A low-angle, upward-looking photograph of a stone archway. The arch is constructed from dark, irregularly shaped stones. Through the arch, a large tree with vibrant green leaves is visible, with sunlight filtering through the canopy. The walls on either side of the arch are covered in dense, bright green ivy.

August 7, 2025

Global Credit Weekly:

The strategic M&A rebound continues

BlackRock

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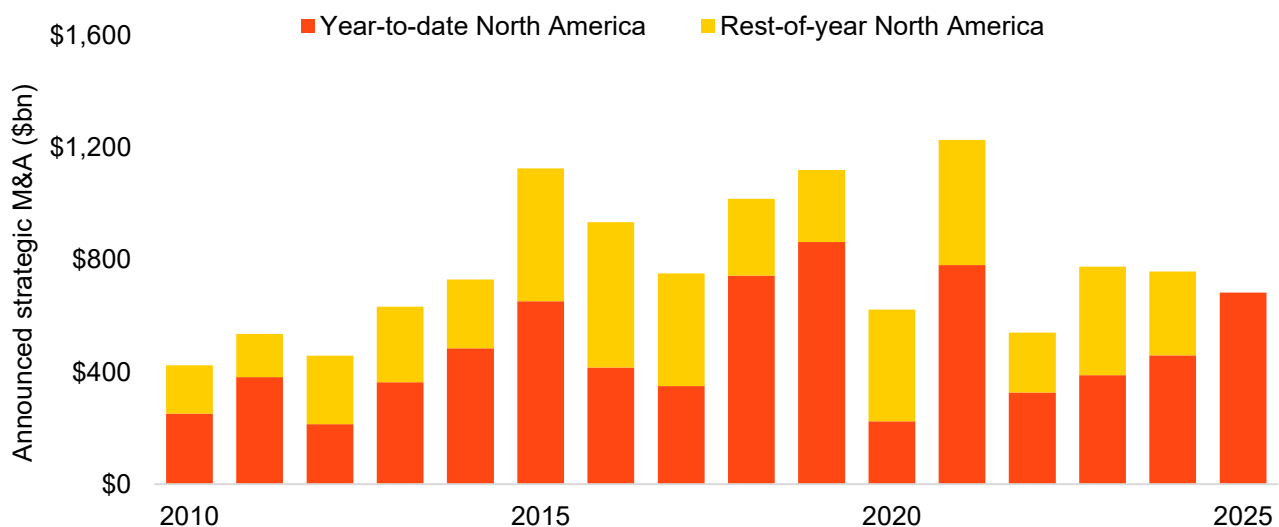
Dominique Bly
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Key takeaways

- 2Q2025 earnings season has cleared the low bar of market consensus expectations. With 79% of the S&P 500 having reported (as of August 6th), 81% of companies have positively surprised – the strongest share of ‘beats’ since 3Q2023, per data tracked by Bloomberg Intelligence.
- Beyond earnings commentary from management teams, strategic M&A is also closely watched as a barometer of C-suite confidence. These deals often relate to long-term business objectives, such as product diversification, entering a new market, reaching a new customer, or acquiring new capabilities. They can also require significant investments.
- Data tracked by Dealogic shows an *acceleration* of announced strategic M&A activity in recent months – above and beyond the elevated volumes we highlighted in March and June of this year, when we pushed against the prevailing market narrative that aggregate deal-making was muted.
- So far in 3Q2025, companies based in North America have *already* announced \$240 billion worth of strategic acquisitions (as of August 5th) – making the quarter the most active since 3Q2021, *with seven weeks more to go*. These volumes have been boosted by several large deals across a wide range of sectors, including Transportation, Metals & Steel, Technology, Healthcare, Financials, Oil & Gas, and Leisure & Recreation. And year-to-date volumes are now running at the most active pace since 2021 – which ultimately proved to be a record year (Exhibit 1).
- Beyond the aggregate strategic M&A volumes across regions, our analysis of the granular deal-level data for 2025 (YTD) reveals four key themes: (1) Large-cap ‘mega’ deals are back, (2) M&A is being used to build and add capabilities, and divestments are being used to refine focus, (3) sector ‘leadership’ has shifted so far in 2025, and (4) the financing mix is somewhat unfriendly for bondholders.

