

Key Takeaways

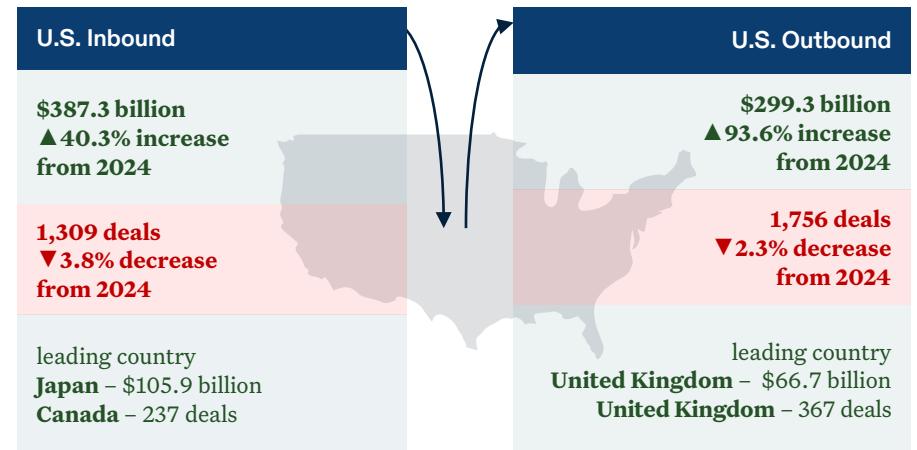
- The year 2025 heralded the return of the megadeal, with total deal values in the U.S. and globally increasing by 61% and 46% over 2024 levels, respectively, amid relatively flat deal counts. The surge was generally reflected in both strategic and sponsor deals, and in both U.S. inbound and outbound crossborder activity.
- Computers & Electronics was the most active U.S. target industry by deal value and deal count, holding those top spots from 2024. We believe this is likely to extend into 2026 as companies continue to focus on tech and AI-driven acquisitions.
- On the U.S. public merger front, there are a few noteworthy observations for 2025:
 - The average reverse break fee (5.8%) was at its lowest level in the last three years (5.9% in 2024 and 6.0% in 2023).
 - The percentage of public deals with go-shops (8.3%) returned to roughly the percentage seen in 2023 (8.2%) after dipping slightly in 2024 (7.7%).
 - Similarly, the rate of tender offers (16.0%) increased to almost match the 2023 rate (16.4%) after having fallen in 2024 (10.6%).
- The percentage of hostile and unsolicited deals (14.1%) was the lowest seen in the last three years (17.6% in 2024 and 17.9% in 2023).
- Despite possible lingering market uncertainties, we believe that 2025's M&A rebound will continue into 2026. We look forward to another year of happy dealmaking!

All data is as of January 12, 2026 unless otherwise specified. Each metric in this publication that references deal volume by dollar value is calculated from the subset of the total number of deals that includes a disclosed deal value.

