



MOORE



**BUSINESS
SCHOOL**

CROSS-BORDER MID-MARKET M&A COMPASS 2025

**A RESEARCH REPORT FOR
MOORE GLOBAL CORPORATE FINANCE**

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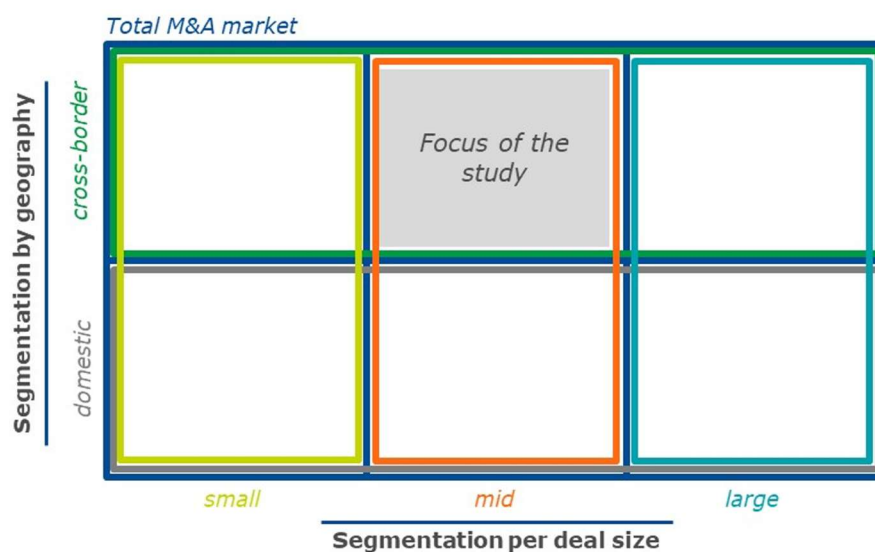
Main idea and general concept of the compass

Cross-border mergers and acquisitions (M&A) are a common strategy for expanding into new markets, accessing resources, acquiring new technologies, improving operations, and diversifying revenue streams.

While large deals attract public attention, mid-market M&A transactions largely go unnoticed. Most industry reports focus on the overall M&A market or large-scale transactions. This report focuses specifically on cross-border mid-market M&A — a niche but economically significant segment that requires specialised expertise. The report analyses data from more than 41,000 completed and confirmed deals in 2025, benchmarked against the 2019–2024 period.

To structure this analysis, we apply a three-tier framework examining deal volume, deal value, and average deal value at each level. The first tier positions cross-border mid-market M&A within the broader M&A market. The second tier examines deal flows across six continents, with detailed analysis of North America and Europe as the leading regions. The third tier focuses on deals involving Moore Global Corporate Finance geographies, comparing them against continental benchmarks to identify key similarities and particularities.

General concept and focus of the study



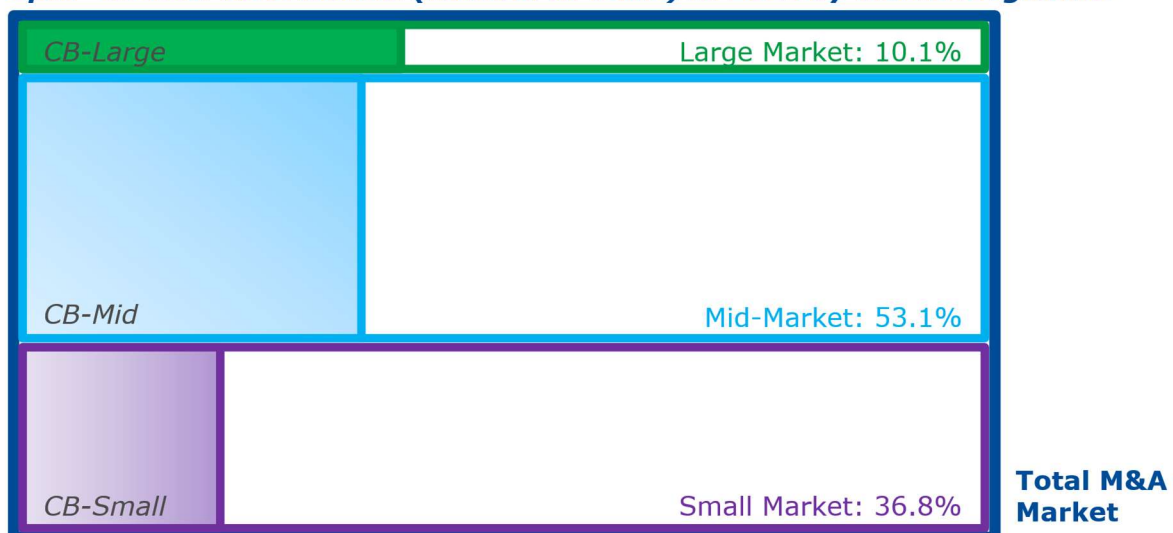
The Mid-Market Anchor: Structural Resilience and Strategic Volume

In 2025, the mid-market segment remained the structural backbone of global M&A activity, accounting for 53% of total transaction volume. While megadeals captured headline attention, the mid-market continued to serve as the primary engine of deal activity, supporting organisations pursuing disciplined growth and portfolio optimisation.

In this segment, cross-border deals accounted for 39% of all mid-market transactions. Or in other words, 61% of all cross-border transactions happened within the mid-market segment. It is a meaningful share given the uncertain global environment in 2025. This figure reflects a sustained appetite for international expansion among mid-sized firms, who continue to use cross-border M&A to access global innovation ecosystems and reduce exposure to regional economic risks.

The 2025 data reinforce the strategic importance of the cross-border mid-market segment. While these deals do not represent the majority of transactions, they are consistently among the most strategically significant, enabling firms to unlock value through access to new markets, technologies, and capabilities that domestic deals cannot provide. For dealmakers with the expertise to navigate cross-border complexity, the mid-market remains a critical arena.

Split of total M&A market (number of deals) in 2025 by market segments*



*Based on 20,233 deals with known deal value.



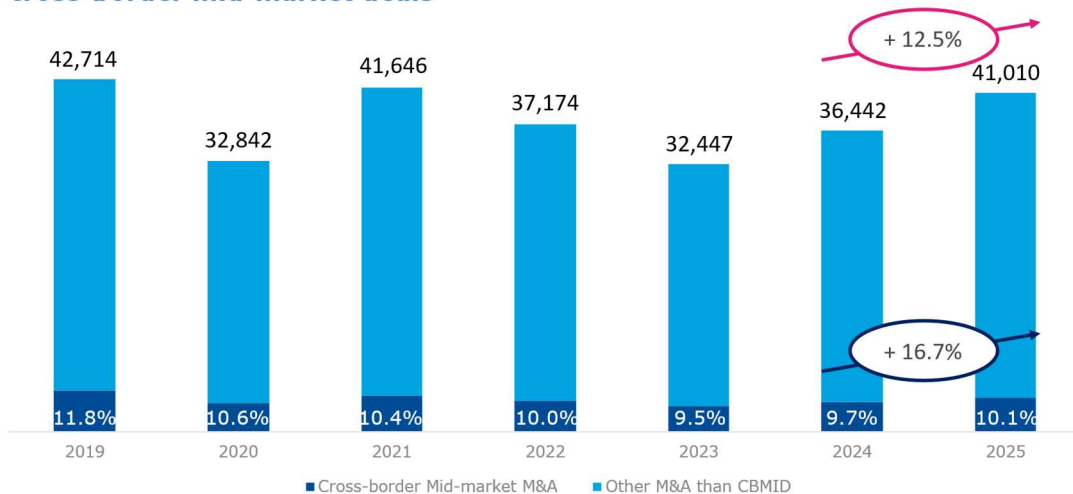
Tier 1: Global M&A activity rebounded in 2025, with cross-border mid-market deals outperforming the market

Global M&A activity has gone through notable volatility, following a cyclical trajectory over the past seven years. From the strong deal-making activity of 2019 to the shock-induced declines of 2020, the market has since balanced sharp recoveries in 2021 with subsequent softening through 2022 and 2023. This multi-year rebound gained significant ground in 2024 and maintained its momentum into 2025. In total, global transaction volume grew by 12.5% and reached 41,010 deals in 2025, up from 36,442 in the previous year.

Cross-border mid-market M&A followed a similar path to global M&A, demonstrating high resilience and staging a particularly powerful recovery in 2025. Transaction volume in this segment grew by 16.7% and reached 4,143 deals, up from 3,550 in 2024. Notably, throughout the 2019–2025 period, cross-border mid-market activity has maintained a remarkably consistent footprint, accounting for at least approximately 10% of total global M&A transaction volume.

This enduring stability speaks to the mid-market's vital and resilient role within the global M&A landscape. Even as overall activity has fluctuated, forward-thinking companies continue to use mid-sized cross-border deals as a way to grow internationally and build new capabilities.

7-year comparison of the total number of M&A deals and percentage of cross-border mid-market deals



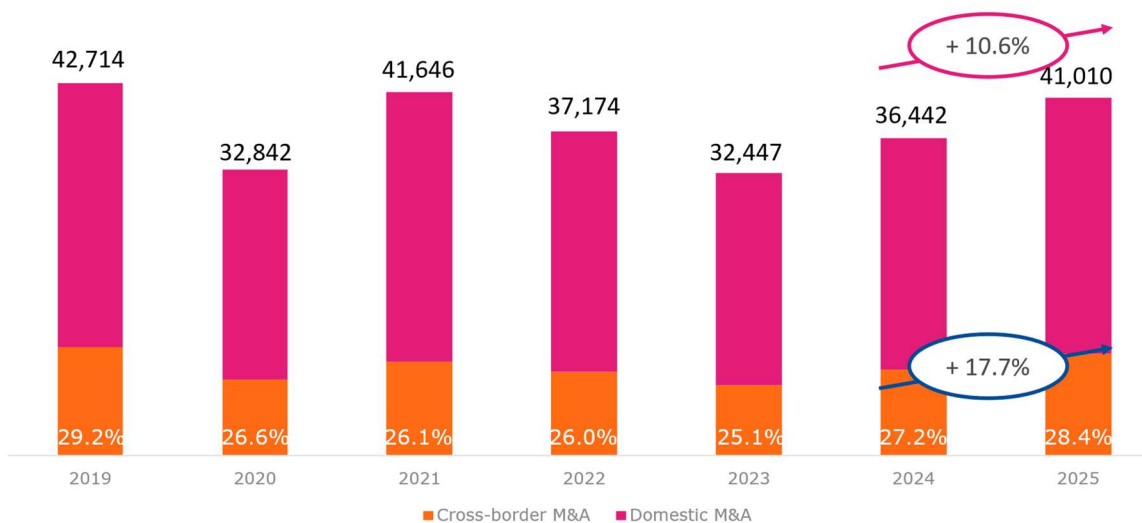
Cross-border M&A gained momentum in 2025 and grew faster than domestic transactions

Global M&A activity picked up meaningfully in 2025, as both cross-border and domestic segments moved past the slower pace observed during 2022 and 2023. This broader recovery in dealmaking confidence translated into a tangible increase in volume across both segments: domestic transactions rose to 29,350 from 26,535 the prior year, while cross-border activity reached 11,660, a significant climb from the 9,907 in 2024.

