European Corporate Insights

ANDERSEN

M&A AND PE IN EUROPE

Q4 RESULTS AND FORECASTS

Q4 25

M&A and PE in Europe

2025
Q4

Suscribe now

If you would like to receive updates on M&A and PE in Europe prepared by the Andersen team, you can subscribe through **this form**

ANDERSEN

Index

→ global.andersen.com

INTRODUCTION	04
Q4 RESULTS: M&A AND PE OVERVIEW	06
M&A MARKET OVERVIEW	06
Q4 2025 TOP INDUSTRIES IN M&A: Q4 2024 VS Q4 2025	10
PE MARKET OVERVIEW	11
Q2 2025 TOP INDUSTRIES IN PE: Q4 2024 VS Q4 2025	15
2024 VS 2025	16
FINANCIAL HIGHLIGHTS	17
CHALLENGES AND OPPORTUNITIES	18
FORECASTS FOR UPCOMING QUARTERS	19
MARKET PREDICTIONS	19
INFLUENCING FACTORS	20
MAIN TRENDS	21
EMERGING COUNTRIES	22
QUALIFIED PROFESIONALS	23

Introduction

Executive Summary

European M&A and private equity (PE) activity remained selective but resilient in the fourth quarter of 2025, as investors continued to navigate elevated financing costs, execution complexity and geopolitical uncertainty. **M&A activity reached €1.35 trillion across 13.267 transactions,** supported by strong year-end execution and a concentration of large, strategic deals. **Private equity** activity moderated compared to the rebound seen in Q3, with **€29.4 billion deployed across 1.245 transactions,** reflecting a disciplined a pproach to capital deployment.

The United Kingdom consolidated its position as the leading market across both M&A and private equity, with France and Germany forming a strong second tier. Southern Europe, particularly Spain, continued to attract interest, while activity in smaller and emerging markets remained selective. At the sector level, M&A was driven by financial services, telecommunications, industrials and technology, while private equity activity remained concentrated in technology, industrial platforms and selective defensive sectors.

Looking ahead, dealmaking is expected to remain cautious but stable into early 2026. Investors are likely to continue prioritizing scale, resilience and strategic fit, with capital concentrated in energy transition, digital infrastructure, healthcare and other structurally supported sectors. While uncertainty persists, well-positioned assets and disciplined buyers are expected to remain active, reinforcing the shift toward fewer but higher-conviction transactions.

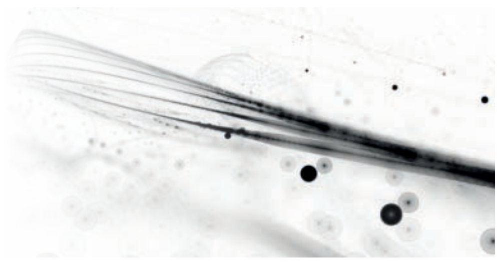
Overview

This edition of Andersen's European Corporate and M&A Insights provides an overview of M&A and private equity activity across Europe during Q4 2025. The report highlights a year-end acceleration in deal value, continued pressure on transaction volumes, and a market increasingly shaped by selectivity and strategic execution.

It examines activity across key jurisdictions and sectors, illustrating the continued dominance of core Western European markets and the concentration of capital in fewer, higher-value transactions. The analysis also explores how investors and corporates are adapting to a more complex dealmaking environment, while outlining key influencing factors, emerging markets, and sectoral themes expected to shape M&A and private equity activity in 2026.

Ignacio Aparicio
European Corporate and M&A Coordinator
ignacio.aparicio@es.Andersen.com

Paolo Trevisanato
European M&A Coordinator
paolo.trevisanato@it.Andersen.com



€1.35tn M&A

(13.267 deals)

€29.4bn PE

(1.245 deals)

Q4 Results:
M&A and PE overview

M&A Market Overview

The European M&A market entered the fourth quarter of 2025 with a cautiously improving tone. **Total deal value reached €1.35 trillion across 13.267 transactions, reflecting a clear year-end acceleration** in activity despite persistent financing constraints and a still-fragile macroeconomic backdrop. While investor discipline remained high, the quarter benefited from the execution of several large and mid-sized transactions.

UK

64.382,86€
Rank Value (MM, EUR)

801
Number of Deals

France

32.870,19€
Rank Value (MM, EUR)

