

CROSBIE & COMPANY CANADIAN M&A REPORT – Q4 2025

M&A Maintains Momentum into Year-End as Dealmakers Adapt to Uncertainty

Canadian M&A activity continued its upward trajectory in Q4 2025, finishing the year off strong with 672 transactions and aggregate deal value of \$101B. In total, there were 2,560 transactions announced in 2025 totaling \$422B. The year was a tale of two markets as mega-deals grabbed headlines and the mid-market stayed steady with 2025 recording the best year in deal values since 2022.

Year-end deal activity remained resilient as buyers and sellers adjusted to a reality where macro and geopolitical uncertainty is part of the operating environment, not a temporary disruption. In that context, deals are being done with clear strategic fit and a straightforward path to closing, supporting continued appetite for high-quality Canadian assets. For 2026, the backdrop looks more supportive, with a steadier rate environment, favourable fiscal policy and improving economic sentiment, while private equity's need to monetize mature holdings and return capital should contribute to additional deal flow.

“The fourth quarter and entire second half of 2025 showed a remarkable reversal of sentiment and activity from the preceding quarters as adaptability and resiliency prevailed,” said Stephen Ng, Managing Director at Crosbie & Company Inc. “As market participants adjusted to the shifting macro-environment, many took advantage of attractive debt and equity markets to consummate strategic deals of scale.” This has been reflected in the strength of deal value and volumes at the larger end of the market. Ng also added “looking ahead, the conditions fueling dealmaking are expected to carry over to 2026 and into other segments of the M&A market, including the mid-market where momentum is accelerating.”

There were 20 mega-deals announced this quarter (deals valued above \$1B), totaling \$79.3B, as mega-deals continued to dominate overall deal value. Largest deals of the quarter included **Coeur Mining's** \$10.2B acquisition of **New Gold Inc.** and **Onex's** \$9.8B acquisition of **Convex Group**, a specialty property and casualty insurance and reinsurance company, acquired in partnership with **AIG** as a long-term insurance platform supporting Onex's continued shift toward a more scaled, fee-driven asset management model.

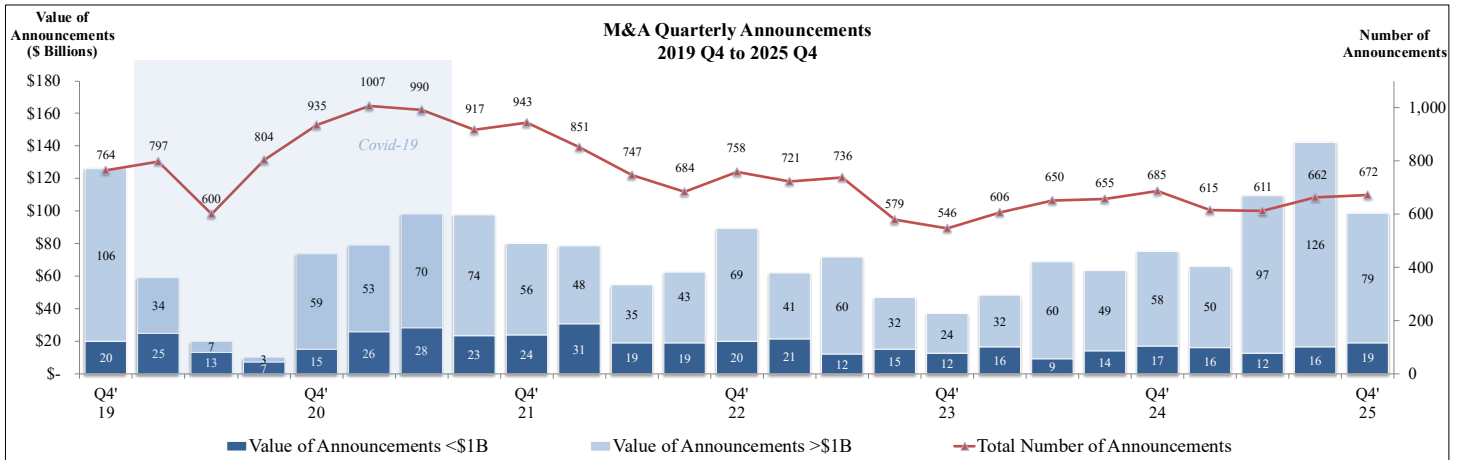
The mid-market, defined as deal enterprise value below \$250M, quietly delivered its strongest quarter of the year and highest deal value over last 11 quarters. Confidence is returning but with discipline – sellers with credible growth stories are attracting disproportionate interest from high conviction buyers.

