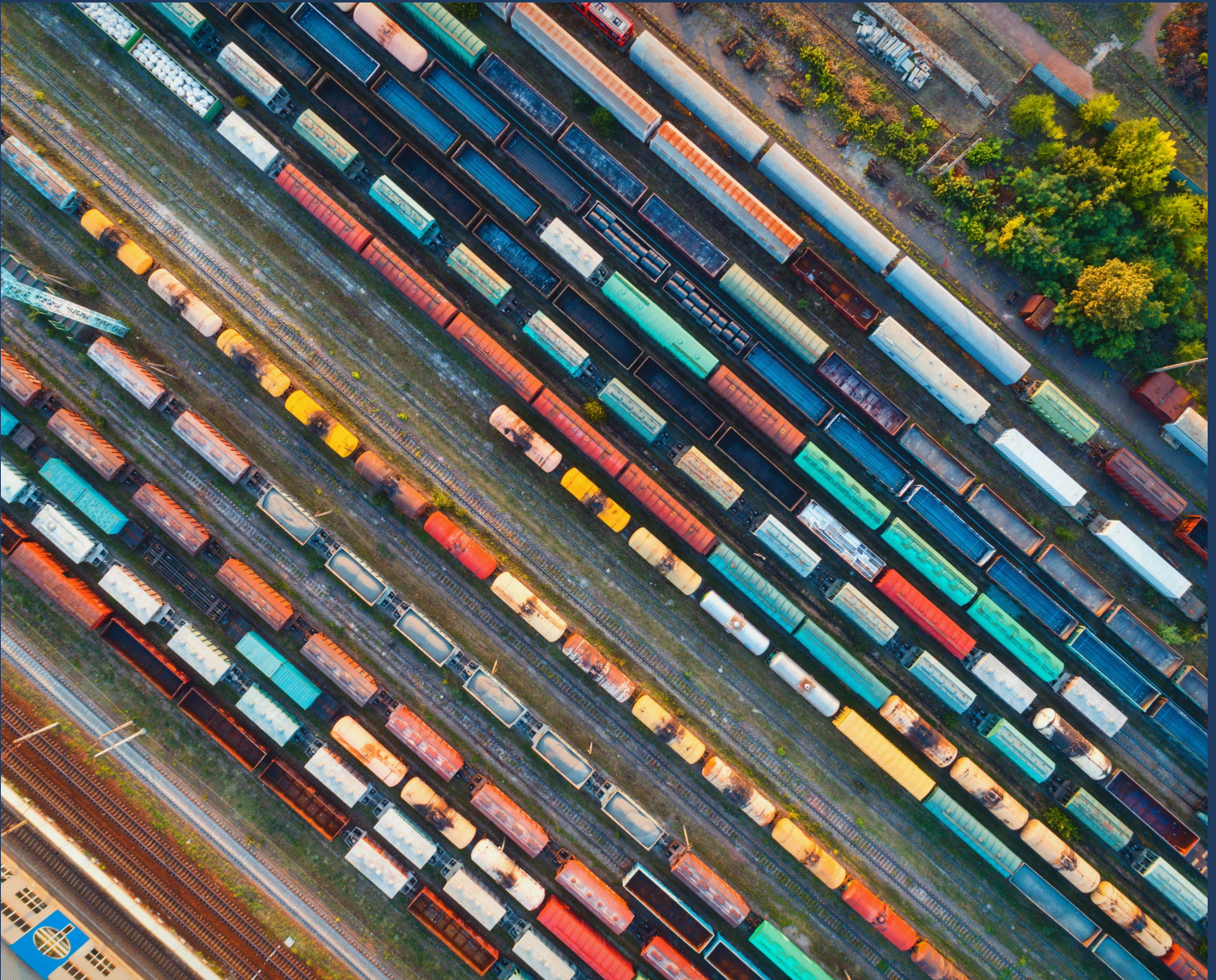


October 2026

Infrastructure:

Trends Shaping Private Markets



October 2026

Infrastructure 2026 Global Report

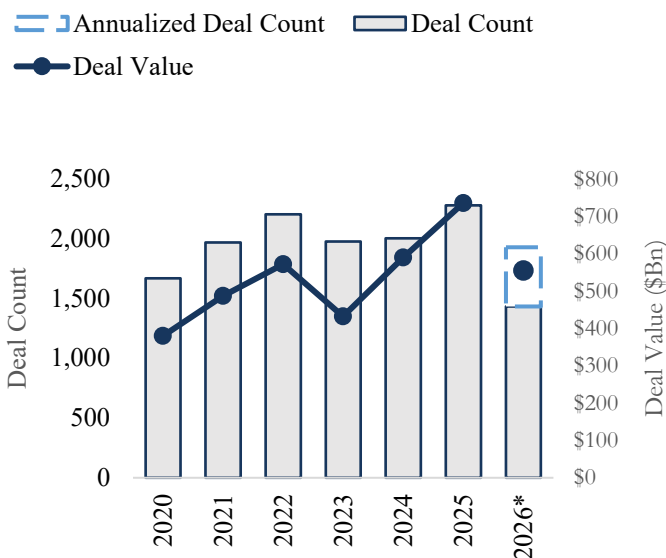
Key Takeaways

- **Digital and energy infrastructure are converging:** The same AI-driven power demand is now the central deal driver in both sectors – utilities and generators are being acquired specifically to secure dispatchable capacity for data center load, not for traditional rate-based growth.
- **Mega-deal concentration is the defining feature of 2025-26:** Deal counts are flat-to-down across all three sub-sectors while deal value holds up or grows – mirroring the broader M&A market, where global announced deal value hit \$2.8Tr in H1 2026 (+48% YoY) even as deal count fell to a six-year low.
- **Fundraising is concentrating into fewer, larger vehicles:** Nearly 75% of 2025 infrastructure capital went to the 50 largest funds, with the top five capturing close to half.
- **Private credit has moved from supplemental to core financing:** Particularly in digital infrastructure, private credit now funds the majority of early-stage data center development.
- **Permitting and interconnection timelines extending:** Buyers across energy transition, digital, and transportation & logistics infrastructure are paying for pre-built, pre-permitted assets as permitting timelines now extend past five years in many markets.
- **LPs increasingly treating infrastructure as a core allocation:** Infrastructure fundraising grew at a 9% CAGR 2020-2025 while private equity, real estate, and private debt fundraising each declined 3-5% annually over the same stretch.