Cross-border activity led the recovery, growing 18% in 2025 compared with 11% for domestic deals. This stronger international activity reflects a renewed geographic expansion, as companies look to enter new markets and build new capabilities through international acquisitions. This trend first became visible in 2024 and continued to gain ground throughout 2025, after the decrease in 2022 and 2023.

Consequently, the structural composition of the global deal market is shifting toward a more internationalised footprint. Cross-border transactions accounted for 28.4% of all deals in 2025, up from 27.2% in 2024 and 25.1% in 2023. While domestic transactions remain the market's primary anchor, this gradual rise in the cross-border share underscores the growing importance of international dealmaking in an increasingly interconnected global economy, even under the turbulent global conditions.

7-year comparison of the total number of M&A deals and percentage of cross-border deals



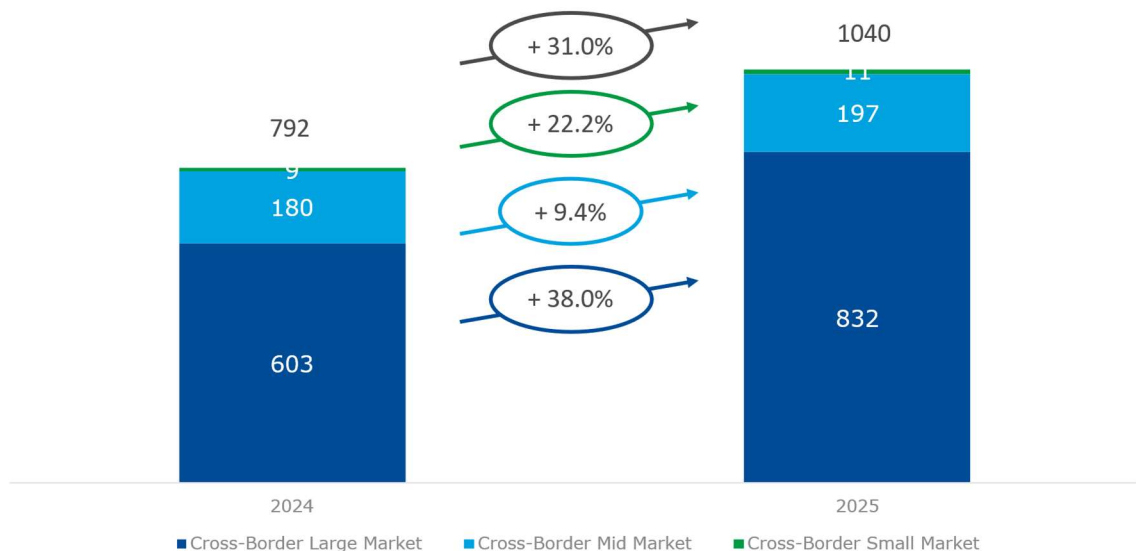
Deal values increased across all cross-border M&A segments in 2025, with the strongest growth in large market transactions

Global cross-border M&A values grew strongly in 2025, with acceleration across all market size segments. This rebound was most pronounced within the large-cap segment, where aggregate deal value surged from €603bn in 2024 to €832bn in 2025. This sharp increase signals a clear return of strategic ambition among global companies, as they move from a period of caution toward pursuing large-scale international deals.

The cross-border mid-market followed this upward trajectory, reaching a deal value of €197bn in 2025, up from €180bn in the previous year. While this growth was more moderate than the surge seen in the large-market segment, the steady expansion underscores the segment's enduring resilience. It reinforces the mid-market's steady and reliable role for geographic expansion and capability building.

Even the cross-border small-market segment experienced a positive shift, with deal values rising from €9bn in 2024 to €11bn in 2025. Although these figures remain modest in absolute terms, the year-on-year increase reflects a broadening recovery in dealmaker confidence that is spreading across every segment of the global M&A market.

2-year comparison of deal values in cross-border segment (€bn)



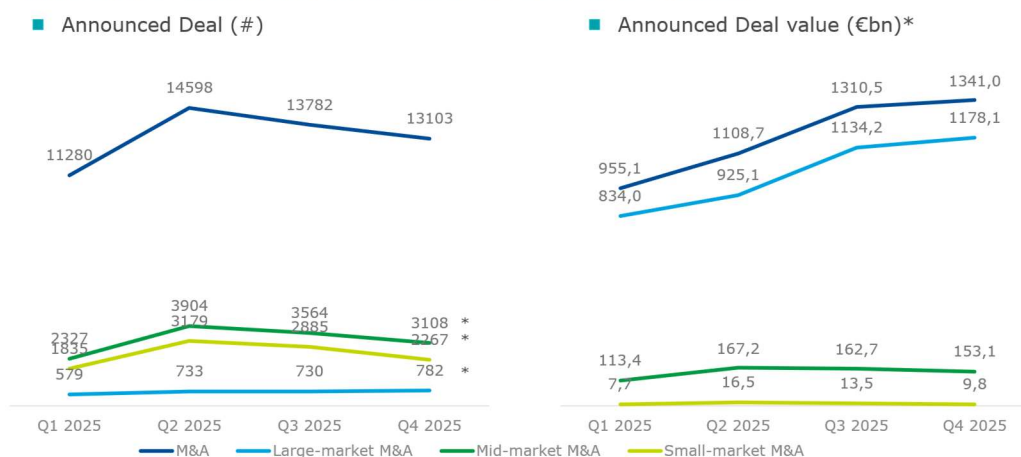
Quarterly Trends in Announced Deals: Signals for a challenging year 2026 ahead

The global M&A announcement in 2025 was defined by a strong mid-year surge, followed by a more measured close to the year. Announced deal volume peaked at 14,598 in Q2 before settling to 13,103 in Q4. Large-cap deals held up well through the second half, closing the year at 782 transactions, while small-market activity cooled more noticeably. Mid-market deals drove much of the year's momentum, reaching 3,904 in Q2 before easing to 3,108 by Q4, remaining a consistent and resilient part of the overall market throughout.

Deal values told a complementary story. While large-cap values surged from €834.0bn in Q1 to €1,178.1bn in Q4, mid-market values peaked at €167.2bn in Q2 before closing the year at €153.1bn of value in announced deals. Even with a modest pullback, the mid-market still reflects solid full-year activity.

As the market enters 2026, mid-market dealmakers face a more selective environment. Ongoing uncertainty around trade policy, geopolitical tensions, and consumer confidence may slow decision-making in the near term. However, the mid-market's steady share of total deal activity throughout 2025 suggests the segment remains strategically important. Companies seeking targeted international growth and new capabilities are likely to continue turning to mid-market transactions as a focused path forward.

Announced deals per quarter 2025 by deal-size segment



*Based on announced M&A deals with known deal value.

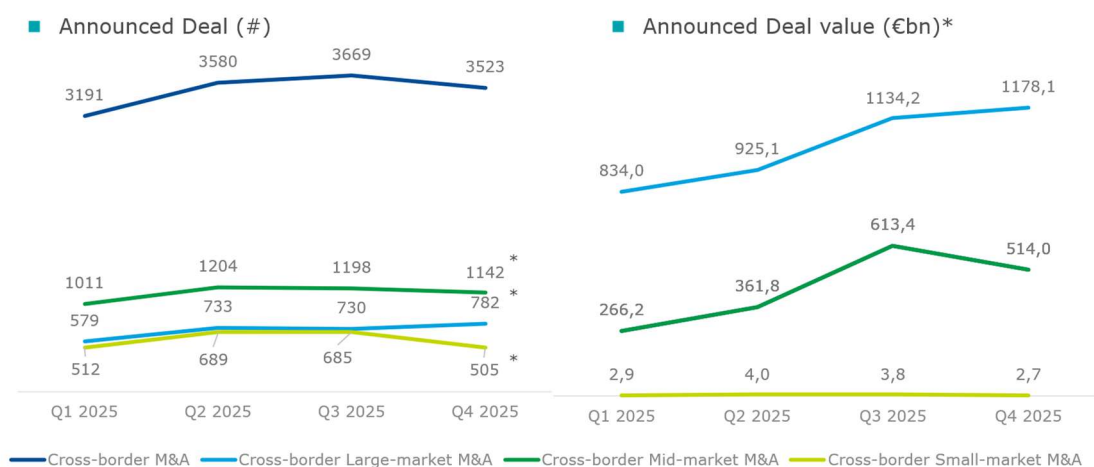


Global cross-border M&A showed a similar – although delayed by one quarter – pattern in 2025: a strong build through the first three quarters, followed by a measured pullback to close the year. Total volume of announced cross-border deals climbed from 3,191 deals in Q1 to a peak of 3,669 in Q3, before easing to 3,523 in Q4. The mid-market segment was a key driver of this momentum, rising from 1,011 deals in Q1 to a high of 1,204 in Q2, and holding firm at 1,198 in Q3 before settling at 1,142 in Q4. This steady performance through the year underlines the mid-market's role as a reliable and consistent part of the cross-border deal landscape. By contrast, small-market activity was more volatile, peaking at 689 deals in Q2 before falling back to 505 by year-end.

