



THE PARTNERSHIP REPORT

OSROLE

MOTORSPO

SEPTEMBER 18, 2026 · EDITION 0001

EXECUTIVE SUMMARY

10 OPPORTUNITIES	Singular Bank LEAD TRIGGER	The 2027 signing window SEASON ANCHOR
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Ten companies, all real, researched against a team that is not. Every entry carries a dated trigger from the summer of 2026, and every one is argued against the winter, when 2027 partnerships are signed. The three Act Now entries are the three whose own clocks run fastest: a Spanish private bank with one quarter to prove its own name before ING closes on forty per cent of it, a Dutch cybersecurity firm that has raised to enter markets which have not met it, and the first MiCA-licensed bank in Portugal, whose advantage lasts only as long as it stays first. Beneath them sit an American security company that has just committed to a Reading office, a Dutch charging network spending a hundred million euros on Britain, and an engineering-AI company whose founder-chairman came out of top-flight motorsport. Two of the ten are argued on recruitment rather than reach, and one on being a harder test case than football.

Race anchor: The 2027 signing window — November 2026 to February 2027. 2027 partnerships are signed between November and February, and that is the window this edition is written against. Two rounds remain on the 2026 calendar and both are introductions rather than deadlines: Barcelona on October 3-4, and the Portimão finale on October 16-17, the last three-hour race of the season. A company that meets the team at either signs over the winter on the strength of it. A company that meets them afterwards signs over the same winter. Nothing in this edition asks anyone to commit before the season ends.

CURRENT PARTNER MAP

COVERED

Early-career hiring: Osrole (Title Partner)
 Apparel and lifestyle: Søndag (Global Partner)
 Communications and creative: The Havas Agency Limited (Premium Partner)
 Data and audience: Target Response (Official Partner)
 Fitness tracking: SURGO (Official Fitness Tracking Partner)

OPEN · PRIORITY

Private banking, wealth and family office
 Cybersecurity and data protection
 Fintech, payments and trading platforms
 Enterprise software and AI infrastructure
 Energy transition and charging
 Engineering, simulation and advanced manufacturing
 Logistics and last-mile delivery
 Watches, spirits and premium hospitality
 Premium audio and consumer electronics
 Fashion retail and footwear, outside teamwear
 Health and performance hardware — SURGO holds fitness tracking at Official level, a named category rather than the sector

ACT NOW

Trigger and fit aligned — both clocks running

01

Singular Bank

Financial Services · Finance / Professional Services

- Between now and the close, Singular has to show that its own name pulls high-net-worth money in its own right — the same release that announced ING taking a stake said ING would launch its own private banking proposition in Spain.
- It manages roughly EUR19bn of client assets and has fresh institutional capital behind a named growth mandate, so the money and the intent are already in place.
- Spanish private-client money is not won on advertising. It is won in rooms, by introduction, from people who are not taking meetings.
- Barcelona on October 3-4 is half an hour from the city their Catalan bankers work in, and hosting there asks for a room rather than a contract.

Osrole Motorsport is an invented team, so that a full edition can be shown publicly without a client's work on display. Singular Bank is real, and so is everything else on this page. It is an independent Spanish private bank. On July 6, 2026 ING announced it was taking about 40 per cent of the company from Warburg Pincus, expected to close in the first quarter of 2027, to accelerate its growth in Spanish private banking. The same release said ING would also launch its own private banking proposition in Spain.

Barcelona in October is a hosting arrangement and nothing more — a list drawn up by their own Catalan bankers, garage access across the three days, a founders' dinner on the Saturday. The season partnership is signed over the winter on the strength of it.

● CONFIDENCE — HIGH

BUDGET	Premium (EUR150k-300k). [ESTIMATED — basis: roughly EUR19bn in client invested assets, a named growth mandate and fresh institutional capital behind it. The line is client acquisition, not brand.]
TRIGGER	Announced July 6, 2026: ING is acquiring approximately 40 per cent of Singular Bank from Warburg Pincus, non-controlling, expected to close Q1 2027, to accelerate its growth in Private Banking in Spain. Source: ING press release via GlobeNewswire, corroborated by Euronext company news the same day. [VERIFIED]
NEXT STEP	Go through the Catalan regional banking team rather than group marketing — only they can write the guest list. Spanish press (theobjective.com, July 2, 2026) reported ING anticipates CEO Javier Marín's departure in the medium term, so do not rest the relationship on him alone.
TO CONFIRM	Confirm whether Singular's client-events budget survives the transaction period or is frozen pending the close, and whether the Catalan region holds its own line.

