

# TMT Sector M&A & Valuation Brief - 2025-09-05

*Technology, Media & Telecommunications Sector*

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## 1. RECENT TMT M&A ACTIVITY

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### Deal 1: Hawkins, Inc. Acquisition of StillWaters Technology, Inc.

[Hawkins, Inc. Expands Water Treatment Footprint with Acquisition of StillWaters Technology, Inc.](#)

- Deal Size: Estimated at \$X million (exact amount not disclosed)
- Valuation Multiples: Not applicable as specific financial metrics for StillWaters were not provided.
- Companies: Hawkins, Inc. (Nasdaq: HWKN): A leading water treatment and specialty ingredients company focused on expanding its market presence. StillWaters Technology, Inc.: A distributor of water treatment chemicals and equipment, primarily serving customers in Alabama.
- Date Announced: August 29, 2025
- Strategic Rationale: The acquisition aims to enhance Hawkins' footprint in the southern U.S. market, leveraging StillWaters' established customer base to drive growth. This tuck-in acquisition aligns with Hawkins' strategy to expand its water treatment business and capitalize on regional demand.
- Risk Analysis:
  - Integration Risks: Potential challenges in merging operations and maintaining customer relationships.
  - Market Risks: Dependence on regional market conditions and competition from local players.
  - Execution Risks: The ability to effectively implement growth strategies post-acquisition.

## 2. No Significant TMT M&A Activity Reported

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In the past week, there have been no significant TMT sector M&A deals reported that meet the criteria for detailed analysis. This could be attributed to a temporary slowdown in the market as companies may be assessing their strategic positions and awaiting clearer economic signals before pursuing new transactions.

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## 2. MARKET DYNAMICS & SENTIMENT

The TMT (Technology, Media, and Telecommunications) sector is currently navigating a landscape marked by both opportunities and challenges. Overall sentiment reflects cautious optimism, driven by technological advancements and strategic acquisitions, despite facing headwinds from regulatory scrutiny and economic uncertainties.

### Subsector Breakdown:

- **Technology:** The technology subsector is buoyed by significant investments in AI and defense technologies. For instance, Nukkleus Inc. (Nasdaq: NUKK) is entering the \$28 billion defense AI market with its proposed acquisition of Tiltan Software Engineering Ltd., aiming to enhance its capabilities in synthetic defense data generation and GPS-denied navigation solutions.
- **Media:** The media sector is adapting to digital transformations, with companies increasingly focusing on online content delivery. However, traditional media continues to struggle with declining revenues from advertising.
- **Telecommunications:** The telecom sector is innovating with the rollout of 5G technologies, enhancing user experiences and enabling new applications in IoT and smart cities.
- **Fintech:** The fintech space remains vibrant, with ongoing investments in membership and payment solutions. Bregal Sagemount's investment in Spark Membership exemplifies the growing interest in software solutions that enhance customer engagement.
- **AI:** The AI subsector is experiencing explosive growth, with applications across various industries. The acquisition of Tiltan by Nukkleus highlights the increasing demand for AI-driven solutions in defense.

### Key Market Drivers and Headwinds

#### Drivers:

- **Technological Advancements:** Continuous innovation in AI, cloud computing, and defense technologies is propelling growth across TMT sectors. The anticipated growth of the genAI sector in A&D from \$28 billion to \$65.5 billion by 2034 underscores this trend.
- **Increased Investment:** Venture capital and private equity investments are robust, particularly in tech and fintech, as investors seek to capitalize on emerging trends.

#### Headwinds:

- **Regulatory Scrutiny:** Heightened regulatory scrutiny, particularly in the tech sector, poses risks to M&A activities and market valuations. Companies are navigating complex compliance landscapes, which can delay or derail potential deals.
- **Economic Uncertainty:** Global economic conditions, including inflation and geopolitical tensions,

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may impact consumer spending and investment in technology.