Table of Contents

Key Takeaways.....	2
Infrastructure Deal Trends.....	3
Segment Highlights	
Digital Infrastructure.....	4
Transportation & Logistics.....	7
Energy	
Transition.....	10
Infrastructure Market Outlook.....	13

Global Deal Activity



+71%

Growth in U.S. data center deal value Q1-Q3 of 2026 vs. 2025

75%

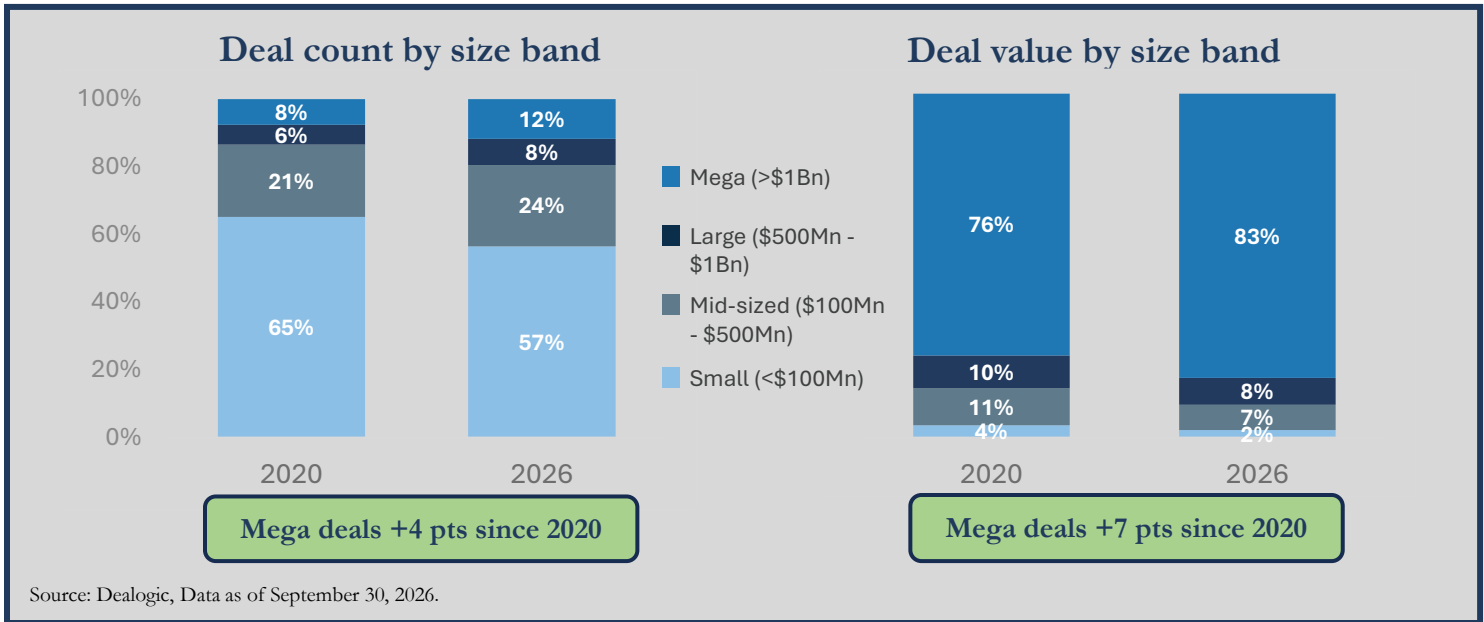
Of global infrastructure capital raised in 2025 went to the 50 largest funds, per BCG

\$3Tr

Projected infrastructure AUM by 2030, according to Preqin

Infrastructure Deal Concentration

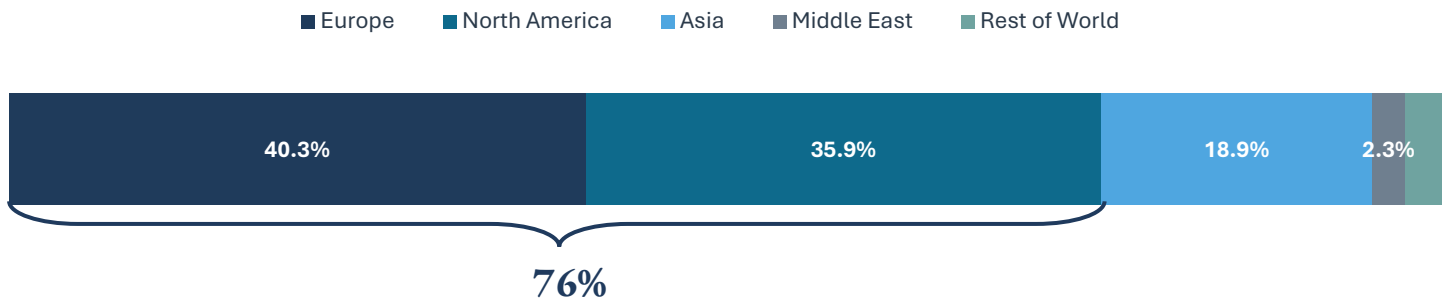
- Infrastructure dealmaking is consolidating into fewer, larger transactions, with deal counts falling across most sub-categories in 2025-26 even as deal value held up – increasing the share of mega deals (>\$1Bn in value) both in terms of deal count and value.
- The pattern mirrors the broader private markets backdrop: global M&A announced value hit \$2.8 trillion in the first half of 2026, up 48% YoY even as the number of individual deals fell 9% to a six-year low.
- Nearly 75% of infrastructure capital raised in 2025 flowed from the 50 largest funds, with the top five alone capturing half.