On the value side, capital increasingly flowed toward larger deals. Large-cap cross-border values grew steadily from €834.0bn in Q1 to €1,178.1bn in Q4, reflecting strong and sustained appetite for transformative, high-value transactions. Mid-market values followed a similar upward path, climbing to a Q3 peak of €613.4bn before closing the year at €514.0bn. Even with a modest pullback, it is still a strong result for the full year. Small-market values remained rather stable throughout, ending at €2.7bn in Q4.

The late-year slowdown in cross-border volumes points to a more cautious and selective opening to 2026. Shifting trade policies, geopolitical tensions, and uncertain consumer sentiment are likely to extend deal timelines and increase scrutiny, particularly in mid- and small-market segments.

Announced deals per quarter 2025 by cross-border deal-size segment



*Based on announced cross-border M&A deals with known deal value.



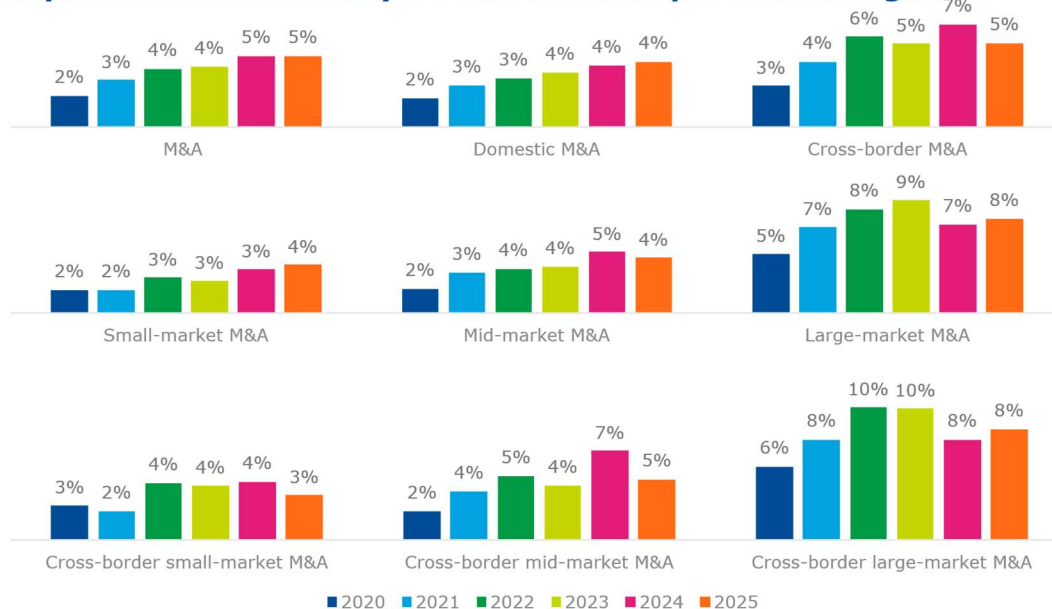
Sustainability as a Deal Driver: Trends Across M&A Segments

Sustainability considerations continue to shape global M&A activity differently, depending on deal size and geography. In cross-border mid-market deals, sustainability aspects mentioned as a deal driver rose from 2% in 2020 to a peak of 7% in 2024, before settling at 5% in 2025. While the overall trend is upward, the pattern remains uneven and at a rather low level, suggesting multiple reasons to engage in cross-border mid-market transactions.

A clear gap exists across deal sizes. Small-market deals show modest ESG motivation at 3–4%, while cross-border large-market transactions show the strongest commitment, peaking at 10% in 2022–2023 and stabilising at 8% in 2024 and 2025. This reflects greater regulatory pressure, stakeholder expectations, and the resources larger firms have to implement ESG frameworks.

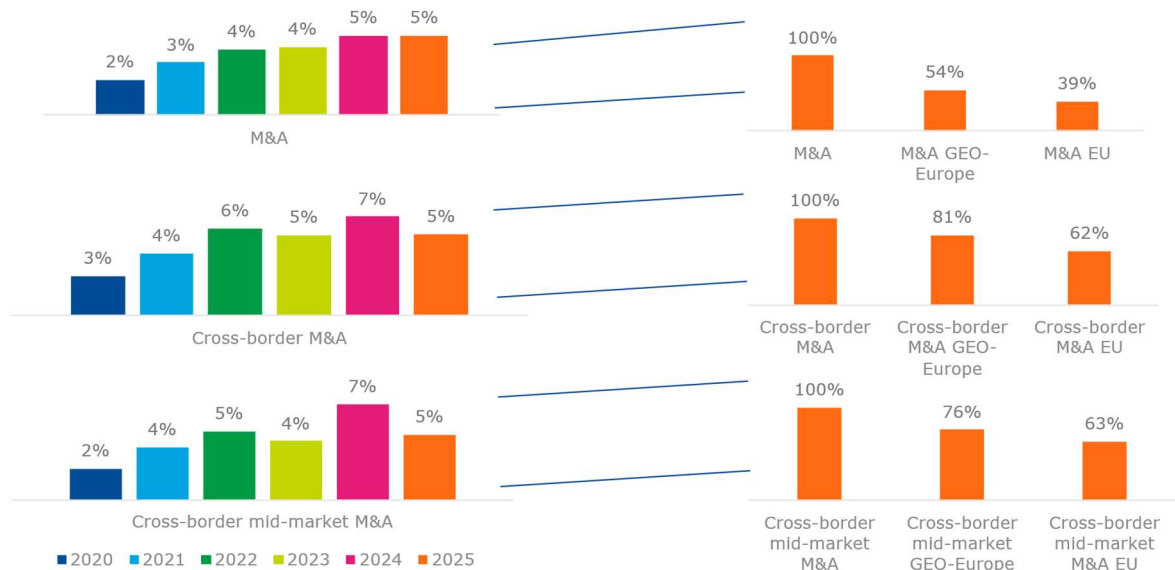
ESG is not losing relevance because its role is evolving. Enterprises are increasingly viewing sustainability not as a reporting obligation, but as a core strategy for navigating uncertainty and preserving long-term resilience in an unpredictable global environment.

Development of sustainability as deal rationale per market segment



Europe and the EU in particular stand out as the clear centre of gravity for sustainability-driven M&A activity in 2025. At the aggregate level, Europe accounts for 54% of global sustainability-related M&A deals, with the EU alone representing 39%. This means nearly 4 in 10 ESG-driven transactions worldwide are concentrated within the EU market.

This concentration is even more evident in cross-border activity. In 2025, 81% of all cross-border sustainability-related deals occurred within the broader European region, with 62% occurring specifically within the EU. The cross-border mid-market segment reflects a similar pattern. In 2025, 76% of sustainability-driven cross-border mid-market transactions were Europe-focused, with 63% executed within the EU. These figures establish the EU as the leading global hub for ESG-focused international investment, driven by its advanced regulatory and technological environment.



*Based on 1,072 M&A, 468 cross-border M&A, and 152 cross-border mid-market M&A deals regarding sustainability in deal rationales.



Tier 2: North America and Europe dominate cross-border mid-market M&A, with shifting target dynamics in 2025

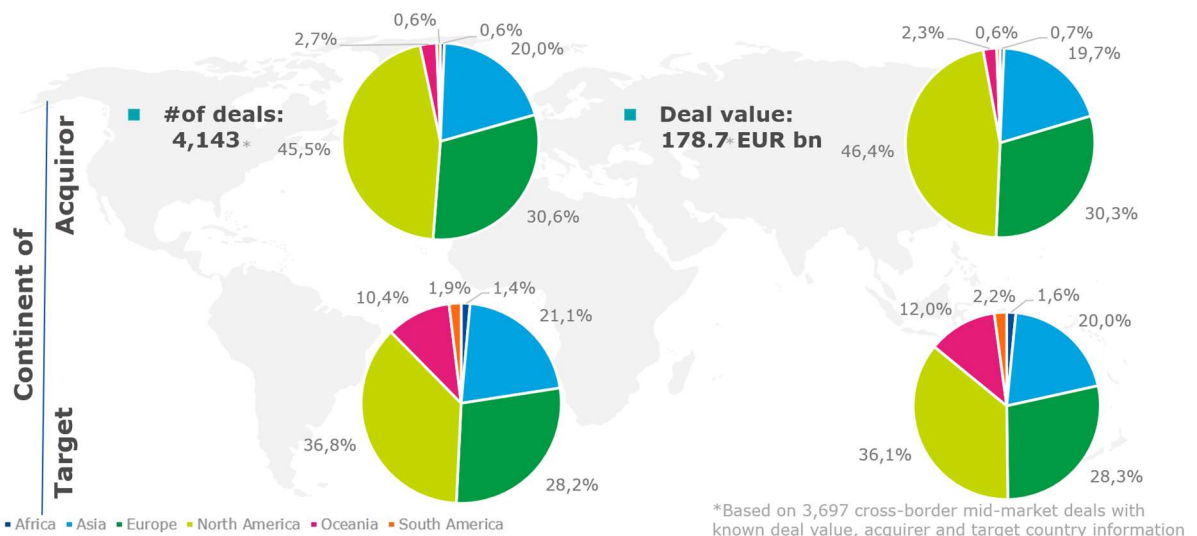
In 2025, North America and Europe remained the dominant regions in global cross-border mid-market M&A activity. Acquirers from North America led all regions, accounting for 45.5% of acquirer deal count and 46.4% of total deal value. Europe ranked second, representing 30.6% of deal counts as an acquirer origin and 30.3% of deal value.

A key shift in 2025 was the rise in North America's share of inbound deal activity, which grew from 27.6% in 2024 to 36.8%. This increase was largely driven by strong investor interest in AI-related opportunities, as cross-border capital continued to flow into the region in pursuit of technology and innovation capabilities.

By contrast, Oceania, particularly Australia, saw its share of target deals fall from 18.1% in 2024 to 10.4%, reflecting reduced activity in the metals and metal products sector due to a decline in available targets following the heat in this segment in previous years.

Overall, the 2025 data highlights both the concentration of cross-border mid-market M&A activity in North America and Europe and the growing influence of AI-related investments and sector-level trends on regional deal patterns.

