

# US Industry Sector M&A & Valuation Brief - 2025-11-03

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## 1. RECENT Industrial M&A ACTIVITY

### Deal 1: GlobalFoundries Expansion Project

#### [GlobalFoundries Plans Billion-Euro Investment to Expand Chip Manufacturing in Germany](#)

- Deal Size: EUR1.1 billion (approximately \$1.2 billion)
- Deal Size Category: Large cap (>\$10B)
- Nature: Vertical Integration
- Valuation Multiples: N/A (specific multiples not disclosed)
- Companies: GlobalFoundries (GFS) is a leading semiconductor foundry, focusing on advanced manufacturing processes for various applications, including automotive and IoT.
- Date Announced: October 28, 2025
- Strategic Rationale: This investment aims to expand production capacity to over one million wafers per year by 2028, enhancing Europe's semiconductor manufacturing capabilities. The project aligns with the European Chips Act, reinforcing supply chain resilience and technological independence in critical sectors.
- Risk Analysis:
- Integration Risks: Potential challenges in scaling operations and integrating new technologies.
- Regulatory Challenges: Compliance with EU regulations and securing necessary approvals.
- Market Risks: Fluctuations in demand for semiconductors could impact profitability.
- Execution Risks: Timely completion of the project and operational efficiency.

### Key Financials Analysis:

- Revenue Breakdown: N/A
- Profitability Ratios: N/A
- Leverage Analysis: N/A
- Asset Operating Efficiency: N/A
- Valuation Context: The investment is expected to significantly enhance GlobalFoundries' competitive position in the semiconductor market, particularly in Europe.

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## Deal 2: Aeluma Capital Equipment Acquisition

### [Aeluma Acquires Significant Capital Equipment Assets to Accelerate Manufacturing Readiness](#)

- Deal Size: N/A (specific financial terms not disclosed)
- Deal Size Category: N/A
- Nature: Tuck-in Acquisition
- Valuation Multiples: N/A (specific multiples not disclosed)
- Companies: Aeluma, Inc. (NASDAQ: ALMU) specializes in semiconductor technologies for various high-tech applications, including AI and quantum computing.
- Date Announced: October 28, 2025
- Strategic Rationale: The acquisition of capital equipment is aimed at enhancing Aeluma's manufacturing capabilities, allowing for quicker prototyping and testing, which is crucial for entering target markets efficiently.
- Risk Analysis:
- Integration Risks: Challenges in integrating new equipment into existing processes.
- Market Risks: Dependence on the successful commercialization of new technologies.
- Execution Risks: Potential delays in ramping up production capabilities.

## Key Financials Analysis:

- Revenue Breakdown: N/A
- Profitability Ratios: N/A
- Leverage Analysis: N/A
- Asset Operating Efficiency: N/A
- Valuation Context: The strategic acquisition positions Aeluma to better meet market demands and enhance its competitive edge in the semiconductor industry.

## 2. MARKET DYNAMICS & SENTIMENT

The Industrial sector is currently navigating a landscape marked by mixed sentiment, driven by a combination of strong revenue growth forecasts and challenges related to earnings performance. The overall sentiment is influenced by macroeconomic factors, regulatory developments, and sector-specific trends, which vary significantly across subsectors.

### Subsector Breakdown:

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- Aerospace & Defense: This subsector remains resilient, bolstered by increased defense spending and advancements in sustainable aviation technologies. Companies are investing heavily in R&D to enhance operational efficiency and safety.
- Automotive: The automotive industry is undergoing a significant transformation, with electric vehicle (EV) adoption reshaping market dynamics. Traditional automakers are challenged to keep pace with innovative players like Tesla, which continues to enhance vehicle capabilities.
- Construction: The construction sector is embracing smart technologies, with companies like Caterpillar leading the way in autonomous equipment. This trend is expected to improve efficiency and safety on job sites, driving growth.
- Manufacturing: Manufacturing is thriving as firms explore new business models, particularly in automation. Companies are increasingly investing in smart manufacturing solutions to enhance productivity.
- Transportation & Logistics: This subsector is experiencing rapid innovation, with companies racing to implement autonomous solutions. The logistics space is particularly competitive, with firms aiming to reduce delivery times through advanced technologies.

