WILLIAM FRY

M&A
HALF YEAR REVIEW | 2026

July **2026**

Contents

I. Overview

"Dealmakers unveiled 237 M&A transactions in Ireland over the six months to 30 June, worth €33.2bn in aggregate.

ANDREW MCINTYRE
HEAD OF CORPORATE/M&A

Irish M&A activity was extremely resilient in H1 2026, maintaining momentum despite a challenging market backdrop. Dealmakers unveiled 237 M&A transactions in Ireland over the six months to 30 June, with these worth €33.2bn in aggregate. In volume terms that is a 17% drop on the 287 transactions announced in H1 2025 – but those deals were worth a combined €11.4bn, a fraction of the total recorded this year.

The surging value of M&A reflects a number of very large transactions announced in H1 despite the fact that Irish dealmaking is more generally focused on the mid-market. Most strikingly, Intel announced it would pay almost €12.3bn to regain full ownership of the Fab 34 semiconductor factory from Apollo Global Management, two years after selling a stake in the facility to the alternative asset manager.

In volume terms, the decline in dealmaking compared to H1 2025 could have been much more dramatic. The war between the US, Israel and Iran which commenced in February has been a punishing headwind for M&A worldwide. Dealmakers across the globe have grown more cautious around the M&A process amid concern about the economic impacts of the crisis and the potential for further international tensions.[1]

In April, the IMF announced it now expects global GDP growth of 3% in 2026, down from its pre-war forecast of 3.3%.[2] Growth in advanced economies is expected to be just 1.8%. In Ireland, the IMF is predicting an expansion of 2.5% this year, down from 5% in 2025, as a result of rising inflation caused by higher energy prices following the Middle East shock.

In that context, the strength of M&A in Ireland so far in 2026 reflects the ongoing appeal of Irish companies and the strong trading environment for a wide range of international acquirers. Cross-border dealmaking volumes underscore significant interest in Irish businesses from acquirers across Europe and North America, as well as Asia and the Middle East. PE bidders continue to take an interest in Irish deals, alongside strategic buyers.

Ireland's M&A market also continues to be broad. The country's technology industry remains a key focus for dealmakers, but activity in H1 was spread across multiple sectors, including financial services, business services, and energy, mining & utilities (**EMU**).

Given such strengths, prospects for enduring M&A resilience in H2 are encouraging. While the ongoing conflict in the Middle East is creating uncertainty, deals continue to be announced – and to be completed.

[1] https://www.bloomberg.com/news/articles/2026-03-06/dealmakers-see-iran-war-stymieing-m-a-with-delays-diligence

[2] https://www.imf.org/en/publications/weo/issues/2026/04/14/world-economic-outlook-april-2026