Exhibit 1: North American strategic M&A volumes have further accelerated in 3Q2025

Announced strategic M&A volumes by North American acquirers (in \$bn), by year-to-date and rest-of-year periods. Captures deals valued at \$1bn or more at announcement. Excludes cancelled and withdrawn deals.



Source: Dealogic (ION Analytics), BlackRock. As of August 6, 2025.

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M&A volumes: another barometer of corporate confidence

2Q2025 earnings season has comfortably cleared the low bar of market consensus expectations. With 79% of the S&P 500 having reported (as of August 6th), 81% of companies have positively surprised – the strongest share of ‘beats’ since 3Q2023, per data tracked by Bloomberg Intelligence.

Beyond earnings commentary from management teams, corporate actions – such as mergers and acquisitions (M&A) – are also closely watched as a barometer of C-suite confidence. In this *Global Credit Weekly*, we focus on *strategic* M&A, which refers to transactions between corporates (as opposed to those involving a financial sponsor as a buyer and/or seller). These strategic M&A decisions provide insight into management teams’ confidence in our view, because they are often related to longer-term business objectives, such as product diversification, entering a new market, reaching a new customer, or acquiring new capabilities. They can also require significant investments, at the high end of the size range.

The strategic M&A rebound continues in 3Q2025, led by North America

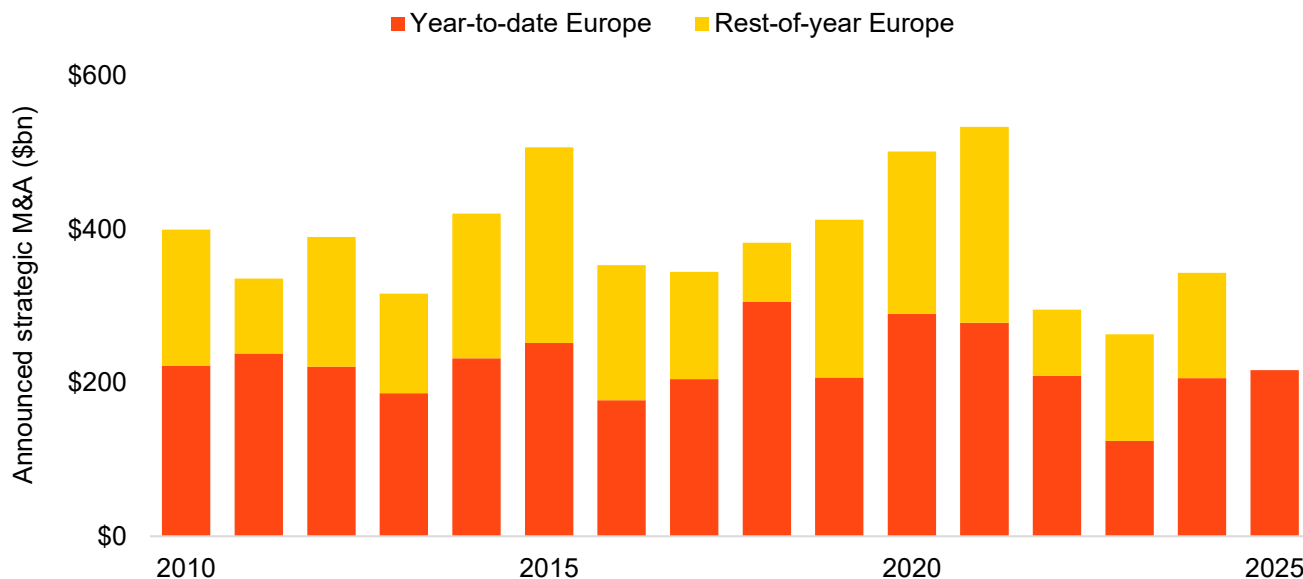
Data tracked by Dealogic shows an acceleration of announced strategic M&A activity in recent months – above and beyond the elevated volumes we highlighted in March and June of this year, when we pushed against the prevailing market narrative that aggregate deal-making activity (inclusive of strategic and sponsor-related M&A) was depressed.

For example: so far in 3Q2025, companies based in North America have *already* announced \$240 billion worth of strategic acquisitions (as of August 5th) – making the quarter the most active since 3Q2021, *with seven weeks more to go*. 3Q2025 North American strategic M&A volumes were boosted by several large deals across a wide range of sectors, including Transportation, Metals & Steel, Technology, Healthcare, Financials, Oil & Gas, and Leisure & Recreation. And as Exhibit 1 shows, year-to-date volumes are similarly running at the most active pace since 2021 – which ultimately proved to be a record year for North American strategic M&A.

