

# TMT Sector M&A & Valuation Brief - 2025-09-01

Technology, Media & Telecommunications Sector

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## 1. RECENT TMT M&A ACTIVITY

### Deal 1: Nukkleus and Mandragola Joint Venture

#### Nukkleus and Mandragola Establish Joint Venture for Infrastructure Modernization

- Deal Size: Estimated at \$20 million (based on similar joint ventures in the infrastructure sector)
- Valuation Multiples: Not applicable for joint ventures; however, industry peers in infrastructure modernization typically see EV/EBITDA multiples ranging from 10x to 15x.
- Companies:
  - Nukkleus (NUKK) : A technology company focused on financial and infrastructure solutions, aiming to enhance operational efficiency.
  - Mandragola : A firm specializing in defense and commercial infrastructure, with a strategic focus on advanced manufacturing and logistics.
- Date Announced: August 2023
- Strategic Rationale:
  - The joint venture aims to leverage Nukkleus's technological expertise and Mandragola's infrastructure capabilities to create advanced manufacturing zones in the Baltics and Israel.
  - It seeks to support civil and defense aviation needs, enhancing both companies' market positions in a growing sector.
  - The collaboration is expected to foster innovation by financing early-stage technology companies in Israel, integrating cutting-edge technologies into aviation and defense operations.
- Risk Analysis:
  - Integration Risks: The success of the joint venture relies on effective collaboration between two distinct corporate cultures.
  - Regulatory Challenges: Operating in multiple countries may expose the venture to varying regulatory environments, particularly in defense.
  - Market Risks: Fluctuations in defense spending and geopolitical tensions could impact project viability.
  - Execution Risks: Timely completion of infrastructure projects is critical; delays could lead to cost overruns and diminished returns.

No additional significant M&A deals were reported in the past week, indicating a potential slowdown in TMT sector activity, possibly due to market volatility and regulatory scrutiny affecting deal-making.

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confidence.

## 2. MARKET DYNAMICS & SENTIMENT

The TMT (Technology, Media, and Telecommunications) sector is currently navigating a landscape marked by cautious optimism, particularly in the software subsector, where private equity firms are increasingly targeting companies that leverage artificial intelligence (AI). The overall sentiment reflects a blend of resilience amid economic uncertainties, with specific subsectors showing varying degrees of strength.

### Subsector Breakdown:

- Technology: The technology subsector is thriving, driven by the integration of AI and automation. For example, Thoma Bravo's recent acquisition of Verint Systems for \$2 billion underscores the growing interest in AI-driven customer engagement platforms.
- Media: The media sector is facing challenges as traditional revenue streams decline, prompting companies to pivot towards digital content and innovative engagement strategies.
- Telecommunications: Telecom companies are investing in next-generation infrastructure, particularly 5G, to enhance service offerings and capture new revenue streams from IoT applications.
- Fintech: The fintech subsector continues to grow, with companies exploring partnerships and acquisitions to enhance their service offerings, reflecting a trend towards consolidation.
- AI: The AI subsector is experiencing explosive growth, with firms racing to implement AI solutions across various industries, indicating a strong demand for automation and efficiency.

## Key Market Drivers and Headwinds

### Drivers:

- Technological Advancements: The rapid adoption of AI and machine learning technologies is driving growth across the TMT sectors. Companies are increasingly investing in automation to improve operational efficiency and customer experiences.
- Private Equity Activity: The surge in private equity investments, particularly in software, is indicative of confidence in the long-term growth potential of AI and recurring revenue models.

### Headwinds:

- Economic Uncertainty: Global economic pressures, including inflation and geopolitical tensions, are impacting consumer spending and investment in technology, creating a cautious investment environment.
- Regulatory Challenges: Increased scrutiny on tech companies, particularly regarding data

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privacy and antitrust issues, poses risks to M&A activities and market valuations.

## Subsector Performance Analysis

- Software: The software sector is a focal point for M&A activity, as evidenced by Thoma Bravo's acquisition of Verint. The deal highlights the attractiveness of AI-driven software solutions, with recurring revenue models proving resilient in uncertain economic conditions.
- Media: Media companies are adapting to digital transformation, but face declining ad revenues and competition from digital platforms, necessitating innovative strategies to retain audiences.
- Telecom: Telecom operators are heavily investing in 5G infrastructure, which is expected to open new revenue streams, particularly in IoT and enhanced mobile services.
- Fintech: The fintech sector remains robust, with ongoing innovations in payment solutions and digital banking. The consolidation trend is exemplified by strategic acquisitions aimed at expanding market reach.
- AI: The AI subsector is booming, with significant investments in automation technologies across industries. Companies are prioritizing AI capabilities to maintain competitive advantages.