Figure 1: Irish M&A volume and value

Irish M&A Quarterly Trends

2023 - 2026 YTD

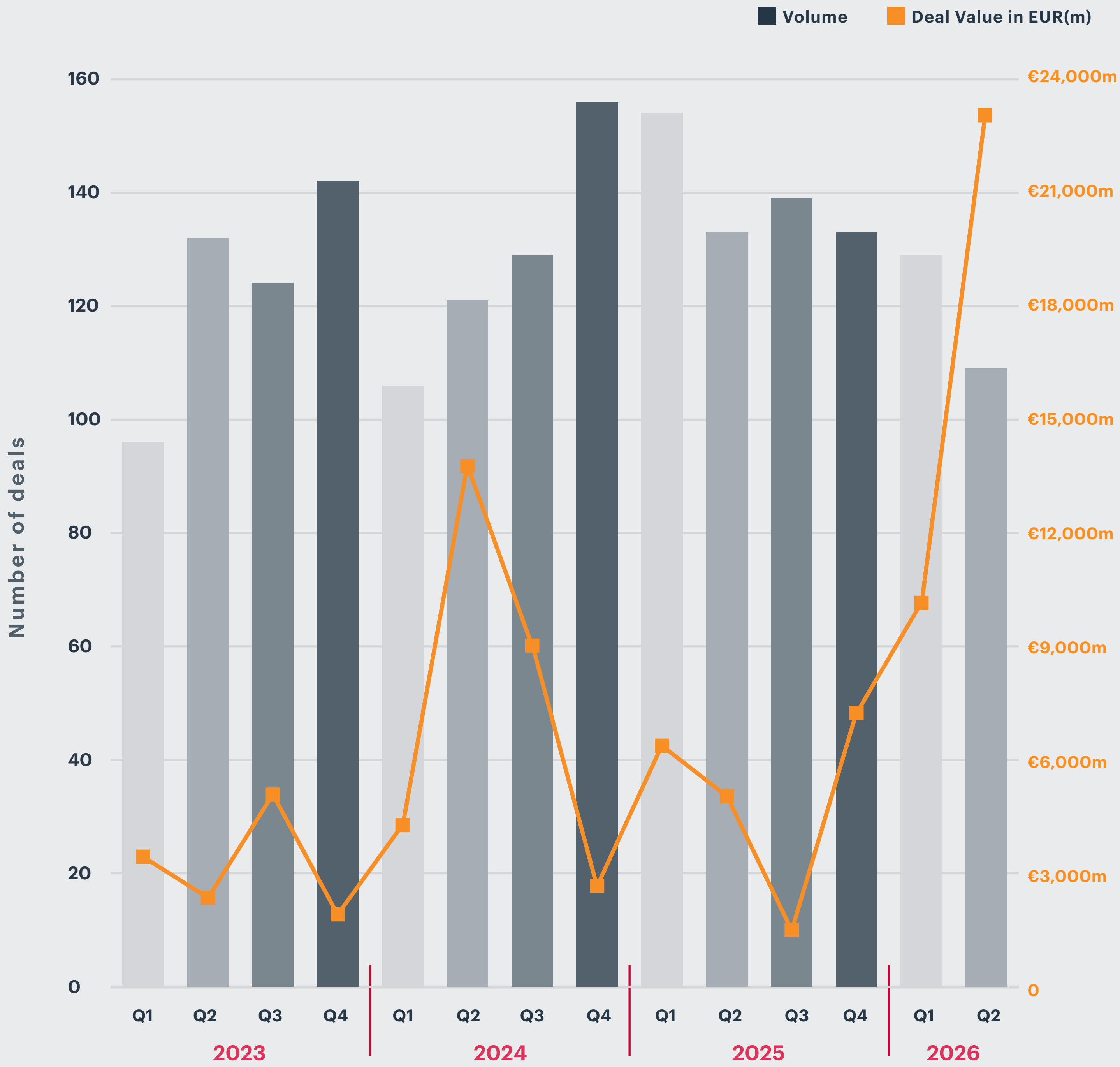


Figure 2: The largest deals of the year

Announced Date	Target Company	MM Sector	Bidder Company	Bidder Dominant Country/ Territory	Seller Company	Seller Dominant Country/ Territory	Deal Value EUR(m)
01/04/2026	Apollo Global Management Inc (Fab 34) (49% Stake)	**TMT**	Intel Corp	USA	Apollo Global Management Inc	USA	**12,253**
26/02/2026	Macquarie Airfinance Ltd (100% Stake)	**Financial Services**	Dubai Aerospace Enterprise (DAE) Ltd; Investment Corp of Dubai	United Arab Emirates	PGGM NV; Australian Retirement Trust; Macquarie Asset Management Holdings Pty Ltd	Australia	**5,930**
21/05/2026	Octave Intelligence plc (a spin-off of the Asset Lifecycle Intelligence business of Hexagon AB) (100% Stake)	**TMT**	Existing Shareholders	Sweden	Hexagon AB	Sweden	**3,941**
15/06/2026	Fin (Intercom Inc) (100% Stake)	**TMT**	Salesforce Inc	USA	Index Ventures (UK) LLP; Deer Management Co LLC; Kleiner Perkins Caufield & Byers LLC; Iconiq Capital LLC; Social+Capital Partnership LLC	USA	**3,103**
14/04/2026	Permanent TSB Group Holdings plc (100% Stake)	**Financial Services**	BAWAG PSK Bank fuer Arbeit und Wirtschaft und Oesterreichische Postsparkasse AG; BAWAG Group AG	Austria	Existing public company shareholders (including the Government of Ireland)	Ireland (Republic)	**1,619**
03/02/2026	Orsted A/S (European onshore business) (100% Stake)	**Energy, Mining & Utilities**	Copenhagen Infrastructure Partners P/S	Denmark	Orsted A/S	Denmark	**1,440**
30/01/2026	Carne Global Financial Services Ltd (100% Stake)	**Financial Services**	Permira Ltd; Existing Management	Ireland (Republic)	Vitruvian Partners LLP	United Kingdom	**1,400**
08/06/2026	kneat.com inc (100% Stake)	**TMT**	Thoma Bravo LP	USA			**387**
06/04/2026	Lotus Automation (Ireland) Ltd (100% Stake)	**Business Services**	Bureau Veritas SA	France			**375**
09/03/2026	Generali Espana SA De Seguros y Reaseguros SA (Irish and Northern Irish P&C operations) (100% Stake)	**Financial Services**	Zurich Insurance Group Ltd	Switzerland	Assicurazioni Generali SpA	Italy	**337**

Figure 2: The largest deals of the year...cont'd

Announced Date	Target Company	MM Sector	Bidder Company	Bidder Dominant Country/ Territory	Seller Company	Seller Dominant Country/ Territory	Deal Value EUR(m)
04/05/2026	BioCryst Pharmaceuticals Inc (Rights of Commercialization of navenibart in Europe) (100% Stake)	**Pharma, Medical & Biotech**	Neopharmed Gentili SpA	Italy	BioCryst Pharmaceuticals Inc	USA	**295**
13/04/2026	Blue Finance Technology Holding Ltd (100% Stake)	**Financial Services**	Investcorp AI Acquisition Corp	Singapore			**239**
23/01/2026	Greystar Ireland Ltd (100% Stake)	**Real Estate**	Quantum Immobilien AG	Germany	Greystar Real Estate Partners LLC	USA	**180**
18/02/2026	IPUT plc	**Financial Services**	CBRE Group Inc; CBRE Investment Management	USA			**175**
16/06/2026	Greenlink Interconnector Ltd	**Energy, Mining & Utilities**	Mubadala Investment Co PJSC	United Arab Emirates	Statkraft SF; Tetragon Financial Management LP	USA	**172**
02/04/2026	Orchard Care Group (100% Stake)	**Pharma, Medical & Biotech**	Cygnet Health Care Ltd; Universal Health Services Inc	USA			**150**
09/01/2026	Vivasure Medical Ltd	**Pharma, Medical & Biotech**	Haemonetics Corp	USA	EQT Life Sciences Group BV; European Investment Bank - EIB; Enterprise Ireland; Western Development Commission; Fountain Healthcare Partners; Evonik Venture Capital GmbH; Panakes Partners SGR SpA; Orchestra BioMed Holdings Inc	Ireland (Republic)	**137**
13/03/2026	Amarenco Solar Ltd	**Energy, Mining & Utilities**	Arjun Infrastructure Partners Ltd	United Kingdom			**130**
27/05/2026	One Molesworth Street (100% Stake)	**Real Estate**	Muenchener Rueckver-sicherungs gesellschaft AG; MEAG MUNICH ERGO AssetManagement Gm-bHRueckversicherungs gesellschaft AG; MEAG MUNICH ERGO AssetMan-agement GmbH	Germany	Henderson Park Capital Partners UK LLP	United Kingdom	**110**
28/05/2026	Fonoa Technologies Ltd	**TMT**	Eurazeo SE; Headline Management GmbH; OMERS Private Equity Inc; Coatue Management LLC; Dawn Capital LLP; Forestay Capital SA; Index Ventures SA	USA			**95**