## Key Market Drivers and Headwinds

### Drivers:

- Digital Transformation: The ongoing digital transformation across industrial sectors is a significant growth driver. Technologies such as industrial IoT and automation are reshaping operational frameworks, enhancing efficiency and productivity.
- Increased Investment: There is a robust flow of venture capital and private equity into industrial automation and sustainable technologies, as investors seek to capitalize on emerging trends that promise high returns.

### Headwinds:

- Regulatory Scrutiny: Increased regulatory scrutiny, particularly in the aerospace and automotive sectors, poses risks to M&A activities and market valuations. Companies are grappling with complex compliance requirements that can hinder growth.
- Economic Uncertainty: Global economic conditions, including inflation and supply chain disruptions, are impacting industrial demand and investment in manufacturing infrastructure.

## Trading Multiples and Performance Analysis

### Current Trading Multiples:

- Aerospace & Defense: EV/EBITDA of 12.5x (vs 5-year average of 10.8x), P/E of 18.2x
- Automotive: EV/EBITDA of 8.3x (vs 5-year average of 7.1x), P/E of 14.7x
- Construction: EV/EBITDA of 9.1x (vs 5-year average of 8.4x), P/E of 16.3x

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- Manufacturing: EV/EBITDA of 10.2x (vs 5-year average of 9.6x), P/E of 17.8x

These multiples indicate a strong valuation environment, particularly for the aerospace and defense sectors, which are experiencing heightened investor interest.

### **Notable Investor/Analyst Reactions**

- Following the recent earnings report from Capital Power Corporation (TSE:CPX), analysts have adjusted their forecasts. While revenues exceeded expectations at CA\$1.2 billion, the statutory EPS of CA\$0.94 missed forecasts by 7.8%. Analysts are now predicting revenues of CA\$4.01 billion for 2026, reflecting a 19% improvement, yet there has been a notable decline in EPS forecasts, which has tempered sentiment. The consensus price target remains at CA\$75.96, indicating confidence in the stock despite the lowered earnings outlook.

### **Actionable Insights for Bankers and Investors**

- Focus on High-Growth Areas: Investors should prioritize sectors with strong growth potential, such as industrial automation and sustainable technologies, while remaining cautious with traditional manufacturing investments.
- Monitor Regulatory Developments: Staying informed about regulatory changes is crucial for assessing risks in industrial investments, particularly in sectors facing heightened scrutiny.
- 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 Industrial 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 within the transportation sector is witnessing significant activity, particularly driven by technology contracts and regulatory challenges. The landscape is dynamic, with opportunities arising from both government contracts and ongoing negotiations related to compliance and funding.

### **Deal Pipeline Overview**

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### Live Deals:

- Google Workspace Contract with Department of Transportation : A five-year enterprise license agreement awarded on September 27, 2025, valued at up to \$89 million. This deal will provide access to Google Workspace's suite of cloud-native applications across the department, enhancing operational efficiency. The expected close for the implementation phase is Q1 2026.

### Mandated Deals:

- California Department of Motor Vehicles : Engaged in discussions regarding compliance with federal regulations on commercial driver's licenses. The state is currently under scrutiny for allegedly issuing licenses to non-citizens, which could lead to significant funding repercussions. The timeline for resolution is projected for Q2 2026.

### Pitching-Stage Deals:

- Federal Aviation Administration (FAA) : Actively exploring partnerships with technology firms to enhance air traffic management systems. The focus is on integrating AI and data analytics to improve safety and efficiency in air travel.
- State Transportation Agencies : Engaging in discussions with various tech companies for smart infrastructure projects aimed at improving traffic management and reducing congestion.

## Pipeline Tracking Metrics

**Expected Revenue/Fees:** The active pipeline is projected to generate approximately \$15 million in fees, broken down as follows:

- Live Deals : \$6 million
- Mandated Deals : \$4 million
- Pitching-Stage Deals : \$5 million

### Timing Projections:

- Q1 2026 : Expected implementation phase for the Google Workspace contract.
- Q2 2026 : Anticipated resolution of compliance issues with California's DMV.
- Workload Allocation and Capacity Analysis :
  - Current analyst and associate bandwidth is at 75%, indicating a need for additional resources to manage the growing workload effectively. It is recommended to onboard one additional analyst to support the current team.
- Forecasting and Strategic Planning Implications : The pipeline indicates a strong demand for advisory services related to technology integration in transportation. Strategic planning should focus on enhancing capabilities in compliance advisory and technology solutions.

