

## **Tech M&A Monthly**

**Starts in 2 minutes** 



Thoughts? Questions? Let us know!

## CORUM Tech M&A Monthly

# 2021 Global Tech M&A Report



## We welcome your questions!

## Email questions to info@corumgroup.com

#### This event is being recorded

On demand webcast will be available at www.corumgroup.com



# MERGE BRIEFING

- 90 Minutes
- Industry Update
- Overview of the M&A Process



#### Selling Up, Selling Out





- Half-Day
- Tech M&A Bootcamp
- The most attended tech executive conference in history









- Half-Day
- Tech M&A Bootcamp
- The most attended tech executive conference in history





- 90 Minutes
- Industry Update
- Overview of the M&A Process

#### CorumGroup.com



MENU 🗸



ABOUT VALUATIONS & PROCESS TRANSACTIONS RESOURCE CENTER CONTACT

400+

Closed transactions

FAO

Corum

MERGERS & ACQUISITIONS

senior

most

TECH M&A FOR CEOS. BY CEOS.

dealmakers

leading the

With the most

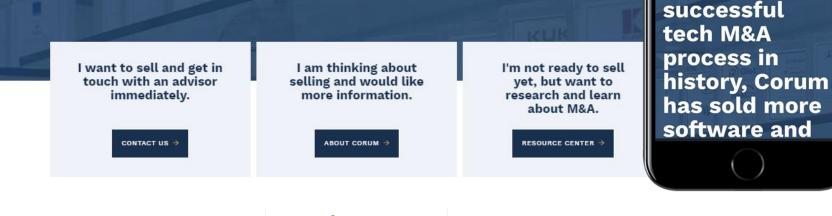
Our Team

#### TECH MAA FOR CEOS, BY CEOS.

36

Years in business

With the most senior dealmakers leading the most successful tech M&A process in history, Corum has sold more software and related technology companies than anyone. Is it time for you to take the next step with Corum?



\$10**B** 

In wealth created

#### World Tech M&A Leaders





Focus—sell side, technology only

Detailed, professional, global process

Team approach, senior dealmakers

World Technology Council

SOLD MORE SOFTWARE-RELATED FIRMS THAN ANYONE

#### World Tech M&A Leaders



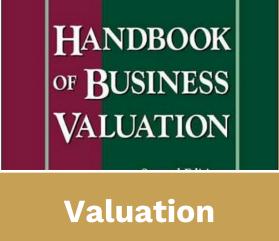


#### Education









JEFFREY D. JONES





#### The definitive tech M&A education

- Since 1990, the most attended executive conference in technology history
- More events hosted than all other competitive conferences combined
- Over \$3 trillion in transaction value by attendees – buyers and sellers



## 8 Stages for an Optimal Outcome



#### **Past Attendees Include**

MERGERS & ACQUISITIONS





## **Tech M&A Monthly**

**Starts in 1 minutes** 



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# 2021 Global Tech M&A Report



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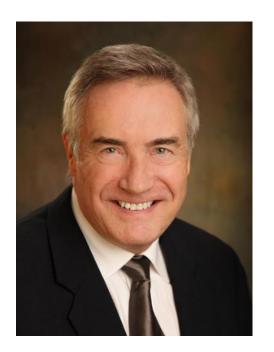








#### Bruce Milne, CEO, Corum Group Ltd.



- Founded or owned four software companies, including AMI, an Inc. 500 firm rated by IDC as the fastest growing computer-related company in the world.
- Advisory boards for Microsoft, IBM, DEC, Comdex and Apple.
- Board member/founding investor in some of the most innovative firms in their field, including Blue Coat, Bright Star and Sabaki.
- Past advisor to two governors and a senator, a board member of the Washington Technology Center.
- Founder of the WTIA, the nation's most active regional technology trade association.
- Worked with the Canadian government to found SoftWorld.
- One of the 200 most influential individuals in the IT community in Europe.
- American juror for the recent Tornado 100 Awards given to Europe's top technology firms.
- Graduate with Distinction from Harvard Business School.