U.S. and Global Activity

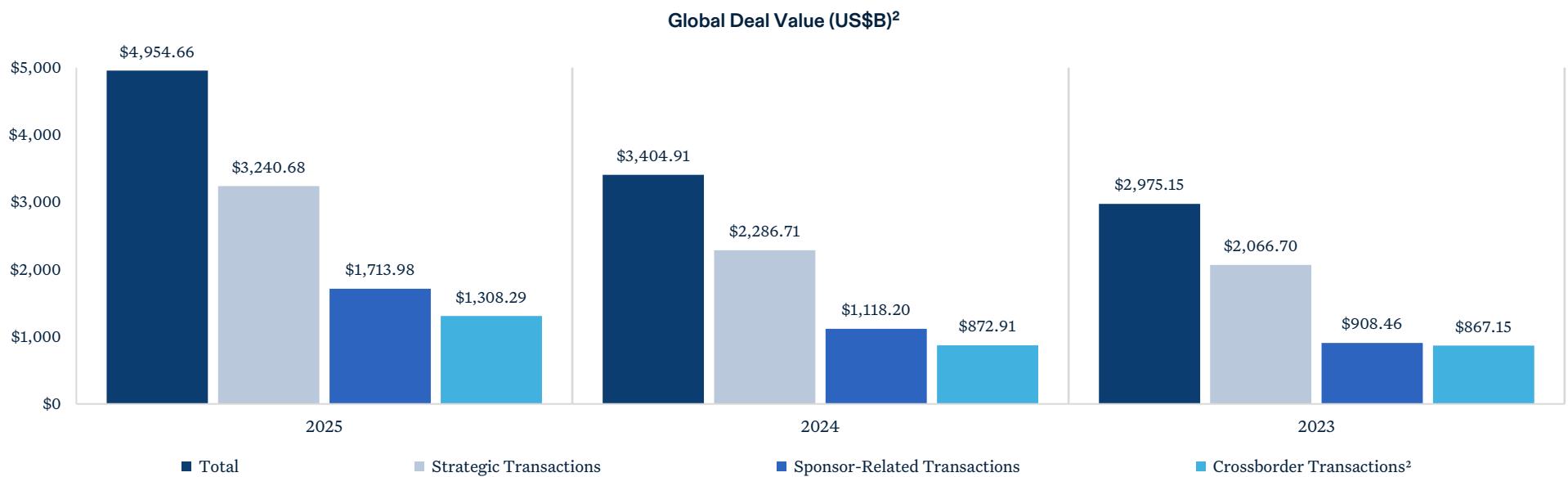
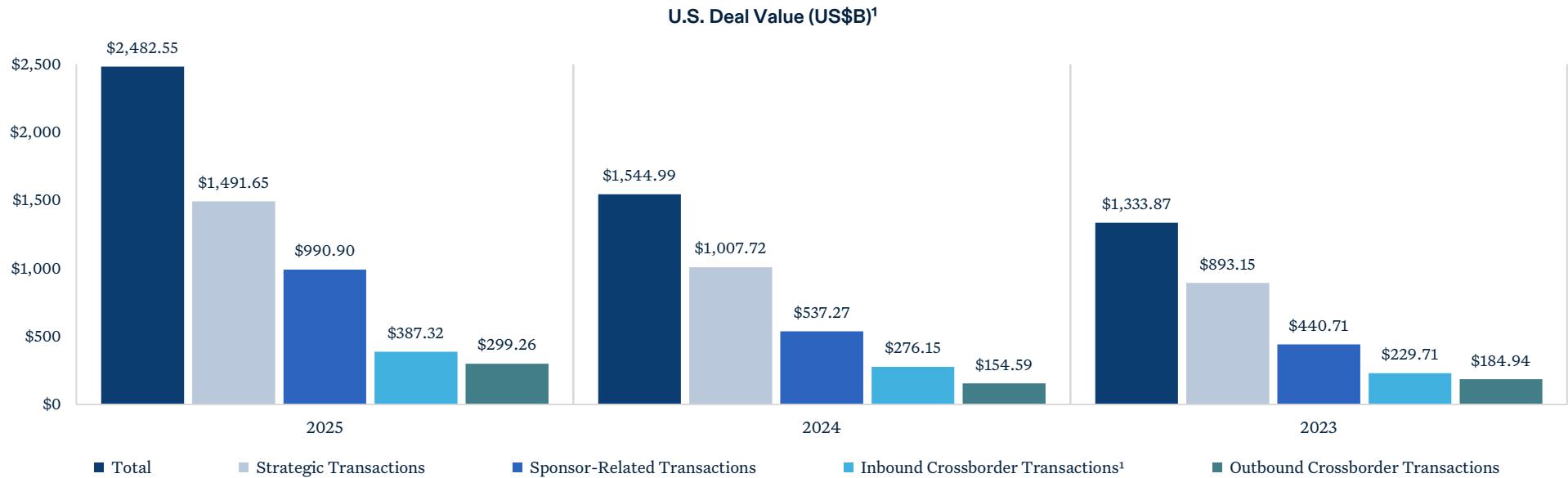