Cross-border mid-market M&A deals in 2025 by continent



Cross-border mid-market deals mostly happen within the same continents

Cross-border mid-market M&A in 2025 continued to be shaped by two key trends: a preference for deals that, despite being cross-border, occur within the same continent and strong global demand for North American targets.

Intra-regional transactions remained the dominant pattern across most geographies. In Europe, 52% of acquisitions by European buyers targeted companies within the same continent. A similar trend was observed in Asia, where 49% of deals stayed within the same continent. This regional focus was also present in emerging markets, with 39% of South American and 42% of African transactions remaining within their respective continent.

Despite this preference for regional activity, North America remained the leading destination for cross-border capital, accounting for 37% of all mid-market cross-border transactions globally. This demand was largely driven by investor interest in AI and technology-related assets. North American targets accounted for 28% of outbound European deals, 31% of Asian acquisitions, and 59% of deals initiated by Oceania-based buyers.

Together, these trends reflect a clear strategic logic in 2025: dealmakers favoured familiar regional markets, while selectively targeting North America to access high-growth sectors and innovation capabilities.

% of Cross-border mid-market M&A deals in 2025 by continent

Target Acquiror	North America	Europe	Asia	South America	Africa	Oceania	Sum
North America	44%	28%	31%	48%	4%	59%	37%
Europe	20%	52%	13%	9%	21%	12%	28%
Asia	18%	9%	49%	4%	33%	10%	21%
South America	2%	2%	1%	39%	0%	1%	2%
Africa	0%	3%	1%	0%	42%	0%	1%
Oceania	15%	7%	6%	0%	0%	18%	10%
Sum	45%	31%	20%	1%	1%	3%	100%



North America Leads Global M&A Activity in 2025

North America reinforced its position as the world's most sought-after M&A destination in 2025, attracting increased cross-border capital from every major region.

Inbound deal activity targeting North American assets grew across all acquirer regions. Acquirers from Europe and Asia increased their North American acquisitions by 43% and 46%, respectively, while deal flow from Africa and Oceania surged by 78% and 81%, respectively. These represent significant gains, even when accounting for their lower absolute level. Intra-North American transactions rose by 24%. In total, North American target activity grew by 35% year-on-year, outpacing most other regions globally, considering its base size.

Growth trends elsewhere were more mixed. Europe saw only a modest 2% growth as a target region in total, while Asia witnessed a slight -2% contraction in total inbound activity. Oceania experienced a sharp 33% decline. Africa and South America, as target regions, were growing by 68% and 36%, respectively, reflecting a gradually expanding cross-border interest in emerging markets.

Overall, the 2025 data points to a clear concentration of global capital in North America, driven largely by demand for AI and technology assets, while other regions showed uneven and generally fewer activities.

% Change in Cross-border mid-market M&A deals in 2025 by continent

Target Acquiror	North America	Europe	Asia	South and Central America	Africa	Oceania	Sum
North America	24%	43%	46%	6%	78%	81%	35%
Europe	3%	2%	-5%	8%	18%	3%	2%
Asia	-5%	27%	-6%	-16%	15%	6%	-2%
South and Central America	49%	18%	31%	32%	50%	100%	36%
Africa	17%	111%	46%	0%	88%	0%	68%
Oceania	-35%	-15%	-48%	-60%	-100%	-9%	-33%
Sum	4%	17%	7%	0%	33%	31%	9%



Oceania: Declining Deal Activities Reflect Broader Market Shift

The reduction in cross-border M&A interest in Oceanian targets during 2025 is further reflected by a shift in the region's value-to-volume dynamics, which have moved toward more balanced levels after several years of above-average deal sizes.

The value-to-volume ratio measures relative deal size by comparing a region's share of total value against its share of total volume. A ratio above 1.0 indicates that average deal sizes exceed the global mean. For Oceania, this ratio rose steadily from 1.0 in 2021 to a peak of 1.3 in 2024, reflecting a period of high-value deal activity concentrated in sought-after sectors such as metals and metal products. By 2025, the ratio had moderated to 1.1. It is still above parity (1.0), with more balanced deal pricing. Other major regions showed more stable patterns. North America and Europe both recorded ratios near 1.0 as target regions, reflecting a balanced relationship between deal volume and value. Asia remained slightly below 1.0, reflecting its higher volume relative to aggregate deal value.

On the acquirer side, most regions also tracked near-parity in 2025, suggesting a broadly balanced global environment for average deal size.

Value-to-volume ratio by continent of acquirer and target

- Value-to-volume ratio = deal value % / deal volume %. If the Value-to-volume ratio is >1, the continent has a relatively higher deal value per deal. If the Value-to-volume ratio is <1, the continent has a relatively higher deal volume.

Continent	As acquirer origin					As target origin				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
Africa	0.7	1.0	0.9	1.0	1.0	0.8	1.1	0.9	0.9	1.1
Asia	1.0	1.0	1.0	0.9	1.0	1.0	0.9	0.9	0.9	0.9
Europe	0.9	0.9	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0
North America	1.1	1.0	1.1	1.1	1.0	1.2	1.1	1.0	1.0	1.0
Oceania	0.8	1.1	0.9	1.0	0.9	1.0	1.1	1.2	1.3	1.1
South America	0.9	1.1	0.9	1.0	0.9	1.1	1.0	0.8	1.0	1.1



North American acquirers showed a strong interest in targets from Australia, the United Kingdom, and Israel

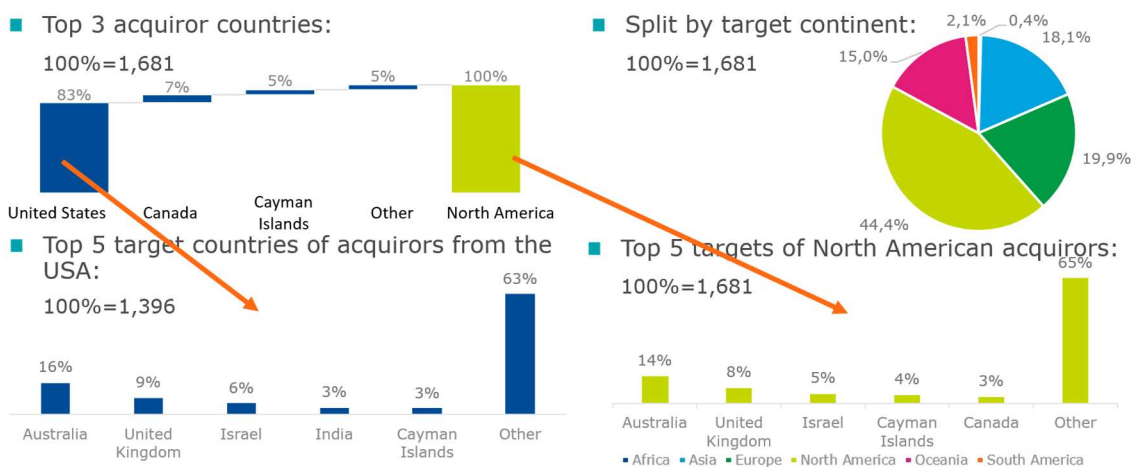
North American buyers have shown strong interest in targets across Australia, the United Kingdom, and Israel, using international M&A to access innovation capabilities in established markets. These acquirers are interested in high-quality assets across different continents worldwide.

At the regional level, North American acquirers are increasingly focused on domestic targets. Currently, 44% of their transactions occur within North America, up from 41% in 2023 and 36% in 2024. This presented strong confidence and deep capital markets within this continent. Meanwhile, interest in Oceanian targets has declined to 15%, down from 20–25% in prior years.

The United States remains the primary driver of this activity, accounting for 83% of North American deal volume, with Canadian acquirers contributing a steady 7%. This distribution has remained consistent since 2022.

The top five target markets now represent 37% of U.S.-led transactions and 35% of all North American deals. Overall, these trends point to a market defined by focused, strategic capital deployment in high-value locations that offer competitive advantages and long-term growth potential.

Deep dive North American acquirers by number of deals



North American targets appeal to a diverse global investor base

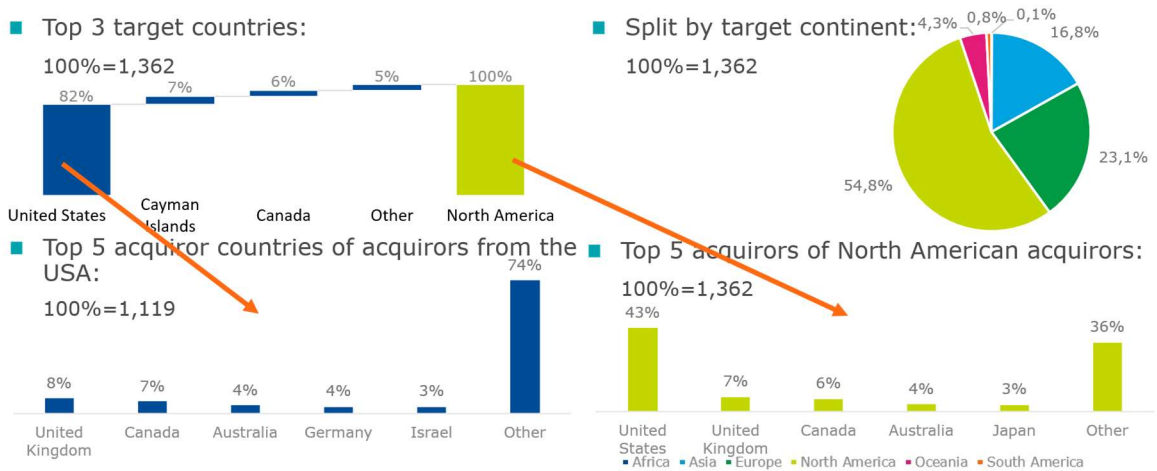
North American targets attracted strong cross-border interest in 2025. The United States served as the primary gateway for inbound investment, anchoring 82% of all North American transactions. The Cayman Islands (7%) and Canada (6%) followed at a distance—reinforcing the U.S. position as the leading destination for international capital.

On the acquirer side, North American buyers were the most active, accounting for 54.8% of all transactions involving North American targets. European acquirers contributed 23.1%, followed by Asia at 16.8%, reflecting sustained global interest in North American assets.

At a more granular level, U.S. buyers led acquisitions of North American targets at 43%, with the United Kingdom (7%), Canada (6%), Australia (4%), and Japan (3%) also contributing meaningfully.