2021 Tech M&A Deal Volume & Valuations

#### **State of the Tech M&A Market**





#### Tech M&A Monthly Webcast: Software Bidding Wars Are you leaving half your value on the table?

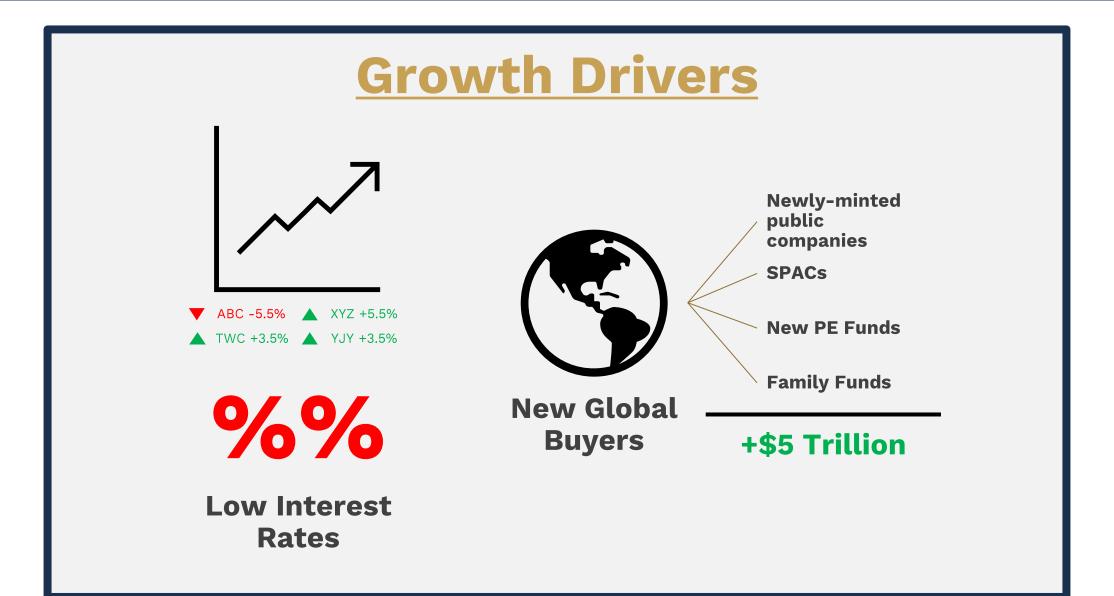
https://www.corumgroup.com/events/ech-ma-monthly-webcastsoftware-bidding-wars%E2%80%94are-you-leaving-half-your-valuetable



#### Tech M&A Monthly Webcast: Software Bidding Wars Part 2 12 Tips to Negotiate a Maximum Deal

https://www.corumgroup.com/events/tech-ma-monthly-webcastsoftware-bidding-wars%E2%80%9412-tips-negotiate-maximum-deal