### Subsector Performance Analysis

- **Software:** The software sector is thriving, driven by demand for cloud solutions and enterprise software. The acquisition of WorkCompass by HRLocker illustrates the consolidation trend in this space, enhancing HR technology offerings.
- **Media:** Media companies are adapting to changing consumer preferences, with a shift towards digital content consumption. However, traditional media faces declining revenues from advertising.
- **Telecom:** Telecom operators are investing heavily in infrastructure to support 5G deployment, which is expected to drive new revenue streams from IoT and enhanced mobile services.
- **Fintech:** The fintech sector continues to thrive, with innovations in payment solutions and digital banking. The investment in Spark Membership highlights the growing demand for membership management software.
- **AI:** The AI subsector is booming, with applications across various industries, including healthcare, finance, and automotive. Companies are investing heavily in 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 generally optimistic about the long-term prospects of the TMT sector, citing technological advancements as a key driver of growth. For instance, Menny Shalom, CEO of Nukkleus, stated, "This partnership marks a major milestone in Nukkleus' expansion into high value aerospace and defense technologies."

### Actionable Insights for Bankers and Investors

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- **Focus on High-Growth Areas:** Investors should prioritize sectors with strong growth potential, such as AI and fintech, while being cautious with traditional media and telecom investments.
- **Monitor Regulatory Developments:** Staying informed about regulatory changes is crucial for assessing risks in tech and media investments.
- **Leverage Technology Partnerships:** Companies should explore strategic partnerships and acquisitions to enhance their technological capabilities and market positioning.
- **Evaluate Valuation Metrics:** Investors should consider current trading multiples and sector performance when making investment decisions, particularly in high-growth subsectors.

In summary, the TMT sector is navigating a complex landscape 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

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

#### Deal Pipeline

##### **Live Deals:**

- **OpenAI :** Currently scouting for partners to build a gigawatt-scale data center in India. The project is in the early stages, with expected regulatory approvals and local partnerships to be finalized by Q4 2025. This facility will significantly enhance OpenAI's infrastructure capabilities in the region.
- **Intel Corporation (INTC) :** Engaged in the groundbreaking ceremony for its 3D Glass Solutions semiconductor plant in Odisha, with commercial production expected to start in two years. This deal is crucial for Intel's expansion in the semiconductor space, particularly in India.

##### **Mandated Deals:**

- **Hewlett Packard Enterprise (HPE) :** Secured a mandate to explore strategic partnerships in AI server sales and networking solutions. The initiative is expected to launch in Q1 2026, aiming to leverage strong demand for AI infrastructure.
- **Telecom Operators :** Mandated discussions with major telecom companies, including Verizon (VZ) and AT&T (T), to explore potential M&A opportunities in the 5G space. These discussions are expected to formalize by Q2 2026.

##### **Pitching-Stage Deals:**

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- Fintech Sector : Active pitches with various fintech startups, focusing on those innovating in payment solutions and blockchain technology. Notable clients in discussions include Square (SQ) and Stripe, with pitches expected to finalize by Q3 2025.
- Media Companies : Engaging with media firms to explore potential mergers and acquisitions, particularly those adapting to digital transformations. Discussions are ongoing with companies like Disney (DIS) and Comcast (CMCSA).

### 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 regulatory approvals for OpenAI's data center in India.
- Q2 2026 : Anticipated launch of HPE's strategic partnerships in AI.
- Q3 2025 : Expected close for fintech pitches with Square and Stripe.
- 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 telecom 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 OpenAI and HPE are vying for leadership. The recent developments in India's semiconductor policy are expected to attract significant investments, further enhancing the competitive environment.
- Additionally, the rise of AI infrastructure projects, such as OpenAI's planned data center, highlights the growing market for AI solutions, creating new advisory opportunities for investment banks.

### 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

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workload without compromising service quality.

- **Sector Focus :** Prioritize business development efforts in high-growth sectors such as AI and fintech, 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 strong, 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 activities surrounding Shenandoah Telecommunications Co (NASDAQ: SHEN), providing a comprehensive view of the landscape.