394
Number of Deals

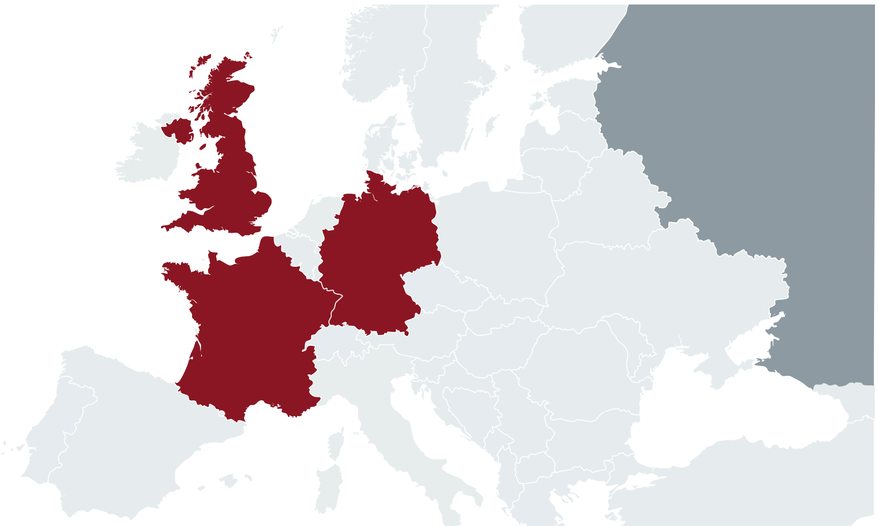
Germany

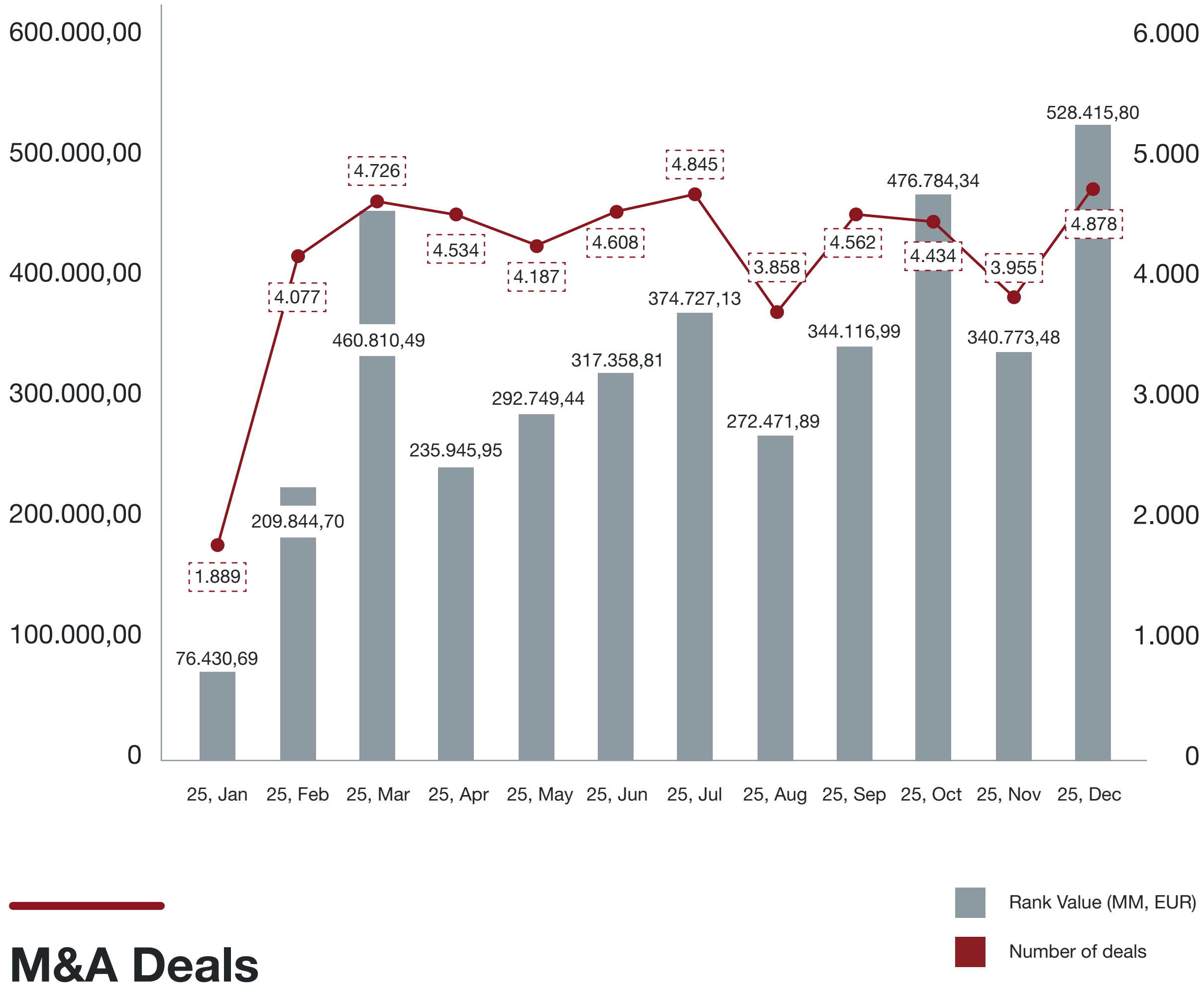
28.450,53€
Rank Value (MM, EUR)

460
Number of Deals

Activity continued to concentrate on a limited number of core markets. The United Kingdom maintained its leadership position, with France and Germany forming a strong second tier, while Spain also delivered a solid contribution. Cross-border activity remained selective, with deal flow largely driven by domestic consolidation and targeted strategic acquisitions rather than broad-based expansion.