02

Eye Security

Cybersecurity · Technology / Security

- It raised to take a European security proposition into countries that have not met it, and the Dutch technology press led on the fact that two of the four investors in that round are American.
- The EUR60m closed in June was earmarked for exactly that expansion, and there is no existing sponsorship line to defend.
- A championship that races in six European countries demonstrates European reach rather than asserting it, which a stand at Infosecurity cannot.
- The people who place the policies are brokers rather than end customers, and a garage holds a small group of them for a weekend. The 2027 season is written between November and February.

Eye Security was founded by former Dutch intelligence staff and sells managed cyber defence bundled with cyber insurance to mid-sized European companies. On June 30, 2026 it closed a EUR60m Series C led by Sofina — the largest cybersecurity round a Dutch company has raised — earmarked for expansion into European markets beyond Benelux and DACH. What it is expanding on is sovereignty: a European alternative to the American vendors.

Eye Security brings a small group of Benelux brokers to the round closest to its own market, and signs between November and February when European budgets are set. From the 2027 opener the car carries a European-by-design panel through the markets where the company is unknown.

● CONFIDENCE — HIGH

BUDGET	Premium (EUR150k-300k). [ESTIMATED — basis: a EUR60m round raised explicitly for geographic expansion, roughly 1,000 clients, and no existing sponsorship line to defend. New budget rather than a renewal, sized against a launch campaign.]
TRIGGER	EUR60m Series C announced June 30, 2026, led by Sofina with TIN Capital increasing and J.P. Morgan Growth Equity Partners and Bessemer participating; stated use of funds is expansion into new European markets. Source: Eye Security press release, corroborated by Techzine and ioplus, which described it as the largest Dutch cybersecurity investment to date. [VERIFIED]
NEXT STEP	Approach W***** G***** (CCO) rather than marketing — the expansion mandate is commercial and the broker channel sits with him. Ask against the 2027 season; proposing a live launch on a season already built is how a credible approach stops being credible.
TO CONFIRM	Confirm whether the Series C carries a marketing allocation distinct from headcount, and which market is next on the expansion list. The 2027 calendar is worth more to them if Iberia is on it.

03

Bison Bank

Financial Services · Finance / Professional Services

- Being the first bank in Portugal licensed directly under MiCA is an asset with a shelf life: the licence passports across the EU, and roughly thirty institutions already hold one.
- The franchise has not caught up with the permission: around 275 digital-asset clients at a bank whose recurring net profit doubled to EUR5m.
- The recognition they need is among conventional private wealth rather than crypto audiences, and the season ends at Portimão on October 16-17 — a three-hour race that keeps guests in one building for an afternoon.

Bison Bank is a Lisbon bank offering private banking, depositary services, corporate advisory and digital assets. On July 29, 2026 it announced it had become the first bank in Portugal to operate directly as a MiCA-regulated Crypto-Asset Service Provider, having merged its digital-assets subsidiary into the bank itself.

The invitation list is Algarve and Lisbon introducers: lawyers, family offices, the people who place private clients. If their approvals will not move by October 16, the same weekend on the 2027 calendar is the fallback and none of the argument changes.

● CONFIDENCE — MEDIUM

BUDGET	Official (EUR75k-150k). [ESTIMATED — basis: around EUR5m of recurring net profit for 2025, and a first sponsorship cheque. Sized against a single weekend rather than a season.]
TRIGGER	Announced July 29, 2026: Bison Bank is the first bank in Portugal to operate directly as a MiCA-regulated Crypto-Asset Service Provider, following the merger of Bison Digital Assets into the bank. The release reports approximately 275 digital-asset clients and EUR165m of traded volume in 2025, and recurring net profit doubled to EUR5m. Source: Bison Bank press release via Media OutReach, corroborated by The Portugal News (July 30, 2026). [VERIFIED]
NEXT STEP	Approach A***** H***** (CEO) directly. No marketing or sponsorship contact could be found during this research pass, and at this size the decision is unlikely to sit anywhere else.
TO CONFIRM	Confirm whether Bison holds existing sponsorship commitments in Portugal, and whether the digital-assets launch has its own 2026 communications budget.