REGIONAL CONCENTRATION

- North America led global infrastructure finance in 2025 with \$1.16 trillion in activity (+24% YoY), and project finance specifically surged 62% to \$571 billion, as the AI and power buildout pulls a disproportionate share of capital into U.S. hubs.
- Europe held roughly flat on overall infrastructure finance (\$727 billion) but posted a 51% jump in project finance to \$338 billion – while every other region saw activity decline in 2025.
- A single transaction – the UK's ~\$50 billion Sizewell C nuclear financing, which closed in November 2025 – accounted for a meaningful share of Europe's entire project finance total for the year, underscoring how concentrated regional deal value has become even as overall deal counts decline.

Infrastructure Deal Value is Heavily Concentrated in North America and Europe



Of global infrastructure deal value since 2021 was concentrated in North America and Europe

Digital Infrastructure



Digital Infrastructure

Key Drivers and Trends

- **Record-breaking deal sizes:** Global data center deal value reached roughly \$61Bn in 2025 – a record, spanning M&A, asset sales, and equity investments – while debt issuance nearly doubled to approximately \$182bn as hyper-scalers increasingly tapped private capital markets; The July 2026 acquisition of Aligned Data Centers by the AI Infrastructure Partnership was one of the largest digital infrastructure transactions in history at \$40Bn.
- **Grid capacity as the binding constraint:** Utilities are quoting data center developers four-to-ten-year interconnection waits, and the average time for a PJM interconnection request to reach commercial operation has stretched from under two years in 2008 to more than eight years in 2025. As Greyhound Research’s Sanchit Vir Gogia put it, “the bottleneck isn’t silicon or software – it’s electricity.”
- **Private credit’s expanding role:** Private credit now provides the majority of early-stage data center development capital while debt-heavy consortium structures (e.g., Apollo and Blackstone’s ~\$35Bn GPU-backed financing package) are increasingly central funding sources for data center infrastructure.
- **Specialist fundraising outpacing the broader cycle:** Fundraising for dedicated digital infrastructure vehicles hit record levels in 2025, roughly 4x the 2021-24 average, reflecting LP demand for concentrated exposure to the AI buildout.

Notable Digital Infrastructure Deals 2021-2026 YTD

Date	Target	Lead Investor(s)	Value (\$ Bn)	EV/EBITDA	Target Company Description
Jul-26	Aligned Data Centers	Temasek Holdings; xAI Corp; Kuwait Investment Authority; GIP; NVIDIA; Microsoft	\$40.0	N/A	Data center operator serving cloud, enterprise, and hyperscale customers
Jul-24	TIM Fixed Line Network (NetCo)	CPP Investments; ADIA; KKR Global Infrastructure Investors; Others	\$23.3	11.5x	Italian fixed-line fiber and copper network operator
Apr-23	Shaw Communications	Rogers Communications	\$17.7	11.4x	Canadian broadband, cable television, and telecommunications provider
Mar-22	CyrusOne	GIP; KKR	\$15.3	31.3x	Global hyperscale and colocation data center operator
Dec-24	AirTrunk	Blackstone; CPP Investments	\$15.0	N/A	Asia-Pacific hyperscale data center operator

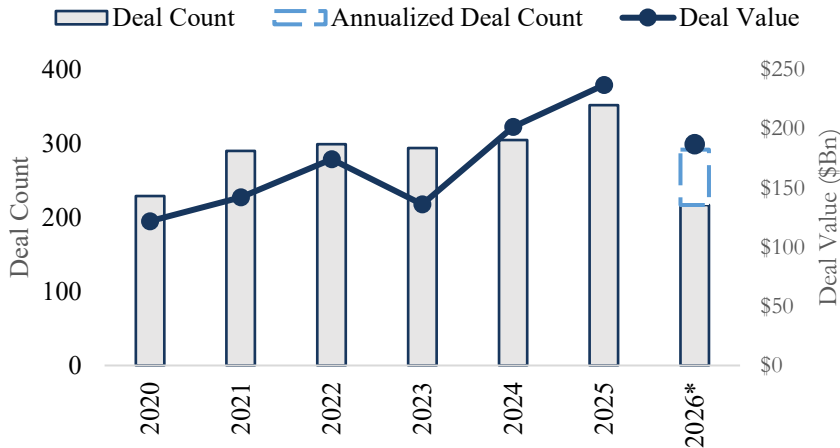
The \$40Bn sale of Aligned Data Centers to a consortium of investors including the Artificial Intelligence Infrastructure Partnership, BlackRock’s Global Infrastructure Partners, and MGX closed in July 2026



- The acquisition secured a scaled, AI-ready infrastructure platform of 51 data center campuses and over **6.4 GW of operational and planned capacity** across North and South America.
- The consortium **committed an additional \$5Bn in growth capital** to accelerate development of Aligned’s data center pipeline and expand capacity to meet rising AI and cloud infrastructure demand.

Digital Infrastructure

Global Deal Activity



Source: Infralogic. Data as of September 28, 2026.