At the sector level, **capital was primarily directed toward financial services and telecommunications, supported by renewed consolidation and infrastructure-led transactions.** Industrials and technology remained the most active sectors by volume, while defensive and transition-oriented segments such as consumer staples, energy, and healthcare continued to attract selective interest. Overall, **Q4 data points to a market that remains cautious and disciplined, yet capable of deploying significant capital into high-conviction opportunities**, reinforcing the structural shift toward fewer but more strategic transactions.





M&A Deals

Summary (Last 12 Months)

The European M&A market recorded 50,553 deals totaling €3.93 trillion between January and December 2025, reflecting a year marked by cautious execution but sustained capital deployment. While transaction volumes fluctuated throughout the year, aggregate deal value remained supported by a steady flow of large-cap and strategic transactions.

December 2025 emerged as the strongest month by value (€528.4 billion), confirming a clear year-end acceleration, while January marked the weakest point (€76.4 billion), reflecting the slow start to the year amid tight financing conditions and limited risk appetite. Deal activity peaked in July (4.845 transactions) and again in December (4.878 transactions), while August recorded the lowest volume (3.858 deals), underscoring seasonal effects and continued investor selectivity.

In the fourth quarter, activity rebounded in terms of value. **Q4 2025 closed with €1.35 trillion in total deal value across 13.267 transactions,** driven by a concentration of high-value transactions despite a moderation in deal count compared to peak months earlier in the year.

Overall, the twelve-month overview points to a **European M&A market that remains active but increasingly selective.** Investors have continued to prioritize scale, resilience, and strategic fit, resulting in fewer but larger transactions, while mid-market activity has faced sustained pressure from financing constraints and valuation discipline.

European M&A remained active but increasingly selective in 2025.

M&A Q4 Deals
Market Overview

The United Kingdom reinforced its leadership in Q4 2025, ranking first by a wide margin with €64.4 billion across 801 transactions, confirming its role as Europe's main hub for large-scale and strategic M&A. Activity remained broad-based, with strong contributions from financial services, consumer staples, and energy-driven deals.

France (€32.9 billion, 394 deals) and Germany (€28.5 billion, 460 deals) followed, both delivering solid quarters and confirming their role as core European markets. While Germany recorded a higher number of transactions, France benefited from a greater concentration of higher-value deals.

Southern Europe showed continued resilience. Spain posted €24.7 billion across 360 deals, supported by telecommunications, financials, and energy-related activity. Italy, despite closing 546 transactions, generated a more modest €7.5 billion in value, highlighting the continued prevalence of small and mid-sized deals.

Among mid-sized markets, Belgium (€10.5 billion) and Greece (€10.3 billion) stood out for their value contribution despite limited deal volumes, reflecting the impact of a small number of sizeable transactions. The Nordics delivered mixed results, led by Sweden (€8.6 billion), while Ireland (€5.7 billion) and Denmark (€4.3 billion) remained active at more moderate levels.

Overall, Q4 2025 confirmed the concentration of M&A value in Western Europe, with the UK firmly ahead and France, Germany, and Spain forming a strong second tier. The persistent gap between deal value and transaction volume across countries continues to underline a **selective and disciplined European M&A environment.**

Total Rank Value

217.244,47€

No. of Transactions

4.102

Country	Rank Value (MM, EUR)	Number of Deals
United Kingdom	64.382,86 €	801
France	32.870,19 €	394
Germany	28.450,53 €	460
Spain	24.720,54 €	360
Belgium	10.538,94 €	81
Greece	10.302,51 €	17
Sweden	8.596,84 €	278
Italy	7.517,45 €	546
Ireland	5.686,44 €	86
Denmark	4.298,95 €	91

Country	Rank Value (MM, EUR)	Number of Deals
Norway	3.772,15 €	113
Netherlands	3.679,69 €	182
Finland	3.249,01 €	125
Switzerland	2.795,08 €	114
Poland	1.636,06 €	153
Portugal	1.591,20 €	59
Russia	928,16 €	147
Czech Republic	894,72 €	29
Latvia	801,36 €	22
Turkey	531,79 €	44

Top 20 countries ranked by total deal value (MM, EUR)

M&A Q4 Deals
Industry Segmentation

In Q4 2025, **Financials (€37.9 billion, 416 deals) returned to the top position** by deal value, overtaking Energy and Power after its Q3 peak. Continued consolidation in banking, insurance, and asset management supported the sector, while **Telecommunications (€36.8 billion) ranked second**, driven by a small number of large-scale infrastructure transactions with high average deal sizes.

By volume, Industrials remained the most active sector with 789 transactions (€20.0 billion), confirming sustained momentum in manufacturing and logistics, while Real Estate (€19.8 billion) rebounded into the top tier following a weaker Q3. High Technology (€18.3 billion, 718 deals) continued to attract strong investor interest, supported by digital infrastructure and software-driven activity.