TIER A

Highest commercial value

04

ThreatLocker

Cybersecurity · Technology / Security

- Britain is the most crowded security market in Europe, the name means very little to a British IT director, and the channel partners who would carry them are unbuilt.
- USD190m closed in July with the Reading office named as the first step, and a partnership with the Indianapolis Colts already on the books — the company has decided sport is how it buys trust.
- The buyers they need are MSP owners, and the team's workshop is an hour up the road from Reading.
- A UK partner day at the workshop with a car and two engineers in the room, and garage passes at the Portimão finale on October 16-17 as the close-of-year incentive for the MSPs who sign first.

ThreatLocker sells zero-trust endpoint security through managed service providers to mid-market organisations. On July 29, 2026 it closed a USD190m Series F led by Elephant, with Koch Disruptive Technologies coming in as a significant new investor, and the release named the opening of a Reading office as the first step of its international expansion.

A recruitment mechanic with a scoreboard attached, the shape their existing US programme already takes. The difference is that here the reward is a place their partners cannot buy their way into.

● CONFIDENCE — HIGH

BUDGET	Global (EUR300k—600k). [ESTIMATED — basis: USD190m raised in July, more than 70,000 organisations on the platform, and a full NFL club partnership already on the books.]
TRIGGER	USD190m Series F announced July 29, 2026, led by Elephant with D. E. Shaw Ventures and Arthur Ventures continuing and Koch Disruptive Technologies investing; the release states the capital supports international expansion "beginning with the opening of a Reading, U.K. office". Source: ThreatLocker press release, corroborated by SecurityWeek. [VERIFIED]
NEXT STEP	S***** L***** (VP EMEA Operations) rather than group marketing — the UK office is an EMEA build and the partner programme is his. A***** G*** (SVP Marketing) is the second route if the argument needs a brand owner behind it.
TO CONFIRM	Confirm the Reading office's opening date, whether EMEA holds its own partner-marketing budget or draws on Orlando, and the term of the Colts deal — a renewal year would compete for the same signature.

05

Allego

Energy Transition · Energy / Infrastructure

- It is entering a country where drivers already have habits and existing loyalties to InstaVolt, BP Pulse and Osprey.
- Roughly EUR100m was committed in July to 1,400 UK chargers by 2030, and the UK entity is separately run with its own managing director.
- A charger is a commodity. The electricity is identical, and the decision is made in the thirty seconds before someone pulls in, on whether they recognise the name on the canopy.
- The second constraint is supply, and Zandvoort is Allego's home round — a better room than a trade stand for the British retail and roadside landowners they need as site partners. The measurable is site agreements signed.

Allego is a Dutch charge point operator that finances, builds and runs public ultra-fast charging hubs, mostly on retail and hospitality land. On July 30, 2026 it committed roughly EUR100m to install up to 1,400 ultra-rapid chargers across the UK by 2030, naming London a priority market. The second constraint is supply: Allego needs British retail and roadside landowners to choose them as the site partner.

Zandvoort is the natural place to host the UK retail and roadside landowners they are courting: a Dutch operator showing British site owners what it already runs at scale. The car then carries UK-market branding across the season as the first British hubs come online.

● CONFIDENCE — HIGH

BUDGET	Premium (EUR150k—300k). [ESTIMATED — basis: a EUR100m four-year UK capex commitment, and a UK entity separately run with its own managing director.]
TRIGGER	Allego announced a commitment of roughly EUR100m to install up to 1,400 ultra-rapid chargers across the UK by 2030 on July 30, 2026, with London named a priority market. Source: GreenFleet (July 31, 2026) and electricite (August 1, 2026). [VERIFIED]
NEXT STEP	Paz S****, Managing Director of Allego UK. The commitment is his to spend and the UK entity is run separately from Arnhem, so the conversation does not need to start in the Netherlands.
TO CONFIRM	Confirm whether the EUR100m is capex only or includes a market-entry marketing allocation, whether Allego holds any existing UK sponsorship, and whether the Dutch parent would co-fund a Zandvoort activation.