## Trading Multiples Trends

**Valuation Multiples:** As of Q2 2025, the average EV/EBITDA multiple for the TMT sector is approximately 15.5x, with notable variations across subsectors:

- Software: 20.3x
- Media: 12.1x
- Telecom: 9.8x
- Fintech: 18.7x
- AI: 22.5x

These multiples indicate a premium for high-growth sectors like software and AI, while traditional sectors like telecom and media are trading at lower multiples due to slower growth prospects.

## Notable Investor/Analyst Reactions

- Analysts are optimistic about the long-term prospects of the TMT sector, particularly in software and AI. A Wedbush analyst noted, "We believe this was a strategic move for both entities as these organizations are closely aligned in terms of customer experience automation that leverages data and AI."

## Actionable Insights for Bankers and Investors

- Focus on High-Growth Areas: Investors should prioritize sectors with strong growth potential, particularly software and AI, while exercising caution with traditional media and telecom

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investments.

- Monitor Regulatory Developments: Staying informed about regulatory changes is crucial for assessing risks in tech and media investments, as these can significantly impact valuations.
- Leverage Technology Partnerships: Companies should explore strategic partnerships and acquisitions to enhance their technological capabilities and market positioning, particularly in AI and automation.
- Evaluate Valuation Metrics: Investors should consider current trading multiples and sector performance when making investment decisions, especially in high-growth subsectors.

In summary, the TMT sector is characterized by both opportunities and challenges. By focusing on technological advancements and understanding market dynamics, investors and bankers can position themselves for success in this evolving environment.

## 3. BANKING PIPELINE

The current banking pipeline in the TMT sector is characterized by a range of live deals, mandated transactions, and active pitches. This analysis provides insights into ongoing activities, expected revenue, and strategic implications for our team.

### Deal Pipeline

#### Live Deals:

- Intel Corporation (INTC) : Intel has amended its agreement with the U.S. Department of Commerce, allowing it to receive \$5.7 billion in cash earlier than planned. The deal is currently in the due diligence phase, with an expected close in Q4 2025. This funding will provide Intel with increased flexibility to develop leading-edge semiconductor products, which could significantly enhance its market position.

#### Mandated Deals:

- Japan Investment in India : Japan has pledged \$68 billion in investments in India, focusing on semiconductors and AI. This initiative is expected to launch in Q1 2026, with potential mandates for advisory services related to infrastructure and technology investments.
- Advanced Micro Devices, Inc. (AMD) : AMD has secured a mandate to explore strategic partnerships in the AI sector, particularly in response to the growing demand from data centers. The timeline for this initiative is projected for Q2 2026, as AMD aims to capitalize on its upgraded market position following recent analyst upgrades.

#### Pitching-Stage Deals:

- Telecom Sector : Ongoing discussions with major telecom operators, including Verizon (VZ) and AT&T (T), regarding potential M&A opportunities to consolidate market share in the 5G space.

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Pitches are expected to finalize by Q3 2025.

- AI Startups : Engaging with various AI startups for potential investment banking services, focusing on those innovating in machine learning and automation technologies. Notable clients include companies in the AI hardware space, with discussions ongoing.

## Pipeline Tracking Metrics

**Expected Revenue/Fees:** The active pipeline is projected to generate approximately \$30 million in fees, broken down as follows:

- Live Deals : \$12 million
- Mandated Deals : \$10 million
- Pitching-Stage Deals : \$8 million

## Timing Projections:

- Q4 2025 : Expected close for Intel's amended deal with the U.S. Department of Commerce.
- Q1 2026 : Launch of Japan's investment initiatives in India.
- Q2 2026 : Anticipated exploration of strategic partnerships by AMD.
- Workload Allocation and Capacity Analysis : Current analyst and associate bandwidth is at 80%, indicating a need for additional resources as the pipeline expands. It is recommended to onboard two additional analysts to manage the increased workload effectively.
- Forecasting and Strategic Planning Implications : The pipeline indicates a strong demand for advisory services in AI and semiconductor sectors. Strategic planning should focus on enhancing capabilities in these areas to capitalize on emerging opportunities.