Defensive and transition-oriented sectors delivered more selective results. Consumer Staples (€17.8 billion) and Energy and Power (€15.2 billion) remained active, though at lower levels than in the previous quarter, while Healthcare (€12.3 billion) recorded steady but disciplined investment. Other sectors, including Materials, Media and Entertainment, and Retail, contributed modestly amid ongoing restructuring and cautious consumer conditions.

Overall, Q4 reflects a rebalancing of sector leadership, with Financials and infrastructure-linked assets regaining prominence, while deal volumes remained concentrated in Industrials and Technology. The distribution reinforces a **market increasingly driven by scale, resilience, and strategic relevance.**

1

Financials

37.929,78€

Rank Value (MM,EUR)

416

Number of Deals

2

Telecom.

36.821,32€

Rank Value (MM,EUR)

54

Number of Deals

3

Industrials

20.007,30€

Rank Value (MM,EUR)

789

Number of Deals

	Industry	Rank Value (MM, EUR)	No. of Deals
#4	Real Estate	19.750,18 €	272
#5	High Technology	18.274,89 €	718
#6	Consumer Staples	17.821,15 €	255
#7	Energy & Power	15.191,41 €	283
#8	Materials	14.872,18 €	206
#9	Media & Entertainment	14.458,19 €	283
#10	Healthcare	12.313,09 €	281
#11	Retail	7.935,53 €	226
#12	Cosumer Prod. & Services	3.775,58 €	583
#13	Government & Agencies	96,63 €	14

Q4 2025 Top Industries in M&A:
Q4 2024 vs Q4 2025

M&A	2025 Q4		2024 Q4		Evolution	
	Rank Value (MM, EUR)	#of Deals	Rank Value (MM, EUR)	#of Deals	Rank Value (MM, EUR)	#of Deals
UK Financials	18.393,25 €	118	8.576,10 €	131	114,47%	-10%
France Telecom.	17.391,00 €	6	81,00 €	2	21.370,37%	200%
Germany Materials	10.029,85 €	22	822,00 €	25	1.120,18%	-12%
Spain Telecom.	17.283,02 €	5	0,30 €	3	5.760.906,67%	67%
Belgium Consumer Staples	5.178,86 €	3	6,90 €	7	74.955,94%	-57%
Greece Media & Entertainment	8.968,00 €	4	235,00 €	3	3.716,17%	33%
Sweden Real Estate	4.727,00 €	60	1.111,05 €	25	325,45%	140%
Italy Industrials	1.764,42 €	116	472,28 €	67	273,60%	73%
Ireland Healthcare	3.720,96 €	9	4,87 €	10	76.305,75%	-10%
Denmark Financials	2.562,95 €	9	2.903,42 €	7	-11,73%	29%

200%
Evolution of Deals
France
Telecommunications

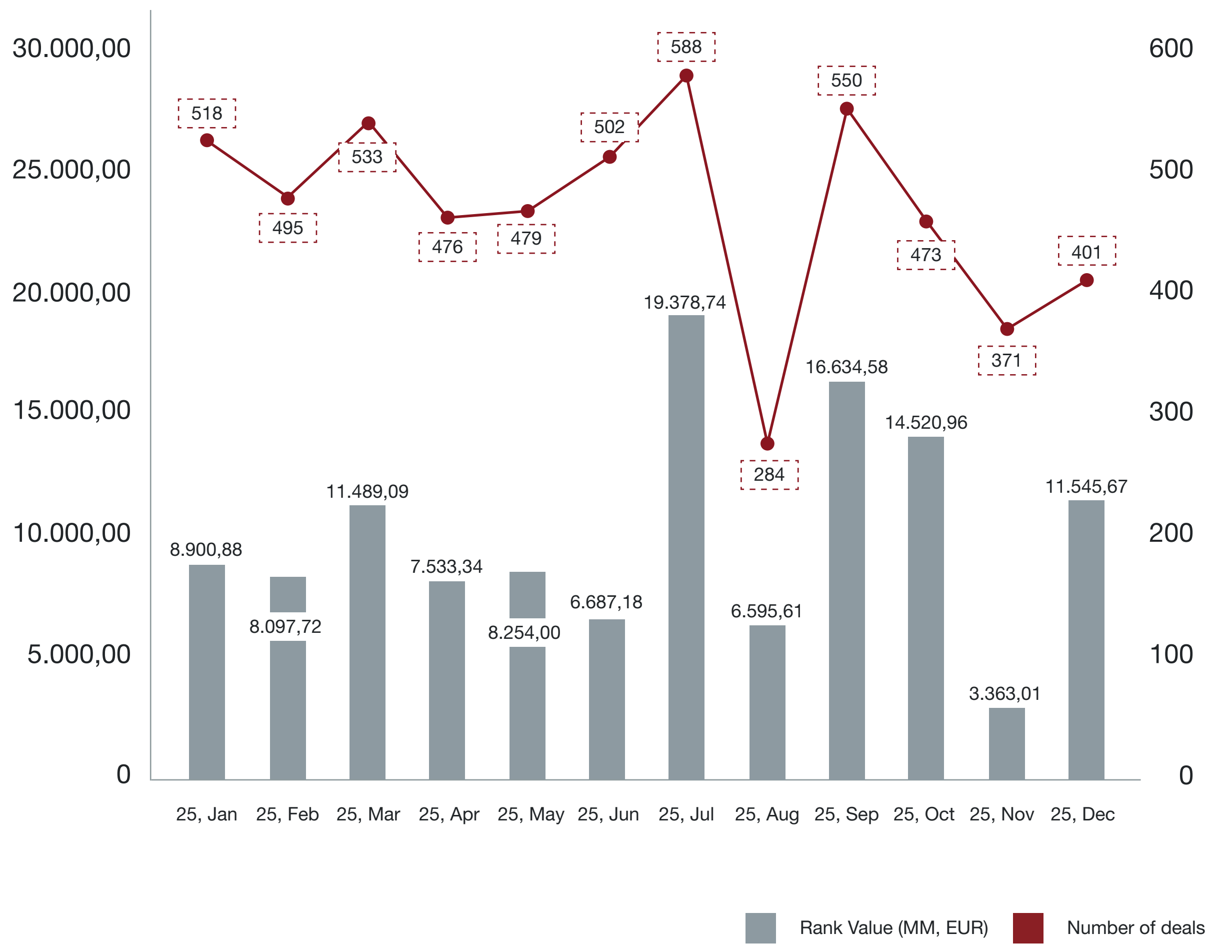
140%
Evolution of Deals
Sweden
Real Estate