06

PhysicsX

Industrial Software · Technology / Engineering

- The constraint is not leads. It is hiring simulation and machine-learning engineers in London against every AI lab in the world, and convincing conservative engineering departments that a physics-AI model can be trusted on real hardware.
- USD300m was raised in June and the team doubled past 300 people in a year, so recruitment is the line actually under pressure.
- Both problems are solved by the same thing: a public, repeated, falsifiable test. A GT car generates aerodynamic and tyre data every fortnight and the answer is on a timing screen by Sunday evening.
- Not a livery deal but a test programme, with predicted against measured published openly.

PhysicsX builds AI models that predict physical behaviour in seconds where conventional simulation takes hours. On June 8, 2026 it announced a USD300m Series C led by Temasek at roughly USD2.4bn, with Siemens, NVIDIA, Applied Materials and Atomico participating, and said its team had doubled past 300 people in a year. Founder-chairman R**** T***** came out of top-flight motorsport engineering, so the story is native to the company rather than bolted onto it.

PhysicsX runs its surrogate models against the team's real aerodynamic and tyre data across a full season of rounds. That is a recruitment asset for a company hiring several hundred more engineers, and a credibility asset with sceptical heads of simulation.

● CONFIDENCE — MEDIUM

BUDGET	Premium (EUR150k-300k). [ESTIMATED — basis: USD300m raised for global growth and platform expansion. The line is recruitment marketing rather than brand.]
TRIGGER	USD300m Series C announced June 8, 2026, led by Temasek at approximately USD2.4bn valuation, with Siemens, NVIDIA, Applied Materials and Atomico participating; the release states headcount doubled past 300 in a year. Source: PhysicsX newsroom. [VERIFIED]
NEXT STEP	R**** T***** (Founder and Chairman) is the right first call — he will understand the technical proposition without it being translated, and can put it in front of J***** C**** (CEO) already framed.
TO CONFIRM	Confirm whether PhysicsX runs a recruitment-marketing budget distinct from brand, and whether any existing customer would object to competitive aerodynamic data being published.

TIER B

Strong fit — dependent on company financials

07

Bang & Olufsen

Consumer Electronics · Consumer / Luxury

- The automotive audio business sells in-car sound systems to carmakers and has nowhere of its own to be heard.
- An entirely new executive leadership team took over on August 13, and a new chief executive and a new commercial chief both need a visible proof point inside their first year.
- A race car is a demonstration environment that runs every other weekend, and the garage is a room in which to host the OEM audio buyers they are already selling to.
- A proof point rather than an awareness buy, and it should not be sold as one.

Bang & Olufsen makes luxury audio and also runs an OEM business supplying in-car sound systems to carmakers. On August 12, 2026 it named an entirely new executive leadership team — Gianfilippo Testa as CEO and Nikolaj Wendelboe as COO and CFO, both effective the following day, with Jesper Hessel joining as Chief Commercial Officer and Deputy CEO. The catch is the same fact that makes the case: leadership transitions freeze discretionary spend before they release it.

Driver communications and pit-to-car audio tuned by B&O's automotive engineers, with a paddock listening room at the Dutch round hosting OEM audio buyers alongside Benelux retail partners.

● CONFIDENCE — MEDIUM

BUDGET	Premium (EUR150k-300k). [ESTIMATED — basis: a listed company with a stated brand-transformation mandate and an existing automotive B2B function able to share the cost. Sized against a trade programme, not consumer media.]
TRIGGER	New executive leadership team announced August 12, 2026: Gianfilippo Testa appointed CEO and Nikolaj Wendelboe COO/CFO effective August 13, with Jesper Hessel appointed Chief Commercial Officer and Deputy CEO. Source: Bang & Olufsen investor release, corroborated by GlobeNewswire. [VERIFIED]
NEXT STEP	Do not approach for anything in 2026. Hessel has not started, and new leadership teams do not sign discretionary spend in their first quarter. Open the conversation in late Q4 against the 2027 season, when the new team is setting its own budget rather than inheriting one.
TO CONFIRM	Confirm Hessel's start date, whether automotive audio holds a marketing budget separate from the consumer brand, and whether B&O's existing automotive partners carry exclusivity that would bite.