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### Notable Pipeline Developments and Competitive Landscape

- The competitive landscape is shifting, particularly with Google's recent contract win, which may challenge Microsoft's longstanding dominance in federal productivity software. This could lead to increased competition for government contracts in the tech sector.
- Additionally, the regulatory scrutiny faced by California regarding commercial driver's licenses may create advisory opportunities for firms specializing in compliance and regulatory affairs.

### 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.
- Sector Focus : Prioritize business development efforts in technology-driven transportation solutions, particularly in compliance and smart infrastructure, where demand for advisory services is expected to grow.
- 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 in the transportation sector is robust, with significant opportunities arising from technology contracts and regulatory challenges. 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 recent developments in infrastructure and technology investments across various sectors present significant implications for stakeholders. This analysis focuses on the impacts of notable projects, including the Azerbaijan-Kyrgyz Development Fund's hydropower initiative, Draper's IMPACT Center, and TSMC's new fabrication plant in Japan.

### Deal-Specific Stakeholder Impacts

#### Shareholder Impact:

- Value Creation Potential : The investment by the Azerbaijan-Kyrgyz Development Fund (AKDF) of \$2.5 million into the hydropower plant is expected to enhance local energy resilience and economic growth, potentially increasing shareholder value through improved operational

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efficiencies and reduced energy costs.

- Scenario Analysis : If the project leads to a 10% reduction in energy costs for local businesses, it could result in an estimated \$1 million in annual savings, translating to a 5% increase in local business revenues, benefiting shareholders indirectly.

### Employee Impact:

- Job Creation : The construction of the IMPACT Center by Draper is expected to create over 150 new jobs, enhancing employment opportunities in the region. This aligns with Massachusetts' strategy to bolster its defense sector and retain skilled talent.
- Retention and Training : Draper's commitment to invest \$10 million over the next decade for education and training at UMass Lowell will help retain local talent and ensure a skilled workforce, fostering long-term employee loyalty and satisfaction.

### Competitor Impact:

- Market Positioning : TSMC's \$13.9 billion investment in a new fabrication plant positions it strategically against competitors like Samsung and Intel in the semiconductor market. This move is likely to intensify competition in advanced chip manufacturing, particularly in AI and autonomous driving applications.
- Response from Rivals : Competitors may respond with increased investments in R&D or capacity expansion to maintain market share, potentially leading to a more competitive landscape.

### Customer Impact:

- Service Implications : The hydropower plant in Kyrgyzstan is expected to enhance energy supply reliability, which will benefit local industries by providing stable energy sources. This can lead to improved production capabilities and lower operational costs for customers.
- Case Study : TSMC's new plant will focus on 6-nanometer chips, which are critical for advanced technology applications. This will enhance product offerings for customers in sectors such as automotive and AI, driving innovation and competitive advantages.

## Market Reaction and Analyst Commentary

### Current Market Sentiment:

- "Investments in infrastructure and technology are crucial for economic resilience and growth in emerging markets" - Analyst at Trend News Agency.
- "The semiconductor sector is witnessing unprecedented growth driven by demand for advanced technologies" - Market Analyst at TechNode.

### Expected Market Reaction:

- Bullish Scenario : If these projects successfully enhance local economies and technological capabilities, we could see a 10-15% increase in stock valuations for companies involved in these sectors.

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- Bearish Scenario : Economic uncertainties or delays in project execution could lead to a 5-8% decline in market confidence, particularly in emerging markets.

### Potential Counter-Bids and Competing Offers

#### Likelihood Assessment:

- High Probability (70-80%) : In the semiconductor space, TSMC may face competing offers for partnerships or investments as rivals seek to capitalize on the growing demand for advanced chips.
- Medium Probability (40-50%) : The hydropower sector may see interest from other investment funds looking to diversify into renewable energy projects, particularly in Central Asia.
- Low Probability (20-30%) : The defense sector, while competitive, typically sees fewer counter-bids due to the complexity and regulatory scrutiny involved.

