

Bain & Company 2026 Global M&A Report *2025 Lookback*

As of **December 10**, 2025 – Final Media Pack

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BAIN & COMPANY 

2025 M&A Executive Summary

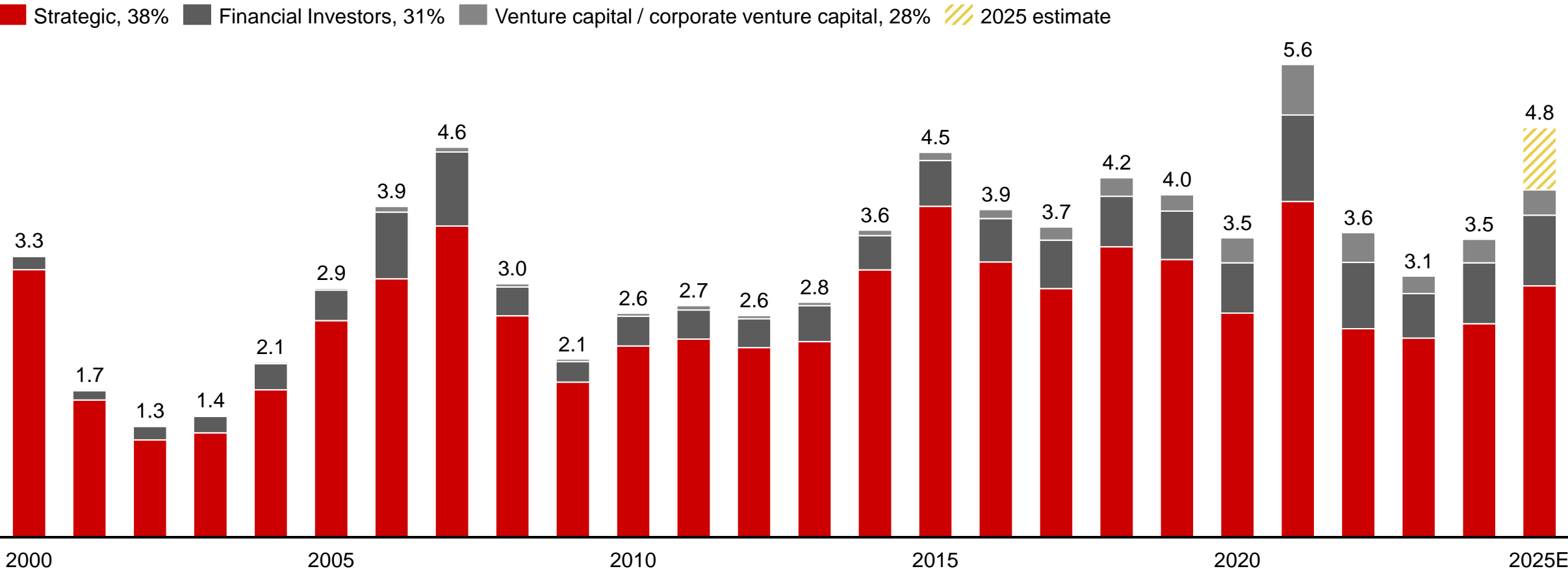
/ AS OF DEC 10, 2025

- **The great M&A rebound of 2025 is on track to deliver the second highest total deal value ever (\$4.8T), up +36% in value, 5% in count**
 - The rebound is broad-based across dealmakers (strategic, financial sponsors/PE and venture capital), region, and industry
 - Tech M&A, powered by AI-related deals, and Industrials led industry growth; deals for US targets contributed >50% of incremental value
- **Strategic buyers put M&A front and center to drive growth amid improved M&A market conditions**
 - The #1 reason for increased M&A activity was the **central role of M&A to strategy** according to Bain's Global M&A Outlook 2026 Survey of >300 M&A executives; **~60% of deals >\$1B were scope**, the highest rate ever, reflecting a focus on **topline growth and adding new capabilities**
 - Buyers and sellers both expressed more confidence in favorable valuation expectations as **valuations ticked up a turn to 11.6x EV/EBIDTA**
 - **Trade policy uncertainty had muted impact**, an early pull-back in April 2025 was short lived; US regulators moved to accept remedies and negotiated outcomes
- **A wave of megadeals (over \$5 billion) propelled the resurgence, as infrequent acquirers came off the sidelines**
 - Deals >\$5B contributed 75% of strategic deal value growth; most (~60%) by infrequent acquirers and ~40% were “transformative” in size (>50% acquirer market cap)
 - “Transformative” deals are often big bets: high risk and high reward, requiring outsized focus on strategic and organizational alignment to create value
- **AI is increasingly impacting what deals get done and how**
 - AI-dealmaking fueled the rebound in Tech M&A; almost half of strategic technology deal value for deals >\$500M involved AI natives or deals that cited AI benefits
 - >75% of strategic acquirers have assessed the impact of AI on the target's business; ~20% have walked away from a deal as a result
 - Use of AI for M&A doubled to ~45% of practitioners, with adoption widespread across company types and M&A value chain activities
- **Despite the rebound, capital allocation to M&A fell to a 10-year low as other investments crowd out M&A spend**
 - In 2025YTD, M&A accounted for 7% of S&P World Index companies' cash expenditures versus a range of 9-17% in preceding 9 years
 - More investment is going to capex (36%) and R&D (19%); the Magnificent 7 alone spent a combined ~\$500B in capex and R&D through Q325 (versus ~\$9B on M&A)