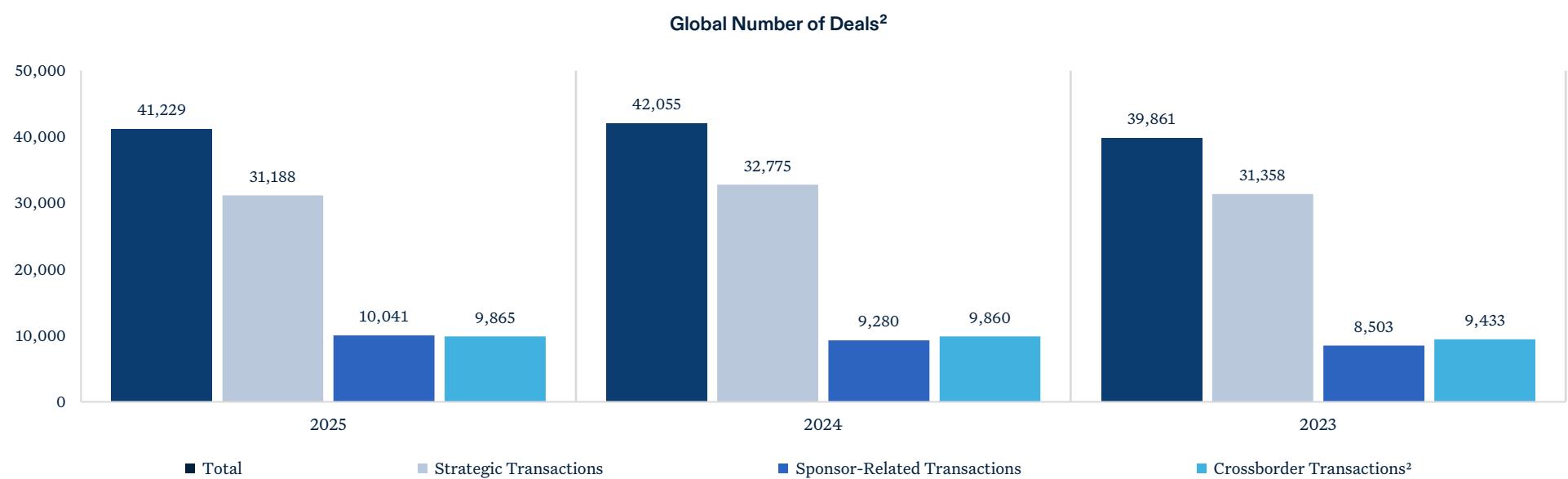
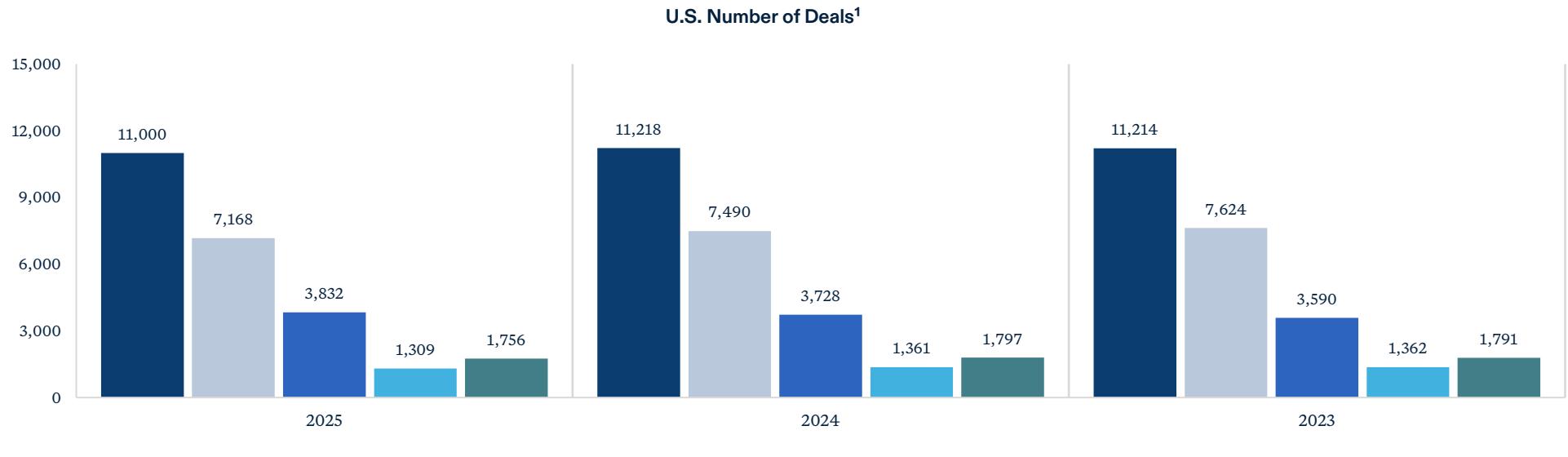
Crossborder Activity