Metals and Mining and **Precious Metals** were the most active sectors this quarter, recording 101 and 89 transactions, respectively (28% of total announcements), supported by higher metal prices and increased capital flowing into the sector. **Real Estate** and **Financial Services** generated the largest aggregate deal value at \$22.7B and \$18.8B, respectively. Notable declines in announced transactions were seen in **Information Technology** (-23) and **Industrials** (-13).

As expected, cross-border M&A remained a major driver of Canadian deal activity in 2025, accounting for 45% of transactions and 61% of total deal value. Canadian acquirers completed 709 foreign acquisitions over the year, with the United States continuing to be the primary destination despite persistent political noise, with 388 transactions representing 60% of outbound activity. On the inbound side, U.S. buyers acquired 301 Canadian targets, representing 69% of all foreign acquisitions of Canadian companies.

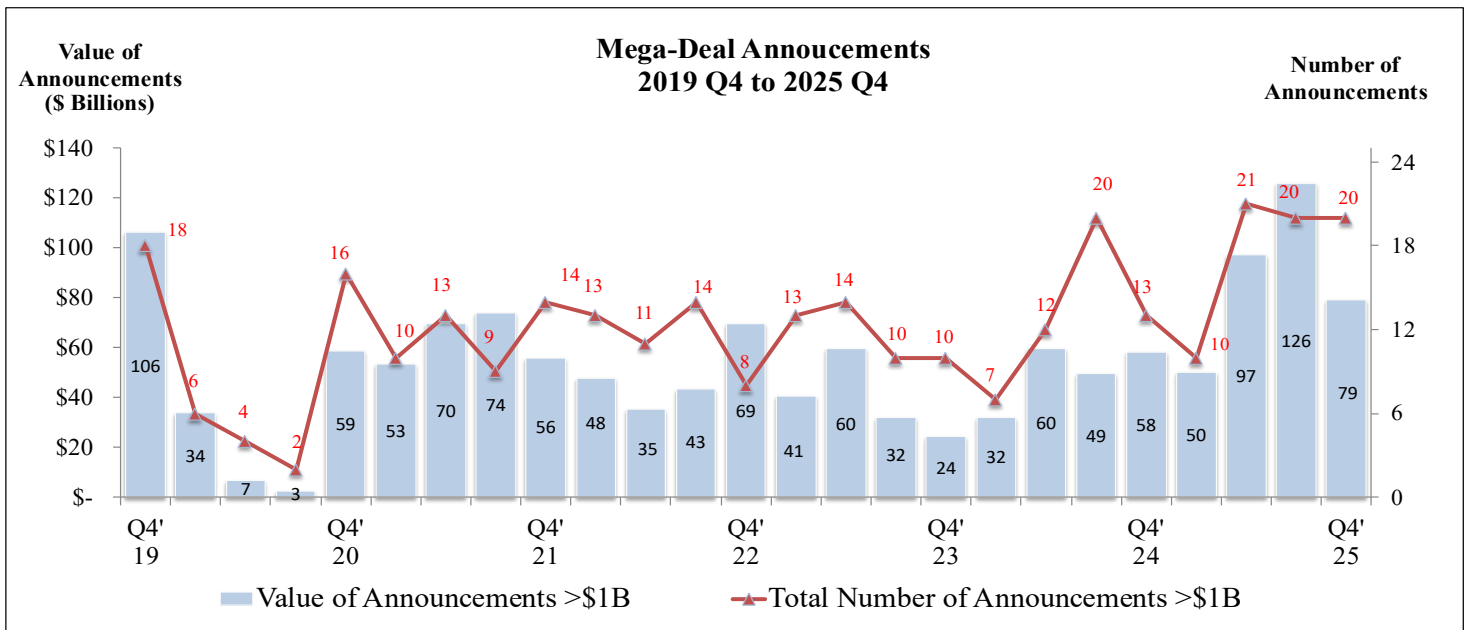
The information contained above and within the “Crosbie & Company Canadian M&A Report” is a summary analysis of the quarter's M&A activity. For further information, please contact Stephen Ng at 416.204.3919 or visit www.crosbieco.com.