After an extended downcycle, deal value surged 36% in 2025

M&A deal market value, in trillions of US dollars

Percentage change from 2024 to 2025 for all M&A, 36%



Note: 2025E includes actuals through November 15th 2025 and an estimate through end of year; Strategic M&A includes corporate M&A and PE portfolio add-ons

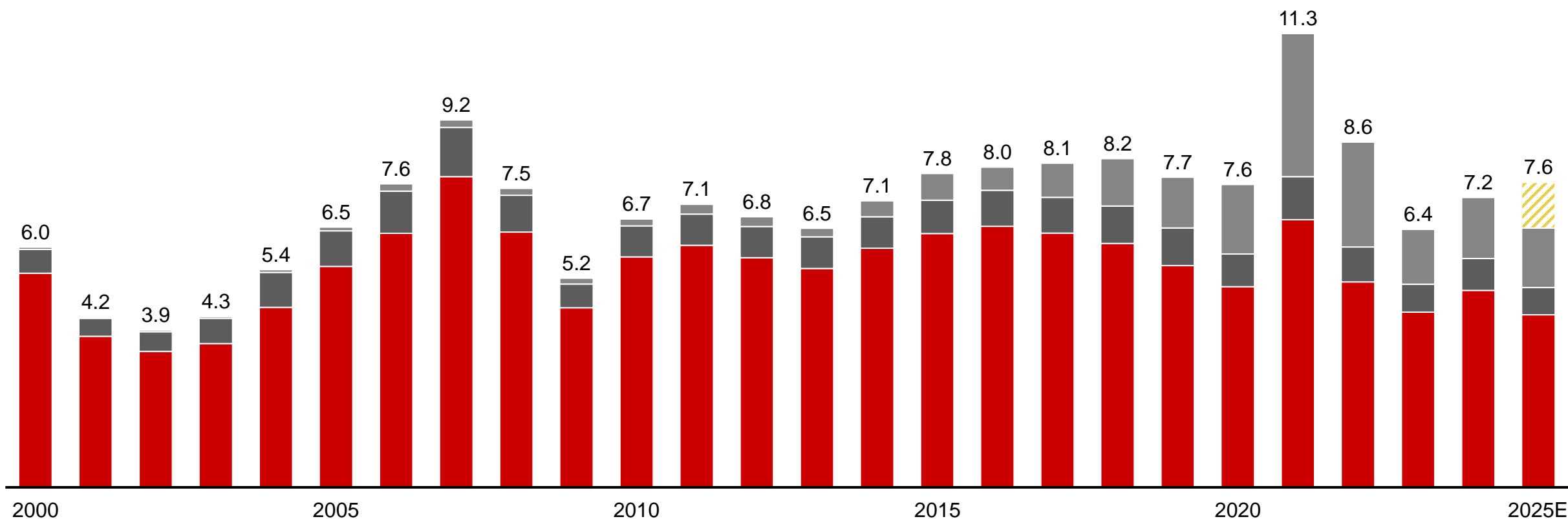
Source: Dealogic as of 18th November 2025

Overall deal counts ticked up modestly, reflecting a shift toward larger deal sizes

M&A deal market count for deals greater than \$30M, in thousands

Percentage change from 2024 to 2025 for all M&A, 5%

■ Strategic, 4% ■ Venture capital / corporate venture capital, 11%
■ Financial Investors, -1% ▨ 2025 estimate