PE Market Overview

The European private equity market entered the fourth quarter of 2025 with a **continued emphasis on discipline and selectivity.** While capital remained available, deployment was shaped by cautious pricing, tighter financing conditions, and ongoing uncertainty around exits, resulting in a more measured pace of investment.

Deal activity remained concentrated in a **limited number of core markets,** with the **United Kingdom and Germany** once again leading European private equity investment. Country-level performance highlighted a clear imbalance between value and volume, with aggregate deal value driven by a relatively small number of large-cap transactions, while overall volumes remained broadly stable.

At an industry level, **technology and industrial assets remained central** to investment strategies, supported by selective exposure to defensive and infrastructure-linked segments. Overall, Q4 2025 confirmed a private equity environment that remains active but highly selective, with investors focused on high-conviction opportunities and long-term value creation rather than broad-based deployment.



PE Deals
Summary (Last 12 Months)

European private equity **activity over the last twelve months of 2025 reflects a market that remains active but increasingly selective.** Between January and December 2025, PE-backed transactions totaled €123.0 billion across 5.670 deals, confirming a year characterized by disciplined capital deployment and a continued focus on high-quality assets.

Activity was uneven throughout the year. **July 2025 emerged as the strongest month by value (€19.4 billion) and volume (588 deals)**, driven by the closing of several delayed large-cap transactions. September (€16.6 billion) and October (€14.5 billion) also stood out, supporting aggregate value despite fluctuating deal counts. In contrast, November marked the weakest point (€3.4 billion, 371 deals), highlighting year-end timing effects and ongoing caution around exits and valuations.

Overall, the twelve-month overview points to a **private equity market that is still moving, but at a more measured pace.** Capital remains available, yet deployment is increasingly concentrated in selective opportunities with clear value-creation potential, reinforcing the structural shift toward disciplined execution and longer investment horizons.

Activity peaked
July 2025
€19.4 billion
across **588 deals**
the strongest month of the year by value and volume

PE Q4 Deals
Market Overview

European private equity activity in Q4 2025 remained selective but resilient. Total PE deal value reached approximately **€29.4 billion across 1.245 transactions during the quarter,** reflecting continued caution around deployment timing, while capital remained available for high-conviction opportunities.

The United Kingdom once again led the market by a wide margin, **recording €11.1 billion across 334 deals**, accounting for a substantial share of total Q4 activity. **Germany followed with €9.3 billion from 174 deals**, remaining a key destination for large-cap buyouts, though at lower levels than in the previous quarter. Switzerland (€1.75 billion, 73 deals) stood out for its high value relative to volume, reflecting a concentration of sizeable transactions.

Elsewhere, France (€1.48 billion) and Italy (€1.18 billion) delivered more modest quarters, while Finland (€1.1 billion) and the Netherlands (€0.9 billion) led the group of mid-sized markets. Activity across the Nordics and Central and Eastern Europe remained fragmented, with selective deal flow and limited contributions from smaller jurisdictions.

Overall, Q4 confirmed the **continued concentration of private equity investment in a small number of core Western European markets**, with capital increasingly focused on selective, high-conviction opportunities.