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Overview

- Deal activity remained strong in the fourth quarter with 672 announced transactions, up 2% from Q3
- Aggregate deal value fell from the prior quarter's decade-high level but remained very strong at \$101B
- There were 433 Canadian companies acquired in the fourth quarter, with an aggregate value in excess of \$40B
 - A total of 1,641 Canadian companies were acquired in 2025



Mega-Deals

- Mega-deals continued to be a major driver of deal value in Q4, with 20 transactions announced representing \$79.3B of deal value, contributing to a total of 71 mega-deals in 2025 with aggregate value of \$352B
- Real Estate led mega-deals by value, including **Fairfax's** \$9.0B acquisition of **Kennedy-Wilson Holdings, Inc.**, and **Brookfield Office Properties** and **Singapore's sovereign wealth fund GIC's** \$8.5B acquisition of **National Storage REIT** in Australia

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INDUSTRY GROUPS ⁽¹⁾	2025 Q3		2025 Q4	
	# of Deals	Value \$Millions	# of Deals	Value \$Millions
Information Technology	110	4,865	87	1,735
Industrials	99	11,436	86	13,630
Real Estate	51	7,345	59	22,785
Metals and Mining	75	38,640	101	965
Health Care	38	5,850	38	4,597
Financials	55	9,218	43	18,845
Precious Metals	52	8,067	89	15,384
Communication Services	30	4,593	30	1,226
Consumer Discretionary	47	8,903	42	2,628
Energy	32	12,116	29	10,242
Consumer Staples	16	42	23	2,292
Materials	42	2,892	35	3,956
Utilities	14	29,590	9	2,596
Other	1	1,360	1	-
TOTAL	662	144,918	672	100,879
Services	72	13,551	67	12,035

(1) Industry Groups track those used by the S&P 500

Size	2025 Q3				2025 Q4			
	# of Deals	%	\$ Millions	%	# of Deals	%	\$ Millions	%
<\$100m	189	29	3,193	2	230	34	3,990	4
\$101m-\$250m	25	4	4,168	3	12	2	4,319	4
\$251m-\$500m	11	2	4,224	3	31	5	5,132	5
\$501m-\$1b	8	1	6,300	4	11	2	8,064	8
>\$1b	20	3	127,033	88	20	3	79,374	79
Undisclosed	409	62	0	0	368	55	0	0
	662		144,918		672		100,879	

	2025 Q3		2025 Q4	
	# of Deals	Value \$Millions	# of Deals	Value \$Millions
Canadian Targets				
With Canadian Buyers	312	19,279	320	15,201
With Foreign Buyers	127	59,373	113	26,027
Domestic M&A	439	78,652	433	41,228
Foreign Targets (Canadian Buyer)	167	46,657	182	46,336
Canadian Foreign Subsidiaries Sold to Foreign Buyers	56	19,609	57	13,315
Foreign M&A	223	66,266	239	59,651
	662	144,918	672	100,879

Industry Sector Activity

- Despite an increase in deal count quarter over quarter the only sectors to see deal count increase were **Precious Metals (+37)**, **Metals and Mining (+26)**, **Real Estate (+8)**, and **Consumer Staples (+7)**
- Notable decreases in deal count were seen in **Information Technology (-23)**, **Industrials (-13)**, and **Financials (-12)**, **Materials (-7)** and **Utilities (-5)**
- **Real Estate** and **Financials** generated the largest aggregate deal volume at \$22.8B and \$18.8B respectively

Breakdown by Transaction Size

- 80% of transaction activity in the quarter was from mid-market transactions (deal value below \$250M for deals with disclosed values)
- Mid-market transactions were valued at \$8.3B and 8% of total M&A value

Canadian Domiciled versus Foreign M&A Targets

- In the fourth quarter, \$41.2B of Canadian companies were acquired across 433 transactions, including \$26B of acquisitions by foreign buyers across 113 transactions
- Canadian firms remained active through year-end, completing 502 acquisitions during the quarter, the majority of which involved domestic targets (320 transactions, representing 64% of deal value)

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	2025 Q3		2025 Q4	
	# of Deals	Value \$Millions	# of Deals	Value \$Millions
Outbound M&A (CDN Buyer/ Foreign Target)	167	46,657	182	46,336
Inbound M&A (Foreign Buyer/ CDN Target)	127	59,373	113	26,027
Total Cross Border	294	106,030	295	72,363
<i>Outbound : Inbound Ratio</i>	<i>1.31</i>	<i>0.79</i>	<i>1.61</i>	<i>1.78</i>
<i>Cross Border as % of Total</i>	<i>44%</i>	<i>73%</i>	<i>44%</i>	<i>72%</i>
Canada / US Activity				
US Target	98	43,670	92	23,522
US Buyer	92	17,701	73	23,289
Total Canada/US	190	61,371	165	46,811
<i>Canada/ US as % of Cross Border</i>	<i>65%</i>	<i>58%</i>	<i>56%</i>	<i>65%</i>
	662	144,918	672	100,879