II.
Key Trends in Irish M&A

M&A deal **volume**

17%

In H1 2026, M&A deal volume in Ireland **declined by 17% compared to H1 2025.**

M&A deal **value**

191%

Deal value in H1 2026, however, **tripled relative to the same period last year, due to a number of billion-euro plus transactions.**

82%

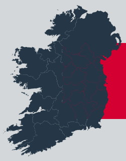
M&A deal **distribution**

Mid-market deals of €5m - €250m made up 82% of H1 activity, **but a handful of billion-euro-plus transactions drove the year-on-year surge in aggregate value.**

61%

Inbound activity

Inbound M&A accounted for around 61% of Irish M&A by volume in H1 and practically all deal value in the period. **All but one of the 20 largest deals announced in H1 were inbound cross-border transactions.**



19 of the 20 largest deals were inbound cross-border

36%

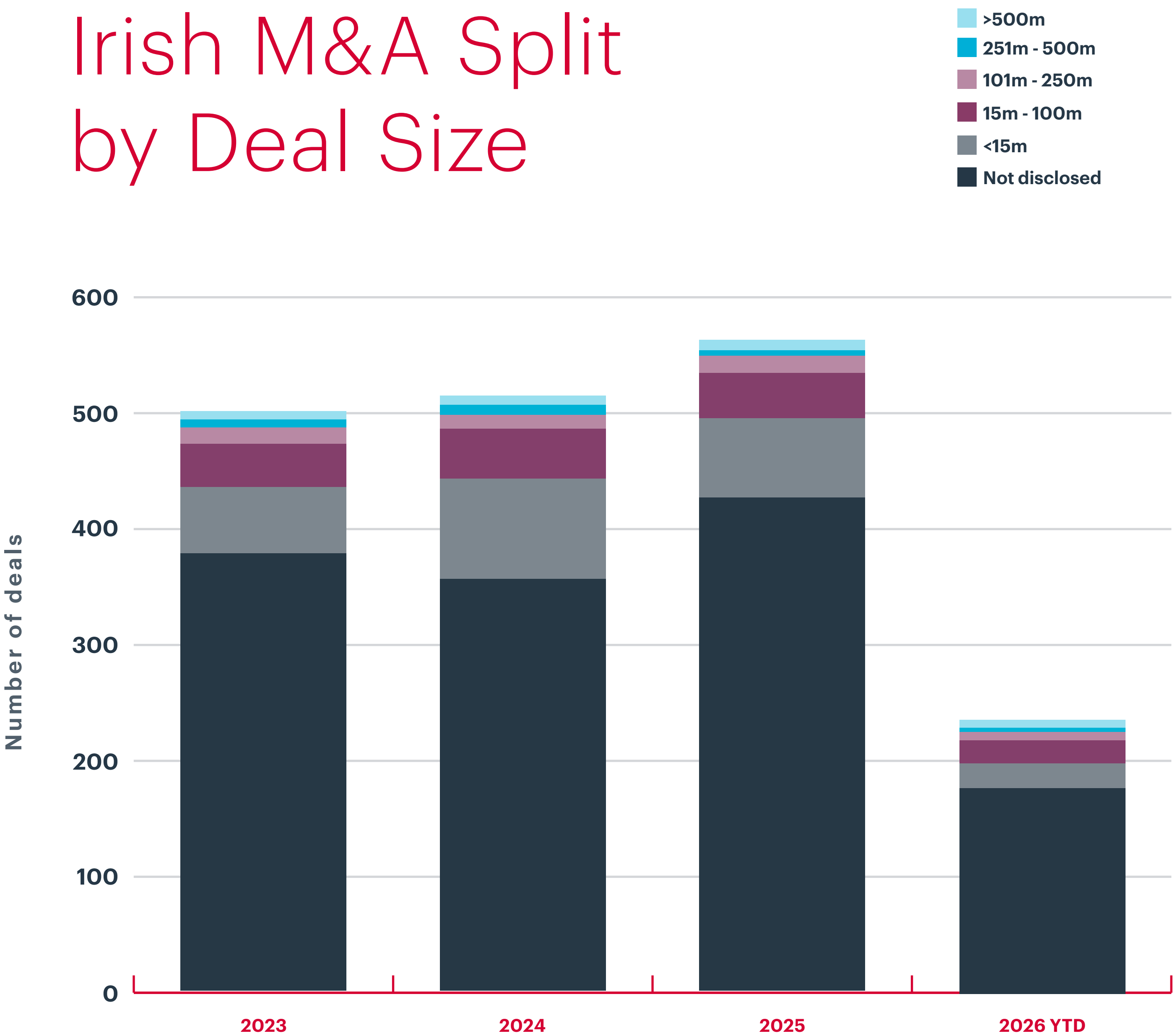
Private equity contribution

PE investors announced 41 deals involving Irish companies in H1 2026, **down 36% from last year's first-half total of 64.**

III.
Deal Focus

Figure 3: Irish M&A by deal size

Irish M&A Split by Deal Size



ENDA NEWTON
PARTNER | CORPORATE/M&A

More than three-quarters (82%) of M&A deals announced in Ireland during H1 2026 were valued at between €5m and €250m, in line with the historic dominance of mid-market transactions in the country. However, a number of larger deals also came to market, with seven transactions worth more than €1bn announced since the beginning of the year.

Intel's deal with Apollo Global Management, announced in April, was by some distance the largest of these billion-euro-plus transactions. At €12.3bn, it was almost twice as big as the next largest H1 deal – and the largest M&A transaction in Ireland for several years.