### **10,000+ Attended Our Events**













**Growth & Exit Strategies** 

for Software and IT Companies





#### State of the Tech M&A Market



# Sellers Are Deluged with Due Diligence

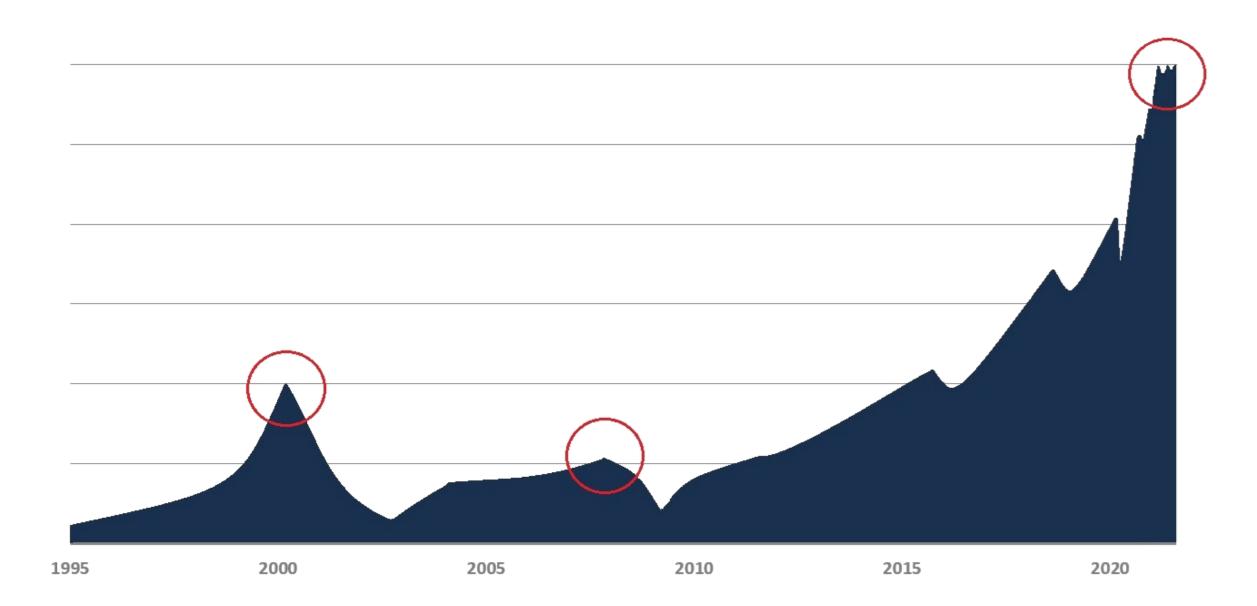
#### Sellers need to be:

- Better prepared
- Know the buyers, what they want



#### **State of the Tech M&A Market**







#### **Boomers Beware:**

## You don't want to miss the best tech M&A market in history!

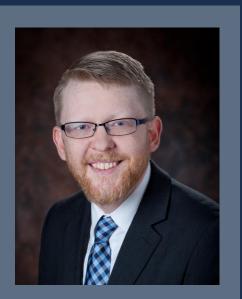
#### State of the Tech M&A Market



## 40% Value Lost in 6 Months

# CORUM Top 10 Disruptive Technology Trends

2022



Tim Goddard, EVP, Corporate Strategies, Corum Group Ltd.



### **Special Thanks to Our Global Research Team!**













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Data Researcher

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Samantha Santana Marketing Research Analyst Marketing Research Analyst Miriam Revnoso Marketing Research Analyst

Pat Sultan Writer

Analyst

## Speaker



#### WFS Barbara Momboeuf

International Director





# WFS Content -

## **Growth & Exit Strategies**

for Software and IT Companies







# WFS Content –



#### Tech Growth & Exit Strategies: Europe

4:00 AM - 9:00 AM (14:00-19:00 CET)

Tech CEOs & Entrepreneurs...what are you worth? How do you get it? The GXS Conference is now virtual!

The flagship WFS Tech Conference for CEOs, founders, and investors of software and IT companies, covering Tech M&A: investment, growth, strategy, buyouts, sales, and mergers. Insights from: private equity, VC, angels, strategic buyers, M&A advisors, and CEOs who've had a successful exit.

Learn More





# Nov 18, 2021

#### Growth & Exit Strategies: ASEAN Tech

3:00 AM - 8:00 AM GMT +8

Tech CEOs & Entrepreneurs...what are you worth? How do you get it?

The flagship WFS Tech Conference for CEOs, founders, and investors of software and IT companies, covering Tech M&A: investment, growth, strategy, buyouts, sales, and mergers. Now

#### **Growth & Exit Strategies: Canadian Tech**

8:00 PM - 1:00 AM EDT

Tech CEOs & Entrepreneurs...what are you worth? How do you get it?

The flagship WFS Tech Conference for CEOs, founders, and investors of software and IT

#### Tech Growth & Exit Strategies: LATAM, Building for Scale & Building for Sale

6:00 PM - 11:00 PM CST

Tech CEOs & Entrepreneurs...what are you worth? How do you get it?

