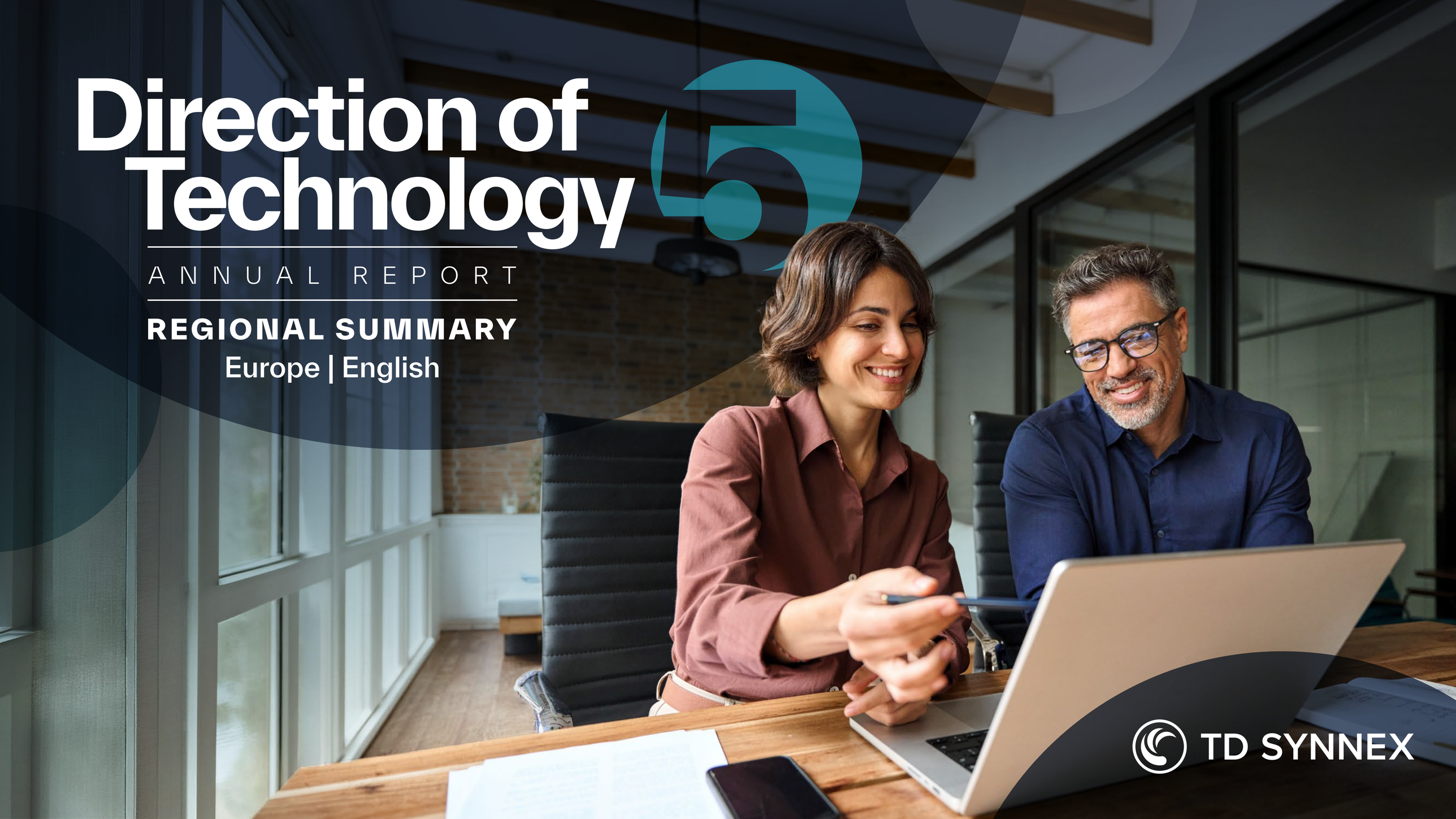
Direction of Technology 5

ANNUAL REPORT

REGIONAL SUMMARY

Europe | English



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Customers need more than **technology that can**. They need **confidence that it will**.

Technology is becoming easier to access, buy and compare, while successful implementation is becoming more complex. That is shifting partners' value away from the transaction and toward the ability to create confidence in an outcome.

Feedback from more than 1,500 channel partners serving primarily small- to medium-size customers across 45 countries reveals a clear pattern: partners that can prove capability, translate technology into business value and earn trust are better positioned to capture growth now and remain relevant as the market changes.