The deal will see Intel take back full ownership of the Fab 34 semiconductor plant in Leixlip, County Kildare, which is critical to the company's efforts to respond to surging demand for chips amid the global AI boom. Intel sold a 49% stake in the facility to Apollo in 2024 as it sought to shore up its finances, but the US technology company has since brokered a substantial funding deal with the US government and raised multi-billion-dollar investments from SoftBank and Nvidia.

The second largest transaction was Dubai Aerospace Enterprise's €5.9bn acquisition of Macquarie AirFinance. The deal is the latest example of a wave of consolidation in the aircraft leasing sector, for which Ireland is an important centre. Operators are keen to take full advantage of a global shortage of new aircraft, with production increases at Boeing and Airbus lagging demand from international airlines.

The next biggest deal of the year came in the technology, media & telecoms (**TMT**) sector. In May, Swedish industrial technology company Hexagon completed the spin-off of its Irish-headquartered software businesses into a new entity called Octave at a value of €3.9bn.

This was followed by the €3.1bn acquisition of AI customer services platform Fin (formerly known as Intercom) by Salesforce. The deal will allow the US tech giant to speed up its AI transition as it seeks to shift its focus to automated services. Rounding out the top five was the €1.6bn acquisition of Irish banking group Permanent TSB by Austria's BAWAG. The transaction represents a significant landmark, with the Irish government disposing of its only remaining stake in an Irish bank acquired during the global financial crisis almost two decades ago.

IV. Sector Watch

JAMES COTTER
PARTNER | CORPORATE/M&A

Strong indications during H1 of active dealmaking in the construction and EMU sectors reflect broader Irish economic policies prioritising investment in large-scale energy and infrastructure projects. Despite tailwinds globally for M&A activity in TMT, Ireland's technology companies continue to attract interest from buyers, and increasingly from strategic buyers in the sector, though investment priorities within that sector are shifting to keep pace with rapid development across the sector.

Accurate analysis of year-on-year changes in value by sector are challenging given the limited availability of acquisition values and the resurgence in mega-deal activity that has an outsized impact on the Irish market, but M&A volume has held steady generally across sectors. The exception to that theme was a comparatively quiet H1 for the PMB sector – a trend that could well be corrected over H2.

> The resilience of dealmaking within the TMT sector underlines Ireland's strengths across existing and emerging technologies.

Ireland's TMT sector continued to perform strongly in terms of volume and value of deals in the sector. While the sector led the way on deal value in Ireland, that value is nearly entirely attributed to just three deals that attracted significant price-tags, including the €12.3bn Intel-Apollo agreement, Hexagon AB's spin-off of part of its business to an Irish holding company and the announcement by Salesforce of its agreement to acquire Fin (formerly called Intercom). Value has generally not been disclosed for most other deals in the TMT sector, but deal volume remained steady notwithstanding market sentiment that had been sceptical on outlook for parts of the sector. The deals announced during H1 indicate a growing trend towards targets that are AI-native or AI-enabled, companies operating in cybersecurity and software for industrial applications. Strategic acquirers within the sector are driving much of the activity as they identify opportunities to extend and embed new technologies within their existing platforms. The resilience of dealmaking within the sector underlines Ireland's strengths across existing and emerging technologies.

The increasing demand in Ireland for investment in energy and infrastructure is showing in M&A activity across the EMU and construction sectors. Several significant EMU deals were announced during H1, including Copenhagen Infrastructure Partners agreement to buy Orsted's European onshore renewables business.

Deal volume has more than doubled in the construction sector partly driven by consolidation as providers scale up capabilities to deliver on several major infrastructure projects expected in the short and medium terms, to address continued supply shortages of housing and a renewed focus on data centre construction as well as the construction of power generation projects to support new data centres.

Several significant transactions have boosted deal value for financial services M&A, though volume in the sector is down slightly. BAWAG's acquisition of Permanent TSB, as well as PE firm Permira's €1.4bn minority stake in asset management platform Carne Global Financial Services, contributed to deal value of 29% for the sector. Consolidation among smaller ERM and wealth services providers continues to support healthy deal volume for the sector despite a small drop-off compared to 2025.

Ireland's vibrant PMB sector – often an M&A mainstay – was conspicuously quiet in H1 2026 given reports of a bumper year for the sector globally as large pharma companies replenish pipelines ahead of major patent-cliffs. While year-on-year value comparisons are challenging in the Irish market, there was a marked decline in deal volume – from 12% in H1 25 to 8% this year. Given the global activity and strong outlook, activity may well pick up again in the second half of the year.