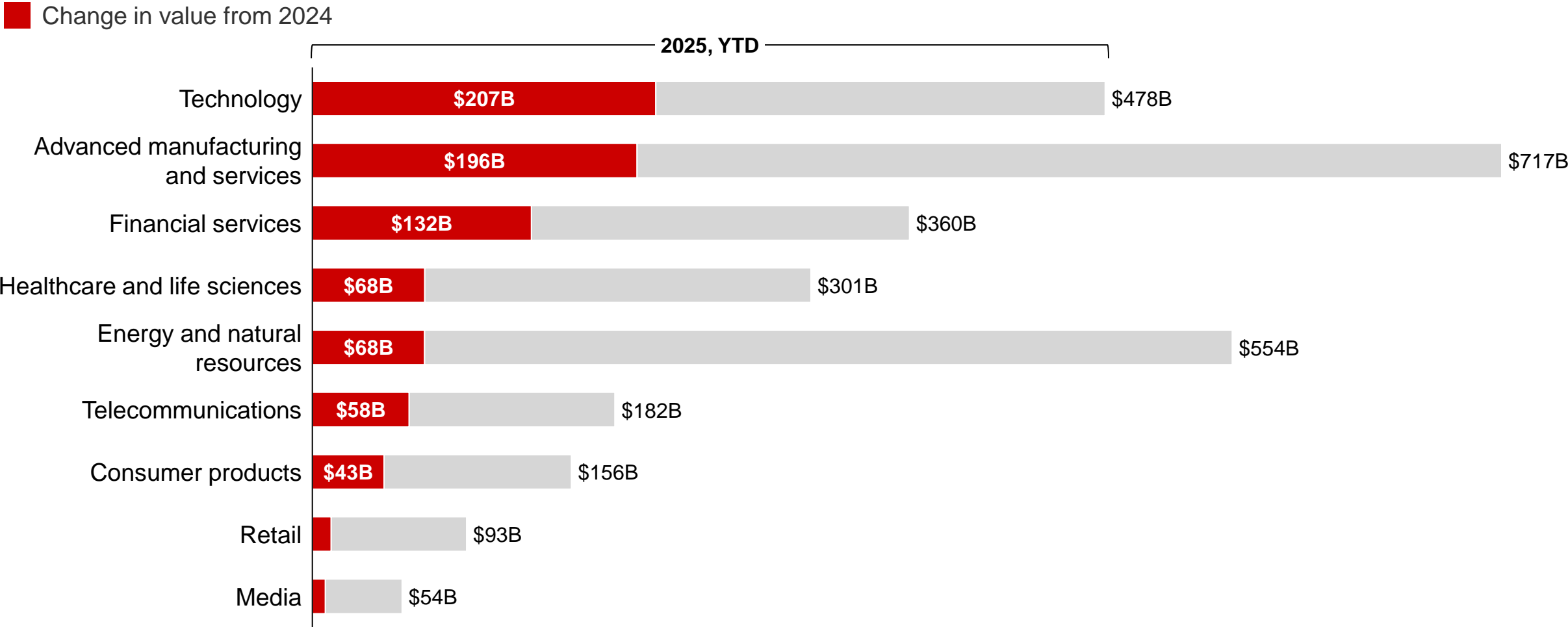


Note: 2025E includes actuals through November 15th 2025 and an estimate through end of year; Strategic M&A includes corporate M&A and PE portfolio add-ons

Source: Dealogic as of 18th November 2025; 2000-2024 are full years, while 2025 is YTD

Technology and Advanced Manufacturing & Services led strategic M&A deal value growth in 2025