For inbound U.S. deals specifically, the United Kingdom held the largest non-domestic share at 8%, followed by Canada (7%), Australia (4%), Germany (4%), and Israel (3%). The remaining 74% was distributed across a broad range of countries, reflecting the U.S. market's continued appeal to a diverse global investor base.

Deep dive North American targets by number of deals



European acquirers showed a strong interest in targets from other European countries and the US

The European acquirer side involved in cross-border mid-market deals in 2025 was shaped by a clear strategic shift, as dealmakers looked beyond the continent to secure global scale. While intra-regional transactions accounted for the largest share of activity at 53%, it reflects a notable decline from 62% in 2024, signalling that European firms are increasingly using international M&A to pursue growth opportunities outside their home continent.

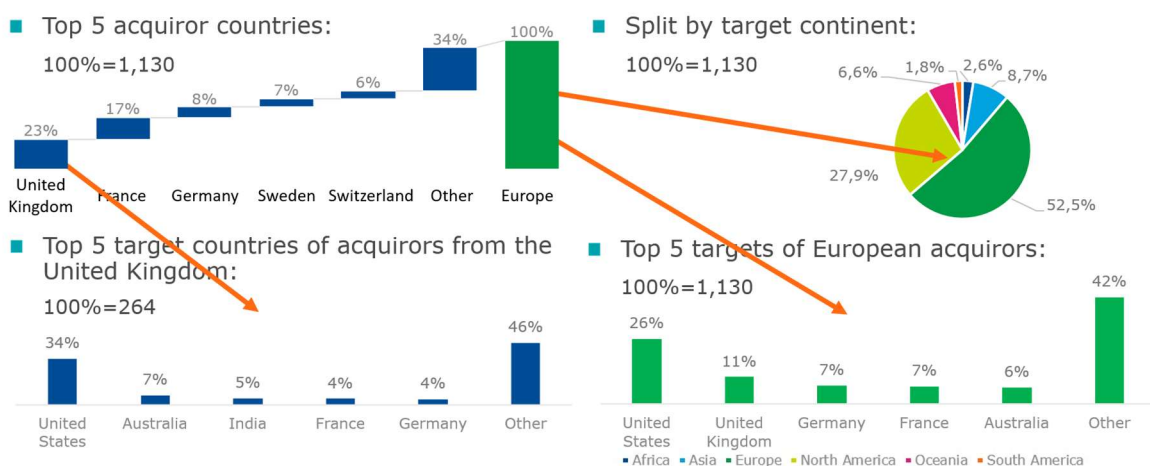
North America became the standout destination, with its share of European deal volume rising to 28% from 17% in 2024. European buyers are drawn to larger markets and strong innovation ecosystems. Asia also gained ground, capturing 9% of deal volume and displacing Oceania, which previously held 10%.

The European acquirer base remained well-distributed. The United Kingdom led with 23% of transactions, followed by France (17%), Germany (8%), Sweden (7%), and Switzerland (6%) — together representing 66% of total European outbound activity.

On the target side, the top five destinations accounted for 58% of transactions, slightly down from 64% in 2024. Three of these were European markets, reflecting the continued importance of geographic and regulatory proximity.

UK dealmakers showed the clearest directional shift, with the U.S. rising to 34% of their transactions from 23% the prior year, while interest in Australian targets fell to 7% from 11% in 2024, representing a sustained decline.

Deep dive European acquirers by number of deals



Most European Targets get acquired by European Acquirers, also strong interest from the US

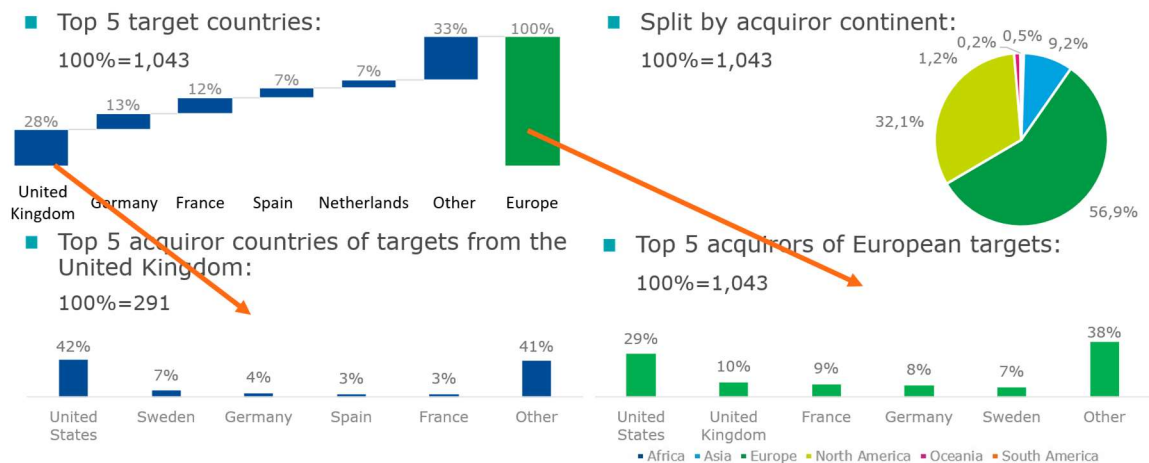
In 2025, Europe ranked as the world's second-largest target continent, overtaken by North America for the first time. Despite this shift, the European market remains supported by strong intra-regional activity. European acquirers held a 57% share of deal volume (down slightly from 58% in 2024), while North American buyers increased their share to 32%. Together, acquirers coming from these two regions account for 89% of the total deal volume of cross-border mid-market transactions, reflecting a highly integrated investment landscape.

At the country level, the U.S. led all inbound acquirers, accounting for 29% of European acquisitions, up from 26% the prior year. The next tier included the United Kingdom (10%), France (9%), Germany (8%), and Sweden (7%). Sweden replaced Luxembourg from the top five in 2025. These five countries collectively represent 62% of all transactions targeting European assets, up from 59% in 2024.

The United Kingdom remained the most sought-after European target market, accounting for 28% of cross-border mid-market transactions on the continent. U.S. buyers accounted for 42% of deal volume in UK acquisitions. Notably, Sweden replaced Australia as a top secondary investor, now anchoring 7% of UK-targeted transactions.

Overall, Europe, and the UK in particular, continues to attract concentrated capital from a focused group of international buyers, maintaining a resilient landscape for cross-border mid-market M&A.

Deep dive European targets by number of deals



IT and Healthcare Drive Global Cross-Border Mid-Market M&A in 2025

IT and Healthcare remained the two dominant sectors in global cross-border mid-market M&A in 2025, together accounting for 53% of total transaction volume. IT led all sectors with 39% of deal count and 34% of aggregate deal value, reflecting continued demand for digital-technology capabilities. Healthcare followed with 14% of deal volume and 15% of value.

Beyond these two sectors, activity was more spread out. Machinery and Equipment accounted for 8% of both deal count and value, while Banking, Insurance, and Financial Services contributed 6%. Business Services accounted for 4% of the market, with the remainder distributed across various industries.

North America stood out as the primary destination for technology and healthcare deals. Among cross-border mid-market transactions targeting North American assets, IT accounted for 45% of the deal count and 42% of deal value, while Healthcare accounted for 16% by volume and 21% by value. Combined, these two sectors accounted for 61% of deal volume and 63% of total deal value within this targeted continent.

North American IT and Healthcare deals have average deal values above the global mean, at 41.7 MEUR and 53.3 MEUR, respectively, with North American targets commanding even higher averages of 43.9 MEUR and 62.0 MEUR. This reflects strong investor demand for scalable assets in sectors shaped by rapid technological development.

Top 5 industries based on the number of cross-border mid-market deals

	cross-border mid-cap M&A globally in 2025*:						cross-border mid-cap M&A with North American target**:					
	IT	Health	ME***	BIFS***	Business Services	Other	IT	Health	ME***	MT***	BIFS***	Other
Deals (#)	39%	14%	8%	6%	4%	28%	45%	16%	11%	5%	4%	18%
Deal value (€bn)	34%	15%	8%	6%	4%	33%	42%	21%	10%	5%	4%	18%
Avg. deal value (€m)	41,7	53,3	49,0	46,1	44,3	56,1	43,9	62,0	42,3	44,0	39,0	48,7

* Based on 3,697 deals
 ** Based on 1,362 deals
 ***BIFS: Banking, Insurance & Financial Services
 ME: Machinery & Equipment



North American buyers remained heavily concentrated in IT, which accounted for 45% of the deal count and 41% of deal value. Healthcare accounted for a 15% of volume and 18% of value, with an average deal size of 61.6 MEUR, reflecting strong demand for life sciences assets. More traditional sectors, including Banking, Insurance, and Financial Services (8%), Machinery and Equipment (6%), and Metal and Metal Products (5%), played a smaller role in the North American target deals.

European targets, by contrast, showed a more balanced sector distribution. IT remained the leading sector, accounting for 37% of deal volume, though its share of total deal value was more moderate at 30%. Healthcare accounted for 16%, and Machinery and Equipment for 8%, reflecting Europe's established industrial base. Average deal values in Europe were also notably lower than those for North American targets. IT deals were 10.5% lower, and Healthcare deals were 22.6% lower. This gap reflects the relatively smaller deal sizes that characterise cross-border M&A activity targeting Europe, compared with the higher valuations typically seen in North American transactions.

Overall, the 2025 data highlight a contrast between North America's concentrated focus on technology-driven deals and Europe's broader, more diversified investment landscape.