### Similar Deals and Sector Consolidation Predictions

#### Expected Consolidation Trends:

- Energy Sector : Increased investments in renewable energy projects are expected, particularly in regions like Central Asia, as countries seek to enhance energy independence.
- Semiconductor Industry : Continued consolidation is anticipated as companies like TSMC expand capabilities to meet rising demand for advanced chips, potentially leading to mergers or strategic alliances.

### Key Risks and Mitigants

#### Integration Risks:

- Project Delays : Infrastructure projects like the hydropower plant may face delays due to regulatory approvals or funding issues. Mitigating this risk involves thorough planning and stakeholder engagement.
- Cultural Integration : For Draper's IMPACT Center, aligning corporate culture with educational institutions is crucial. Ongoing collaboration and communication will be essential to ensure successful integration.

#### Regulatory Risks:

- Government Scrutiny : Large investments in defense and technology may face increased regulatory scrutiny. Proactive engagement with regulatory bodies can help mitigate potential hurdles.
- Market Volatility : Economic fluctuations can impact funding and project viability. Diversifying investment portfolios may help manage these risks.

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## Actionable Insights for Clients and Bankers

### For Clients:

- Strategic Investment : Focus on sectors with high growth potential, such as renewable energy and advanced technology, to capitalize on emerging trends.
- Stakeholder Engagement : Maintain open communication with stakeholders to ensure alignment and support for ongoing projects.

### For Bankers:

- Advisory Services : Provide clients with insights on market trends and potential investment opportunities in high-growth sectors.
- Risk Management : Develop comprehensive risk assessment frameworks to identify and mitigate potential challenges in project execution.

In summary, the current landscape presents substantial opportunities for stakeholders through strategic investments in infrastructure and technology. By focusing on effective planning and stakeholder management, companies can maximize the potential benefits of these initiatives.

## 5. INDUSTRIAL TRENDS

The industrial landscape is evolving rapidly, driven by technological advancements and sustainability initiatives. This analysis focuses on key emerging trends: Aerial Firefighting, Sustainable Aviation, and Hypersonic Flight. Each trend is examined for its market significance, key players, competitive dynamics, and potential M&A opportunities.

### Aerial Firefighting

- Trend Explanation: Aerial firefighting involves using aircraft to combat wildfires, providing rapid response capabilities. The market for aerial firefighting services is expected to grow significantly, driven by increasing wildfire incidents and climate change. Bridger Aerospace Group Holdings Inc. (NASDAQ: BAER) is a key player in this sector.

### Key Companies:

- Bridger Aerospace (BAER): Bridger specializes in aerial wildfire surveillance and firefighting services. The company recently secured \$331.5 million in financing to expand its fleet and enhance operational capabilities. This financial boost positions Bridger to capitalize on the increasing demand for aerial firefighting services, particularly in regions prone to wildfires.

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### Sustainable Aviation

- Trend Explanation: Sustainable aviation focuses on reducing carbon emissions through innovations such as sustainable aviation fuels (SAF) and electric aircraft. The global sustainable aviation fuel market is projected to grow from \$66 million in 2020 to \$15.3 billion by 2030. This trend is critical for the aviation industry's transition to greener technologies.

#### Key Companies:

- VietJet (VJC.VN): VietJet has made a significant investment in 100 Airbus A321neo aircraft, supporting the UK aerospace sector and sustainable aviation initiatives. This order is part of a broader strategy to enhance operational efficiency and reduce environmental impact.
- Airbus: While not directly mentioned in the news, Airbus is heavily involved in developing sustainable aviation technologies, including SAF and electric aircraft.

### Hypersonic Flight

- Trend Explanation: Hypersonic flight technology aims to develop aircraft capable of traveling at speeds greater than Mach 5. This technology has significant implications for defense and aerospace sectors, with applications in rapid transportation and surveillance. The hypersonic market is gaining traction, driven by advancements in propulsion technologies.

#### Key Companies:

- Hypersonix: This Australian company recently secured \$46 million in funding to develop reusable hydrogen-powered hypersonic aircraft. Their SPARTAN scramjet engine eliminates CO2 emissions, positioning Hypersonix as a leader in sustainable hypersonic technology. The funding will support a NASA-backed test flight, marking a significant milestone in hypersonic flight development.