Strategic deal value, 2025 year-to-date

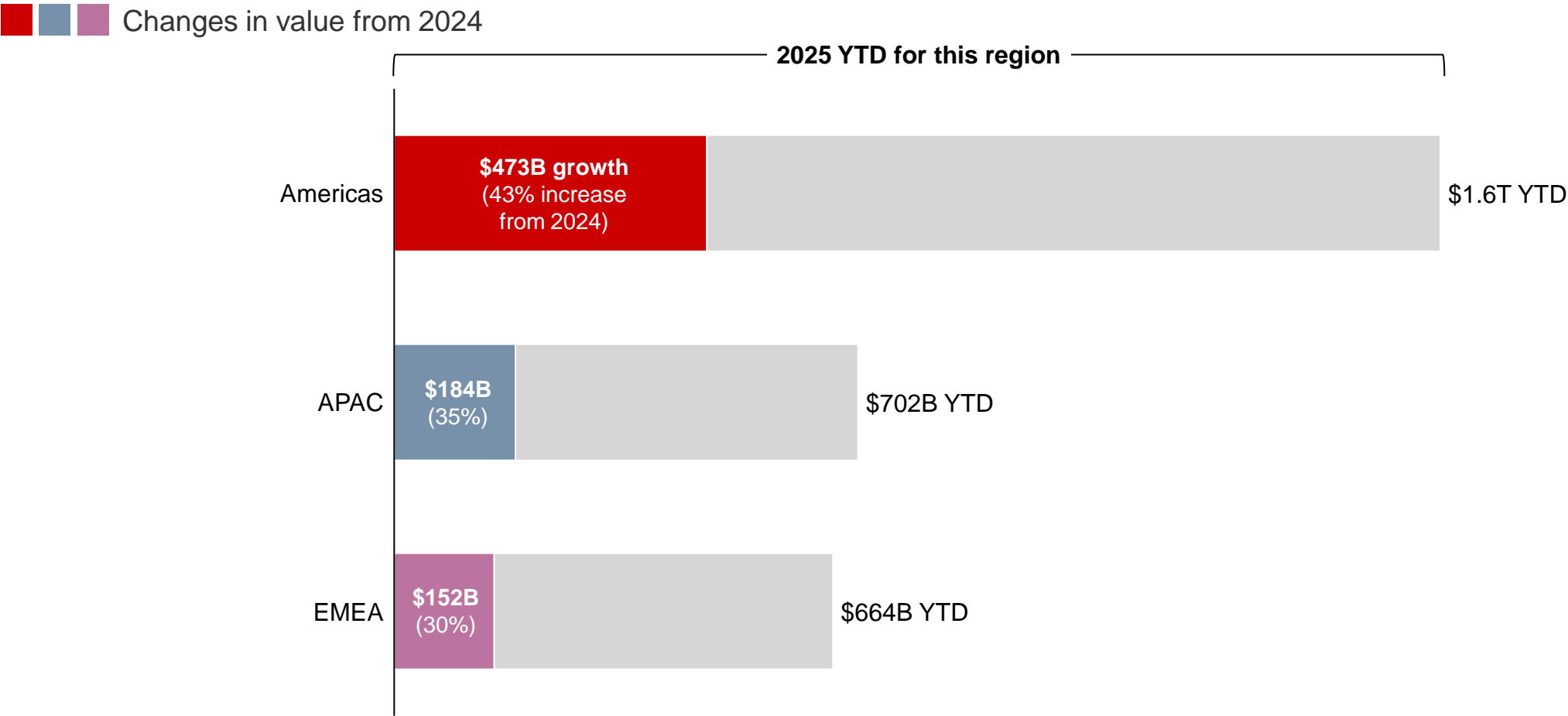


Note: Strategic M&A includes corporate M&A and PE portfolio add-ons; excludes conglomerates and services; Year-to-date includes deals through 15th November

Source: Dealogic as of 17th November 2025

Deal value grew across regions in 2025

Strategic deal value, 2025 year-to-date

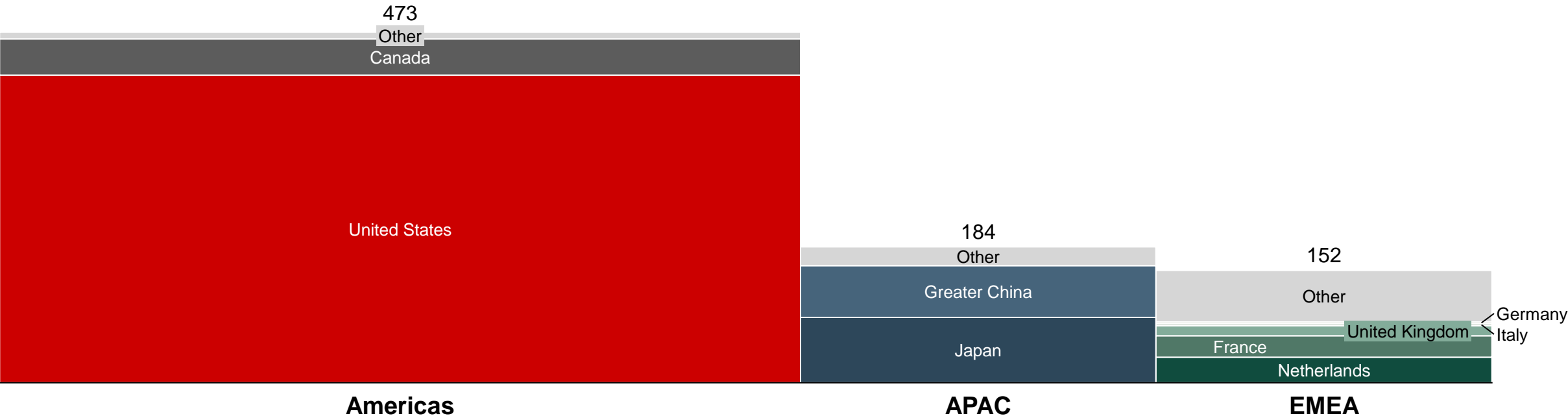


Note: Deals classified by target region and country; Strategic M&A includes corporate M&A and PE portfolio add-ons; Year-to-date includes deals through 15th November

Source: Dealogic as of 17th November 2025

Deal value grew across regions in 2025; deals for US assets contributed the most growth

Change in strategic deal value, 2024 to 2025 year-to-date (in billions of US dollars)



Strategic deal value, 2025 year-to-date (in billions of US dollars)

Percentage change in strategic deal value, 2024 to 2025 year-to-date

Americas: 43% APAC: 35% EMEA: 30%

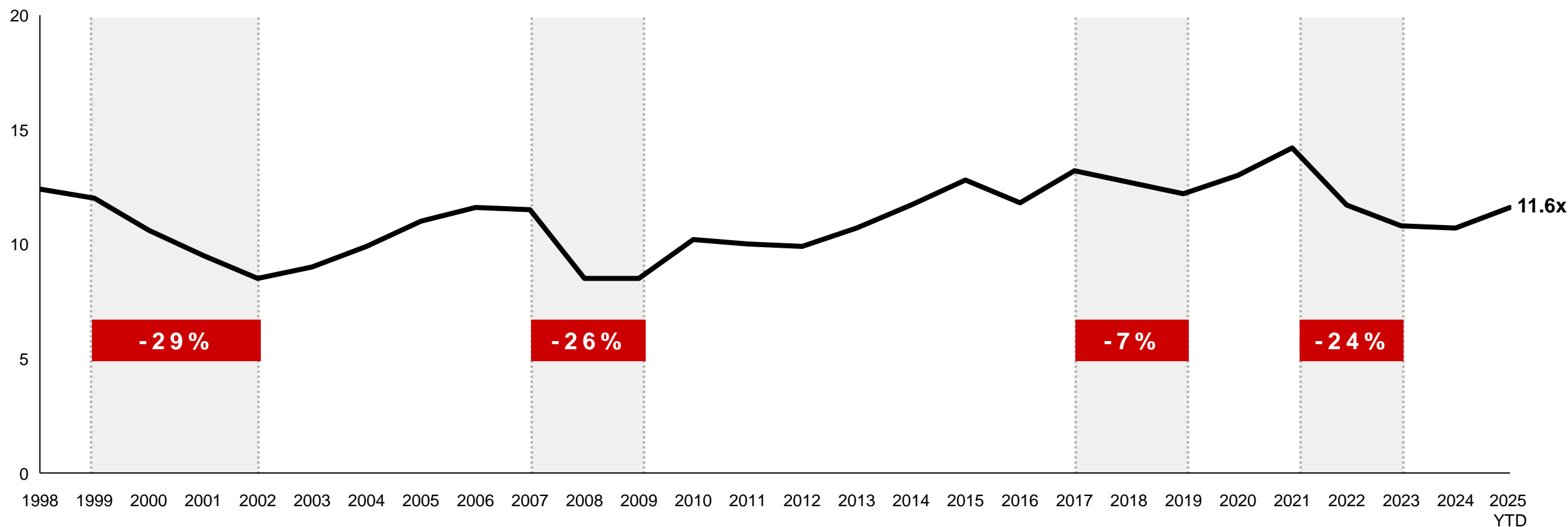
Note: Deals classified by target region and country; Height of bars indicates change in strategic deal value for 2025 vs. 2024 year-to-date, width of bars indicates total strategic deal value in 2025 year-to-date. Strategic M&A includes corporate M&A and PE portfolio add-ons; Year-to-date includes deals through 15th November