I think that customer relationship and trust are proving to be more valuable than technical certifications.

MSP
NA

Customers increasingly value partners who understand their industry and solve complex problems with their expertise even though many vendors are still focusing more on technology than business know-how.

MSP
EMEA

Technology is becoming commoditized; customers compare prices in minutes. Trust and differentiation are key.

Systems Integrator
LATAM

One of the most underappreciated shifts in the IT channel is the move from product reselling to outcome-based services, especially with the rise of AI. Customers increasingly care less about the technology itself and more about the business results it delivers. Partners that can provide strategic guidance, AI expertise, security and measurable outcomes will be better positioned for long-term growth than those focused primarily on product sales.

Wholesaler
APJ

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EUROPE REGIONAL SUMMARY

1

Growth alone is no longer enough.

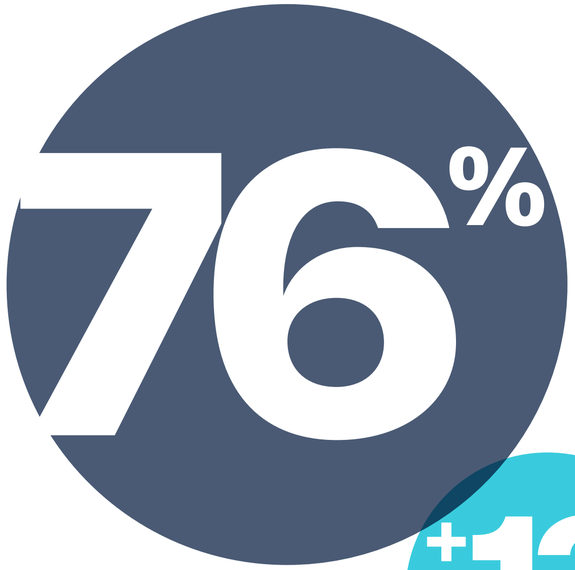
Demand is steady, but margin pressure and operational friction are making it harder to capture value through transactions alone.

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Europe
Executive Summary

Technical capability is established, but execution is constrained by tightening regulatory frameworks, data sovereignty mandates and emerging sustainability standards. Competitive edge lies in compliance leadership, risk mitigation and creating confidence in outcomes. Partners who guide clients through regulatory complexity and ensure sovereign, secure deployments will earn compounding trust and profitability.

Revenue momentum **has returned.**



of partners report revenue growth in 2026.



increase over 2025.



Operational and regulatory hurdles are challenging that growth.

Pricing and margin pressure is a constant; what's harder to solve is everything around the sale.

38% Pricing pressure/margin compression.

37% Integrating new tech with existing systems.

36% Customer acquisition and retention.

34% Regulatory and compliance demands.

Investment is concentrated in high-growth technologies more than every other category.



Cybersecurity: increasing investment.



Cloud: increasing investment.



AI: increasing investment.

That demand **runs on infrastructure.**

As these technologies introduce new implementation demands and constraints, the physical layer becomes more important.



are increasing their investment in data centre infrastructure.

The AI-device refresh is creating an opening to own the complete stack, and **partners are already moving toward this.**

Packaging the physical layer alongside the solution layer and demonstrating customer outcomes is where margin leaving the transaction can reappear.



already deliver a quarter or more of their endpoint deals as end-to-end solutions.
(multiple layers of the stack layered together)



expect that end-to-end share to grow over the next 12 months.

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EUROPE REGIONAL SUMMARY

Proof turns capability **into outcomes.**

Capability alone no longer differentiates. The industry has moved from "Can we use AI?" to "How do we scale AI?" and that is where many stall.

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Capability is **the baseline.**



79%

of European partners self-identify as AI Ready or AI Experts.

Partners running on AI **win on every metric.**

The market is increasingly rewarding partners who can bring proof to the conversation.



more likely to earn meaningful AI revenue.



margin gain.



more likely to see most pilots reach production.

Governance is the number one blocker to moving customers from experimentation to production.



Security, legal, and governance concerns are customers' number one barrier to scaling AI.

This is the clearest opportunity for partners to own.

Demand for governance is there; monetisation is not.



of partners say customers are asking about AI governance, risk, and compliance, but they're bundling it in/not monetising it separately.



say their customers are paying them, or partners like them, to advise on governance.

Today, partners are increasingly likely to differentiate themselves through the delivery of these services rather than delivering the technology itself.