European acquirers, by contrast, have been off to a slower start so far in 2025. As Exhibit 2 highlights, year-to-date strategic M&A volumes are tracking only slightly ahead of 2022 and 2024. We see scope for strategic M&A to accelerate in Europe, now that the ECB has delivered 200bp of rate cuts and concerns related to a potential recession appear to be fading. Structural shifts related to fiscal spending on infrastructure and defense – coupled with incrementally more accommodative financing conditions – may act as a catalyst for management teams to pursue their longer-term, inorganic business objectives.

Exhibit 2: We see scope for European strategic M&A to accelerate further

Announced strategic M&A volumes by European acquirers (\$bn), by year-to-date and rest-of-year periods. Captures deals valued at \$1bn or more at announcement. Excludes cancelled and withdrawn deals.



Source: Dealogic (ION Analytics), BlackRock. As of August 6, 2025.

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Key themes from this year’s strategic M&A (so far)

Beyond the aggregate strategic M&A volumes across regions, our analysis of the granular deal-level data for 2025 (YTD) reveals four key themes:

- (1) Large-cap ‘mega’ deals are back;
- (2) M&A is being used to build and add capabilities, and divestments are being used to refine focus;
- (3) Sector ‘leadership’ has shifted so far in 2025; and
- (4) The financing mix is somewhat unfriendly for bondholders.

Theme 1: Large-cap ‘mega’ deals are back

Data from Dealogic suggests that large-cap M&A transactions have rebounded in 2025 (Exhibit 3). While strong deal volumes, in aggregate, are a meaningful indicator of corporate confidence, the composition of that deal activity, by deal size, can also offer a valuable perspective into how management teams are approaching decision-making.

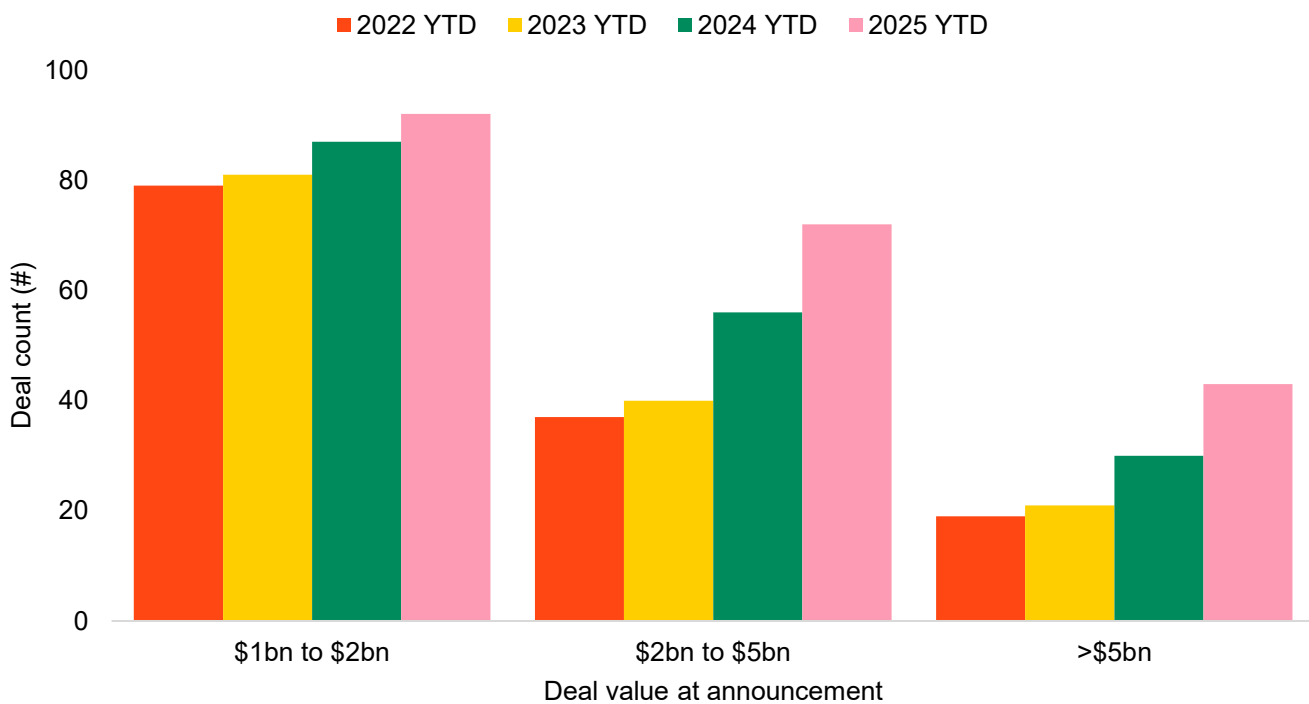
These large-scale transactions generally indicate corporate willingness to make high-conviction, long-term investments in their strategic vision. Often, such transactions represent a significant financial, operational, and strategic commitment to the business. As such, firms choosing to pursue transformative M&A, even amid considerable market volatility, underscore the management team’s belief in their ability to deliver value through the transaction, including through synergies and expansion of their business.