Total Rank Value
29.294,05€

No. of Transactions
1.206

> **The United Kingdom and Germany led European private equity activity in Q4 by a wide margin."**

Country	Rank Value (MM, EUR)	Number of Deals
United Kingdom	11.119,12 €	334
Germany	9.355,95 €	174
Switzerland	1.750,27 €	73
France	1.484,19 €	150
Italy	1.184,54 €	77
Finland	909,25 €	22
Netherlands	795,13 €	58
Denmark	621,42 €	29
Lithuania	484,97 €	8
Czech Republic	316,31 €	7

Country	Rank Value (MM, EUR)	Number of Deals
Spain	304,10 €	93
Sweden	239,69 €	41
Austria	176,67 €	23
Norway	116,32 €	21
Ireland	88,93 €	31
Croatia	80,80 €	3
Turkey	77,06 €	22
Belgium	74,16 €	21
Portugal	72,21 €	11
Poland	42,96 €	8

Top 20 countries ranked by total deal value (MM, EUR)

PE Q4 Deals
Industry Segmentation

In Q4 2025, private equity investment remained concentrated in a limited number of sectors, with Technology clearly leading by both value and volume. The sector generated **€7.2 billion across 514 transactions**, confirming its position as the primary driver of PE activity and reflecting sustained appetite for scalable, digital-first platforms.

Basic Materials (€6.0 billion) ranked second in value, standing out for its high average deal size despite limited volume, **while Industrials (€5.0 billion, 238 deals) remained one of the most active sectors**, supported by continued interest in manufacturing, logistics, and operational improvement stories. Consumer non-cyclicals (€3.9 billion) also featured prominently, reflecting ongoing defensive positioning amid a cautious macro environment.

Other sectors recorded more selective activity. Healthcare (€1.8 billion) and Utilities (€2.0 billion) attracted targeted investments, while Consumer Cyclicals (€1.7 billion) and Financials (€1.4 billion) posted moderate volumes amid continued pricing discipline. Activity in Energy, Real Estate, and smaller categories remained marginal, highlighting a continued focus on core, high-conviction sectors.

Overall, **Q4 2025 confirmed a PE landscape increasingly driven by technology, industrial platforms, and selective defensive exposure.** Compared to Q3, sector leadership shifted away from utilities toward technology and materials, reinforcing a market focused on scalability, resilience, and disciplined execution rather than broad-based sector participation.

Total Rank Value
29.429,64€

Number of Deals
1.245

1 **Technology**
7.206,08€
Rank Value (MM,EUR)
514
Number of Deals

2 **Basic Materials**
6.024,65€
Rank Value (MM,EUR)
38
Number of Deals

3 **Industrials**
5.070,97€
Rank Value (MM,EUR)
238
Number of Deals

	Industry	Rank Value (MM, EUR)	No. of Deals
#4	Cons. Non cyclicals	3.929,34 €	78
#5	Utilities	2.045,37 €	27
#6	Healthcare	1.840,24 €	169
#7	Cons. Cyclicals	1.782,71 €	106
#8	Financials	1.409,68 €	36
#9	Energy	52,05 €	12
#10	Real Estate	38,53 €	7
#11	Acad. & Educ. Services	28,39 €	17
#12	Institutions, Assoc. & Organizations	1,63 €	1
#13	Goverment Act.	0 €	2

Q4 2025 Top Industries in PE:
Q4 2025 vs Q4 2024

PE	2025 Q4		2024 Q4		Evolution	
	Rank Value (MM, EUR)	#of Deals	Rank Value (MM, EUR)	#of Deals	Rank Value (MM, EUR)	#of Deals
UK Technology	3.238,61 €	136	2.927,28 €	172	10,64%	-21%
Germany Basic Materials	5.898,85 €	6	23,50 €	5	25.001,49%	20%
Switzerland Cosumer Cyclicals	640,59 €	5	44,16 €	4	1.350,61%	25%
France Technology	901,70 €	63	612,36 €	66	47,25%	-5%
Italy Industrials	732,20 €	19	10,27 €	9	7.029,50%	111%
Finland Technology	883,03 €	9	562,20 €	13	57,07%	-31%
Netherlands Cosumer Non-Cyclicals	506,67 €	9	7,00 €	3	7.138,14%	200%
Denmark Healthcare	242,73 €	7	232,69 €	7	4,31%	0%
Lituania Industrials	481,08 €	2	0,80 €	1	60.035,00%	100%
Czech Republic Utilities	300,00 €	1	0 €	1	0%	35%

200%
Evolution of Deals
Netherlands
Cons. Non-Cyclicals

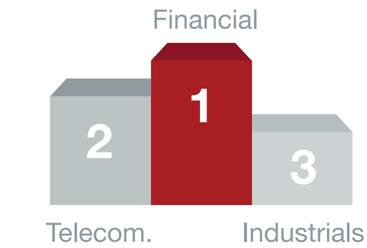
111%
Evolution of Deals
Italy
Industrials

2024 VS 2025

M&A		2025	2024
	Rank Value	€3.93 trillion	€646.67 billion
	Number of transactions	50.553	16.198
	TOP 3 Industries	Financial Telecommunications Industrials	Technology Industrials Financials
	TOP 3 Countries	United Kingdom France Germany	United Kingdom Germany France

