

TH Global Capital Market Wrap-Up: Europe

- Zalos' AI finance agents mainstream automated back-office workflows, expanding demand for ERP-adjacent integration and managed services
- Record US \$2 bn Nscale round plus ASML–Mistral projects accelerate AI data-centre buildout, driving cloud, infra and managed services needs
- Deeptech funding hit US \$20.3 bn in 2025, cementing AI, quantum and sovereign tech as key IT spending priorities
- Fintech sector shifts toward resilient, regulated business models, increasing opportunities for reg-tech platforms, compliance outsourcing and automation partners
- Satellite communications and LFAM investments reinforce Italy as an industrial tech hub, underpinning long-cycle engineering, IoT and managed services demand
- "100-euro company" regime's 48-hour digital incorporation should spur startup formation, boosting demand for cloud, SaaS and BPO support
- State-backed fintech and quantum initiatives position Nordics as high-value nearshore centres for financial IT, analytics and AI services

TH Global Capital Europe Deal Tracker: IT Services & BPO M&A Highlights – March 2026

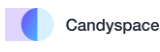
Europe's March tech deals stayed robust, with corporates and PE targeting cloud, cybersecurity, data-rich and nearshore IT services platforms. Deal flow clustered around UK, Iberia, Italy, DACH and Nordics

Select IT & BPO Services M&A Activity in Europe Region: March 2026

Date	Companies	Investor	Deal Summary	Deal Type	Employee #	Country
31-Mar-26			Carves out Schaeffler automotive IT services into focused platform.	PE	130	
31-Mar-26			Expands Factory Systems into Benelux and Nordics custom software.	Strategic	257	
30-Mar-26			Grows Oracle NetSuite and JD Edwards consulting footprint.	Strategic	60	
30-Mar-26			Adds healthcare-focused IT support and cybersecurity capabilities.	Strategic	100	
30-Mar-26			Strengthens Result's Oracle-centric industrial ERP capabilities.	Strategic	60	
27-Mar-26			Expands Aspire's managed services and cyber-defense footprint.	Strategic	154	
27-Mar-26			Expands Aspire's managed cyber, cloud, connectivity services.	Strategic	154	
26-Mar-26			Expands Datashift's public-sector, data-governance consulting capabilities.	Strategic	30	
25-Mar-26			Creates industrial digital-transformation and IIoT engineering platform.	PE	160	

IT Services and BPO M&A Pulse: Europe

April 2026

Date	Companies	Investors	Deal Commentary	Deal Type	Employee #	Country
25-Mar-26			Expands Accenture's Italian banking BPO and managed services.	Strategic	216	
25-Mar-26			Deepens Logicalis' custom software and integration expertise.	Strategic	54	
24-Mar-26			Builds CPM and ERP finance-transformation specialist platform.	PE	210	
24-Mar-26	gingco systems		Builds workplace software platform for desk-sharing and conference management.	PE	30	
24-Mar-26			Adds end-to-end IT services to connectivity portfolio.	Strategic	87	
23-Mar-26	ULTRA I&C		Strengthens Airbus' sovereign, defence-grade cyber security portfolio.	Strategic	200	
23-Mar-26			Creates larger German digital-transformation and industry consulting group.	PE	350	
17-Mar-26			Gives Trivium large nearshore software-development capacity.	Strategic	500	
17-Mar-26			Scales financial-services transformation consulting across Europe.	Strategic	235	
16-Mar-26			Bolsters B2B demand-gen and digital marketing capabilities.	Strategic	40	
13-Mar-26		AVIMEA GROUP	Backs French IT consultancy supporting SME digital transformation.	PE	80	
11-Mar-26			Bolsters Telefónica's SAP consulting and ERP modernization offering.	Strategic	146	
10-Mar-26			Provides growth capital for managed backup and cyber-resilience services.	Strategic	241	
09-Mar-26			Adds UX-led digital product and commerce build capabilities.	Strategic	57	
09-Mar-26			Enhances Embryo's ecommerce and creative performance marketing depth.	Strategic	33	
08-Mar-26		born {digital}	Adds Scandinavian engineering talent for modernisation projects.	Strategic	53	
05-Mar-26			Adds multidisciplinary product engineering and development expertise.	Strategic	350	
05-Mar-26			Strengthens Odin's managed services position in western Netherlands.	Strategic	100	
05-Mar-26			Deepens All for One's SAP finance and analytics specialization.	Strategic	450	
04-Mar-26			Strengthens smart-city and facilities management software portfolio.	Strategic	33	
04-Mar-26			Builds European IT services platform focused on operational execution.	Strategic	31	