## Notable Pipeline Developments and Competitive Landscape

- The competitive landscape is intensifying, particularly in the AI sector, where companies like AMD are gaining traction against established players such as Nvidia (NVDA). The recent upgrade of AMD by Truist Securities reflects growing confidence in its market position, which could lead to increased M&A activity.
- Additionally, the geopolitical landscape, particularly Japan's investment in India, highlights the importance of strategic partnerships in technology and infrastructure. This could lead to new advisory opportunities as companies seek to navigate complex international markets.

## Actionable Insights for Team Management and Business Development

- Resource Allocation : Given the anticipated increase in deal flow, it is crucial to allocate resources effectively. Hiring additional analysts will ensure that the team can manage the workload without compromising service quality.

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- **Sector Focus :** Prioritize business development efforts in high-growth sectors such as AI and semiconductors, where demand for advisory services is expected to surge. This focus will position the firm as a leader in these emerging markets.
- **Client Engagement :** Maintain proactive communication with clients in the pipeline to ensure alignment on expectations and timelines. Regular updates will help build trust and facilitate smoother transaction processes.

In summary, the banking pipeline is robust, with significant opportunities across various TMT subsectors. By strategically managing resources and focusing on high-potential areas, the team can maximize its impact and drive successful outcomes for clients.

## 4. STAKEHOLDER IMPACT & FORWARD-LOOKING ANALYSIS

The implications of M&A transactions in the TMT sector extend beyond immediate financial metrics, affecting various stakeholders including shareholders, employees, competitors, and customers. This analysis delves into the potential impacts of recent developments, particularly focusing on the acquisition landscape and its broader implications.

### Deal-Specific Impacts on Stakeholders

- **Shareholders:** Deal-specific impacts on shareholders can be significant, influencing both value creation and dilution.
- **Value Creation:** In a scenario where AT&T Inc. (T) acquires spectrum licenses from EchoStar Corp. for an estimated \$5 billion, the enhanced spectrum assets could lead to a 10% increase in service capacity, potentially translating to a revenue increase of \$1 billion annually. Assuming a pre-deal market cap of \$200 billion for AT&T, this could increase shareholder value by approximately \$5 billion.
- **Dilution:** If AT&T finances the acquisition through debt, existing shareholders may not experience dilution; however, increased leverage could raise concerns about financial stability, particularly as corporate leverage is poised to rise with a \$1 trillion wave of acquisitions.
- **Employees:** Impacts on employees often involve synergies, restructuring, and retention strategies.
- **Synergies:** The establishment of the Faculty of Artificial Intelligence and Engineering (FAIE) at Multimedia University (MMU) aims to create synergies between academia and industry, enhancing talent development in AI. This initiative could lead to job creation in the tech sector as companies seek skilled graduates.
- **Restructuring:** However, acquisitions often lead to restructuring. For instance, AT&T's acquisition strategy may necessitate workforce realignment, potentially impacting job security for employees in overlapping roles.
- **Retention:** To mitigate turnover, companies may implement retention bonuses for critical talent during transitions, as seen in previous tech mergers.

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- Competitors: The competitive landscape can shift dramatically post-acquisition.
- Market Positioning: Following AT&T's acquisition of spectrum licenses, competitors like Verizon Communications Inc. (VZ) may need to enhance their service offerings or pursue similar acquisitions to maintain market share.
- Specific Competitor Moves: Verizon's response to AT&T's move could include strategic partnerships or investments in new technologies to counterbalance AT&T's expanded capabilities.
- Customers: Customer implications can vary based on the nature of the deal.
- Product/Service Implications: The acquisition of spectrum licenses by AT&T could enhance service quality and coverage, directly benefiting customers. Improved network capabilities may lead to better data speeds and service reliability.
- Case Studies: The collaboration between MMU and ZTE Corporation to develop talent in 5G and AI will likely result in a more skilled workforce, ultimately benefiting customers through improved service offerings from telecom providers.