The flagship WFS Tech Conference for CEOs, founders, and investors of software and IT companies, covering Tech M&A: investment, growth, strategy, buyouts, sales, and mergers. Now virtual!

Insights from: private equity, VC, angels, strategic buyers, M&A advisors, and CEOs who've had a successful exit.

El "GXS" - Growth & Exit Strategies -es la conferencia tecnológica más importante de WFS dedicada a directores ejecutivos (CEOs), fundadores e inversores de software y compañías de servicios de TI. En línea.

Es una oportunidad única para escuchar perspectivas de empresas de capital privado, capital de nesgo, inversionistas àngeles, aceleradoras, empresas emergentes en crecimiento, compradores estratégicos y financieros, así como expertos en fusiones y adquisiciones y directores ejecutivos que han creado y vendido sus propias empresas de tecnología.

Learn More Reg



#### Growth & Exit Strategies: Women In Tech

2:30 AM - 8:00 AM NYC Time

Female Tech CEOs & Entrepreneurs... What are you worth? How do you get it?

The flagship WFS Tech Conference for CEOs, founders, and investors of software and IT companies, covering Tech M&A: investment, growth, strategy, buyouts, sales, and mergers. Insights from: private equity, VC, angels, strategic buyers, M&A advisors, and CEOs who've had a successful exit.

Learn More Registe









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Conferences

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WFSTECHNOLOGY



# **World Financial Symposiums**

Educating Technology Leaders



World Financial Symposiums

Educating Technology Leaders





#### William Hill, Senior VP, Corum Group Ltd.



- 25+ years of experience as an entrepreneur and executive, having co-founded, acquired, integrated and sold software and management consulting businesses in Europe and North American markets.
- A founder of Cartesian Limited, later becoming President of the rebranded parent company, Cartesian Inc., a boutique strategy, management consulting and software business providing expert services and managed solutions to the global telecoms industry.
- Specialty in information technology and networks in the telecoms, media and technology sectors.
- Deep understanding of the vendor ecosystems spanning ERP, Rating, Billing, Order Management, Service Assurance and Analytics and is well versed in emerging technologies such as AI/ML, IoT, RPA, Blockchain, 5G and MEC.





**VelociData** is the technology leader enabling high-volume and highvelocity data movement and processing at scale, providing demonstrable decreases in processing time and enabling mission-critical real-time actionable analytics and intelligence as a service.



#### Jon Scott, Chairman, Corum Group Intl. S.á.r.l.



- Executive leader with 30+ years of expertise in serving high technology companies.
- President and CEO of The PowerTech Group.
- President and CEO of Microserv Technology Services.
- President and COO of Traveling Software.
- Vice president roles in sales, marketing and business development for technology companies.
- Background includes strong ability to successfully integrate strategies and tactics into well executed operating plans, building strong teams and achieving excellent results.
- Holds a BA in business from San Francisco State University.





**Dynaplan** provides cutting-edge scenario-based simulation technology for workforce planning. Since its incorporation in 2004 global and regional leaders across multiple industries have partnered with Dynaplan to establish robust and impactful workforce planning solutions to get transparency about risks and opportunities to cope successfully with the megatrends around demographic change, labor scarcity and digitalization.