Total Rank Value
€3.93 trillion

No. of Transactions
50.553



United Kingdom

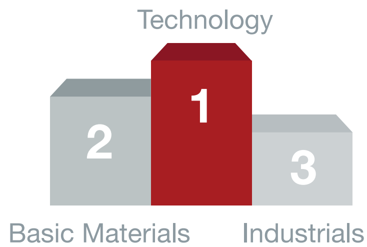
France

Germany

PE		2025	2024
	Rank Value	€123.0 billion	€113.96 billion
	Number of transactions	5.670	5.431
	TOP 3 Industries	Technology Basic Materials Industrials	Technology Industrials Financials
	TOP 3 Countries	United Kingdom Germany Switzerland	United Kingdom Germany France

Total Rank Value
€123.0 billion

No. of Transactions
5.670



United Kingdom

Germany

Switzerland

Financial Highlights

The fourth quarter of 2025 confirmed that European dealmaking remains selective and cautious, with financing conditions continuing to influence how and when capital is deployed. Higher interest rates and a restrictive monetary environment have kept pressure on valuations and leverage, reinforcing disciplined decision-making across both M&A and private equity markets. At the same time, geopolitical uncertainty and uneven growth across the eurozone have weighed on confidence, encouraging investors and corporates to prioritize resilience over expansion.

In M&A, Q4 activity reached approximately €1.35 trillion across 13.267 transactions, reflecting a clear year-end acceleration driven by large-cap and strategic deals. Activity remained concentrated in core markets such as the United Kingdom, France and Germany, while sector momentum favored financial services, telecommunications, industrials and technology, consistent with a focus on scale and resilience.

Private equity activity moderated compared to the previous quarter, with Q4 deal value reaching approximately €29.4 billion across 1.245 transactions, as funds remained cautious in pricing and focused on high-conviction platforms rather than broad deployment. Capital availability was not the constraint; rather, selectivity and exit visibility continued to shape investment decisions.

Overall, Q4 2025 reflects a market that is still functioning but highly selective. M&A and private equity continue where strategic rationale and asset quality are clear, while equity issuance remains constrained and debt markets provide relative stability. **The dominant theme across financial activity remains discipline and long-term value focus rather than volume-driven growth.**

Discipline and selectivity define European dealmaking.

Challenges and Opportunities

As Q4 2025 closed, the European M&A and private equity market remained measured and selective, with deal volumes under pressure despite ample capital availability. Elevated interest rates continued to constrain leverage and encourage more conservative deal structures, particularly in leveraged and mid-market transactions.

Execution has also become more complex. Increased regulatory requirements, longer due-diligence processes, and greater scrutiny around ESG, technology, and cross-border issues have extended timelines and raised transaction costs. **Geopolitical uncertainty** has further weighed on confidence and reinforced a preference for domestic or regionally focused deals.

Despite these challenges, **opportunities remain concentrated in structurally resilient sectors**, notably energy transition, digital infrastructure, healthcare, and defensive consumer segments. In parallel, **private credit** continues to play a **growing role** in supporting acquisitions and refinancings as traditional bank lending remains selective.

Overall, Q4 2025 reflects a **market constrained by higher costs and complexity, but not stalled**, with activity continuing where strategic rationale, asset quality, and long-term value creation are clear.

Forecasts for upcoming quarters

Market Predictions

European M&A and Private Equity activity are expected to continue recovering through 2026, although growth will remain selective and uneven across regions and sectors. Rather than a broad-based rebound, the market is entering a phase of strategic normalization, with deal volume stabilizing and average deal sizes increasing, particularly in sponsor-led and large-cap transactions.

> **“Rather than a broad-based rebound, the market is entering a phase of strategic normalization.”**

European M&A 2026

Strategic normalization

- Selective recovery.
- Stabilizing deal volume.
- Larger average deals.
- Focus on sponsor-led.

Key Regions

Uneven opportunities

- Western Europe core market.
- CEE & Southern Europe outperform.

Driven by reshoring & energy projects.

Execution & Fit

Winning strategies

- Diversification & disciplined execution.
- Focus on strategic fit.

Europe remains a stable, attractive market.

Western Europe is likely to remain the core of deal activity, supported by improved macro stability, easing financing conditions, and continued corporate portfolio realignment. At the same time, Central and Eastern Europe (CEE) and Southern Europe are expected to outperform on a relative basis, driven by nearshoring, infrastructure investment, and energy transition dynamics.

CEE is positioned to benefit further from industrial reshoring, EU-backed investment programs, and supply chain reconfiguration, sustaining momentum in manufacturing, logistics, and industrial technology. Southern Europe continues to gain relevance in renewable energy, infrastructure, and tourism-related assets, supported by decarbonization targets and structural reforms. **Northern Europe remains a focal point for technology-driven M&A**, with continued cross-border interest in digital platforms, software, and innovation-led scale-ups.

Overall, Europe’s M&A landscape in 2026 is characterized by **greater diversification, disciplined execution**, and a renewed focus on strategic fit, reinforcing the region’s role as a stable and attractive global deal market.

Influencing Factors

Key drivers in European M&A are shifting from financing to regulatory, operational, and technological considerations, shaping deal execution, capital allocation, and value creation.