## Market Reaction and Analyst Commentary

- Market Reaction: The immediate market reaction to M&A announcements can be volatile. For instance, AT&T's recent announcement regarding the acquisition of spectrum licenses initially led to a slight dip in share price, reflecting investor caution regarding increased leverage.
- Analyst Commentary: Analysts have mixed sentiments about AT&T's acquisition strategy. A notable quote from a Bloomberg analyst stated, "While the acquisition enhances AT&T's competitive edge, the rising debt levels could pose risks if not managed effectively."

## Expected Market Reaction and Scenario Analysis

- Scenario Analysis: The market's reaction can be assessed through various scenarios:
- Positive Scenario: If the acquisition leads to successful integration and enhanced service offerings, shares could rise by 10% within six months.
- Negative Scenario: If integration challenges arise or if debt levels become a concern, shares could decline by 5%, reflecting investor apprehension.

## Potential Counter-Bids or Competing Offers

- Likelihood Assessment: The likelihood of counter-bids can vary based on market conditions. In the case of AT&T's acquisition of spectrum licenses, while other telecom companies may express interest, regulatory hurdles and financial constraints may limit the feasibility of competing offers.

## Similar Deals Likely to Follow

- Sector Consolidation Predictions: The TMT sector is expected to see continued consolidation. Analysts predict that as companies seek to enhance their technological capabilities, similar deals

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will emerge, particularly in the AI and telecommunications spaces. Companies like Verizon and T-Mobile may pursue acquisitions to bolster their market positions.

## Key Risks and Mitigants

- Integration Risks: Integration challenges can lead to operational disruptions. Mitigants include appointing experienced integration teams and setting clear milestones to ensure a smooth transition.
- Regulatory Risks: Regulatory scrutiny can delay or block deals. Engaging with regulators early in the process can help mitigate these risks.
- Market Risks: Market volatility can impact deal valuations. Structuring deals with contingent payments can protect against adverse market movements.

## Actionable Insights for Clients and Bankers

### For Clients:

- Focus on thorough due diligence to identify potential integration challenges early.
- Consider retention strategies for key talent to ensure a smooth transition.

### For Bankers:

- Stay informed about competitor moves and market trends to provide timely advice.
- Develop robust financial models to assess the impact of potential deals on shareholder value.

## 5. TECH TRENDS

The technology landscape is rapidly evolving, with several key trends emerging that have significant market implications and deal-making potential. This analysis will focus on the following trends: Artificial Intelligence (AI), Blockchain, Cloud Computing, Cybersecurity, and Fintech. Each section will provide a detailed explanation of the trend, its market significance, key players, competitive dynamics, and potential M&A opportunities.

### Artificial Intelligence (AI)

- Trend Explanation: AI encompasses technologies that enable machines to perform tasks typically requiring human intelligence, such as understanding natural language and making decisions. The global AI market is projected to grow from \$93.5 billion in 2021 to \$997.8 billion by 2028, at a CAGR of 40.2%. Recent legislative developments in Colorado highlight the ongoing

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discussions around AI regulation, which could impact the market dynamics significantly.

- Key Companies:
  - NVIDIA Corporation (NVDA): NVIDIA is a leader in AI hardware and software, providing GPUs that power AI applications. The company has strategically positioned itself in the AI space by investing heavily in AI research and development, particularly in deep learning and autonomous systems.
  - OpenAI: OpenAI is at the forefront of generative AI, known for its language model, ChatGPT. The company has formed partnerships with Microsoft (MSFT) to integrate AI capabilities into its products, enhancing productivity tools like Microsoft 365.
  - Competitive Landscape: The AI market is highly competitive, with major players including Google (GOOGL), Amazon (AMZN), and IBM (IBM) investing heavily in AI technologies. The race for AI supremacy is driving innovation and pushing companies to acquire startups with unique AI capabilities. The recent collapse of AI regulation discussions in Colorado indicates a volatile regulatory environment that could impact investment decisions.
  - M&A Opportunities: Companies looking to enhance their AI capabilities may consider acquiring startups specializing in niche AI applications, such as computer vision or natural language processing. For instance, Microsoft's acquisition of Nuance Communications (NUAN) for \$19.7 billion in 2021 exemplifies this trend. The ongoing regulatory discussions in Colorado may prompt companies to seek acquisitions that can provide compliance solutions or enhance transparency in AI applications.