### Tim Goddard, EVP, Corporate Strategies, Corum Group Ltd.

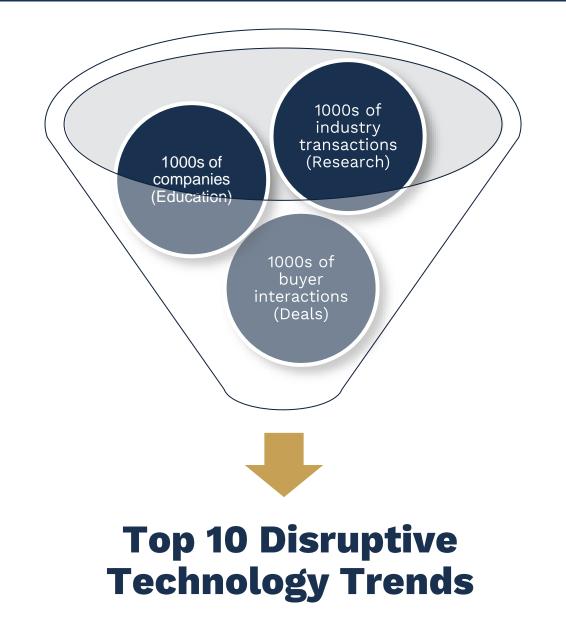


- Oversees Corum's global marketing efforts including extensive conference schedule, "Selling Up, Selling Out," the "Merge Briefing," the "Tech M&A Monthly webcast" and Corum's platinum sponsorship of the World Financial Symposium's live events and Tech Market Spotlight series.
- Served as marketing and product manager for GIS software startup Depiction, Inc., and previously worked in marketing for VizX Labs, a pioneering SaaS startup delivering DNA analysis tools.
- Worked for a US Senate campaign and taught science in Rio de Janeiro.
- Graduated Magna Cum Laude from Bethel University in St. Paul, Minnesota, with degrees in History and Biology.

2022

### **Leveraging Corum's Unique Position**







### 1. Trends create **change**

- 2. Change drives **strategic imperative**
- 3. Strategic imperative drives **acquisitions**
- 4. Well-positioned companies get **sold**

### ARE YOU PART OF ANY OF THESE TRENDS?



### Foundational



FOCUSED MANAGED SERVICES

HEALTHTECH CONTINUUM **Functional** 



LOGISTICS



**BLUE COLLAR** SOFTWARE





### **#1: People-Centric Productivity**

Driving increased efficiency from an empowered workforce

#### INDUSTRY DRIVERS

- COVID-19 and "The Great Resignation" have changed employment patterns at a fundamental level
- Rather than put out of work by AI & automation, employees wield them as tools and are more valuable than ever
- Changes in work environments drive more dependence on technology for collaboration, onboarding, training etc.
- Retirement creating dramatic knowledge gaps across industries
- Mobility puts technology in the hands of every worker

- Hybrid AI, automated workflows, Robotic Process Automation, and other engines of user efficiency
- Employee experience technology and expertise that drives demonstrable improvements in retention, satisfaction, etc.
- Tools that enable low and medium experienced workers to accomplish tasks traditionally requiring deep expertise
- Field workforce & operations technology
- Mobile tools enabling all of the above



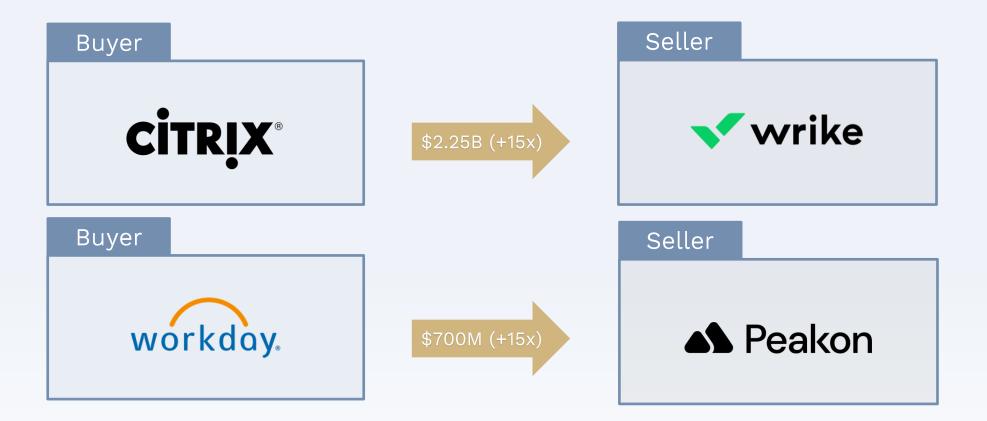




Transactions like **Concentra**'s acquisition **Dynaplan**'s are a part of the trend driving new demand for tools that enable companies to attract, retain and empower employees at every level.