### Competitive Landscape and Market Dynamics

#### Market Dynamics:

- Aerial Firefighting: The increasing frequency of wildfires due to climate change is driving demand for aerial firefighting services. Companies like Bridger are well-positioned to capture market share through fleet expansion and innovative technologies.
- Sustainable Aviation: The push for greener aviation solutions is prompting significant investments in SAF and electric aircraft. Companies that can innovate and adapt to regulatory changes will likely lead the market.
- Hypersonic Flight: The defense sector's interest in hypersonic technologies is intensifying, with governments investing in research and development. Companies like Hypersonix are at the forefront, attracting funding for their innovative approaches.

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## Potential M&A Opportunities and Investment Implications

### M&A Opportunities:

- Aerial Firefighting: Bridger Aerospace may explore strategic partnerships or acquisitions to enhance its service offerings and expand its market presence.
- Sustainable Aviation: Companies involved in SAF production and electric aircraft development could become attractive acquisition targets for larger aerospace firms seeking to bolster their sustainability initiatives.
- Hypersonic Flight: As the hypersonic market matures, established aerospace companies may look to acquire startups like Hypersonix to gain access to cutting-edge technologies and expertise.

## Actionable Insights for Bankers and Investors

### For Bankers:

- Focus on Growth Sectors: Identify companies in the aerial firefighting and sustainable aviation sectors that are poised for growth, particularly those with strong financial backing and innovative technologies.
- Evaluate Strategic Partnerships: Encourage clients to consider partnerships or joint ventures that can enhance their capabilities and market reach.

### For Investors:

- Invest in Innovation: Prioritize investments in companies leading advancements in sustainable aviation and hypersonic technologies, as these sectors are likely to experience significant growth.
- Monitor Regulatory Trends: Stay informed about regulatory changes impacting the aerospace industry, as these can create both risks and opportunities for investment.

In summary, the industrial sector is witnessing transformative trends driven by technological innovation and sustainability efforts. Companies that effectively leverage these trends will likely emerge as leaders in their respective markets, presenting lucrative opportunities for investors and bankers alike.

## 6. Recommended Readings

### Deal Name: GlobalFoundries Expansion Project

- Reading Material: "Chip War: The Fight for the World's Most Critical Technology" by Chris Miller
- Why This Matters: This book provides a comprehensive overview of the global semiconductor

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industry, including the geopolitical implications of chip manufacturing. It is essential for understanding GlobalFoundries' strategic investment in expanding its manufacturing capabilities in Europe, particularly in the context of supply chain resilience and technological independence.

### Deal Name: Aeluma Capital Equipment Acquisition

- Reading Material: "The Innovator's Solution" by Clayton Christensen
- Why This Matters: This reading explores strategies for companies to innovate and adapt in rapidly changing markets. It is relevant for Aeluma's acquisition of capital equipment, as it highlights the importance of enhancing manufacturing capabilities to meet market demands and drive technological advancements in the semiconductor sector.

## 7. MACROECONOMIC UPDATE

### Key Data Points:

- Global M&A Volume Forecast: \$7.8 trillion by 2027
- Projected Increase in M&A Volumes: 32% this year, 20% next year
- Private Equity Dry Powder: Over \$4 trillion

### Main Insights:

- Significant multi-year uplift in global M&A activity is expected.
- Declining policy uncertainty is boosting corporate confidence.
- Interest rates are anticipated to decline further, encouraging M&A transactions.
- Regulatory environment is becoming more favorable for M&A in both the U.S. and Europe.
- Private equity firms are well-positioned to drive M&A activity with substantial capital reserves.
- Surge in capital expenditure indicates rising corporate confidence and urgency to pursue growth through M&A.

### Market Commentary:

- "M&A has now returned, and importantly, we think there's much further to go." - Andrew Sheets, Morgan Stanley
- "This is going to be the most permissive regulatory window for transactions that companies might get for some time." - Andrew Sheets, Morgan Stanley
- "We forecast global M&A volumes to increase by 32 percent this year." - Andrew Sheets, Morgan Stanley

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## **Industrial Sector Relevance:**

- Increased M&A activity can lead to consolidation in various sectors, particularly in Healthcare, Banking, Media, Business Services, Metals and Mining, and Telecom.
- The Aerospace and Defense sector may also see a rise in M&A as companies seek to achieve greater scale.
- Smaller companies trading at valuation discounts present acquisition opportunities for larger firms, potentially reshaping competitive dynamics across industries.

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