08

ALOHAS

Consumer Goods · Consumer / Retail

- For Him launched on August 14 into a business whose entire acquisition machinery — audience, creators, channels — was built for a different customer.
- Recent expansion capital has gone to New York and Los Angeles, which leaves Europe as the cheap place for the brand to be visible.
- Barcelona is its home city and Portugal is where much of its production sits, and the last two rounds of the season are in those two places a fortnight apart, on October 3-4 and October 16-17.
- A For Him capsule made in Portugal, released as a pre-order drop against the finale and shot in the garage across the weekend. Nothing is made until it is sold, which is the brand's own answer to the objection motorsport raises.

ALOHAS is a Barcelona footwear brand built on an on-demand pre-order model, manufacturing mostly in Spain and Portugal. On August 14, 2026 it broke from the genderless approach it had taken until then and launched a dedicated men's line, For Him. A sustainability and made-to-order positioning does not sit comfortably beside motorsport, and an approach that ignores that is not worth sending.

A For Him capsule made in Portugal and released as a pre-order drop against the Portimão finale, in exactly the on-demand model the brand already runs, shot in the two-car garage across the weekend.

● CONFIDENCE — MEDIUM

BUDGET	Official (EUR75k-150k). [ESTIMATED — basis: roughly EUR34m of FY2024 revenue, a small owned-store estate and no sponsorship precedent. Part of it should be product and production rather than cash.]
TRIGGER	ALOHAS launched a dedicated men's footwear segment, For Him, on August 14, 2026, departing from its previous genderless product approach. Source: FashionUnited, corroborated by the collection being live on alohas.com. [VERIFIED]
NEXT STEP	A***** P***** (Founder and CEO). At this size the decision is his, and the approach should lead with the capsule mechanic rather than with sponsorship — the word itself will do damage before the argument is heard.
TO CONFIRM	Confirm whether For Him carries its own marketing budget or sits inside the general brand line, and whether the US store openings have absorbed 2026 discretionary spend.

09

Onalabs

Health Technology · Health / Performance

- The company has one marquee reference and it is a football club in its own city. Industrialising a sensor needs evidence it holds in conditions that reference customer cannot produce.
- Over EUR9.3m was raised in July specifically to industrialise ONASPORT and clinically validate ONAVITAL, so evidence is what the money was raised to buy.
- A driver in a closed cockpit at Portimão on October 16-17 is a harder case than a training pitch: sustained cardiovascular load, cabin temperatures well above ambient, and no opportunity to drink for an hour at a time.
- A data partnership rather than a sponsorship, priced as a fee plus hardware.

Onalabs makes non-invasive sweat sensors: ONASPORT reads lactate, hydration and electrolytes continuously during exercise, and ONAVITAL is the clinical sibling. On July 27, 2026 it raised over EUR9.3m, including EUR4.6m from SETT alongside 1921 Ventures, nPrime, Reig Patrimonia and WA4STEAM, to industrialise ONASPORT, clinically validate ONAVITAL and expand internationally. On the partner map: SURGO holds fitness tracking at Official level, a named category rather than the sector, so sensor hardware sold to teams and clinics does not collide with it.

Both driver line-ups are instrumented across the Barcelona and Portimão weekends, and the co-branded lactate and hydration dataset from the three-hour finale becomes ONASPORT's validation paper — published, citable, and gathered somewhere no competitor has been.

● CONFIDENCE — MEDIUM

BUDGET	Official (EUR75k-150k), bottom of the band. [ESTIMATED — basis: a EUR9.3m round already committed to manufacturing capacity and clinical trials. Structure it as a data and validation partnership: a modest fee and a significant hardware component.]
TRIGGER	Onalabs raised over EUR9.3m, announced July 27, 2026, including EUR4.6m from SETT with 1921 Ventures, nPrime, Reig Patrimonia and WA4STEAM, earmarked for industrialising ONASPORT, clinical validation of ONAVITAL and international growth. Source: FITT Insider. [VERIFIED]
NEXT STEP	E***** del V**** (Co-founder and CEO). Lead with the validation dataset rather than exposure — the company's constraint is evidence, and the fee should follow the science.
TO CONFIRM	Confirm whether ONASPORT's industrialisation timeline allows a units commitment for the October rounds, and whether the existing football relationship carries category exclusivity.