Infinity Enterprise Lending Solutions represent vertically focused tools enabling enhanced productivity in niche markets—alternative credit lenders.





Tech companies enabling demonstrable improvements in employee engagement, retention and productivity in today's radically altered environment will see real interest in the year ahead.





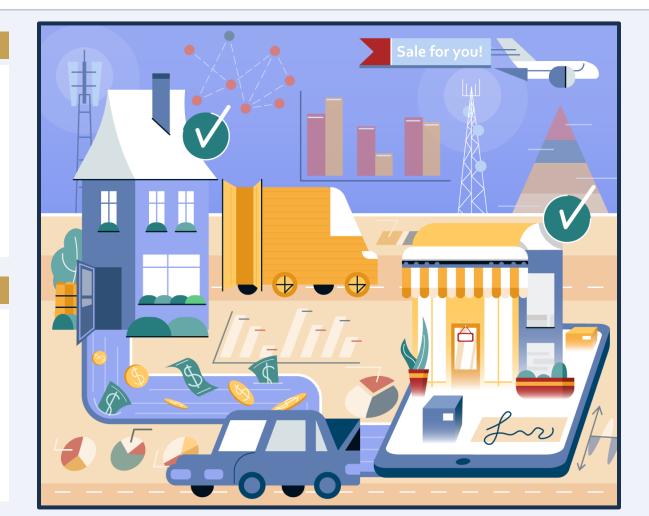
### **#2: Composite Commerce**

Unified online-offline purchasing across sectors

#### INDUSTRY DRIVERS

- COVID-19 has fully merged online & offline commerce at nearly every level, now just a question of implementation
- Every level of B2C commerce now embracing & benefitting from technology as the most innovative have thrived
- Brands increasing direct-to-consumer (D2C) efforts
- New customers & acquirers of technology emerging as every company realizes it is now a tech company

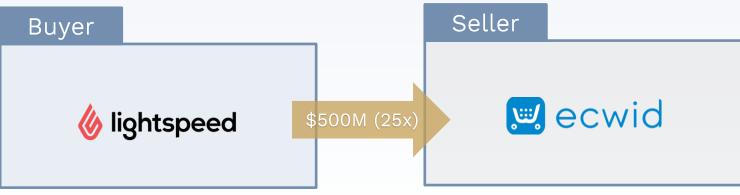
- Integrated multi-channel retail platforms, especially those enabling automation
- Payment technology at scale & niche ERP software with integrated payments
- Last-mile delivery & return tech, plus other Smart Logistics tools, especially those enabling D2C commerce
- Chatbots & other customer service tech improving outcomes & satisfaction for remote customers