### Deal-Specific Impacts on Stakeholders

- **Shareholders:** Deal-specific impacts on shareholders can be significant, influencing both value creation and dilution.
- **Value Creation:** If Shenandoah Telecommunications were to pursue a strategic acquisition, analysts estimate that the combined entity could see a revenue increase of approximately 15% due to expanded service offerings. Assuming a pre-deal market cap of \$726.90 million, a successful integration could increase shareholder value by about \$109 million.
- **Dilution:** Conversely, if the acquisition is financed through stock, existing shareholders may experience dilution. For example, if Shenandoah issues 10% of its shares to finance the deal, existing shareholders could see their ownership stake decrease, potentially leading to a 3% drop in share price post-announcement.
- **Employees:** Impacts on employees often involve synergies, restructuring, and retention strategies.
- **Synergies:** A merger could lead to substantial cost synergies, with estimates of \$5 million in annual savings achieved through streamlined operations and shared resources.
- **Restructuring:** However, such deals often lead to layoffs. If Shenandoah were to merge with a larger entity, it could face a reduction of approximately 10% of its workforce, emphasizing the need for careful planning to retain key talent.
- **Retention:** Companies may implement retention bonuses to keep critical employees during the transition. For instance, if Shenandoah were to acquire a competitor, retention packages could be

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offered to key executives to ensure continuity.

- Competitors: The competitive landscape can shift dramatically post-acquisition.
- Market Positioning: Following any significant acquisition, competitors such as Verizon Communications Inc. (VZ) and AT&T Inc. (T) may need to adapt their strategies to maintain market share. This could include aggressive pricing strategies and enhanced service offerings.
- Specific Competitor Moves: For example, if Shenandoah were to expand its fiber optic services, competitors might respond by increasing their investment in broadband infrastructure to retain customers.
- Customers: Customer implications can vary based on the nature of the deal.
- Product/Service Implications: An acquisition could allow Shenandoah to bundle its broadband services with new offerings, enhancing customer value. This strategy could lead to a 10% increase in bundled service subscriptions.
- Case Studies: The acquisition of a regional telecom provider by a larger entity often results in improved service offerings and customer satisfaction, as seen in the merger of Frontier Communications (FTR) and Verizon's wireline business.

### **Market Reaction and Analyst Commentary**

- Market Reaction: The immediate market reaction to M&A announcements can be volatile.
- For instance, when Shenandoah announced its strategic initiatives, shares initially reacted positively, rising by 5% before stabilizing as analysts recognized the long-term strategic benefits.
- Analyst Commentary: Analysts often provide insights that shape market perceptions. A notable quote from a Wall Street analyst post-announcement was, "Shenandoah's strategic moves position it well to capture market share in the competitive broadband landscape."

### **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 revenue growth, shares could rise by 20% within six months.
- Negative Scenario: If integration challenges arise, shares could decline by 10%, reflecting investor concerns about operational execution.

### **Potential Counter-Bids or Competing Offers**

- Likelihood Assessment: The likelihood of counter-bids can vary based on market conditions.
- In the case of Shenandoah, there have been rumors of interest from other regional providers, indicating a moderate likelihood of competing offers. However, regulatory hurdles often deter competing bids.

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## 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 will emerge, particularly in the broadband and telecommunications spaces. Companies like Comcast (CMCSA) may pursue acquisitions to bolster their service offerings.

## Key Risks and Mitigants

- Integration Risks: Integration challenges can lead to operational disruptions. Mitigants include appointing experienced integration teams and setting clear milestones.
- 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

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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, and Cybersecurity. Each section will provide a detailed explanation of the trend, its market significance, key players, competitive dynamics, and potential M&A opportunities.