Figure 4: Sector M&A by value

Irish M&A **Value** by Sector

2025 - 2026 YTD

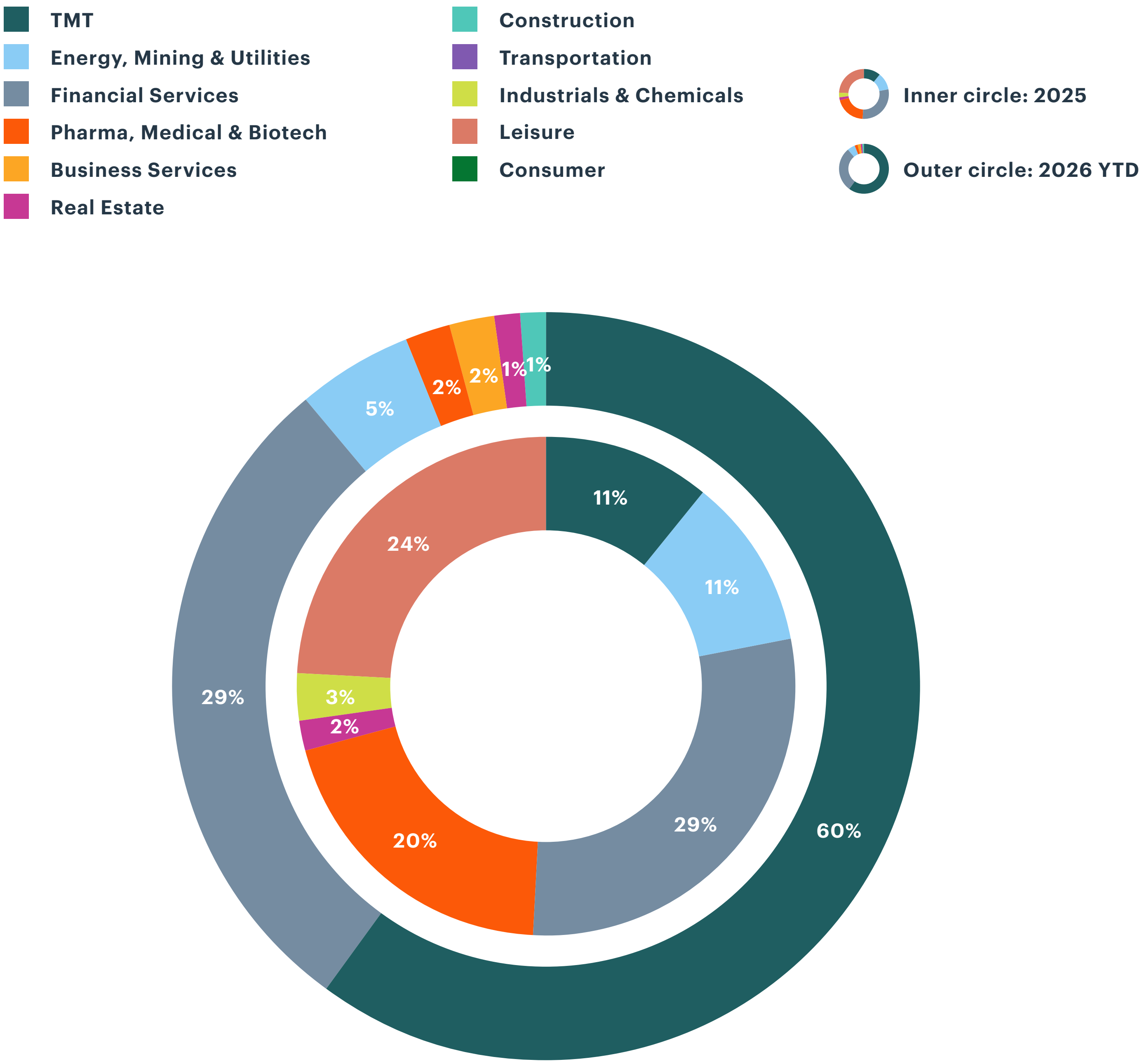
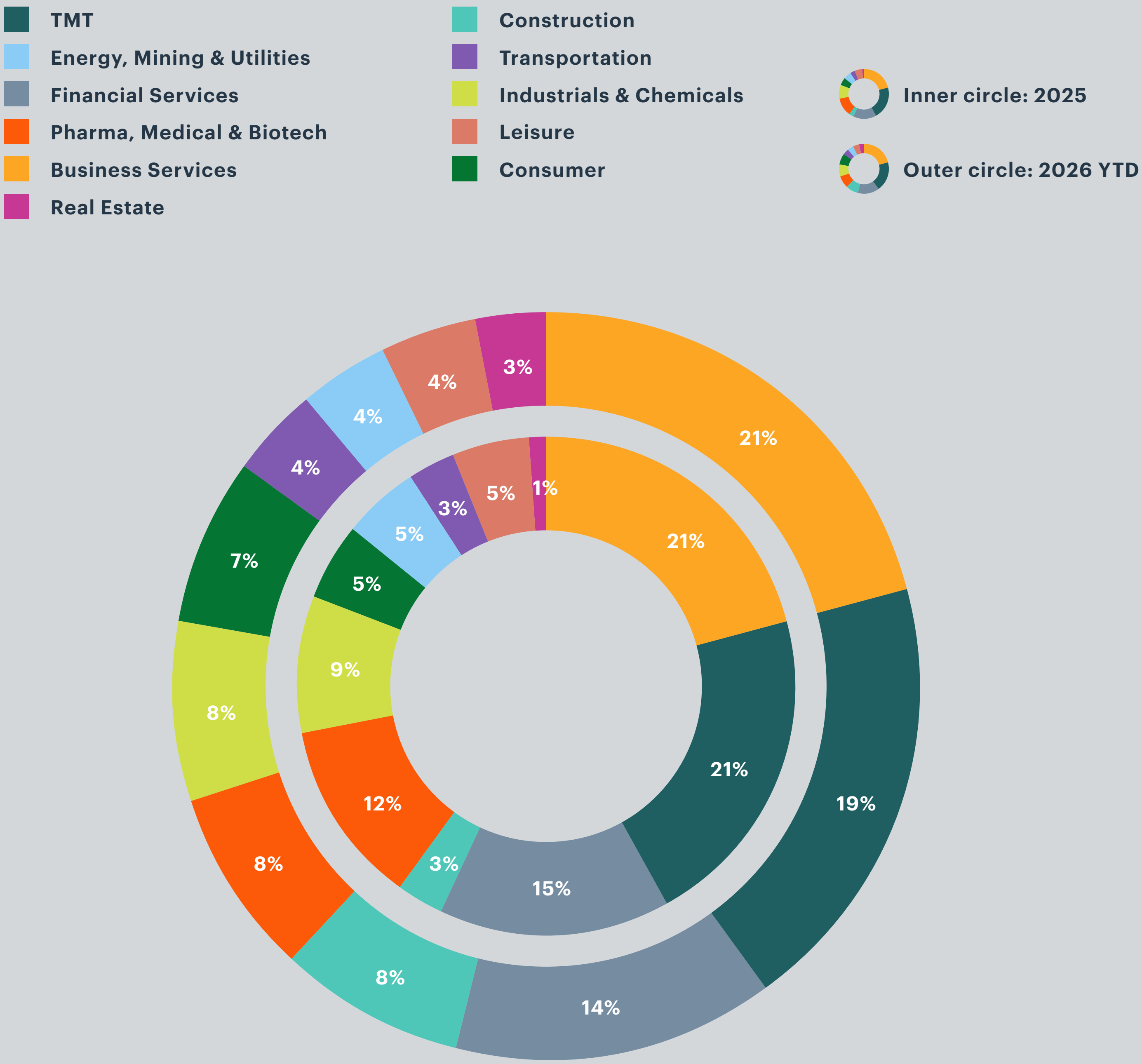