Industry Activity

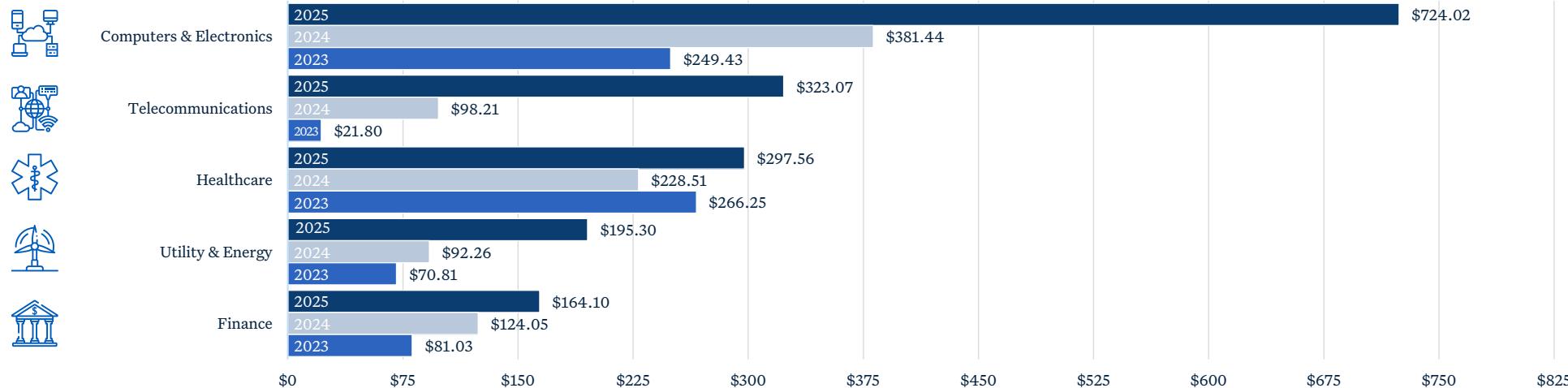






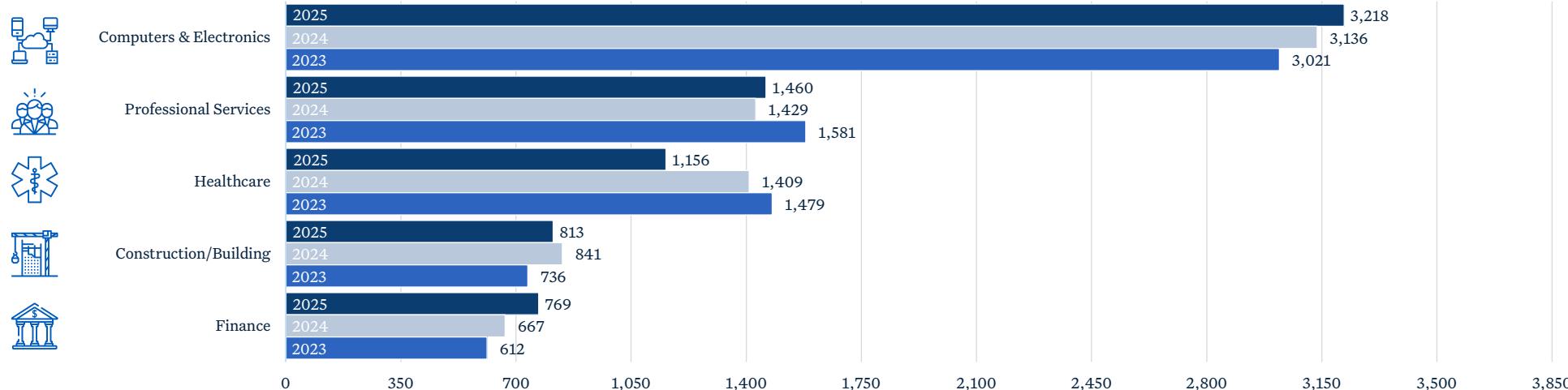
Most Active U.S. Target Industries³

By Deal Value (US\$B)