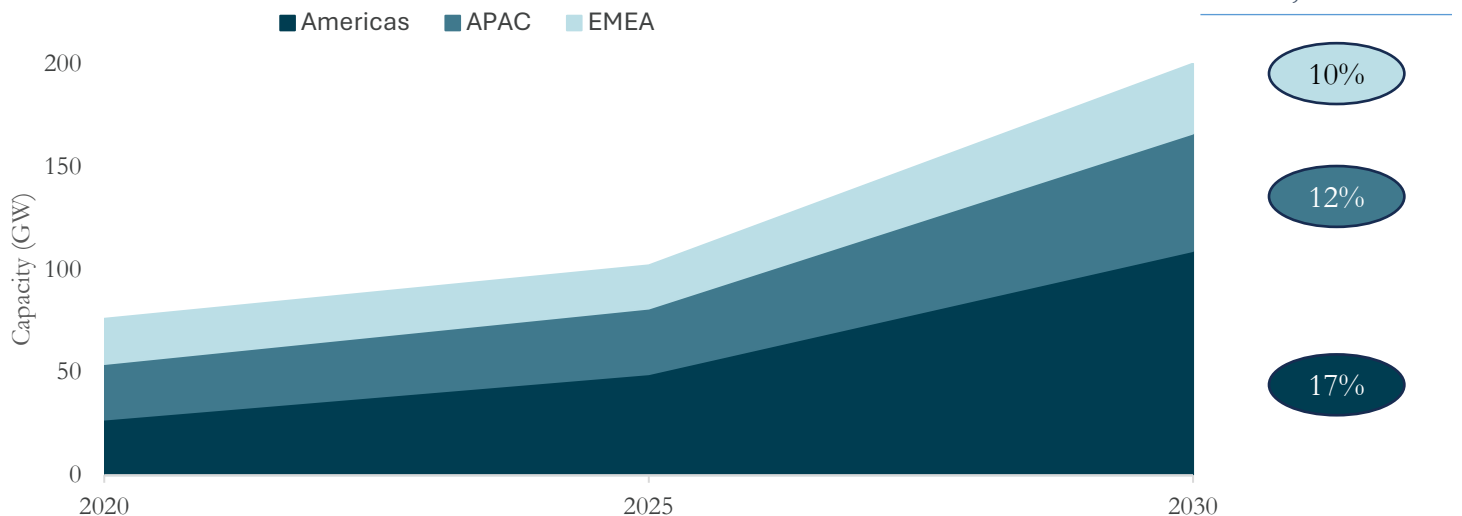
- Global data center M&A hit a record in 2025: S&P Global tracked 113 completed transactions totaling more than \$69Bn, roughly \$8Bn above the prior annual record.
- Hyperscaler corporate bond issuance has more than doubled since 2025. More of this year's capex is being funded directly through debt markets rather than routed through M&A or consortium deals, resulting in softer deal count and value in 2026.

Data Center Capacity Is Expected to Double by 2030

Accelerating data center demand is creating significant opportunities for private capital deployment. With capacity projected to double by 2030, led by the Americas (+17% CAGR), investors are increasingly targeting hyperscale development platforms, powered land and established operators. The Americas' outsized growth trajectory is expected to attract substantial institutional capital, while regional differences in power availability, permitting, and market maturity create opportunities for geographic diversification.

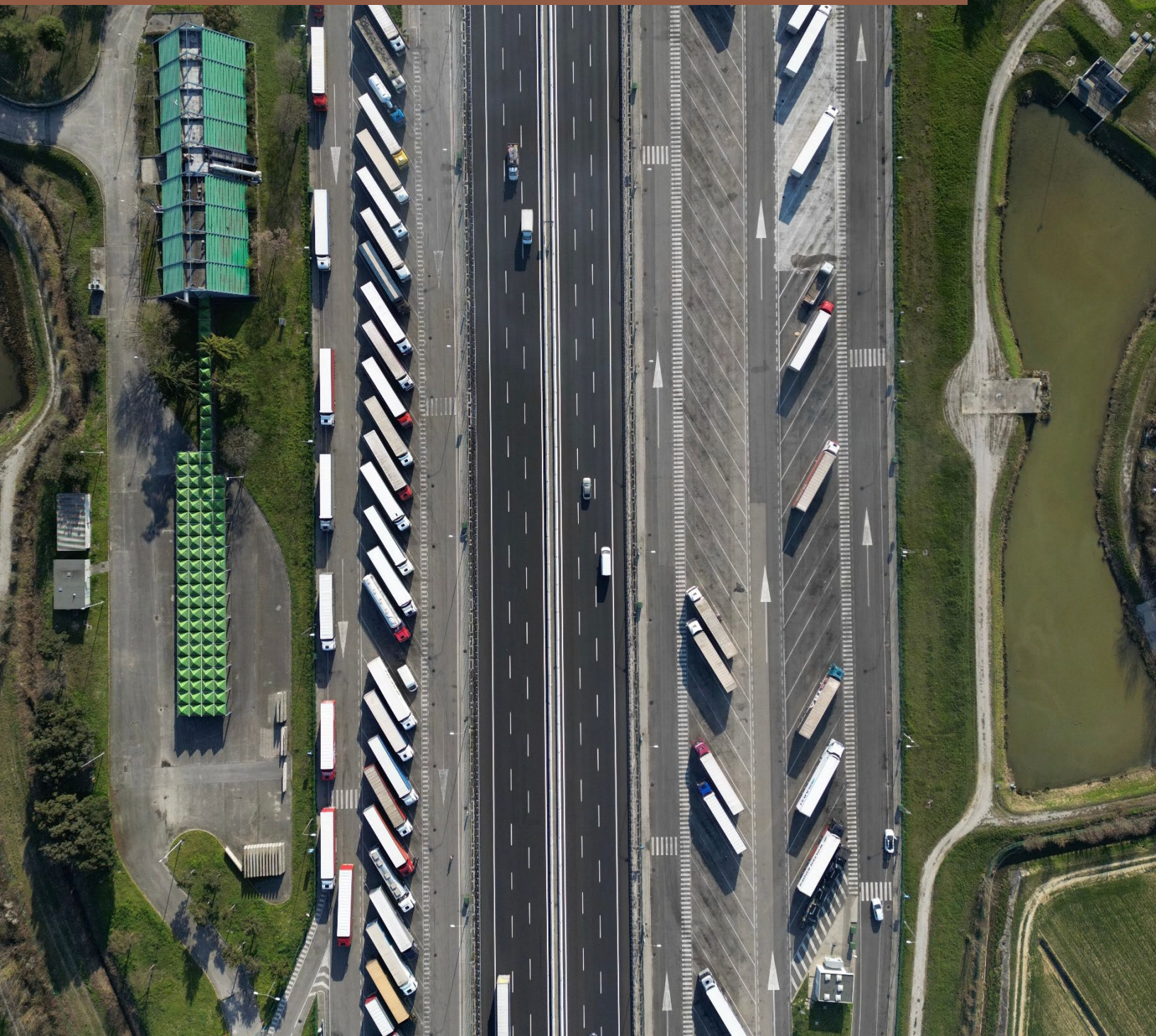
Rising capital requirements and infrastructure constraints are reshaping private market investment strategies. JLL estimates up to \$3tn of investment will be required through 2030, driving demand for large-scale equity commitments, joint ventures, and alternative financing structures. As grid bottlenecks and lengthy development timelines constrain supply, investors are placing greater value on platforms with secured power access, development-ready sites, and contracted hyperscaler demand, potentially supporting valuation premiums and further consolidation.