Advised by TH Global Capital

TH Global Capital Director's Column: Namrata Zaveri

Salesforce Headless 360: What it means for Europe's IT services M&A activity pipeline

Salesforce's Headless 360 launch marks the clearest shift yet from CRM "destination" to AI-ready infrastructure layer, with everything on the platform exposed as APIs, MCP tools, or CLI commands that software agents and developers can call directly. This is less a product release and more a new organising principle for where value will sit in the Salesforce ecosystem over the next cycle.

Headless 360 effectively turns Customer 360, Data 360 and Agentforce into a programmable substrate, with 60+ MCP tools and 30 preconfigured coding skills giving AI coding agents live access to data, workflows and business logic. In practice, that means implementation partners stop monetising primarily around page layouts and point-and-click configuration, and start monetising orchestration: multi-cloud architectures, event streams, agent governance, observability and FinOps-style optimization of AI workloads. Investors will favour partners who can design agent-first processes across Slack, mobile, voice and legacy UIs, not just "Salesforce build factories."

This shift mirrors wider European trends in AI infrastructure, data centre build-outs and sovereign data-platform investments.: Nscale's record US \$2 bn raise and ASML-backed Nvidia data centres show infrastructure being pulled toward AI-heavy, latency-sensitive customer and analytics workloads. Informatica's expanded Microsoft Fabric integration, now with an Azure POD in Switzerland, underlines that governed, sovereign data foundations are becoming the gating factor for CX and AI projects across the region. Headless 360 sits on top of exactly those stacks, creating a flywheel where infra, data platforms and agentic CRM all need specialist services capacity to make them work together.

Where Value is Shifting in Salesforce Services



Cross Cloud Orchestration

Salesforce –
Azure + Data Lakes



Agent Governance

Guardrails, Audit and Human-
in-the-loop



Nearshore Vertical Hubs

Nordic, Deeptech and AiOps
boutiques

From Build Factories →
Orchestration Platforms

From Pages →
APIs and Agents

From Local Projects → Multi-
Cloud

From an M&A perspective, this reframes what "strategic" looks like in European Salesforce and CX assets. Pure-play implementation shops without strong DevOps, data engineering, or security practices will see margin pressure as generative tools and Headless 360 automations eat low-complexity work. By contrast, boutiques with deep industry IP (financial services, utilities, public sector), platform engineering muscle, and managed services around monitoring, cost control and compliance for agents become more attractive roll-up candidates and justify premium valuations.

Three themes are worth watching in pipeline reviews -

- **Cross-cloud orchestration:** prioritize assets that span Salesforce, Azure and data-lake ecosystems, including those aligned with alliances like Informatica–Microsoft.
- **Agent governance:** look for partners with reusable guardrail frameworks covering security, audit and human-in-the-loop escalation for EU-regulated clients.
- **Nearshore vertical hubs:** focus on Nordic and deeptech-rich boutiques offering high-end engineering and AI-ops and industry-specialist agent frameworks that can anchor regional platforms

For an investment banker covering European IT services and BPM, the question to ask on every Salesforce-adjacent asset is shifting from "How many certs and logos?" to "Can this platform sit at the control plane of an agent-first, multi-cloud CX stack?" Assets that can credibly answer yes are where the next wave of strategic M&A should concentrate.

TH Global Capital Transactions

Track Record: Recent IT Services Transactions

MAR 2026   Has acquired  Digital Product Engineering	DEC 2025   Has been acquired by  ServiceNow Consulting	NOV 2025   Has been acquired by  Social Media & Digital Marketing Agency	NOV 2025   Has been acquired by  Semiconductor Engineering Services & Embedded Systems
NOV 2025   Has been acquired by  AI led Software Testing & Test Automation IP	OCT 2025   Has been acquired by  Strategic Veeva Services Partner	SEP 2025   Has been acquired by  MSP, Data & Microsoft Consulting	AUG 2025   Has been acquired by  Digital, Data & Cloud Engineering
JUL 2025   Minority Investment by  AI Marketing Technology	JUL 2025   Has been acquired by  Cloud & DevOps, Atlassian Consulting	APR 2025   Has been acquired by  Cybersecurity	APR 2025   Has been acquired by  ServiceNow Consulting

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