Beyond governance, **the remaining barriers are execution and readiness.**

42% struggle with an unclear business case or ROI.

37% cite data is not ready for AI deployment.

35% encounter budget constraints or lack of financing options.

34% run into lack of internal skills or expertise to manage AI post-deployment.



This is why partners are **building to lead implementation, not just sell more solutions,** with change management at the centre.

To build a workforce for the future:

49% are investing in building technical AI skills.

47% prioritise change management and helping customers adopt AI.

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EUROPE REGIONAL SUMMARY

3 Trust is the advantage that compounds.

As transactions move to marketplaces, being the partner who can guide customers through sovereign and regulatory constraints makes you hard to replace.

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Partners are expected to help customers navigate **a more demanding operating environment; sovereignty, regulation and sustainability are prominent concerns.**

77% are concerned about regulatory or compliance changes (including AI regulation).

76% Concerned about data sovereignty and localisation requirements to support global transactions.

67% of partners are concerned about sustainability challenges and expectations (carbon, packaging, waste electrical and electronic equipment, human rights).

On top of that, **the transaction is moving.**

79% agree cloud marketplaces will become the dominant buying channel.

65% expect cloud marketplaces to take a growing share of their go-to-market mix, increasing the value of the recurring service relationship around each sale.



As complexity accelerates, **the formula for growth is trust – with character and competence as the key ingredients.**

Character

45% say they won because they had an existing relationship and were already trusted.

25% say being honest about what they didn't know strengthened credibility with customer leadership.

Competence

36% say they won because they could translate AI complexity into plain business language.

35% say they had the deepest understanding of the customer's industry or business challenge.

39% cite superior technical expertise or certifications.

Technical acumen and certifications remain the foundation, but competitive advantage comes from going beyond technology expertise to help customers understand what it means for their business—and how to act on it. Customers increasingly choose partners who can reduce uncertainty.

As technology access becomes less differentiated, trusted guidance is more valuable. Customers want to adopt AI and other advanced technologies, but many still need help deciding where to begin, building the case for change and bringing their people with them.

That gap is an opportunity partners can own. The partners that translate complexity, guide adoption and stay accountable through implementation will turn technical capability into customer confidence. As technology becomes easier to buy, the partners who own the outcome will be the hardest to replace.

TD SYNNEX **customer testimonials.**

When we work with TD SYNNEX, we are in a position where we can scale all of the advanced services and solutions that we provide our clients. That allows us to exceed our customers' expectations.

James Hardy
Chief Commercial Officer, Advania UK

TD SYNNEX is more than a distributor or a knowledge partner for Indito. It is a collaboration partner. We rely on TD SYNNEX's expertise every day.

Edwin de Goede
Chief Executive Officer, Indito

SOLUTION HIGHLIGHTS

PartnerFirst

As buying journeys become increasingly digital, partners need tools that simplify transactions while strengthening customer relationships. PartnerFirst brings together TD SYNNEX capabilities in a global framework with local flexibility, using AI, automation and advanced analytics to streamline operations and enhance customer engagement. Through integrated commerce, management and renewal capabilities, PartnerFirst helps partners support customers at every stage of the journey, creating long-term value that extends beyond the initial sale.

Learn more by contacting your TD SYNNEX account representative.

Destination AI™

As AI matures, the market is increasingly focusing on integrated, AI-enabled technologies across security, networking, storage, cloud and more. The evolution of Destination AI™ requires a holistic approach to AI go-to-market strategies, emphasising the importance of AI-ready infrastructure, hardware and other high-growth technologies. To navigate this shift, TD SYNNEX has strategically enhanced its global Destination AI™ framework to better support partners' AI strategies.

Learn more

ABOUT US

TD SYNNEX

Making IT Personal™

About the TD SYNNEX Direction of Technology Report

At TD SYNNEX, we believe data matters most when it helps people act with greater confidence. That is why the Direction of Technology Report is more than a collection of findings. It's a core part of our story and our guide for turning insight into meaningful outcomes. By making these insights personal, practical and relevant, we can help our partners navigate change, build trust and move the technology industry forward. Together, we can own the outcome.

Safe Harbor Statement

Statements in this news release that are "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934 involve known and unknown risks and uncertainties which may cause the Company's actual results in future periods to be materially different from any future performance that may be suggested in this release. The Company assumes no obligation to update any forward-looking statements contained in this release.

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