Figure 5: Sector M&A by volume

Irish M&A **Volume** by Sector

2025 - 2026 YTD



V.
Inbound Activity

"All but one of the 20 largest deals of the period were inbound cross-border transactions, underlining Irish businesses' appeal on the global stage.

GAVIN WHITE

PARTNER | CORPORATE/M&A

Some 145 Irish companies or assets attracted overseas bidders in H1 2026, accounting for €31.6bn of M&A by value. All but one of the 20 largest deals of the period were inbound cross-border transactions, underlining Irish businesses' appeal on the global stage.

As in previous years, UK-based bidders – given their geographical proximity – were the most frequent acquirers in Ireland, announcing 48 deals. But US bidders, with 40 transactions, were a close second, maintaining a longstanding trend of American interest in Ireland.

Still, cross-border appetite for Irish M&A is genuinely diverse, with the top 20 deals of H1 featuring bidders from no fewer than 10 different countries. Continental European acquirers included Austria's BAWAG, which acquired Permanent TSB, France's Bureau Veritas, which acquired Lotus Automation, and Italy's Neopharmed Gentili, which agreed a deal with BioCryst Pharmaceuticals.

Looking further afield, Dubai Aerospace's acquisition of Macquarie AirFinance was a significant Middle Eastern-led transaction. Singapore-based Investcorp AI struck a deal with Ireland's Blue Finance that creates a structure to develop the latter's digital finance platform.

The range of international interest in Irish companies reflects the efforts of successive governments to encourage inward investment. Ireland represents a valuable entry point to the broader European Union market for many non-EU acquirers.

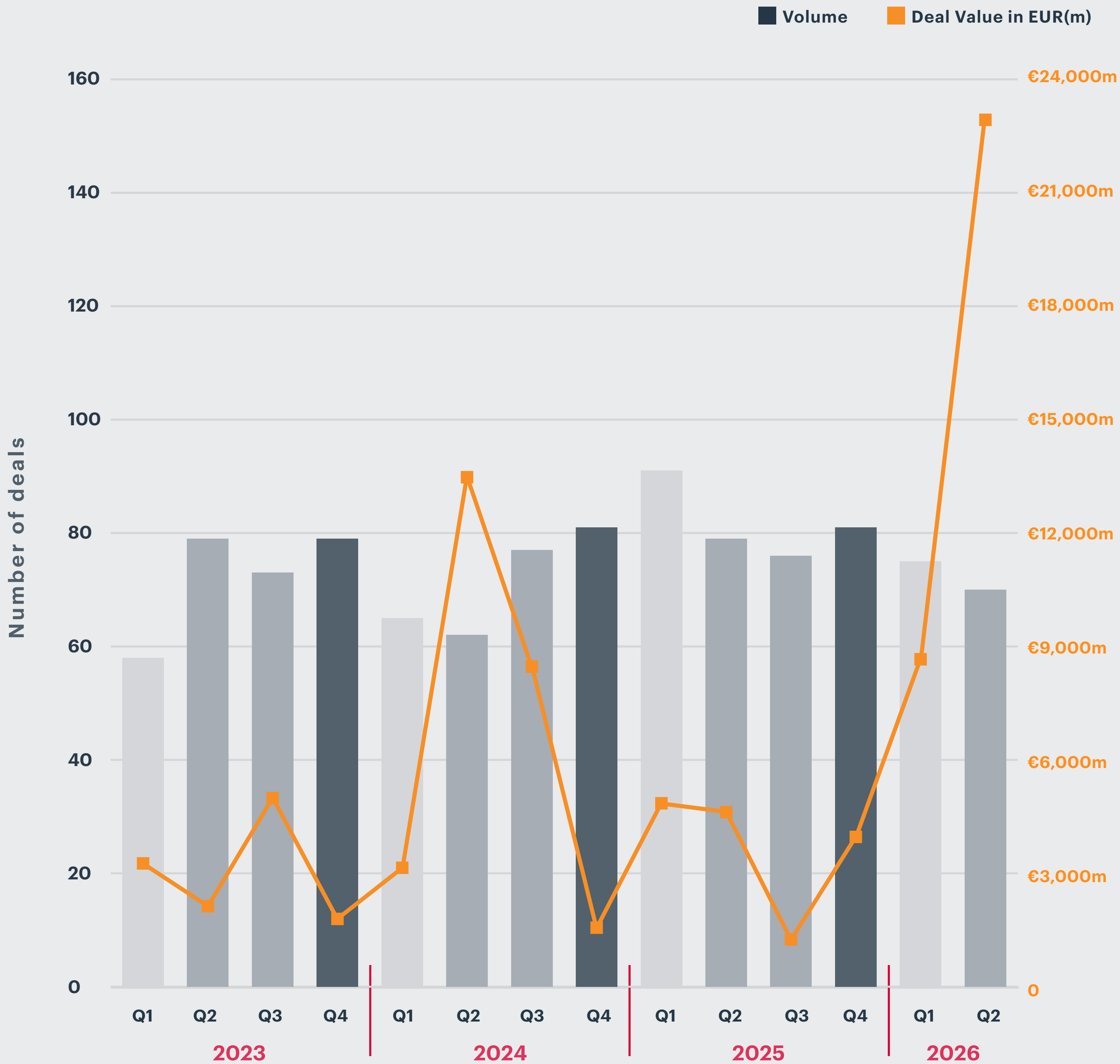
New rules on the screening of foreign direct investments, which came into force in 2025, do not appear to be hindering cross-border investment. The latest data[3] reveals that interventions have been rare – and that most cases are being dealt with relatively speedily.