Source: Dealogic as of 17th November 2025

Valuations have ticked up again in 2025 but remain below recent peaks

/ DATA THROUGH NOV 15, 2025

DEAL MULTIPLES (MEDIAN EV/EBITDA)

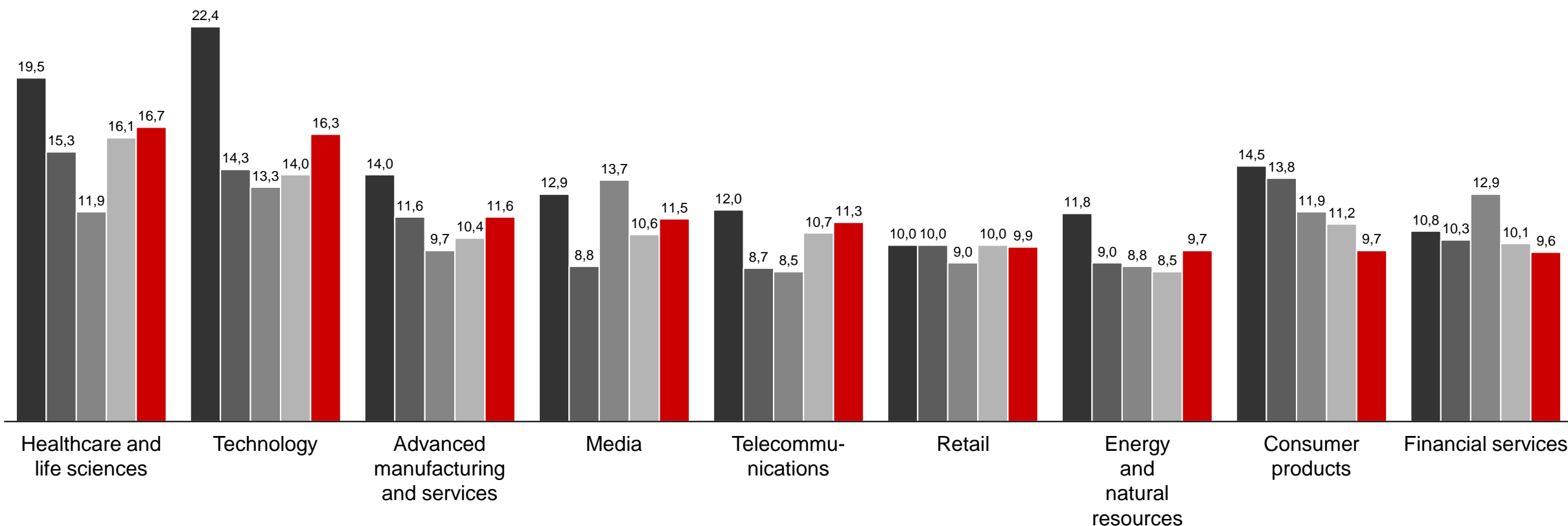


Note: 2025 YTD median based on 1097 deals announced in 2025; YTD includes Jan-Oct data; Strategic M&A includes Corporate M&A deals (which includes PE exits) and Add-ons and excludes deals having acquirer L2 industry as Government/Public Banks; Strategic M&A includes the stake acquisition deal - Roshni Nadar Malhotra (Private Individual) / HCL Technologies Ltd (\$10.1B) and includes deals in Jun'25 pertaining to the privatization of Toyota industries (\$43B)
Source: Dealogic as of November 17th 2025

Valuations have ticked up but remain below 2021 peak levels for most industries

Median enterprise value to EBITDA multiples per industry (strategic deals)