Top 5 industries based on the number of cross-border mid-market deals

	■ cross-border mid-cap M&A with North American acquirer*:						■ cross-border mid-cap M&A with European target**:					
	IT	Health	BIFS***	ME***	MT***	Other	IT	Health	ME***	Business Services	CRPN***	Other
Deals (#)	45%	15%	8%	6%	5%	22%	37%	16%	8%	5%	4%	31%
Deal value (€bn)	41%	18%	7%	5%	6%	22%	30%	16%	7%	4%	4%	39%
Avg. deal value (€m)	44,6	61,6	47,2	46,9	54,0	51,3	39,3	48,0	45,1	42,8	54,6	60,4

* Based on 1,681 deals

** Based on 1,043 deals

***BIFS: Banking, Insurance & Financial Services

***ME: Machinery & Equipment

MT: Metals & Metal products

CRPN: Chemicals, rubber, plastics, non-metallic products



North America Dominates AI-Related Cross-Border Mid-Market M&A in 2025

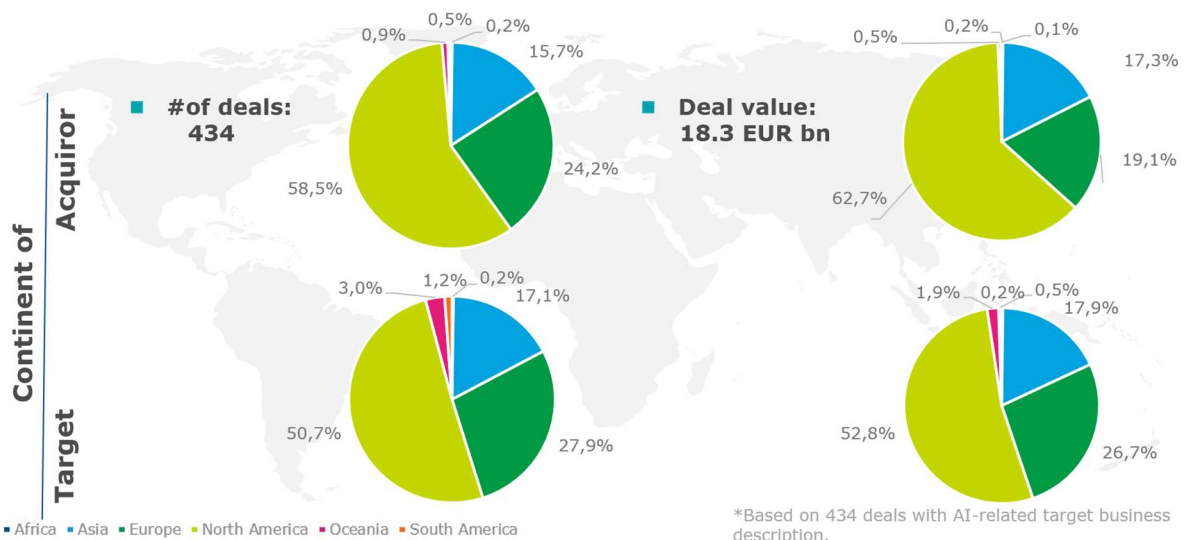
North America established itself as the clear leader in AI-related cross-border mid-market M&A in 2025, driving activity on both the buy and target sides.

On the acquirer side, North American acquirers accounted for 58.5% of the deal count and 62.7% of the total deal value in AI-related transactions. Compared to cross-border mid-market M&A deals, which saw 45.5% of deal volume and 46.4% of deal value concentrated in North American acquirers, AI-related deals are even more concentrated in North America. Europe and Asia followed at 24.2% and 15.7% of deal volume, respectively.

On the target side, North American targets attracted 50.7% of the deal count and 52.8% of total deal value, reinforcing its position as the primary global destination for AI-focused capital. Europe remained a secondary destination, capturing 27.9% of deal volume and 26.7% of value, while Asia accounted for a more modest 17–18% across both measures. Other regions, including Oceania, Africa, and South America, played a limited role in global AI deal activity.

Overall, the 2025 data points to a high degree of geographic concentration in AI-driven cross-border mid-market M&A, with North America positioned at the centre of both global innovation and cross-border mid-market investment flows in this segment.

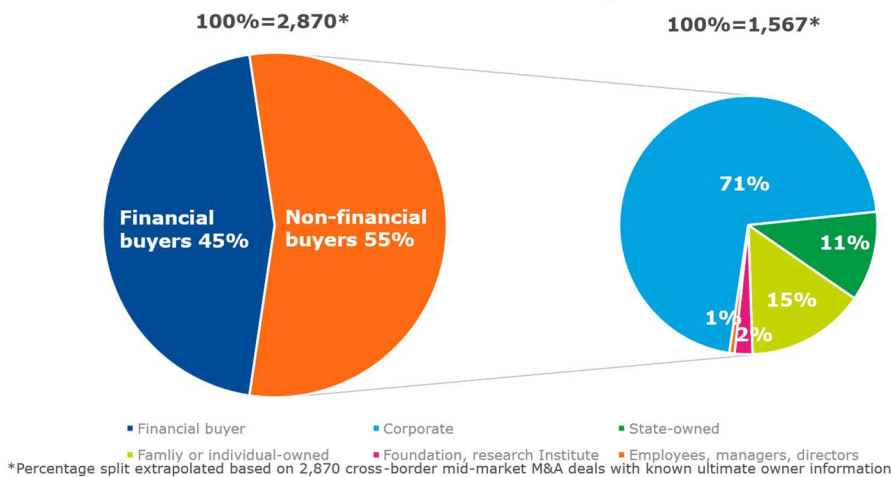
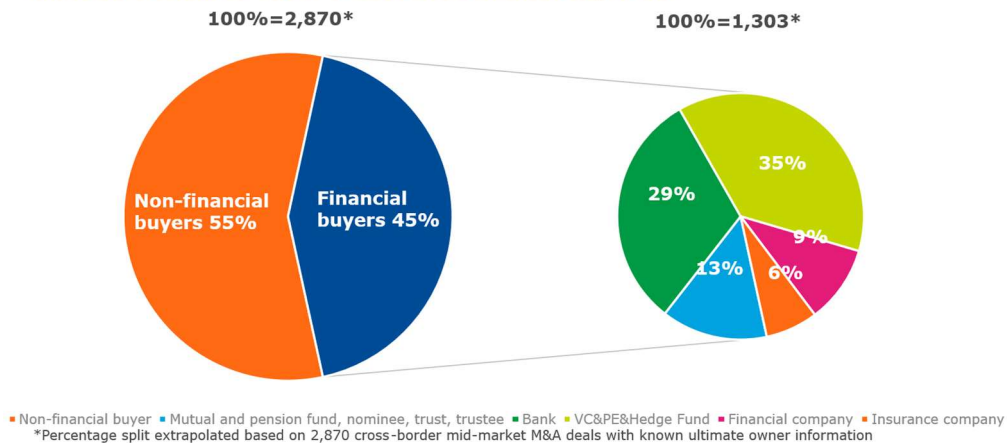
AI* Cross-border mid-market M&A deals in 2025 by continent



Financial Buyers became more active in Cross-Border Mid-Market M&A in 2025

Non-financial buyers accounted for 55% of all cross-border mid-market deals in 2025, down from 60% in 2024, driven by strategic intent rather than purely financial considerations. Within this group, corporates were the most active, representing 71% of all non-financial acquirers. This percentage dropped from 75% in 2024. Other non-financial buyer types played a smaller but notable role. State-owned entities accounted for 11%, up from 8% in 2024. Foundations and research institutes made up 2%, and management- or employee-led buyers accounted for 1%. Financial investors captured a significant 45% of the market, though their share remained below that of corporate acquirers. Among financial investors, private equity and venture capital firms became more active in 2025, as they were involved in 35% of the deals in 2025 and only 28% of the deals in 2024.

Ultimate owners of cross-border mid-market acquirers



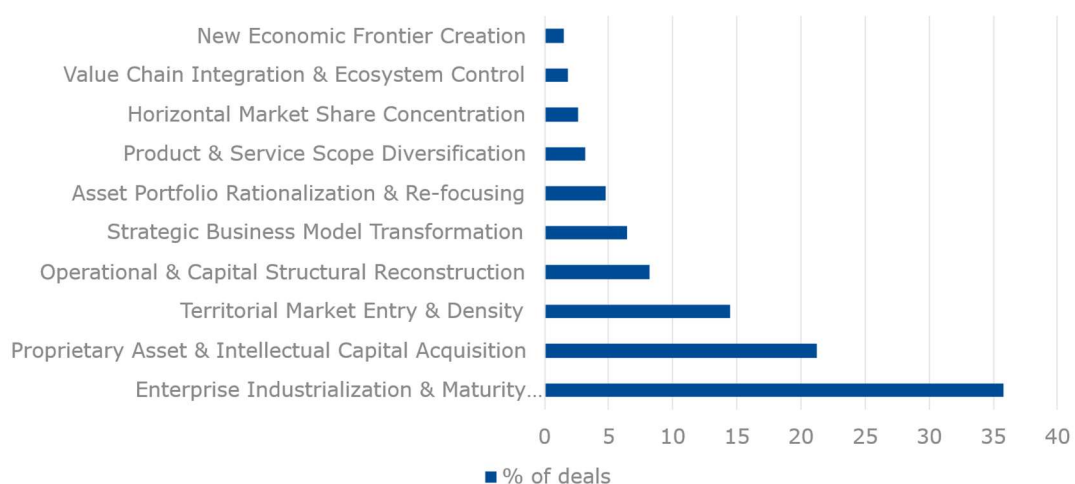
Cross-Border Mid-Market M&A in 2025 were mainly driven by three strategic priorities

Analysing the deal rationales behind the cross-border mid-market deals in 2025, we were able to develop a taxonomy of ten driving themes. This taxonomy revealed that cross-border mid-market M&A activity in 2025 was driven by a concentrated set of strategic objectives. The top three motivations: Enterprise Industrialization and Maturity Acceleration (35.8%), Proprietary Asset and Intellectual Capital Acquisition (21.2%), and Territorial Market Entry and Density (14.5%), in total accounted for 71.5% of all deals.

Enterprise Industrialisation and Maturity Acceleration was the leading driver, accounting for over one-third of all transactions. This reflects strong demand for deals that accelerate the transition from early-stage development to fully operational, revenue-generating businesses, particularly in sectors such as advanced manufacturing, energy, and deep tech. This development is also in line with an increased activity by Venture Capital and Private Equity investors.

Proprietary Asset and Intellectual Capital Acquisition are driven by competition for intellectual property, specialised talent, and data capabilities. These areas are particularly important in the AI and technology sectors. Territorial Market Entry and Density reflect continued use of M&A as a tool for geographic expansion, although interestingly enough it seems to be only the third most important aspect of cross-border mid-market deals. Overall, the 2025 data points to a deal market oriented toward growth and capability building rather than defensive restructuring. Please see Appendix 1 for further details.