Domestic deals in Ireland are also getting done, with 92 transactions announced in H1. The largest such transaction so far was in the financial services sector, with the €1.4bn acquisition of Carne Global Financial Services by the firm's existing management and Permira, which took a significant minority stake.

[3] https://enterprise.gov.ie/en/publications/publication-files/screening-of-third-country-transactions-act-2023-annual-report-2025.pdf

Figure 6: Inbound activity

Inbound M&A
2023 - 2026 YTD



VI. Private Equity

> "There is clear potential for a broad-based recovery in PE activity in Ireland.

MARIA O'BRIEN
PARTNER | CORPORATE/M&A

PE investors announced 41 deals involving Irish companies in H1 2026, down from last year's first-half total of 64. In part, the slowdown reflects the broader caution that has permeated the M&A market since the beginning of the Iran conflict. The PE sector is also facing its own difficulties, with exit activity remaining slow, hampering firms' ability to raise new funds and pursue new opportunities.

Despite these obstacles, there are signs of progress in the sector, particularly as PE investors leverage continuation vehicles and pursue secondary transactions. Exit options are emerging and PE activity by both domestic Irish firms and international investors continues to play a significant role in Ireland's M&A arena.

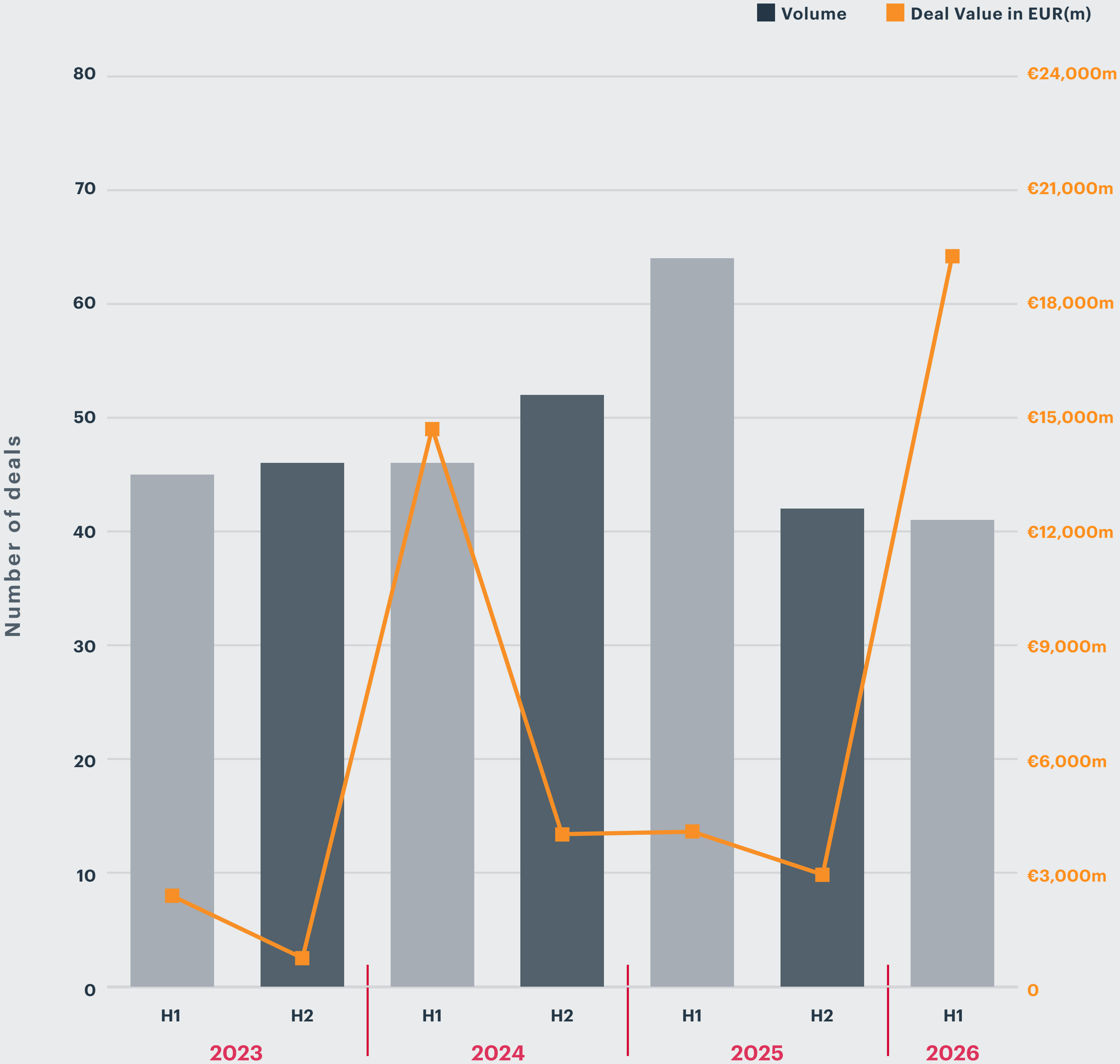
Indeed, PE investors were involved in seven of the 20 largest deals announced in Ireland in H1 2026, two of which were in the top four biggest transactions (by value) of the period. These two transactions, namely Apollo's exit from its investment in Intel's semiconductor facility and Index Ventures' exit from Fin, would generate more than €15bn of deal value if both complete. These deals alone would see PE activity in Ireland in 2026 eclipse the €7bn total recorded in full-year 2025. In fact, the €12.3bn Intel deal is large enough to surpass that mark, and would alone represent more than a 75% increase over full-year 2025 PE deal value.