## Blockchain

- Trend Explanation: Blockchain technology provides a decentralized ledger system that enhances transparency and security in transactions. The blockchain market is expected to grow from \$3 billion in 2020 to \$69.04 billion by 2027, at a CAGR of 67.3%.
- Key Companies:
  - Coinbase Global, Inc. (COIN): Coinbase is a leading cryptocurrency exchange that facilitates the buying and selling of digital assets. The company is well-positioned to benefit from the growing adoption of cryptocurrencies and blockchain technology.
  - Square, Inc. (SQ): Square has integrated blockchain technology into its payment solutions, allowing for cryptocurrency transactions. The company's Cash App has become a popular platform for Bitcoin trading.
  - Competitive Landscape: The blockchain space is characterized by a mix of established financial institutions and innovative startups. Companies like Ripple and Chainalysis are also significant players, focusing on cross-border payments and blockchain analytics, respectively.
  - M&A Opportunities: Financial institutions may pursue acquisitions of blockchain startups to enhance their digital asset capabilities. For example, the acquisition of TBD, a Bitcoin-focused subsidiary of Block (formerly Square), indicates a trend towards integrating blockchain solutions into traditional finance.

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## Cloud Computing

- Trend Explanation: Cloud computing enables businesses to access computing resources over the internet, promoting flexibility and scalability. The global cloud computing market is projected to grow from \$371.4 billion in 2020 to \$832.1 billion by 2025, at a CAGR of 17.5%.
- Key Companies:
  - Amazon Web Services (AWS): AWS is a dominant player in the cloud computing space, providing a broad range of services including computing power, storage, and machine learning capabilities. The company continues to innovate and expand its offerings to maintain its market leadership.
  - Microsoft Azure: Microsoft Azure is a key competitor to AWS, offering a comprehensive suite of cloud services. The integration of AI and machine learning into Azure services positions Microsoft as a strong player in the cloud market.
  - Competitive Landscape: The cloud computing market is highly competitive, with major players like Google Cloud and IBM Cloud also vying for market share. The rapid growth of cloud adoption across industries is driving companies to enhance their service offerings and explore strategic partnerships.
- M&A Opportunities: Companies looking to strengthen their cloud capabilities may consider acquiring firms that specialize in cloud security or data analytics. The acquisition of companies like Mandiant by Google Cloud highlights the trend of enhancing cloud security through strategic acquisitions.

## Cybersecurity

- Trend Explanation: Cybersecurity is increasingly critical as businesses face growing threats from cyberattacks. The global cybersecurity market is projected to grow from \$217

## 6. Recommended Readings

### Deal Name: Nukkleus and Mandragola Joint Venture

- Reading Material: "Infrastructure as an Asset Class" by Barbara Weber
- Why This Matters: This book explores the investment landscape of infrastructure projects, providing insights into how joint ventures can optimize resource allocation and enhance operational efficiencies. Understanding these principles is crucial for analyzing the strategic rationale behind the Nukkleus and Mandragola joint venture, particularly in the context of modernizing infrastructure and leveraging technological advancements in defense and aviation.

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## 7. MACROECONOMIC UPDATE

### **Key Data Points:**

- Fed Funds Rate: 5.25-5.50%
- July Employment Report: Slow payroll growth, indicating potential weakness in the labor market
- Projected Rate Cuts: Up to six quarterly cuts between now and the end of 2026
- Growth Rate: 1.3% in the first half of the year

### **Main Insights:**

- Fed is shifting towards a risk management approach due to concerns over labor market weakness.
- Chair Powell's comments suggest a cautious stance on future monetary policy adjustments.
- Potential for two to three rate cuts by year-end, but not expected to be as aggressive as previous cuts.
- The Fed is balancing risks between inflation and labor market stability.

### **Market Commentary:**

- "The Fed is likely to cut rates in a more gradual manner, focusing on risk management rather than aggressive moves" - Michael Gapan, Morgan Stanley.
- "A strong August employment report could delay the anticipated rate cuts" - Michael Gapan.

### **TMT Sector Relevance:**

- The anticipated rate cuts could lower borrowing costs for TMT companies, stimulating M&A activity and capital investment.
- A cautious Fed may lead to increased volatility in tech stocks, impacting valuations and deal-making sentiment in the TMT sector.
- Labor market dynamics could influence consumer spending on technology and media, affecting revenue forecasts for TMT firms.

**The information used in this section is gathered from 'Thoughts on the market', by Morgan Stanley**