Deal Execution Risk & Regulatory Complexity

Rather than financing costs, **regulatory execution risk** has become a more decisive factor in European M&A. The expansion of **FDI screening** regimes, increased **competition scrutiny**, and sector-specific approvals are extending deal timelines and increasing conditionality, particularly in **cross-border and strategic assets transactions**.

Private Capital Allocation & Exit Pressure

Private equity remains a key driver of European M&A, but **capital deployment** and **exit pressure** are now shaping deal behavior more than headline financing conditions. Funds face growing pressure to return capital to LPs, leading to increased use of **structured exits, continuation vehicles, partial sales, and GP-led transactions.**

Operational Value Creation over Financial Engineering

With leverage remaining disciplined, **value creation** in European deals is increasingly driven by **operational improvement, digitalization, and cost optimization rather than multiple expansion.** Buyers are prioritizing targets with clear paths to **productivity gains, automation, and margin resilience.**

Technology Regulation as a Due Diligence Driver

The phased implementation of the **EU AI Act** is becoming a tangible consideration in technology and data-driven transactions. Buyers are now assessing not only growth potential, but also **AI governance, data usage, and compliance readiness.**

Main Trends

European M&A is focused on key themes in energy, technology, industrials, and deal structures, reflecting evolving strategic priorities. Sustainability, digital transformation, supply chain resilience, and flexible exit options are increasingly driving market activity.

Energy Transition and Infrastructure

→ Energy-related M&A remains one of the most resilient themes in Europe, with sustained interest in renewables, grids, storage, and infrastructure assets. The focus is increasingly on energy security, grid resilience, and long-duration assets, supported by policy visibility and public funding.

Technology and AI-Driven Transformation

→ Technology-driven M&A continues to play a central role, particularly in AI-enabled software, data infrastructure, cybersecurity, and vertical SaaS. Acquisitions are increasingly used as a tool to accelerate digital transformation and productivity gains across both tech and non-tech sectors.

Industrial Consolidation and Nearshoring

→ Industrial and logistics sectors continue to consolidate as companies adapt supply chains through nearshoring and regionalization. Automation, robotics, and industrial software remain key investment themes, especially in CEE and Southern Europe.

Structured Transactions and Alternative Exit Routes

→ Persisting valuation gaps and uneven exit markets are accelerating the use of structured deal solutions, including earn-outs, minority stakes, and staged acquisitions. In parallel, private equity firms are increasingly relying on secondary sales and continuation funds to manage liquidity and portfolio rotation.

Emerging Countries

Emerging European markets are attracting increasing M&A interest, driven by nearshoring, digitalization, and sector-specific growth. Countries like Poland, Romania, Estonia, and Spain are benefiting from strategic location, innovation, and supportive regulatory and funding environments.

POLAND

Poland continues to be the leading M&A market in Central and Eastern Europe, supported by its scale, strong domestic demand, and strategic role in nearshoring and industrial relocation. Investor interest remains concentrated in manufacturing, industrial services, technology, and renewable energy, reinforced by EU funding and supply chain reconfiguration trends.

ROMANIA

Romania is gaining relevance as a nearshoring and growth destination, driven by competitive cost structures, a growing IT and services sector, and increasing investment in energy and infrastructure. Improved macro stability and EU-backed investment programs continue to enhance its appeal to both strategic buyers and private equity investors.

ESTONIA

Estonia stands out among the Baltic states as a hub for technology-driven M&A, particularly in fintech, software, cybersecurity, and digital infrastructure. Its mature digital ecosystem, innovation-friendly regulatory environment, and strong cross-border connectivity continue to attract international acquirers despite the country's small market size.

SPAIN

Spain has consolidated its position as a key Southern European M&A market, benefiting from strong activity in renewable energy, infrastructure, technology, and business services. Structural reforms and increased intra-European deal flow are supporting sustained investor interest beyond cyclical recovery dynamics.

Qualified profesionals

Highly Recognized

Chambers Ranked in Global 2025

Practice Areas

17 Recognized in Corporate and M&A

Individuals

21 Recognized in Corporate and M&A

Chambers Ranked in Europe 2025

Practice Areas

23 Recognized in Corporate and M&A

Individuals

37 Recognized in Corporate and M&A

Legal500

Practice Areas

40 Recognized in Corporate and M&A

Individuals

48 Recognized in Corporate and M&A

Chambers Ranked in Latin America 2026

Practice Areas

1 Recognized in Corporate and M&A

Individuals

2 Recognized in Corporate and M&A

Chambers Ranked in FinTech 2026

Practice Areas

1 Recognized in Corporate and M&A

Individuals

3 Recognized in Corporate and M&A

Contact

Ignacio Aparicio
European Corporate and M&A Coordinator
ignacio.aparicio@es.Andersen.com

Paolo Trevisanato
European M&A Coordinator
paolo.trevisanato@it.Andersen.com

Subscribe now

If you would like to receive updates on M&A and PE in Europe prepared by the Andersen team, you can subscribe through **this form**.