Ultimately, dealmakers would welcome an easing to the challenges that are currently impacting the sector. However, PE firms are now reaching the stage where they must accelerate exit activity, even if current valuations are not quite at the levels they had hoped to achieve. As more such deals take place, there is clear potential for a broad-based recovery in PE activity in Ireland.

Figure 7: Private equity trends

Irish M&A PE HY Trends

2023 - 2026 YTD



VII.
Outlook

> "Ireland has proven itself to be a safe haven for dealmakers.

ANDREW MCINTYRE
HEAD OF CORPORATE/M&A

Where does the Irish M&A market go from here? The short answer is that, unfortunately, the outlook remains uncertain.

On a positive note, Ireland offers stability, with no major political, economic or regulatory clouds on the horizon, as well as a wide range of attractive businesses spread across multiple sectors. Irish policymakers are supportive of M&A – the recent increase in the thresholds that trigger a mandatory notification of a merger to the Competition and Consumer Protection Commission is a case in point.

However, it remains difficult to look past international uncertainty, particularly given the high levels of cross-border M&A that characterise the Irish market.

The optimistic scenario is that an enduring peace deal in the Middle East is achieved quickly, limiting the economic fall-out of the conflict. In particular, if the Strait of Hormuz reopens, allowing Middle Eastern oil exporters to sell unhindered on the global market once again, higher energy prices should ease, alleviating inflationary pressure and reducing the likelihood of interest rate rises.

The more pessimistic stance is ongoing conflict with downside impacts worldwide. However, Ireland has proven itself to be a safe haven for dealmakers, even during major crises, and the data for the first half of 2026 demonstrates that strategics and sponsors alike are willing to invest significant sums in the country if the right deals are on the table.

VIII.
About William Fry

Leading law firm William Fry LLP (William Fry) was established in 1847 and is a premium Irish corporate law firm. William Fry has over 350 legal and tax professionals and 500 staff.

As one of Ireland's largest law firms, William Fry offers unrivalled legal and tax expertise across the full breadth of the business sector. Our head office is in Dublin, and we also have offices in Cork, London, New York, and San Francisco and a global law firm network to service our clients at home and abroad.

M&A is core to our practice at William Fry. Our team has top-tier credentials, a wealth of experience and an impressive depth of expertise. We are consistently involved in the most sophisticated and complex corporate transactions in Ireland, including large cross-border deals, many of which are referred to in this report. We focus on identifying and delivering on our clients' priorities.

The Firm is focused on the need to achieve results for clients. Continued investment in people, technology and research maintain the Firm's ability to provide practical and prompt solutions, while devoting exacting attention to details.

William Fry | Taking care of business since 1847

The underlying data in this report comes from the Mergermarket database. Historical data contained in this report includes deals announced from 01/01/2017 to 30/06/2026, correct as of 15 July 2026. Mergermarket deal data includes transactions where the stake acquired is greater than 5% or where the deal value is greater than US$5m. For a full version of the Mergermarket M&A deal database inclusion and league table criteria, go to: www.mergermarket.com/pdf/deal_criteria.pdf

Recent awards include:

Finance Dublin Deals of the Year 2026

Mergers & Acquisitions

- **Carve-Out:** Investindustrial's acquisition of DCC plc's healthcare business
- **Secondary Buyout:** Waterland's investment in Cruinn Diagnostics
- **M&A Deal of the Year:** Pandox AB/Eiendomsspar AS acquisition of Dalata
- **Private Equity, Infrastructure:** TowerBrook Capital Partners' investment in GMC Group
- **Mid-Market, Private Equity:** Graham Partners' acquisition of Smithstown Light Engineering
- **M&A Deal of the Year, Public Markets:** Flutter Entertainment's acquisition of Snaitech

Loans & Financing

- **Acquisition Financing:** Pandox Group AB/Eiendomsspar AS acquisition of Dalata Hotel Group plc financing
- **Refinancing and RCF:** Uniphar refinancing
- **Development Refinancing:** Marlet/College Square refinancing

Equity Capital Markets

- **Equity Capital Markets Deal of the Year:** The Irish State's phased disposal of its shareholdings in AIB

Recent directory commentary includes:

"What sets the team apart is not just their legal expertise, but their ability to truly understand our business and deliver commercially focused advice that adds real strategic value. William Fry brings a depth of knowledge and a calm confidence that inspires trust."
– Legal 500 EMEA 2026

"We have found the personnel to be very effective, responsive, available and pragmatic."
– Legal 500 EMEA 2026

"Their ability to quickly bring in the right experts and work seamlessly across teams and jurisdictions sets them apart and makes them a truly full-service, high-performing legal partner."
– Chambers Global 2026

"William Fry distinguishes itself through its exceptional professionalism, deep legal expertise and client focused approach. The team consistently delivers timely, accurate advice while maintaining clear communication and a collaborative mindset. Its ability to combine technical excellence with practical solutions sets the team apart and reinforces trust and confidence in every engagement."
– Chambers Europe 2026

"William Fry has an incredibly commercial team that is excellent at summarising complex legal issues and boiling them down into information on which we can make commercial decisions."
– Chambers Global 2026

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