■ 2021 ■ 2022 ■ 2023 ■ 2024 ■ 2025 YTD

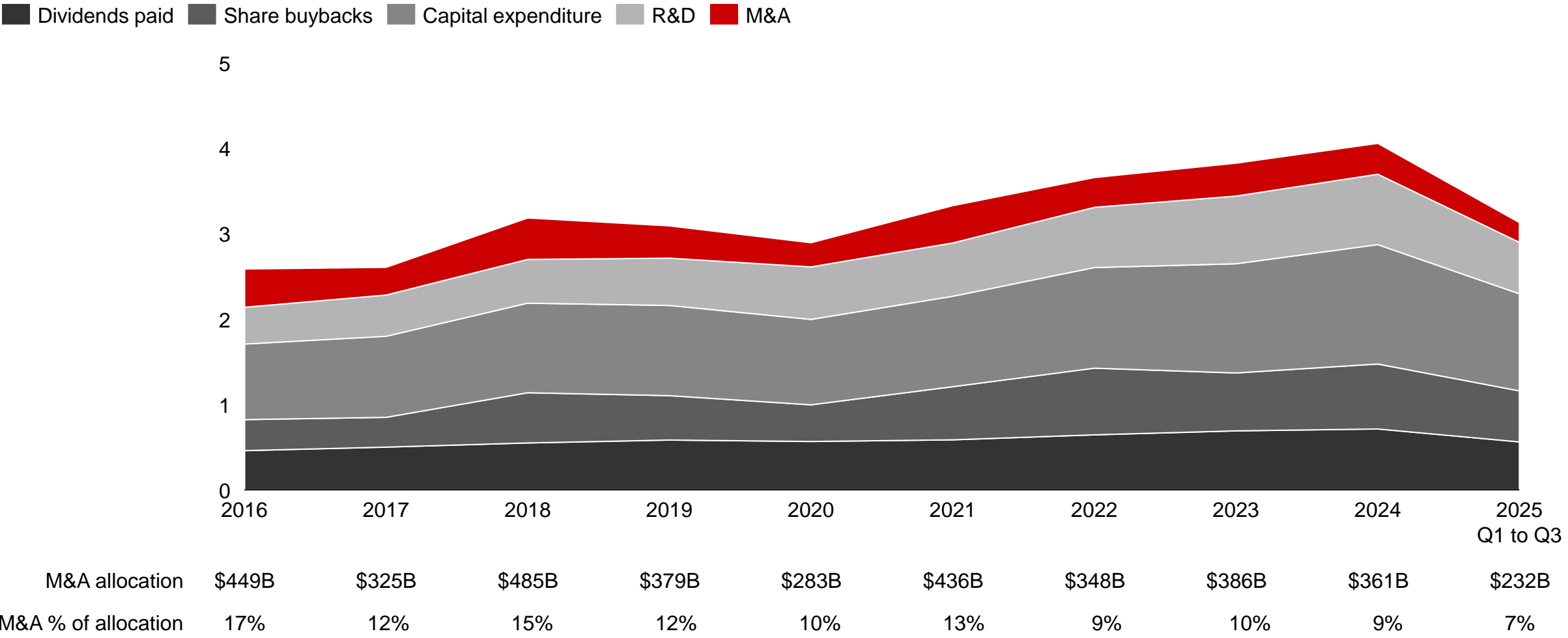


Note: Median deal multiples for announced strategic deals in which valuation data was available; strategic deals include corporate M&A and PE portfolio add-ons; 2025 data includes deals through 15th November 2025

Source: Dealogic as of 17th November 2025

Over the past decade, M&A has lost share to other forms of cash expenditures, reaching a low of 7% in 2025

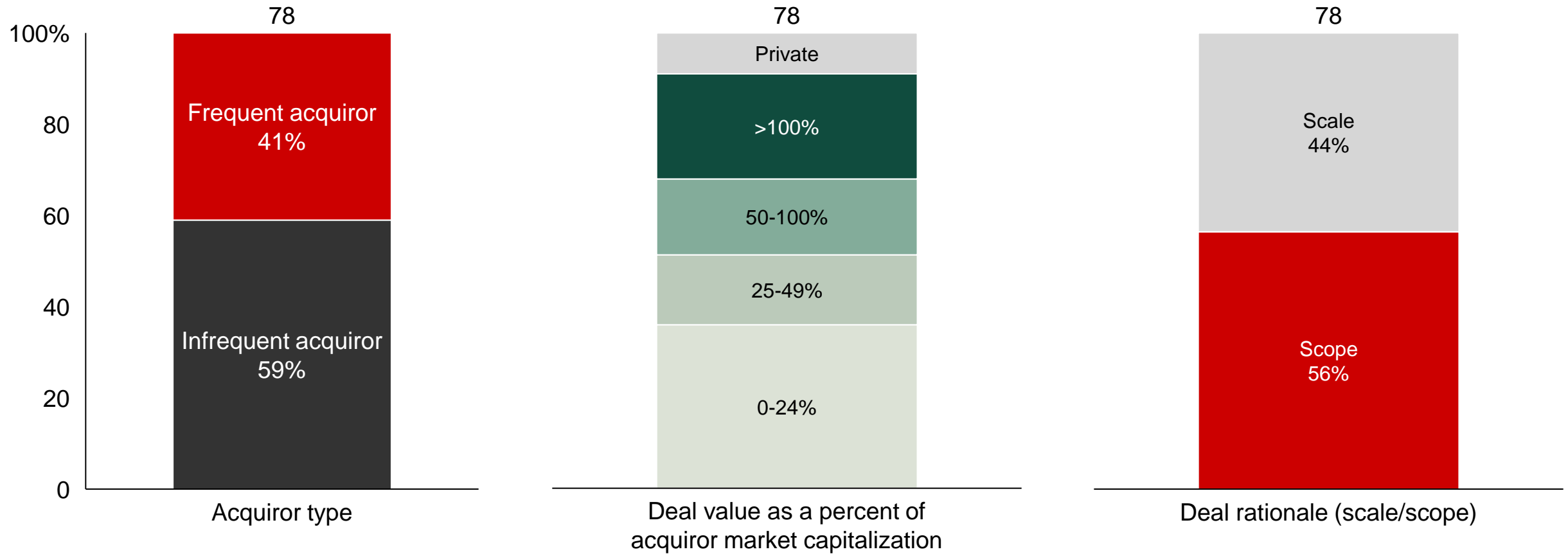
Annual cash expenditure for S&P World Index companies by use of cash (in trillions of USD)