Global data center supply forecast, GW, 2021-26 YTD



Source: JLL Research.

Transportation & Logistics Infrastructure



Transportation & Logistics Infrastructure

Key Drivers and Trends

- **Scarce nodes as control points:** Ports, border crossings, and rail-adjacent infrastructure are commanding premiums as trade lanes shift and supply chains regionalize in response to tariffs; average deal size in the sector has grown more than 3X since 2023, from ~\$340Mn to ~\$1.4Bn.
- **Specialization is becoming the new scale:** Buyers are paying for hard-to-replicate operating capabilities -- cold chain, healthcare logistics, reverse logistics, cross-border logistics, dedicated fleets -- rather than chasing network size. Median deal multiples in travel, transportation, and logistics rose in the first four months of 2026 versus 2025, with the strongest buyer appetite concentrated in operators that solve complex logistics problems.
- **Tariffs and nearshoring are redirecting capital:** Continued clarity on tariff policy is helping operators reassess Asia-U.S. and Mexico-U.S. corridor economics, while nearshoring is pulling capital toward border-adjacent trucking, warehousing, and customs brokerage assets.

Proposed \$85Bn Union Pacific / Norfolk Southern Merger Awaits Regulatory Approval



- Merger would create the first coast-to-coast U.S. freight railroad, combining more than 50,000 route miles across 43 states and 100 ports. The companies anticipate **~\$2.75Bn in annualized synergies through network efficiencies.**
- **Regulatory approval remains the key hurdle** to completion, with the Surface Transportation Board reviewing the transaction amid concerns over competition, shipper choice, and market concentration.

Notable Transportation & Logistics Infrastructure Deals 2021-2026 YTD

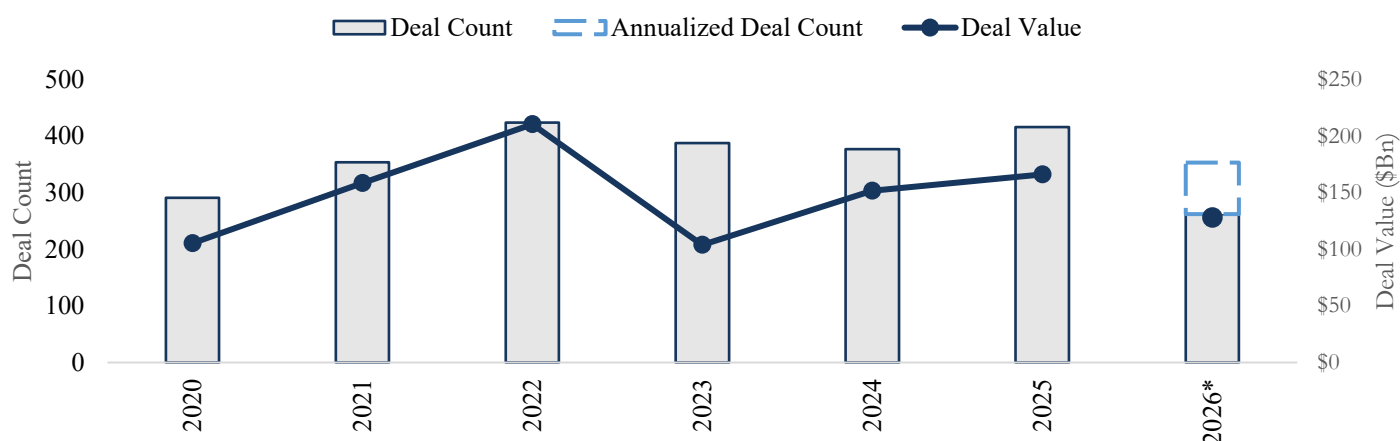
Date	Target	Lead Investor(s)	Value (\$ Bn)	EV/EBITDA	Target Company Description
Dec-22	Atlantia Take-Private	Blackstone; Edizione	\$44.9	10.9x	Global toll road and airport infrastructure operator
Dec-21	Kansas City Southern	Canadian Pacific Railway	\$31.1	24.7x	North American freight railroad connecting the U.S., Mexico, and Panama
Mar-22	Sydney Airport (85% stake)	UniSuper; IFM; Australian Retirement Trust; AustralianSuper; GIP	\$21.0	51.0x	Major Australian airport serving the Sydney metropolitan region
May-22	Autostrade per l'Italia (ASPI) (88% stake)	Blackstone; CDP Equity; Macquarie	\$18.9	30.8x	Italian toll road operator managing nationwide motorway network
Apr-25	DB Schenker	DSV Panalpina A/S	\$16.8	7.9x	Global land, air, and ocean freight logistics provider
Sep-23	Triton International	Brookfield Infrastructure Partners	\$12.3	7.5x	Global intermodal shipping container leasing company
Jul-26	Macquarie AirFinance	Dubai Aerospace Enterprise (DAE)	\$8.7	N/A	Commercial aircraft leasing, financing, and trading platform
Oct-21	WestConnex (49% stake)	AustralianSuper; CPP Investments; Tawreed Investments; La Caisse; Transurban Group	\$8.3	26.7x	Sydney urban toll road network and motorway concession

Source: Infralogic. Data as of September 28, 2026.