The growing number of large-cap transactions also likely reflects the contribution from IG-rated, cash-rich sectors, which have significant financial flexibility and balance sheet capacity to add debt.

And more broadly, large strategic deals can also serve as bellwethers for broader market sentiment, offering encouraging signals for other firms considering strategic M&A. It may also reflect structural shifts and themes occurring in particular industries.

Exhibit 3: Deals valued at over \$5 billion increased more than 40% from 2024 to 2025, YTD

Year-to-date deal count of announced strategic M&A by North American and European acquirers, categorized by deal value, in 2023, 2024, and 2025. Captures deals valued at \$1bn or more at announcement. Excludes cancelled and withdrawn deals.



Source: Dealogic (ION Analytics), BlackRock. YTD volume is as of August 6, each year.

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Theme 2: M&A is being used to build and add capabilities, and divestments are being used to refine focus

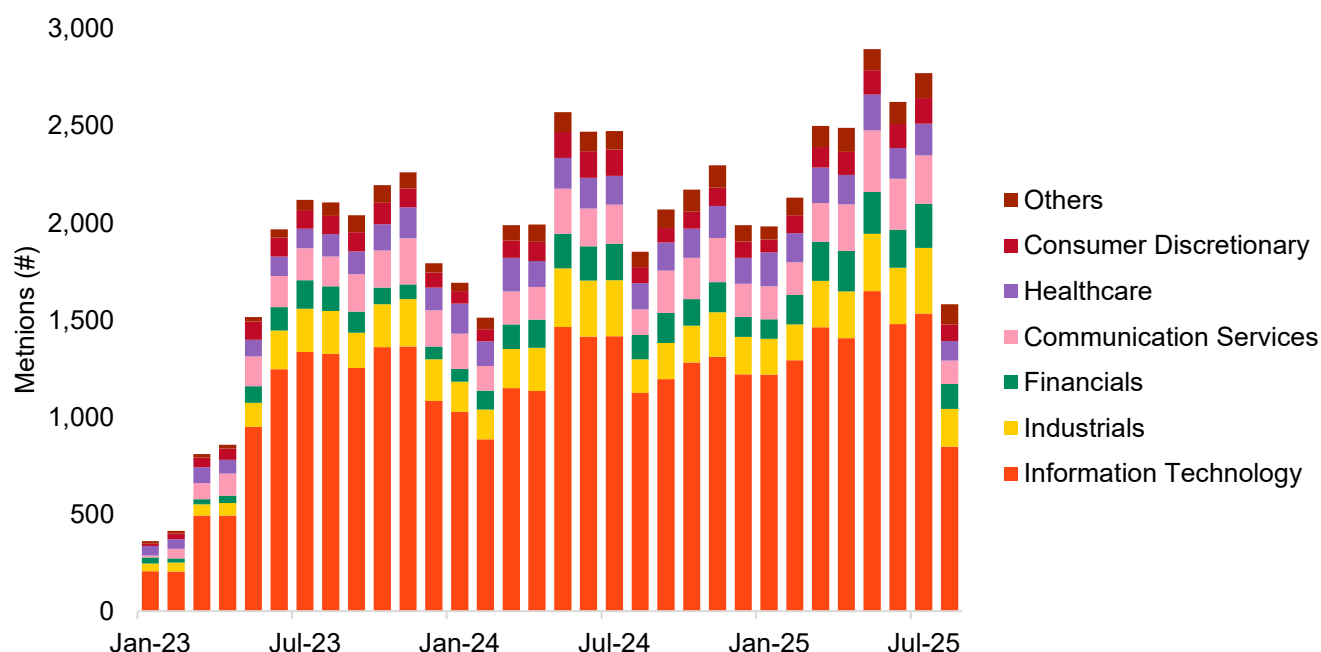
A review of over 30 recent earnings call transcripts from firms discussing their M&A approach reveals that focus and flexibility have driven much of the strategic corporate action this year.

