teams with a unified digital workspace—delivering the right information, at the right time, in context to drive productivity and collaboration across the project lifecycle.
DevOps	Speed application modernization and migration during M&A with automated testing, quality assurance, and delivery.
Experience	Deliver consistent customer and employee experiences to preserve brand value and trust during integration.

Why OpenText?

OpenText serves thousands of companies across the energy and resources sector, including each of the top 20 by market cap, delivering solutions that simplify complexity and accelerate transformation. As a Top 25 global software company and leader in information management, we help organizations unify systems, strengthen governance, and scale securely across the M&A lifecycle and other critical business processes. Our proven approach reduces reliance on fragmented tools, improves operational resilience, and unlocks structural savings through automation, deep integrations, and AI-driven insights. By enabling secure information flows and optimizing performance across critical applications, we help companies achieve faster integration, maintain compliance, and protect brand value.

Proposed next steps

We invite corporate and business unit CIOs, CTOs, and M&A integration leaders to explore how OpenText can accelerate secure integration, cost reduction, and AI-ready transformation. Recommended next steps:

- **Introductory meeting**
  Engage CIOs, CTOs, and M&A leaders with an OpenText Global Account Director or Account Executive to discuss how information management accelerates M&A deal success.

- **Joint roadmap exchange**
  Align on strategic goals for M&A, identify opportunities to simplify digital ecosystems, strengthen governance, and enable secure, scalable integration.

- **Business Value Consulting workshop**
  Assess current processes and quantify the impact of automation, AI, and deep application integrations across the M&A lifecycle—from due diligence to post-merger optimization.

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