THE TOP 10 RATIONALES OF CROSS-BORDER MID-MARKET M&A FURTHER REVEAL THE PARTICULARITIES OF THIS SEGMENT



Tier 3: MGCF Geographies: Net Targets of Cross-Border Mid-Market Capital

In total, MGCF geographies functioned as net target regions in 2025, attracting significantly more cross-border mid-market investment than they deployed internationally. Inbound acquisitions totalled 1,077 deals, compared with 770 outbound transactions, resulting in a 307-deal difference. This imbalance was equally evident in value terms, with inbound deal value reaching €53.7bn compared to €36.0bn in outbound activity, resulting in a net capital inflow of €17.7bn.


Australia was the largest contributor to this trend, recording a net difference of 273 deals and a €15.9bn value, reflecting strong and sustained interest from foreign acquirers. The United Kingdom and Italy also maintained net target positions, with relatively stable inbound activity outpacing their outbound deal flow.

A smaller group of countries showed the opposite pattern. France and Belgium both recorded net acquirer positions in volume and value terms, while the Czech Republic similarly demonstrated an outward-looking approach to cross-border mid-market M&A. Germany is almost balanced in terms of deal volume.

Some markets showed more nuanced dynamics. The Netherlands recorded a slight volume surplus but remained a net target in value terms, indicating that high-value domestic assets continued to attract foreign interest despite active outbound dealmaking.

Summary of net result for cross-border mid-market M&A in MGCF geographies

	Net Deal Number (#)	Deal Number	Net Deal Value(€m)	Deal Value
MGCF Geographies	-307	Net Target	-17738,1	Net Target
United Kingdom	-27	Net Target	-504,3	Net Target
France	11	Net Acquiror	383,3	Net Acquiror
Germany	-1	Net Target	-332,1	Net Target
Australia	-273	Net Target	-15856,5	Net Target
Netherlands	2	Net Acquiror	-253,3	Net Target
Belgium	14	Net Acquiror	458,5	Net Acquiror
Italy	-22	Net Target	-1125,7	Net Target
Czech Republic	3	Net Acquiror	346,5	Net Acquiror
South Africa	-6	Net Target	-361,6	Net Target
Hungary	2	Net Acquiror	-145,5	Net Target
Poland	-9	Net Target	-461,4	Net Target
Kazakhstan	0	Net Acquiror	18,0	Net Acquiror
Lithuania	-1	Net Target	96,1	Net Acquiror

 Changed compared to previous year



MGCF Cross-Border Mid-Market M&A follows general market trends

Cross-border mid-market M&A activity across MGCF geographies in 2025 was concentrated in IT and Healthcare. IT led all sectors by volume, accounting for 33% of the total deal count, while Healthcare contributed 12%. The remaining activity was distributed across Metal & Metal Products (7%), Banking, Insurance, and Financial Services (7%), and Machinery and Equipment (6%). Deal value allocation followed a similar pattern. IT accounted for 26% of aggregate deal value, Healthcare 13%, and Metal & Metal Products 9%. Banking, Insurance, and Financial Services and Machinery and Equipment each accounted for 6%.

Still, analysing the top three target or acquirer industries at each MGCF geography (for details see Appendix 2), some interesting regional differences become apparent: The Machinery, equipment and furniture sector played a significant role in Italy, both as a target and acquirer industry, representing around 20% of all deals happening in Italy or with involvement of Italian acquirers. Also, 20% of all deals with acquirers from Belgium happened in this sector, whereas the food, beverages and tobacco sector was the third most active with targets from Belgium.

Average deal values across MGCF geographies are broadly in line with the global average. Whereas average deal values for transactions in the IT and Health sector are slightly higher globally, the opposite holds true for Machinery and Equipment, where average deal values for transactions in the MGCF regions are slightly higher than the global average. Average deal values for Banking, Insurance, and Financial Services are the same across global and MGCF geographies.

DEEP DIVE TOP 5 INDUSTRIES BASED ON # OF CROSS-BORDER MID-CAP M&A DEALS

■ MGCF cross-border mid-cap M&A* in 2025:

	IT	Health	MT**	BIFS**	ME**	Other
Deals (#)	33%	12%	7%	7%	6%	35%
Deal value (€bn)	26%	13%	9%	6%	6%	40%
Avg. deal value (€m)	39,4	51,6	58,6	46,1	49,1	49,8

* Based on 1,521 deals with either acquirer or target from MGCF

**BIFS: Banking, Insurance & Financial Services
ME: Machinery & Equipment
MT: Metal & Metal Products



Western European Acquirers Lead Cross-Border Mid-Market M&A Activity in MGCF Geographies

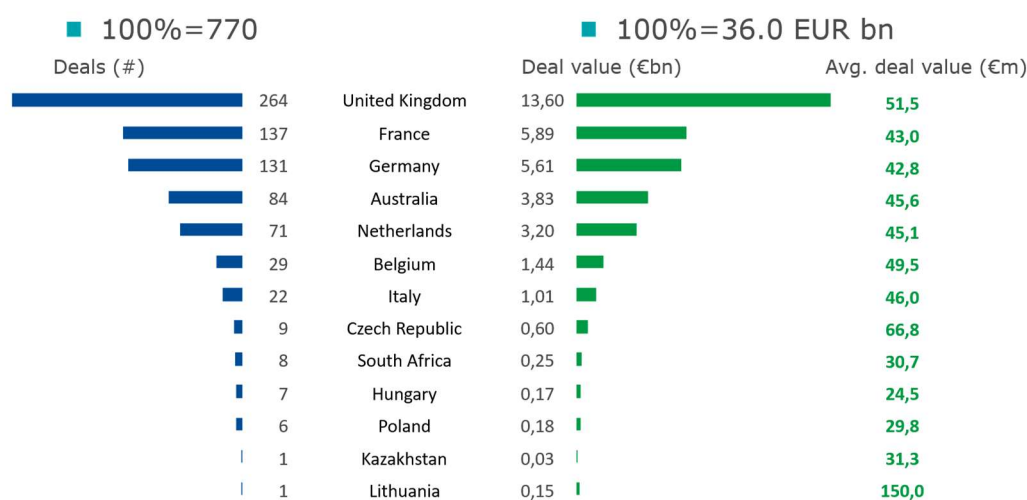
Western European acquirers dominated outbound cross-border mid-market M&A activity in 2025, with the United Kingdom leading all MGCF geographies. UK-based buyers completed 264 transactions with an aggregate deal value of €13.5bn and an average deal size of 51.5 MEUR, reflecting a focus on higher-value acquisitions.

France and Germany followed as the next most active acquirers, recording 137 and 131 transactions, respectively. Their aggregate deal values are €5.9bn and €5.6bn, leading to average deal sizes of 43.0 MEUR and 42.8 MEUR.

Acquirers from Australia and the Netherlands contributed similar deal volumes, with 84 and 71 deals, respectively, and average deal values of around 45 MEUR. Although Belgium is a relatively smaller country, acquirers were still completing 29 transactions and achieving a higher average deal value of 49.5 MEUR. Italy followed by 22 transactions with an average deal value of 46.0 MEUR.

Among smaller markets, the Czech Republic completed 9 deals with a notably high average deal value of 66.8 MEUR. Lithuania recorded just one transaction, though at an exceptional value of 150.0 MEUR, representing a single large-scale deal.

Split of cross-border mid-cap M&A deals by acquirers from MGCF geographies



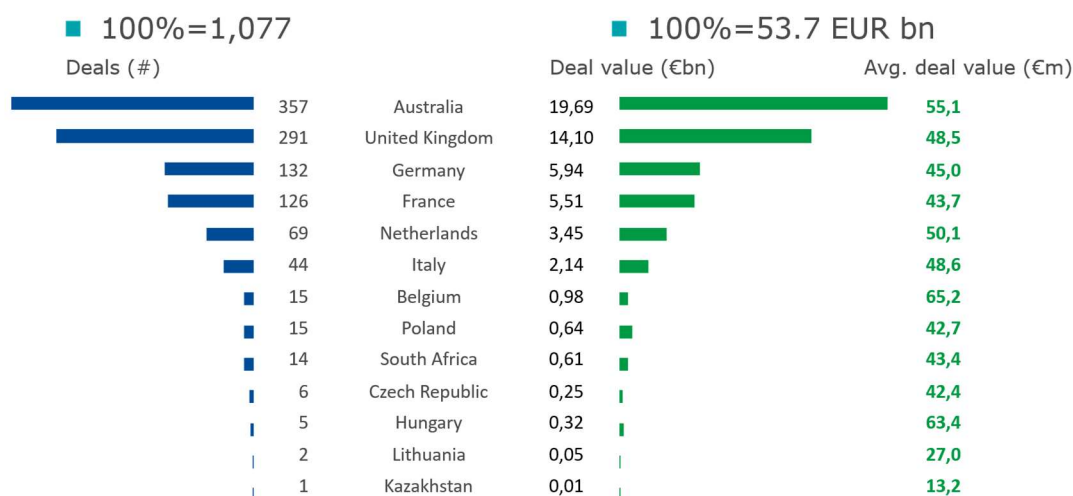
Australia and the UK as Primary Target Countries of Cross-Border Mid-Markets in MGCF Geographies

MGCF geographies attracted 1,077 inbound transactions in 2025 with an aggregate deal value of €53.7bn and an average deal value of 49.9 MEUR, reflecting strong and sustained interest from cross-border mid-market acquirers.

Most targets came from Australia, recording 357 deals and a total deal value of €19.7bn. Its average deal value of 55.1 MEUR was among the highest in major MGCF target markets, indicating strong demand for larger, high-value assets. The United Kingdom followed with 291 deals and €14.1bn in total value, with an average deal value of 48.5 MEUR reflecting a steady flow of mid-sized transactions.

Among Continental European markets, Germany and France recorded 132 and 126 deals, respectively. Germany achieved a slightly higher total deal value of €5.9bn and average deal value of 45.0 MEUR compared to France at €5.5bn and 43.7 MEUR. The Netherlands and Italy contributed 69 and 44 transactions, with average deal sizes of 50.1 MEUR and 48.6 MEUR, respectively, both above the MGCF average. Italy has twice the deal volume as a target as it does as an acquirer, indicating interest from international investors. Belgium averaged 65.2 MEUR across 15 deals, reflecting selective, high-value transaction activity in these markets.