Across management commentary, companies emphasized efforts to streamline operations and refocus on core capabilities to better navigate the evolving macro backdrop. Further, many are re-underwriting their business models to realign resources and capabilities in support of long-term priorities. These efforts, which further enhance corporate resilience, have taken shape in various corporate actions:

- **Core capability expansion:** Many corporates executed strategic acquisitions to expand their existing core capabilities or further vertical integration. One company highlighted that an acquisition added “scale and inventory depth” to support production. Others cited further product mix diversification and improved access to retail customers, for example.
- **AI-related acquisitions:** A subset of acquisitions was centered around artificial intelligence (AI) capabilities. While AI remains a key focus for technology companies, management teams across various sectors also highlighted its importance. This, in our view, underscores that business leaders see AI capabilities as critical to long-term competitiveness. Exhibit 4 demonstrates AI-identified mentions of AI and machine learning in Russell 3000 transcripts.
- **Regional expansion:** Some corporates pursued cross-border deals to either enter a new regional market or make their existing presence in the region more robust. The willingness to pursue such transactions, amidst considerable geopolitical uncertainty, reflects management teams’ orientation towards long-term success and resilience, in our view.
- **Divesting non-core businesses:** But the focus on targeted *expansion* was matched with broader efforts to *sharpen* strategic focus. Indeed, many firms conducted divestments or noted their intention to, in commentary during the quarter. Rationales ranged from shifting resource priorities to bolstering cash on the balance sheet. One firm cited “decreasing synergies” between two businesses as a driver behind the divestiture. Another mentioned divesting in one business to finance the acquisition of another, further underscoring the focus on building long-term resilience, in our view.

Exhibit 4: AI is a focus area, across a wide range of sectors

3-month moving average count of AI-identified mentions of ‘AI’ and ‘Machine Learning’ in Russell 3000 transcripts, by sector



Source: Bloomberg Intelligence, BlackRock. August 2025 as of August 6, 2025. Others include Energy, Materials, Consumer Staples, Utilities, and Real Estate.

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Theme 3: Sector ‘leadership’ has shifted so far in 2025

Sector ‘leadership’ has shifted so far in 2025. As Exhibit 5 illustrates, certain sectors have been larger contributors to the 2025 deal-making backdrop, relative to their historical pattern. This includes Transports and Basic Materials, for example.

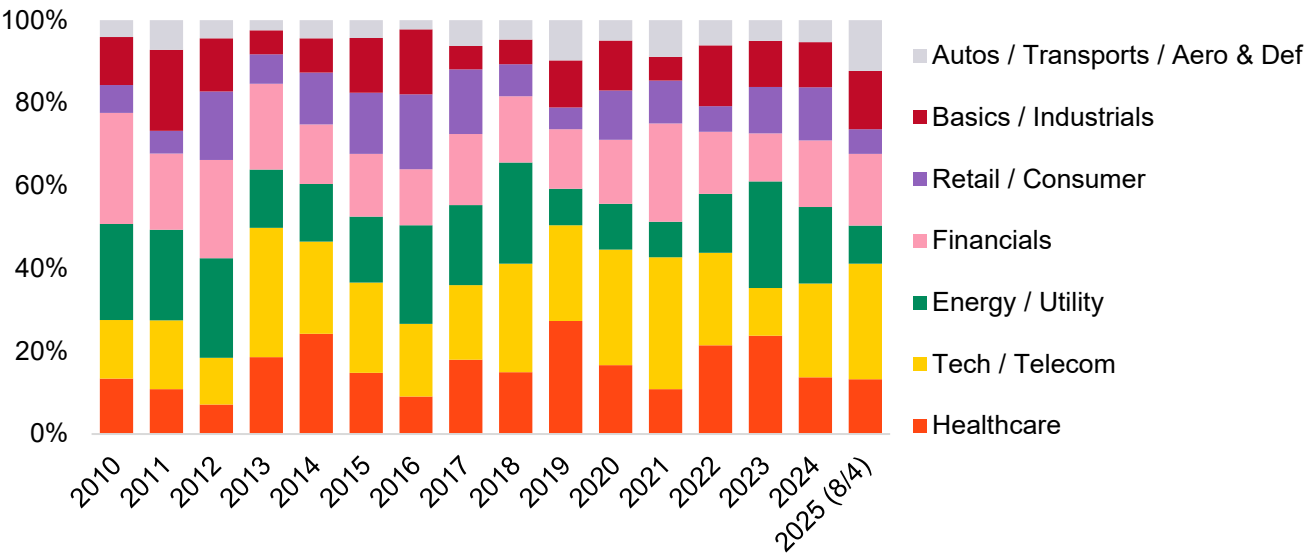
By contrast, sectors which have often been sizable contributors in past years – such as Healthcare and Energy / Utility – are tracking towards a more modest share in 2025. The contribution from Technology and Financials is generally consistent (and sizable).