Transportation & Logistics Infrastructure

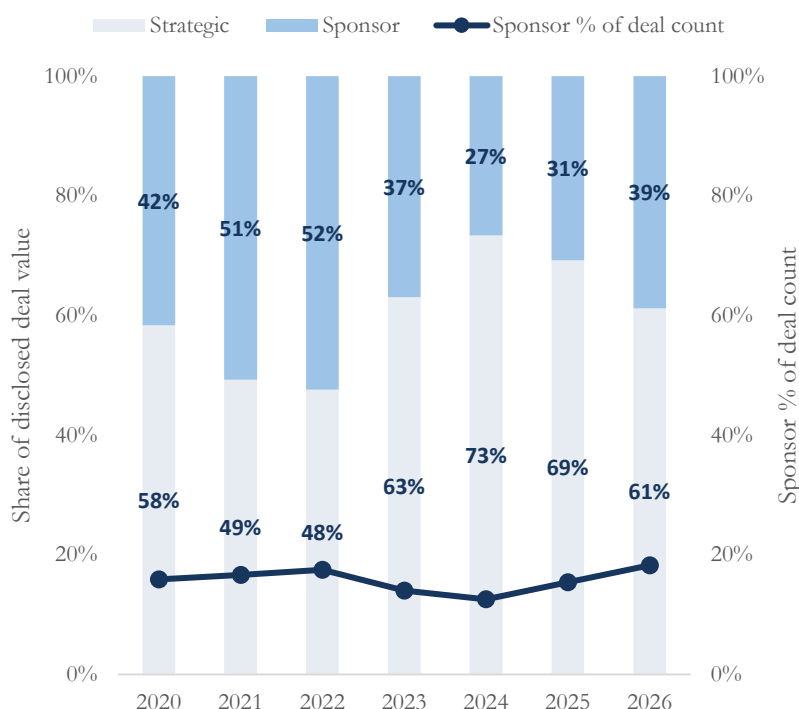
Global Deal Activity

- Deal activity remains selective despite resilient transaction values. Global transport and logistics M&A totaled \$64.3bn across 105 transactions in H1 2026, with value rising 2.9% year over year despite slightly lower deal counts, reflecting continued concentration in larger transactions.
- Buyers are increasingly prioritizing specialized capabilities over scale alone. Demand for cold-chain, healthcare logistics, cross-border networks and technology-enabled platforms is supporting selective valuation premiums.
- Several large 2026 deals are still pending, including an \$11.7Bn consortium bid for InPost and an \$8.0Bn strategic bid.



Source: Infralogic, Data as of September 28, 2026; PwC.

Global Deals by Strategy



- Strategic buyers continue to dominate transportation and logistics deal value**, accounting for 61% of deal value in 2026 thus far as acquirers prioritize operating synergies, network density, and specialized capabilities over scale alone.
- Sponsor participation remains steady at ~20% of deal count**, reflecting continued interest in fragmented logistics markets where buy-and-build strategies, operational improvements, and technology integration can drive value.
- Strategics are leveraging existing networks** to expand cross-border capabilities while sponsors are targeting specialized, asset-light platforms that can benefit from growing demand for integrated North American logistics services.

Source: Dealogic, Data as of September 30, 2026; Grant Thornton, PwC.

Energy Transition Infrastructure



Energy Transition Infrastructure

Key Drivers and Trends

- **Power demand outpacing grid capacity:** In the U.S., data center electricity consumption is projected to climb from ~176 TWh in 2023 to ~325-580 TWh by 2028, pushing data centers toward 7-12% of total U.S. electricity consumption. Estimates show \$23Tr in cumulative energy infrastructure investment needed globally through 2040 to manage new demand.
- **Firm power within the energy transition:** Gas and nuclear generation are increasingly treated as essential components of the energy transition because they deliver reliable, round-the-clock power to AI and data center loads – a load profile intermittent renewables can't meet alone.
- **Battery storage maturation:** Standalone battery storage M&A activity rose more than 60% in 2025 from 2024 levels, establishing storage as a core infrastructure asset class.
- **Policy as a live variable:** Federal tax-credit and incentive structures under the Inflation Reduction Act in the U.S. continue to shape project economics, with continued 2025-26 support specifically for carbon capture and enhanced oil recovery credits.

Deal Value Share by Sub-category

■ Renewables

■ Firm Power

■ Storage

■ Other

71%

19%

6%

Notable Energy Transition Infrastructure Deals 2021-2026 YTD

Date	Target	Lead Investor(s)	Value (\$ Bn)	EV/EBITDA	Target Company Description
Jan-26	Calpine Corp.	Constellation Energy Group	\$34.1	N/A	Power producer operating natural gas and geothermal assets
Jan-26	LS Power Portfolio Sale	NRG Energy	\$13.3	3.8x	Portfolio of natural gas gen. and industrial power assets
Mar-26	Neoen	Brookfield; Temasek Holdings	\$10.0	19.4x	Developer and operator of utility-scale solar, wind, and energy storage assets
Apr-26	EPH Western Europe Assets	TotalEnergies (50% stake)	\$8.7	N/A	Operator of flexible power generation assets across Western Europe
Nov-23	Westinghouse Electric	Cameco Corp.; Brookfield	\$7.9	2.7x	Provider of nuclear power technology and lifecycle services
Oct-25	Techem	GIC, TPG; Mubadala Infra Partners; Partners Group	\$7.8	N/A	Provider of residential heat and water sub-metering services
Dec-24	Atlantica Sustainable Infrastructure	Energy Capital Partners (42.2% stake)	\$7.7	11.5x	Owner and operator of renewable energy, natural gas, transmission, and water infrastructure
Sep-21	Jazan Economic City Power Gen Assets	Saudi Aramco; Air Products; ACWA Power; Vision Invest	\$7.6	N/A	Integrated gasification and combined-cycle power assets serving Jazan refinery
Jul-25	Innergex Renewable Energy	La Caisse	\$7.0	14.1x	Developer, owner, and operator of hydro, wind, solar, and energy storage assets
Mar-23	ConEd Clean Energy Business	RWE AG	\$6.8	12.9x	Developer, owner, and operator of utility-scale renewable energy projects in the United States
Mar-24	Energy Harbor	Vistra Energy	\$6.8	14.4x	Operator of nuclear and thermal power generation facilities in the United States

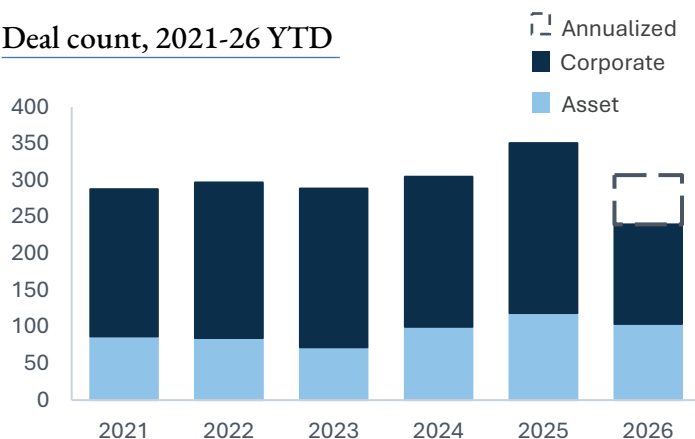
Source: Infralogic. Data as of September 28, 2026.