Notes: Data is a subset of S&P World Index Companies (N=685)
Source: S&P World Index Data from CapIQ

Most mega deals >\$5B involve infrequent acquirers; many are transformative in size and strategic rationale

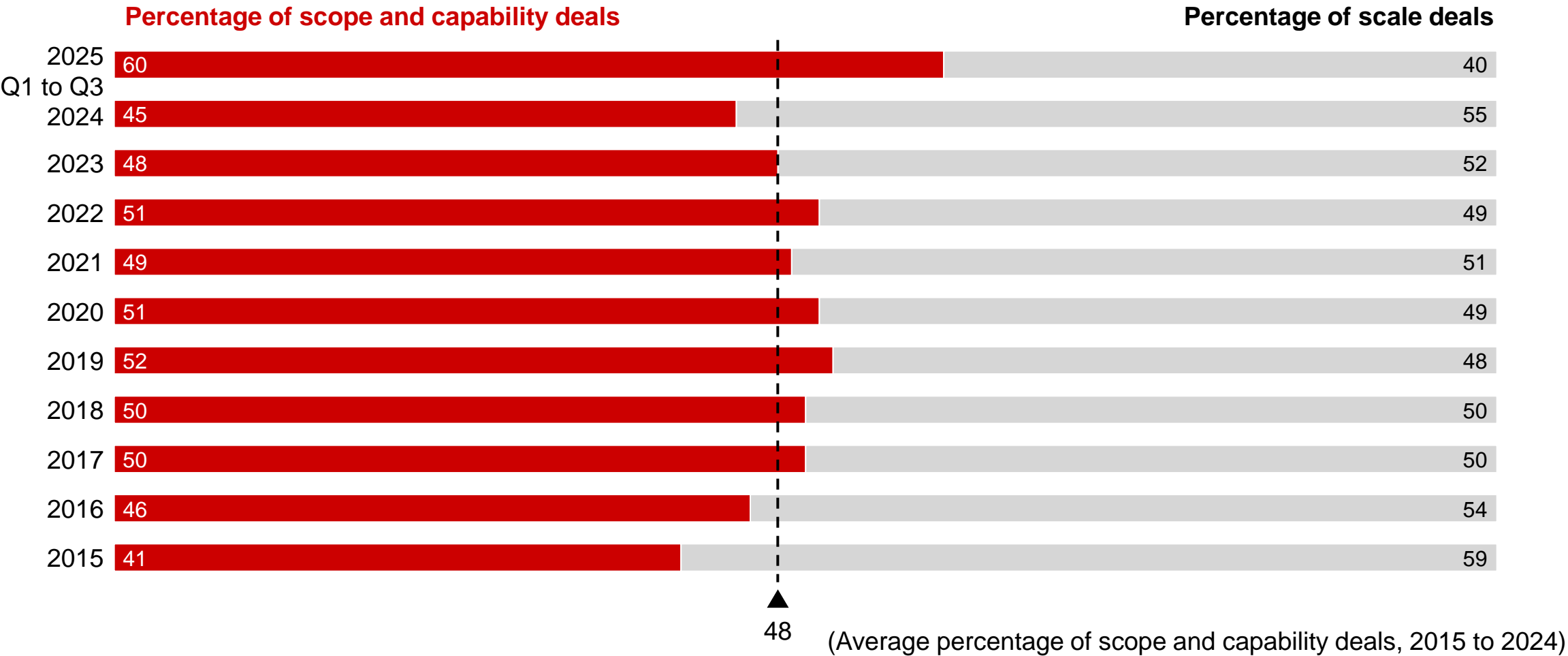
Count of strategic acquisitions with deal value greater than \$5B in 2025