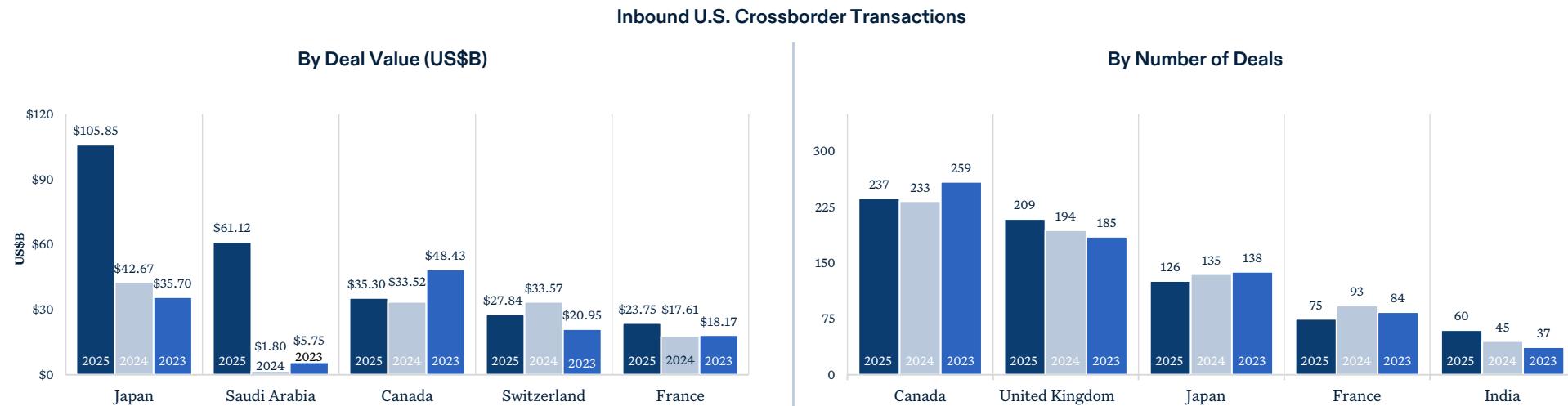


Note: In 2024 and 2023, Oil & Gas ranked among the top five industries with total deal values of US\$B133.37 and US\$B244.96, respectively.

By Number of Deals



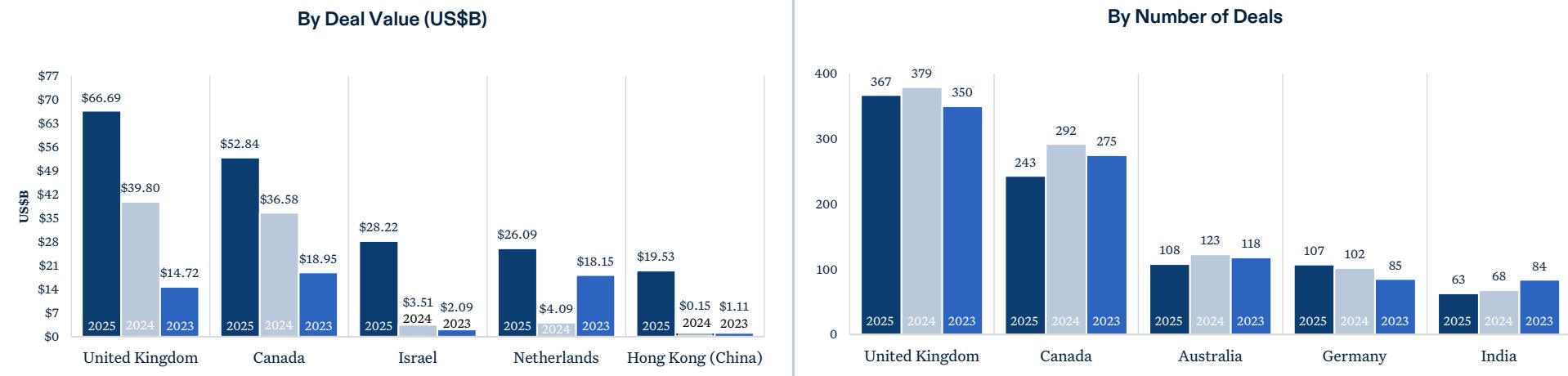
Top Five Countries of Origin or Destination for 2025 U.S. Crossborder Transactions and Prior Year Comparisons¹



Note: In 2024, Denmark and Germany ranked among the top five countries of origin with total deal values of US\$B34.97 and US\$B26.72, respectively. In 2023, Ireland and the United Kingdom ranked among the top five countries of origin with total deal values of US\$B25.51 and US\$B21.21, respectively.