Theme 4: The financing mix is somewhat unfriendly for bondholders

As Exhibit 6 shows, the share of all-stock deals in 2025 is tracking at its lowest level since 2017. Here too, we view this as a reflection of the financial flexibility and debt capacity available to some of the most active acquirers. It also likely reflects the elevated equity market volatility of the past several months.

Exhibit 5: Sector ‘leadership’ among strategic M&A has shifted in 2025

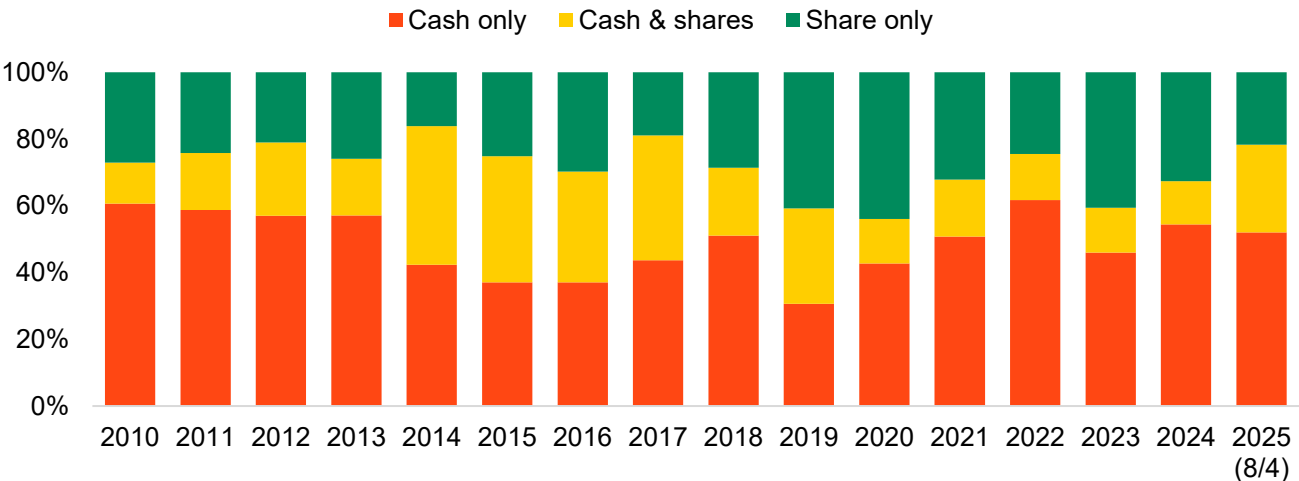
Sector mix of announced strategic M&A by North American and European acquirers. Captures deals valued at \$1bn or more at announcement. Excludes cancelled and withdrawn deals.



Source: Dealogic (ION Analytics), BlackRock. As of August 4, 2025.

Exhibit 6: The financing mix has been somewhat unfriendly for bondholders in 2025

Funding mix of announced strategic M&A by North American and European acquirers. Captures deals valued at \$1bn or more at announcement. Excludes cancelled and withdrawn deals.



Source: Dealogic (ION Analytics), BlackRock. 2025 is as of August 4, 2025

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