Split of cross-border mid-cap M&A deals by targets from MGCF geographies



Outlook

The big question remains whether the observed recovery in global M&A transactions, per se and specifically in the cross-border mid-market segment, will continue in 2026. The quarterly analysis of announced deals in 2025 taught us to be cautious. With new geopolitical tensions, escalations, and the respective turbulences on the oil, gas and financial markets in the first quarter of 2026, investors will most likely remain cautious. Started transactions might be slowed down or even paused; new initiatives will be carefully evaluated. At the same time, companies cannot risk falling behind in the digital transformation driven by new AI technologies. The needed acquisition of knowledge, skills and technology might still be a driving force behind further M&A transactions. At the same time, the high demand for energy – not only driven by AI technologies – in combination with turbulence in traditional energy markets might further drive the energy transition, which in turn might influence the global M&A landscape.



Appendix 1: Taxonomy for Cross-Border Mid-Market M&A Deal Rationales

Motivation Name	Strategic Definition	Representative Deal Rationales
1. Enterprise Industrialization & Maturity Acceleration	Transactions intended to propel an entity from R&D/start-up phase to industrial or commercial-scale operations.	Funding to move satellite manufacturing to industrial scale.
		Supporting the industry shift to mass adoption of electric trucks.
2. Proprietary Asset & Intellectual Capital Acquisition	Securing exclusive control over technical IP, R&D talent, or specialised knowledge to create a long-term competitive moat.	Speeding up development and manufacturing of superconducting qubits.
		Securing biology-based AI technological expertise.
		Partnering to define a new foundational model for enterprise decision-making.
3. Territorial Market Entry & Density	Establishing an operational presence in a distinct sovereign or regional market to capture local demand.	Enhancing R&D and production capabilities via specific material assets.
		Accelerating presence in the US and Hispanic Americas.
		Establishing a strategic presence in the Australian industrial market.
4. Operational & Capital Structural Reconstruction	Internal reorganisations or injections for debt reduction, structural adjustment, or internal liquidity balancing.	Strengthening global footprint to navigate international dynamics.
		Internal reorganisation of the Group's organisational structure.
		Share subscription specifically for debt repayment.
		Providing overall financial planning for the group via subsidiary injection.



5. Strategic Business Model Transformation	Major pivots in the entity's core economic engine to align with secular shifts in technology or resource paradigms.	<p>Shifting from Bitcoin mining to energy and compute infrastructure.</p> <p>Taking action to become a digital manufacturing leader in Industry 4.0.</p> <p>Building infrastructure to bridge traditional finance with decentralised yield.</p>
6. Asset Portfolio Rationalisation & Re-focusing	Divesting non-core or underperforming business units to concentrate capital and management on primary competencies.	<p>Divestment of non-core milling stake to focus on core operations.</p> <p>Sale of non-core mining assets to support disciplined capital allocation.</p> <p>Adjusting regional layout to improve group operating efficiency.</p>
7. Product & Service Scope Diversification	Adding non-identical product lines or services to an existing portfolio to expand the total addressable wallet.	<p>Expanding portfolio into construction tyres and bias tracks.</p> <p>Acquisition aimed at expanding the current portfolio of services.</p> <p>Doubling water revenue via establishment in industrial services.</p> <p>Becoming a global leader in vessel performance management.</p>
8. Horizontal Market Share Concentration	Acquiring direct competitors to achieve category dominance, pricing power, or economies of scale.	<p>Capturing full potential of fee-for-service model via laboratory expansion.</p> <p>Consolidating market position and profitability in the Nordics.</p>



9. Value Chain Integration & Ecosystem Control	Securing control over upstream suppliers or downstream distribution to optimise margin capture and data access.	<p>Taking an integrated view of software, hardware, and manufacturing.</p> <p>Building a unified ecosystem connecting hospitals, insurers, and patients.</p> <p>Becoming a fully-vertically integrated miner to control costs and energy.</p>
10. New Economic Frontier Creation	Growth via the democratisation of access to services for underserved or emerging segments previously excluded from the economy.	<p>Providing innovative financial solutions to bridge the gap in emerging markets.</p> <p>Democratizing home ownership for underserved populations.</p> <p>Democratizing access to financial advice for the underserved.</p>



Appendix 2: Overview per MGCF geography

MGCF Geographies	Acquirer Deal Number	Top 3 target countries as acquirer	Top 3 target countries deal number %	Top 3 target industries as acquirer	Top 3 target industries deal number %	Target Deal Number	Top 3 acquirer countries as target	Top 3 acquirer countries deal number %	Top 3 acquirer industries as target	Top 3 acquirer industries deal number %
United Kingdom	264	US	34%	IT	38%	291	US	42%	IT	43%
		AU	7%	Health	11%		SE	7%	Health	15%
		IN	5%	Banking, Insurance & Financial Services	9%		DE	4%	Business Services	6%
		Other	54%	Other	43%		Other	47%	Other	35%
France	137	US	18%	IT	39%	126	US	24%	IT	51%
		DE	7%	Health	22%		GB	9%	Health	15%
		GB	7%	Food, beverages, tobacco	6%		DE	6%	CRPN*	8%
		Other	69%	Other	34%		Other	61%	Other	26%
Italy	22	GB	18%	Health	23%	44	US	27%	IT	25%
		US	18%	Machinery, equipment, furniture, recycling	23%		LU	16%	Machinery, equipment, furniture, recycling	20%
		BR	9%	IT	18%		GB	14%	Health	16%
		Other	55%	Other	36%		Other	43%	Other	39%
Germany	131	US	31%	IT	47%	132	US	21%	IT	52%
		GB	9%	Banking, Insurance & Financial Services	14%		GB	8%	Health	12%
		FR	6%	Health	14%		SE	8%	Machinery, equipment, furniture, recycling	9%
		Other	54%	Other	26%		Other	64%	Other	27%
Belgium	29	ES	14%	Health	34%	15	KR	13%	Health	40%
		GB	14%	IT	31%		NL	13%	Machinery, equipment, furniture, recycling	20%
		DE	10%	Food, beverages, tobacco	7%		FI	7%	IT	13%
		Other	62%	Other	28%		Other	67%	Other	27%
Netherlands	71	US	21%	IT	27%	69	US	30%	IT	32%
		DE	31%	Health	15%		DE	6%	Health	17%
		IN	27%	Machinery, equipment, furniture, recycling	11%		PL	6%	Food, beverages, tobacco	13%
		Other	21%	Other	46%		Other	58%	Other	38%



Australia	84	US	57%	IT	33%	357	US	64%	Metals & metal products	24%
		NZ	7%	Banking, Insurance & Financial Services	15%		CH	11%	IT	12%
		DE	5%	Health	8%		JP	6%	Construction	7%
		Other	31%	Other	43%		Other	19%	Other	56%
South Africa	8	GB	25%	IT	25%	14	NO	21%	IT	21%
		KE	13%	Banking, Insurance & Financial Services	13%		US	21%	Metals & metal products	21%
		MU	13%	Gas, Water, Electricity	13%		FR	14%	Gas, Water, Electricity	14%
		Other	50%	Other	50%		Other	43%	Other	43%
Poland	6	NL	67%	Transport	67%	15	CZ	13%	Other services	20%
		PL	17%	IT	33%		GB	13%	Gas, Water, Electricity	13%
		US	17%	-	-		LU	13%	Health	13%
		Other	0%	-	-		Other	60%	Other	53%
Czech Republic	9	US	44%	Other services	33%	6	GB	50%	IT	67%
		PL	22%	IT	22%		DE	17%	Other services	17%
		DE	11%	Media & Broadcasting	22%		SK	17%	Travel, Personal & Leisure	17%
		Other	22%	Other	22%		Other	17%	Other	0%
Hungary	7	CH	57%	IT	71%	5	KR	60%	Chemicals, rubber, plastics, non-metallic products	60%
		DE	14%	Machinery, equipment, furniture, recycling	14%		KY	20%	Media & Broadcasting	20%
		ES	14%	Other services	14%		RO	20%	Wholesale & retail trade	20%
		Other	14%	Other	0%		Other	0%	Other	0%
Lithuania	1	RO	100%	Wood, cork, paper	100%	2	SE	50%	Health	50%
		-	-	-	-		US	50%	IT	50%
Kazakhstan	1	KY	100%	Primary Sector (agriculture, mining, etc.)	100%	1	GB	100%	Business Services	100%



Appendix 3: Parameters of the compass

Cross-border: We define cross-border as having at least one acquirer (if multiple) from a country that is different from the target company.

Mid-market: We define mid-market deals as having a deal value from 10-200 million EUR (small-market deals as having a deal value lower than 10 million EUR, and large-market deals as having a deal value higher than 200 million EUR).

M&A: We define M&A as acquiring more than 15% ownership; or, if acquiring less than 15%, as acquiring more than 5 million EUR deal value. From those deals, minority stakes of less than 15% ownership acquired are excluded.

Completed deals: We use complete-confirmed deals with a completion date in the respective year.

Data availability: We use data from 2019 to 2025. Data download for this year's compass was conducted between 13 Feb and 15 Feb 2026 to ensure utmost data comparability to last year's report.

Data sources: We have obtained research data from Orbis M&A, Bel-first, Bloomberg, Orbis Europe, acquirer and target websites, and related press releases.

Europe: We define Europe as geographical Europe.

Moore Global Corporate Finance geographies (MGCF): The geographies that Moore Global Corporate Finance is operating in include Australia, Belgium, Czech Republic, France, Germany, Hungary, Israel, Italy, Kazakhstan, Lithuania, the Netherlands, Poland, South Africa, and the United Kingdom.¹

Net acquirer (target): We define a net acquirer geographical region as a region in which more deals are conducted with acquirers from that region than with targets from that geographical region. Vice versa, a net target geographical region is a geographical region in which more deals are conducted with targets from that region than with acquirers from that region.



¹ Moore Global Corporate Finance geographies in alphabetical order.



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