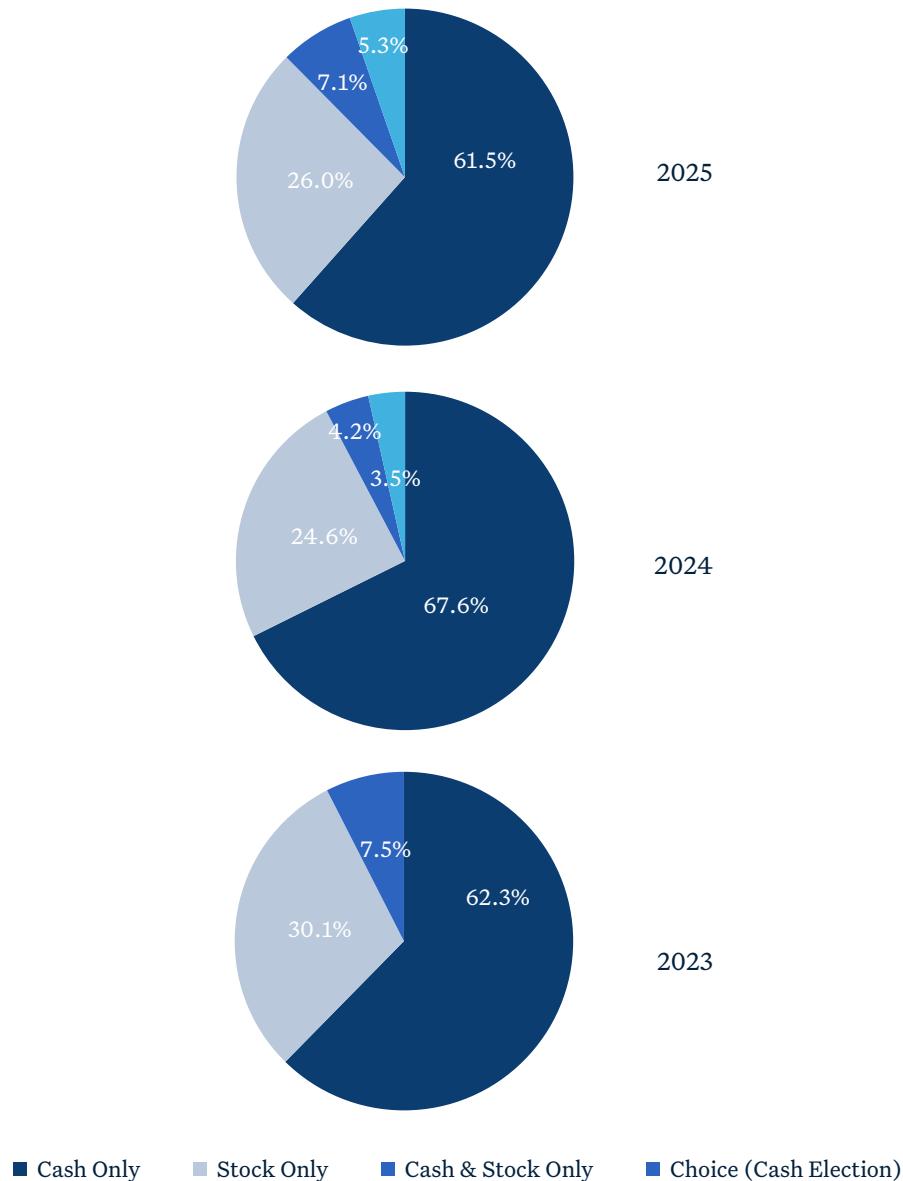
Note: In 2024, Germany ranked among the top five countries of origin with 88 deals. In 2023, Australia ranked among the top five countries of origin with 66 deals.