Energy Transition Infrastructure

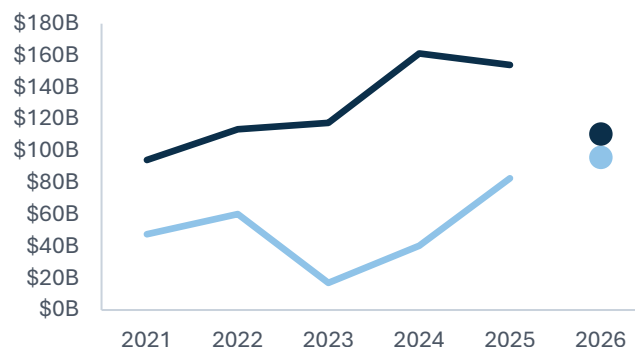
Global Deal Activity

- **Megadeals are driving aggregate transaction value.** Constellation's \$26.6bn acquisition of Calpine and NRG's \$12bn purchase of LS Power's generation portfolio, both announced in 2025, highlight buyers' increasing focus on securing large-scale, dispatchable generation capacity amid rising power demand.
- **Asset-level acquisitions are gaining prominence.** In H1 2026, renewable asset deals accounted for the majority of transaction value, reversing the corporate-led mix in H1 2025 as buyers prioritized execution-ready projects.
- **Scarcity is driving higher valuations.** Average gas-generation transaction valuations increased from ~\$675/kW in 2024 to ~\$1,468/kW in H1 2026, highlighting premiums for operating capacity.
- **Fundraising concentration is supporting larger transactions.** Brookfield's \$20bn Global Transition Fund II (2025) and ECP's \$8.1bn ECP VI (2026) highlight capital concentration among established managers, supporting capacity for larger acquisitions despite selective deal activity.