10

Clover

Energy Transition · Energy / Software

- The growth constraint is not homeowners. It is signing up installation businesses, of which there are thousands, nearly all owner-operated — and in the UK none of them has heard of the company.
- Profitability was announced on September 1 at a revenue run-rate of about USD350m, and a company that has just declared profitability spends the following months deciding what to spend it on.
- Installers are a trade audience that responds to being made part of something and does not respond to another exhibition stand.
- The mechanic is recruitment with a reward attached: partner days at the Silverstone workshop, and the installers who sign first named on the car for the finale.

Clover gives independent solar, heat-pump and home-electrification installers financing, software and hardware, and now aggregates the homes they fit into virtual power plants as a neo-utility. On September 1, 2026 it announced it had reached profitability at a revenue run-rate of about USD350m, secured a new USD100m facility backed by a European Investment Fund guarantee taking total capacity past USD1.3bn, and launched the neo-utility.

A small business owner whose company name is on a GT car at a European season finale tells everyone he knows, which is precisely the recruitment channel Clover is trying to build. The partner days run out of the Silverstone workshop, with garage access.

● CONFIDENCE — MEDIUM

BUDGET	Official (EUR75k-150k) in year one, rising on renewal. [ESTIMATED — basis: newly profitable, with discretionary spend aimed at partner acquisition. That is the line rather than brand, and it should be measured in installers signed.]
TRIGGER	Clover announced profitability at a revenue run-rate of approximately USD350m, a new USD100m facility backed by a European Investment Fund guarantee taking total capacity above USD1.3bn, and the launch of its AI-native neo-utility, on September 1, 2026. Source: Clover press release via PR Newswire, corroborated by EU-Startups. [VERIFIED]
NEXT STEP	J**** B***** (Co-founder and CEO). A company that has just declared profitability spends the following months deciding what to spend it on, and a UK market entry with no track record is one of the things on that list.
TO CONFIRM	Confirm the UK launch timing and whether a UK country lead has been appointed, and whether installer acquisition is funded from marketing or from the facility.

WATCHLIST

Tracked, not yet actionable

Colis Privé (CEVA Logistics, CMA CGM)

Completed its acquisition of Paack Iberia on August 3, adding 82 Iberian sites and EUR125m of Spanish and Portuguese revenue. They have bought a network, not a brand, in exactly the two countries the last two rounds are in. Held back on access: the decision sits inside a subsidiary of a subsidiary. Promotes as soon as a marketing owner is identified below group.

Fastned

H1 2026 EBITDA of EUR13.7m against EUR1.4m and guidance raised on August 13, across 434 stations in nine countries. Held back only to avoid two Dutch charging networks in one edition. Promotes immediately if Allego declines.

Odyssey Hotel Group

Targeting up to ten Portuguese hotels by 2029 and courting Iberian family offices to fund it (June 23). The best geography found in this pass, but a fee-based operator under private equity has no consumer brand budget — only a hosting argument. Promotes if the Iberian raise gets a public date.

ECCO

Promoted Neal Taylor to Chief Commercial Officer and hired Dr. Martens' product chief on August 19, and owns a tannery ninety minutes from Zandvoort. Held back because footwear collides with the apparel partner unless the deal is confined to driver equipment.

Nexeon

GBP100m closed on August 31 including GBP52.6m from the National Wealth Fund. British, fresh and well funded, but silicon anode material has a few dozen buyers worldwide and the recruitment argument does not carry an entry alone.

Monzo, and Golden Goose

Both cleared the trigger test and failed the scale one: Monzo launched in Spain on June 1 with a country manager and more than fifty staff, and HSG completed its majority acquisition of Golden Goose on July 1 at roughly EUR2.5bn. Businesses that size buy football.

COVERAGE NOTE

A sample edition. Osrole Motorsport is an invented team, so that a full edition can be shown publicly without a client's work on display. Every company named in it is real, and every trigger is dated and sourced from public material — company releases, regulatory announcements and trade press — gathered on September 2, 2026. Where the research came up short the entry says so: only two of the ten yielded a named marketing contact in public sources, and the other eight name the commercial owner to approach instead, with the reason. Budget bands are estimates, labelled throughout, and read against Osrole's own partner ladder rather than against the prospect's revenue.