Outbound U.S. Crossborder Transactions

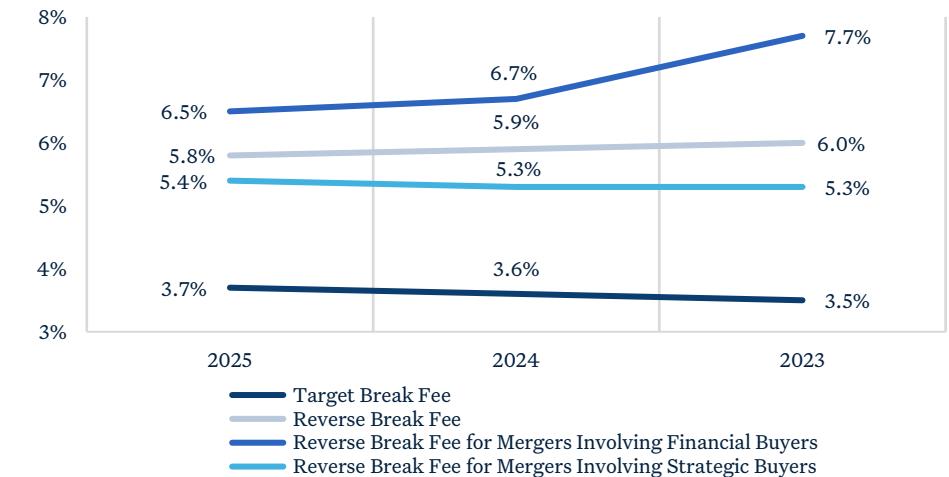


Note: In 2024, Australia, Switzerland and France ranked among the top five countries of destination with total deal values of US\$B9.34, US\$B7.19 and US\$B 7.09, respectively. In 2023, Japan, Australia and Germany ranked among the top five countries of destination with total deal values of US\$B23.59, US\$B20.86 and US\$B20.55, respectively.