Cross-Border Deals

- Cross-border activity remained robust mainly driven by outbound activity while inbound activity declined slightly
- Cross-border deals represented 44% of total activity and 72% of total deal value
- US buyers made 65% of the 113 Canadian target cross-border acquisitions while representing 89% of inbound deal value

	2025 Q3				2025 Q4			
	# of Deals	%	Value \$ Millions	%	# of Deals	%	Value \$ Millions	%
Ontario	162	37	8,378	11	154	36	22,909	56
British Columbia	111	25	51,690	66	96	22	1,362	3
Quebec	63	14	4,064	5	77	18	10,089	24
Alberta	56	13	13,925	18	51	12	6,601	16
Saskatchewan	20	5	155	0	13	3	36	0
Newfoundland	6	1	34	0	15	3	3	0
New Brunswick	6	1	69	0	5	1	47	0
Manitoba	6	1	69	0	8	2	6	0
Nova Scotia	5	1	93	0	4	1	81	0
Prince Edward Island	-	-	-	0	1	0	91	0
Northwest Territories	1	0	-	0	2	0	1	0
Yukon Territory	1	0	159	0	4	1	0	0
Nunavut	2	0	17	0	3	1	2	0
	439		78,652		433		41,228	

Deals by Provincial Domicile

- **Ontario** remains the most active province this quarter with 154 deals valued at \$22.9B
- **Quebec** recorded above-average activity this quarter, with 77 deals totaling \$10B

Largest Transactions in Q4 2025

Target Industry	Announced Date	Value (\$ millions)	Target	Role	Transaction Status
Precious Metals	3-Nov-25	\$10,230	New Gold Inc. Coeur Mining, Inc.	Target Acquiror	Announced
Financial Services	30-Oct-25	\$9,787	Convex Group Limited Onex Corporation; American International Group, Inc. Onex Corporation; GIC; Public Sector Pension Investment Board; Sixth Street	Target Acquiror Vendor	Closed
Real Estate	4-Nov-25	\$9,032	Kennedy-Wilson Holdings, Inc. Fairfax Financial Holdings Limited	Target Acquiror	Announced
Real Estate	26-Nov-25	\$8,522	National Storage REIT Brookfield Office Properties Inc.; Gic Investment (Australia)	Target Acquiror	Announced
Industrials	3-Nov-25	\$7,155	Husky Technologies Limited CompoSecure Holdings, L.L.C. Platinum Equity, LLC	Target Acquiror Vendor	Closed
Industrials	15-Dec-25	\$4,543	TRC Companies, Inc. WSP Global Inc. Warburg Pincus LLC	Target Acquiror Vendor	Announced
Financial Services	13-Oct-25	\$4,208	Oaktree Capital Management, L.P. Brookfield Corporation; Brookfield Asset Management Ltd.	Target Acquiror	Announced
Energy	4-Nov-25	\$3,867	NuVista Energy Ltd. Ovintiv Canada ULC	Target Acquiror	Closed
Health Care	20-Nov-25	\$3,237	Intelerad Medical Systems Incorporated HgCapital LLP; TA Associates Management, L.P. GE HealthCare Technologies Inc.	Target Vendor Acquiror	Announced
Energy	12-Nov-25	\$2,997	Baytex Energy USA, Inc. Baytex Energy Corp.	Target Vendor	Closed
Materials	8-Dec-25	\$2,100	TC Transcontinental Packaging Inc. ProAmpac Intermediate, Inc. Transcontinental Inc.	Target Acquiror Vendor	Announced
Financial Services	2-Dec-25	\$2,090	Laurentian Bank of Canada Fairstone Bank of Canada La Caisse de dépôt et placement du Québec	Target Acquiror Vendor	Announced
Energy	6-Oct-25	\$2,064	Eagle Creek Renewable Energy, LLC Apollo Global Management, Inc. Ontario Power Generation Inc.	Target Acquiror Vendor	Announced
Consumer Discretionary	29-Oct-25	\$1,806	JHCC Holdings, LLC Boyd Group Services Inc. TSG Consumer Partners, LP	Target Acquiror Vendor	Closed
Real Estate	6-Nov-25	\$1,414	Portfolio of 8 Student Housing Assets in Tier 1 U.S. University Markets Morgan Stanley Real Estate Fund, Inc.; GSA International Limited Abu Dhabi Investment Authority; Landmark Properties	Target Acquiror Vendor	Closed