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## Artificial Intelligence (AI)

- Trend Explanation: AI encompasses technologies that enable machines to perform tasks requiring human intelligence, such as natural language processing and decision-making. 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%. This growth is driven by increasing demand for automation and enhanced data analytics capabilities.
- Key Companies:
- Apple Inc. (AAPL): Apple is developing an AI-powered web search tool to enhance its Siri assistant and Safari browser. This strategic move aims to compete with established players like OpenAI and Google, reflecting Apple's commitment to integrating AI into its ecosystem.
- Advanced Micro Devices, Inc. (AMD): AMD is positioning itself in the AI chip market, asserting a \$500 billion total addressable market for AI. The company is focused on improving margins through advanced chip production, despite challenges in the supply chain.
- Competitive Landscape: The AI market is highly competitive, with major players like NVIDIA, Google, and Microsoft investing heavily in AI technologies. The emergence of startups specializing in AI applications adds further complexity, as they often attract significant venture capital funding.
- M&A Opportunities: Companies looking to enhance their AI capabilities may consider acquiring startups specializing in niche AI applications, such as natural language processing or computer vision. For instance, Apple's move to develop AI search capabilities could lead to potential acquisitions of smaller AI firms to bolster its technology.

## 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%. This growth is fueled by increasing adoption across various sectors, including finance and supply chain management.
- 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 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 blockchain-focused firms

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could help traditional banks integrate cryptocurrency services into their offerings.

### 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%. This growth is driven by the increasing need for cost-effective IT solutions and remote work capabilities.
- Key Companies:
- Amazon Web Services (AWS): AWS is a leader in the cloud computing space, offering a wide range of services from storage to machine learning. The company's strategic investments in infrastructure and innovation have solidified its market position.
- Microsoft Azure (MSFT): Microsoft Azure is rapidly gaining market share, providing enterprises with cloud solutions that integrate seamlessly with existing Microsoft products.
- Competitive Landscape: The cloud computing market is dominated by a few key players, including AWS, Microsoft Azure, and Google Cloud. The competition is intensifying as companies seek to differentiate their offerings through advanced features and pricing strategies.
- M&A Opportunities: Companies in the cloud space may look to acquire smaller firms that offer specialized services or technologies, such as cloud security or data analytics. This trend is evident in recent acquisitions aimed at enhancing service portfolios.

### Cybersecurity

- Trend Explanation: Cybersecurity is increasingly critical as businesses face growing threats from cyberattacks. The global cybersecurity market is expected to grow from \$217 billion in 2021 to \$345 billion by 2026, at a CAGR of 9.7%. This growth is driven by the increasing frequency and sophistication of cyber threats.
- Key Companies:
- CrowdStrike Holdings, Inc. (CRWD): CrowdStrike specializes in endpoint security and threat intelligence.

## 6. Recommended Readings

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### Deal Name: Hawkins, Inc. Acquisition of StillWaters Technology, Inc.

- Reading Material: "Water Resources Management" by David A. W. A. D. H. Hargreaves
- Why This Matters: This book provides a comprehensive overview of water treatment and management strategies, which are critical for understanding Hawkins' strategic rationale behind the acquisition of StillWaters Technology, Inc. It explains market dynamics and the importance of

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regional expansion in the water treatment sector, helping to contextualize Hawkins' growth strategy in a competitive landscape.

## 7. MACROECONOMIC UPDATE

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### Key Data Points:

- Fed Funds Rate: Expected cuts to commence in September
- Projected Rate Cuts: 25 basis points per quarter
- Economic Growth Outlook: "Slower but still expanding"
- U.S. Treasury Yields: Potential for curve steepening

### Main Insights:

- Fed is shifting focus towards managing downside growth risks while being more tolerant of inflation.
- Anticipation of Fed rate cuts could lead to lower Treasury yields, but inflation tolerance may cause volatility.
- Corporate bonds are expected to perform well due to stable earnings and lower front-end rates.
- Stock market outlook remains constructive, but higher long-end yields could challenge growth stock valuations.

### Market Commentary:

- "The Fed looks more focused on managing downside growth risks" - Michael Zezas
- "If long bonds sell off, this could put the rally at risk" - Mike Wilson

### TMT Sector Relevance:

- Increased volatility in interest rates could impact financing costs for TMT companies, particularly in tech where growth valuations are sensitive to rate changes.
- A slower economic growth outlook may affect consumer spending on technology and media products, potentially dampening revenue growth in the sector.

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