Form of Consideration as % of U.S. Public Mergers⁴



Average Break Fees as % of Equity Value^{5,6}



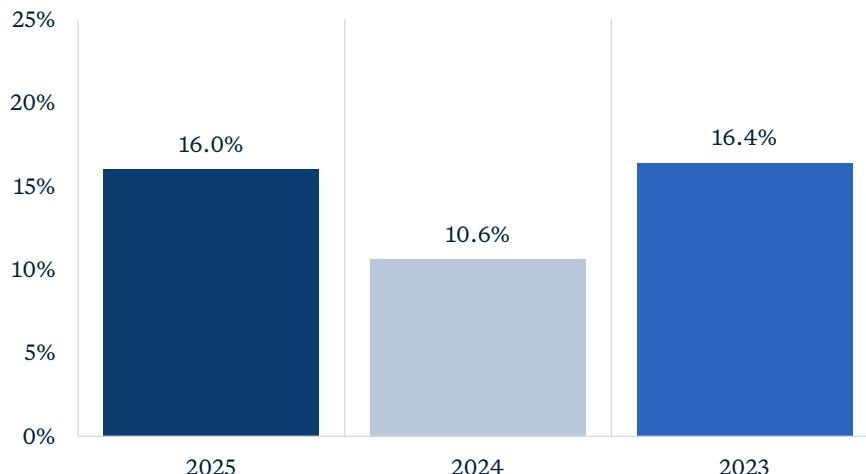
Unaffected Premium⁷

2025	48.6
2024	38.3
2023	48.9

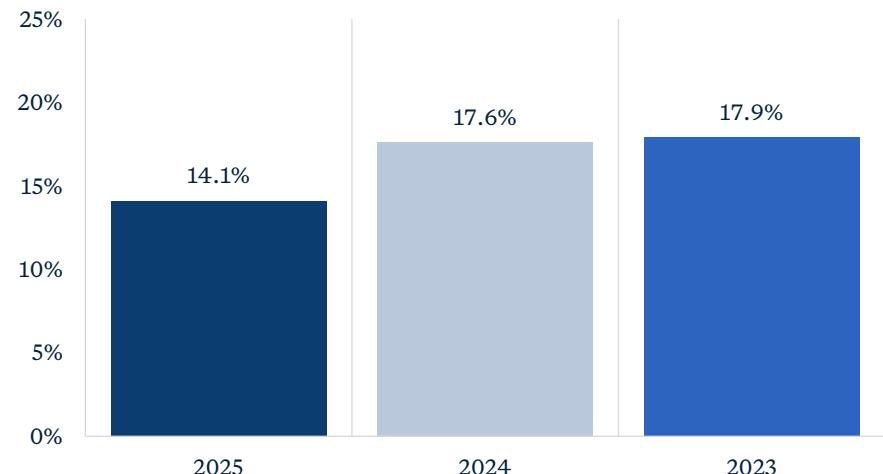
U.S. Public Merger Go-Shop Provisions⁵

	2025	2024	2023
% of Mergers with Go-Shops	8.3	7.7	8.2
% of Mergers Involving Financial Buyers with Go-Shops	23.1	15.9	27.8
% of Mergers Involving Strategic Buyers with Go-Shops	3.8	4.1	1.8
Avg. Go-Shop Window (in Days) for All Mergers with Go-Shops	34.0	38.9	31.7
Avg. Go-Shop Window (in Days) for Mergers Involving Financial Buyers with Go-Shops	30.7	41.1	32.0
Avg. Go-Shop Window (in Days) for Mergers Involving Strategic Buyers with Go-Shops	40.0	35.0	30.0

Tender Offers as % of U.S. Public Mergers



Hostile/Unsolicited Offers as % of U.S. Mergers



Endnotes

1. U.S. crossborder transactions are those transactions where the acquirer and the target have different nationalities and either the acquirer (“Outbound”) or the target (“Inbound”) has a U.S. nationality. Nationality is based on where a company has either its headquarters or a majority of its operations.
2. Global crossborder transactions are those where the acquirer and the target have different nationalities.
3. Industry categories are determined and named by Dealogic.
4. Due to rounding, percentages may not add up to 100%.
5. Financial and strategic categories are determined by Deal Point Data.
6. Based on the highest target break fees and reverse break fees payable in a particular deal.
7. Unaffected Premium % indicates the difference between the current price per share offered as consideration in the transaction and the “unaffected price,” reflected as a percentage. The “unaffected price” is the target’s closing stock price on the date that is one calendar day prior to the first public disclosure regarding a potential deal involving the target and on which the target’s stock price was unaffected by the news of the deal.

The charts on pages 1–5 were compiled using Dealogic, and are for the broader M&A market, including public and private transactions of any value. The charts on pages 6–7 were compiled using Deal Point Data, and include acquisitions seeking majority or higher control of U.S. targets valued at \$100 million or higher announced during the period indicated and for which a definitive merger agreement was reached and filed (except with respect to data regarding premiums and hostile/unsolicited offers, which is for all announced deals). “2025” data are for the period from January 1, 2025 to December 31, 2025 inclusive. “2024” data are for the period from January 1, 2024 to December 31, 2024 inclusive. “2023” data are for the period from January 1, 2023 to December 31, 2023 inclusive. Data obtained from Dealogic and Deal Point Data have not been reviewed for accuracy by Paul, Weiss.

Strategic M&A Firm Highlights

	\$11.0B	IBM	Acquisition of Confluent
	\$9.5B	Eaton	Acquisition of the Boyd Thermal business of Boyd Corporation
	\$10.0B	Metsera	Sale to Pfizer
	–	Kraft Heinz	Separation into two independent publicly traded companies
	\$18.4B	Keurig Dr Pepper	Acquisition of JDE Peet's
	\$2.4B	Qualcomm	Acquisition Alphawave Semi
	\$34.5B	Advance Publications	Charter Communications' combination with Cox Communications
	\$14.2B	Rocket Companies	Acquisition of Mr. Cooper Group
	\$8.5B	Crown Castle	Sale of its small cells and fiber solutions businesses
	\$55.0B	Chevron Corporation	Acquisition of Hess Corporation

Private Equity M&A Firm Highlights

	\$1.5B	Blackstone Infrastructure Partners	Equity commitment and acquisition of a 19.9% ownership interest in GenCo
	\$2.7B	Madison Dearborn Partners	Acquisition of a significant majority of NFP's wealth business
	\$13.0B	General Atlantic	Investment in Anthropic as part of a \$13 billion Series F funding round
	\$1.2B	Bain Capital	Strategic joint venture with Warner Music Group
	–	Brookfield Asset Management	Acquisition and strategic investment in Hotwire Communications
	–	Roark Capital Group	Acquisition of Dave's Hot Chicken
	\$9.0B	3G Capital	Acquisition of Skechers U.S.A.
	\$1.0B	Brigade Capital Management	Acquisition of Family Dollar
	€1.7B	KPS Capital Partners	Acquisition of INEOS Composites
	\$11.0B	Funds managed by affiliates of Apollo Global Management, Inc.	Investment to acquire from Intel Corporation a 49% equity interest in a joint venture entity

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