Deal count, 2021-26 YTD



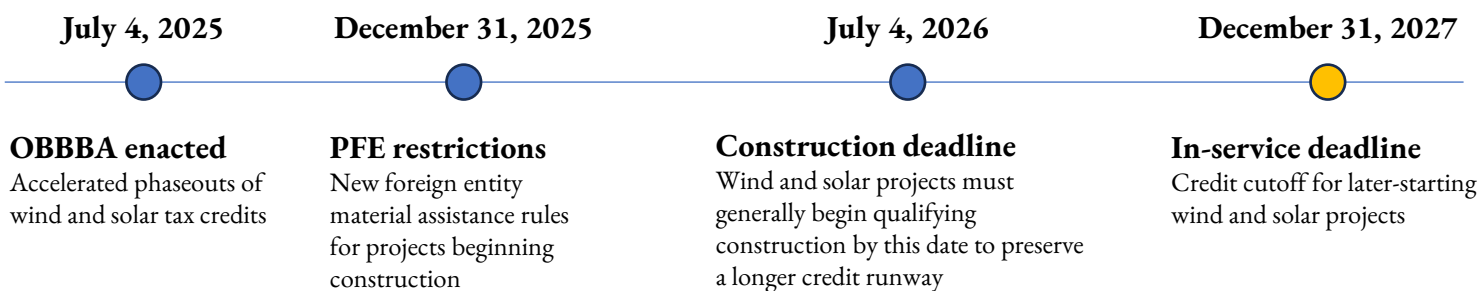
Deal value, \$Bn, 2021-26 YTD



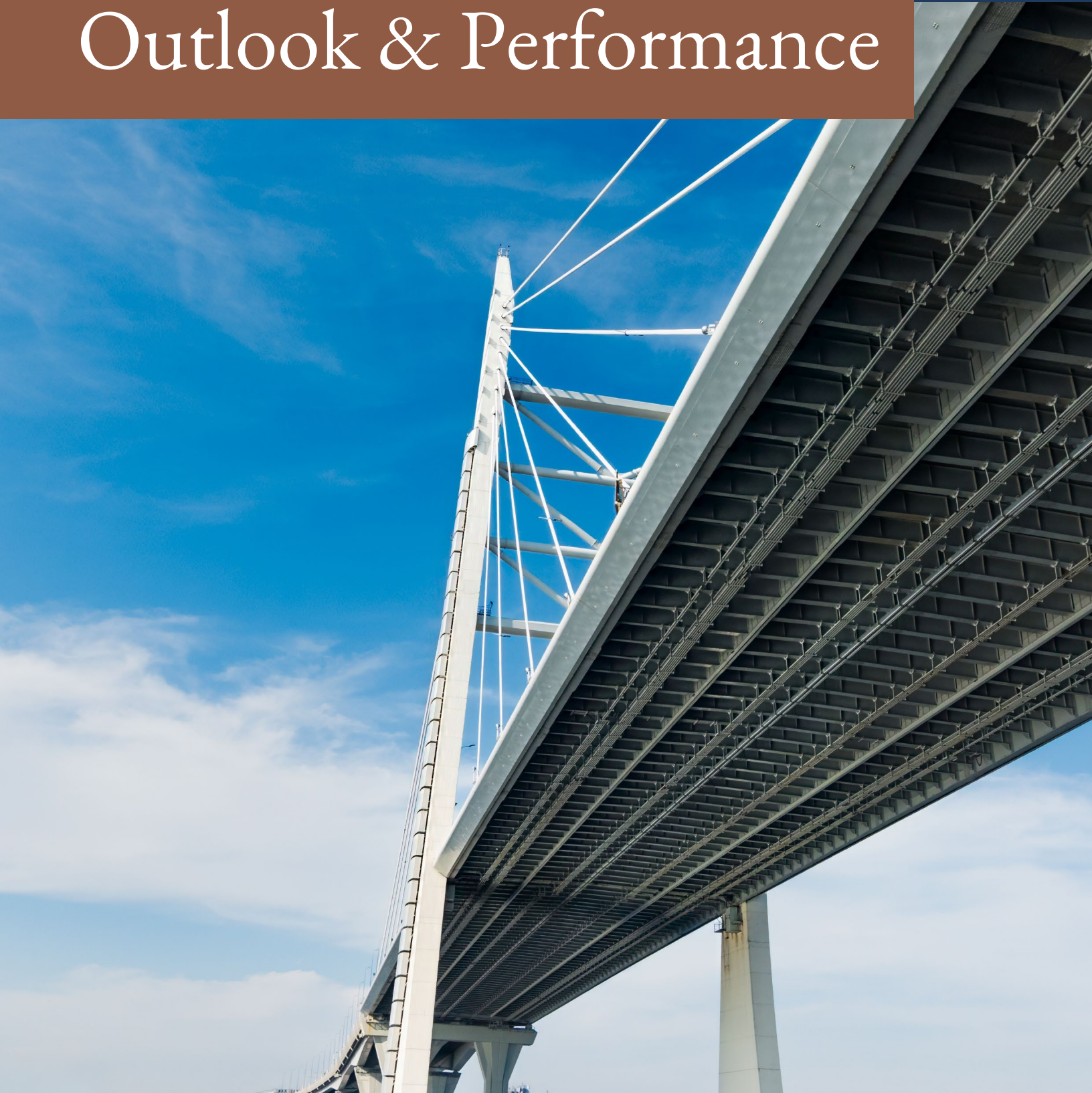
Source: Infralogic. Data as of October 12, 2026; Deloitte; PwC.

U.S. Regulatory Uncertainty Is Reshaping Energy Transition Dealmaking

Under the OBBBA, wind and solar projects that began construction after July 4, 2026 must be placed in service by December 31, 2027 to qualify for Sections 45Y/48E production and investment tax credits. Meanwhile, standalone battery storage retains full 48E credit eligibility through 2033, followed by a phaseout to 75% in 2034, 50% in 2035 and 0% from 2036, supporting its relative attractiveness to investors. Foreign-entity sourcing restrictions, trade uncertainty, and permitting challenges are also increasing diligence requirements for energy infrastructure investors.



Infrastructure Market Outlook & Performance



Infrastructure Market Outlook

MARKET TRENDS

- Execution, not capital, is now the binding constraint on infrastructure deployment. Nearly half of U.S. data center capacity planned for 2026 has already been delayed or canceled due to tariffs, power constraints, and transformer shortages. Permitting backlogs run up to a decade in some markets.
- Energy infrastructure is becoming a tool for geopolitical competition, as supply chains are reshored, grid tariffs are compressed, and historic energy supply chains are disrupted by conflict.
- The infrastructure financing stack is broadening well beyond traditional bank lending. Structured and asset-backed solutions are becoming a bigger part of how capital-intensive infrastructure gets funded, as public funding deficits continue to widen the gap private capital is being asked to fill.

DEALMAKING OUTLOOK

- **Infrastructure dealmaking should continue to recover, but capital deployment will remain highly selective through the balance of 2026.** Fundraising and transaction activity entered the year with renewed momentum and infrastructure valuations remain below recent peaks, but elevated financing costs and macro uncertainty continue to filter out assets without a strong strategic rationale. This should favor scaled platforms, high-quality contracted assets, and businesses directly exposed to structural growth themes over more cyclical or marginal opportunities.
- **AI-driven power demand will remain one of the strongest catalysts for infrastructure M&A, increasingly linking digital infrastructure transactions with generation, transmission, and grid assets.** Constrained grid capacity is already pushing hyperscalers toward direct ownership and development of power infrastructure, while investors are targeting generation and utility platforms capable of serving data center load growth.
- **Digital infrastructure likely to remain a major source of deal flow as capital required to fund AI growth exceeds what hyperscalers are able to fund alone.** JLL estimates that ~100 GW of new data center capacity will be required between 2026 and 2030, requiring approximately \$3Tr of investment. This should create opportunities across data centers, fiber, compute infrastructure, power, and adjacent assets.
- **Rising institutional allocations should provide a durable source of dry powder for infrastructure transactions even if the broader financing environment remains uneven.** Nearly half of investors surveyed by Preqin in June 2026 planned to increased both near-term infrastructure commitments and long-term allocations – the strongest demand growth across private-market asset classes. Combined with recovering deal activity and valuations below prior-cycle peaks, this should sustain buyer appetite while increasing competition for scarce, high-quality infrastructure platforms.
- **Infrastructure secondaries and continuation vehicles should become an increasingly important component of deal activity as sponsors seek liquidity while retaining high-quality assets.** Secondary transaction volume reached \$120Bn in the first half of 2026, with infrastructure among the asset classes generating the strongest pricing and representing a growing share of GP-led activity. Continued growth in continuation vehicles, preferred equity, and other structured solutions should expand the range of exit and recapitalization options available to infrastructure sponsors.

For Investors...

“For portfolios seeking to balance growth with capital preservation, infrastructure offers an appealing entry point. Current valuations provide scope for attractive long-term returns without relying on elevated market optimism. Careful asset selection remains essential, particularly in sectors exposed to trade or policy volatility.”

— *Macquarie Asset Management, Infrastructure Outlook 2026*



Boston
Chicago
Dublin
Hong Kong

London
Los Angeles
Milan
New York

Paris
San Francisco
Seoul
Shanghai

Silicon Valley
Singapore
Tokyo
Washington D.C.