Note: Mega deals include strategic acquisitions over \$5 billion USD deal value, announced January 1 - November 15th 2025, excludes spin-offs; market cap. determined 20 days prior to deal announcement; private acquirors include privately held and government-owned entities; frequent acquirors made 10+ acquisitions in last 10 years Source: Dealogic as of 17th November 2025, CapIQ

60% of large deals were scope thus far in 2025, the highest rate of scope dealmaking observed

Significant strategic deals



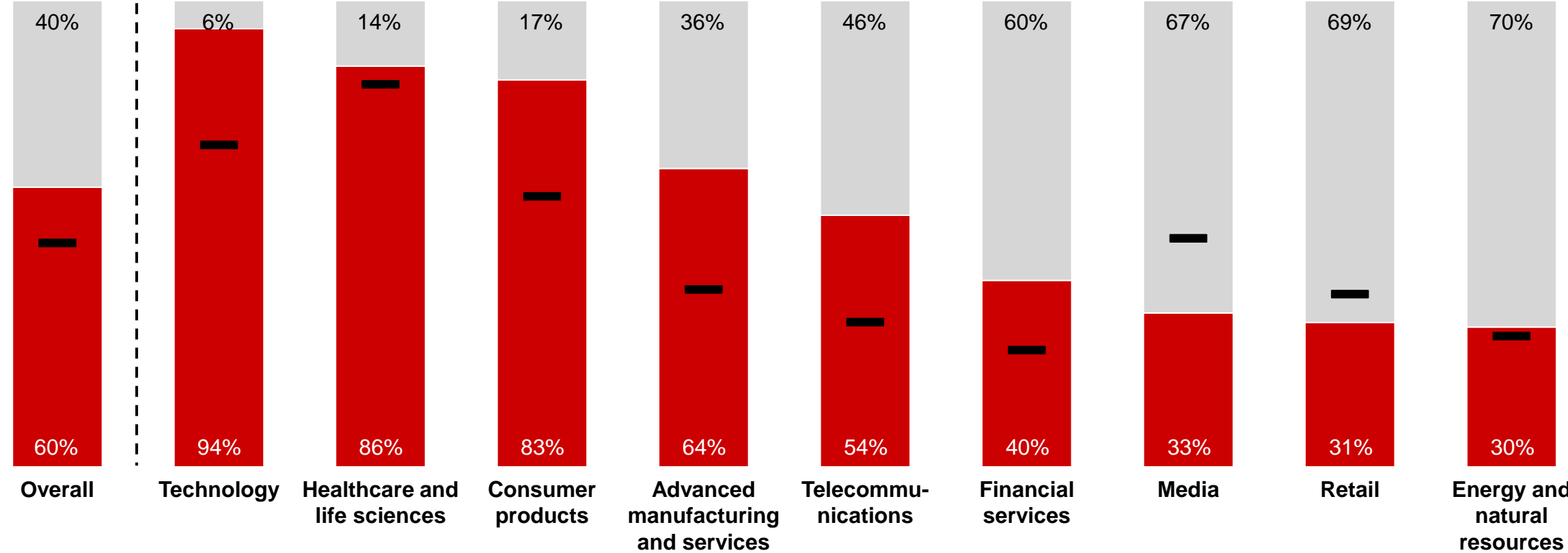
Note: Analysis includes strategic deals with value greater than \$1 billion, excludes real estate and services; Strategic M&A includes corporate M&A and PE portfolio add-ons

Source: Bain M&A Scale-Scope database

Advanced manufacturing & services, telecommunications, and consumer products led the swing toward scope deals in 2025

Percentage of significant deals that were scale versus scope, Q1 to Q3 2025

— 2015 to 2024 average deal distribution percentage ■ Scope ■ Scale



Note: Analysis includes strategic deals with value greater than \$1 billion, excludes real estate and services; Strategic M&A includes corporate M&A and PE portfolio add-ons
Source: Bain M&A Scale-Scope database

Appendix: Glossary of terms and Methodology

Term	Description	
Strategic M&A	Corporate	<ul style="list-style-type: none">Transactions by public or private-owned companies to acquire full or partial purchase of another company
	Private equity add-ons	<ul style="list-style-type: none">Transactions by companies owned or backed by financial sponsors that make a full or partial purchase of another company
Non-strategic M&A	Financial investors	<ul style="list-style-type: none">“Standalone” transactions by financial investment firms; typically to acquire control of mature companies (e.g. generating profitable cash flow)Includes private equity, sovereign wealth funds, and other institutional investors
	Venture Capital (VC) / Corporate VC	<ul style="list-style-type: none">Investment made by firms focused on early-stage companies that are not yet profitable and project high growth, typically partial investments



Together, these two categories equal Dealogic's total M&A market

Methodology – Dealogic (source)

- Deal activity is **tracked based on deal announcement date**
- Deal value is **calculated based on value at deal announcement** and is **revised if a deal closes at a differing value**
- Year-over-year changes in deal value are expected** and are driven by a few factors:
 - Cancelled deals
 - Declined deal offers / negotiations
 - New deals added that were not captured at original announcement date (often smaller deals)
 - Deal value changes from value at announcement to value at close
- In prior years we have included **SPAC** (special purpose acquisition company) deals in the total M&A market. This year we have **excluded these types of deals**