### **Composite Commerce Deals**









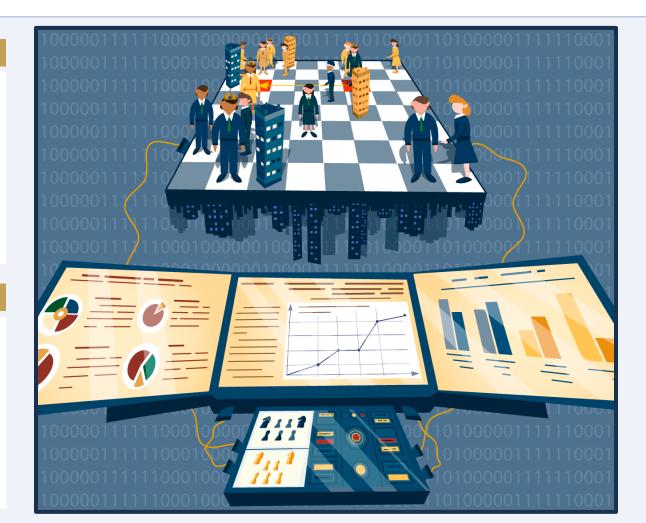
### **#3: Actionable Analytics**

BI, AI & data science driving better business decisions

#### INDUSTRY DRIVERS

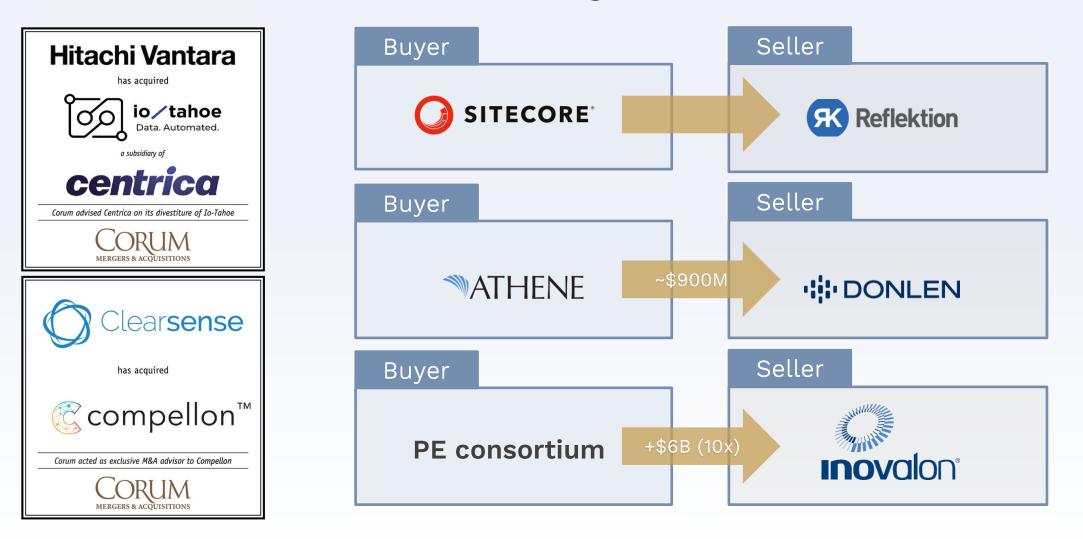
- Analytic & AI capabilities no longer optional, especially for consumer-facing companies
- Value of analytical tools now lies in discrete insights & opportunities, with visualization & dashboards less urgent
- Applications and industries with "small data" still require decision support & robust BI
- Many pre-COVID assumptions upended, requiring new tools to assess the reality on the ground in changed markets

- Predictive analytics technology and expertise tailored for underserved markets, platforms and infrastructure
- Powerful or unique data resources
- Data Science Monetization tools & teams
- Platforms capturing and leveraging data for benchmarking, etc., with pre/post COVID data for comparison
- Market-specific decision support technology





## **Actionable Analytics Deals**





### **#4: Remote Trust**

Securing & enabling the "everything-from-anywhere" era

#### INDUSTRY DRIVERS

- Work-from-home and remote business dealings require new generation of collaboration & security tools
- Remote interactions create new and more opportunities for fraud, cyberattack and related incidents
- Black Hats growing more sophisticated, more frequently state-sponsored
- Open & horizontal tools often inappropriate or vulnerable

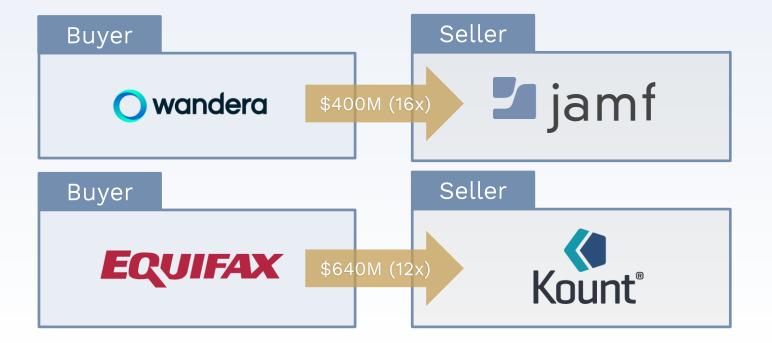
- Zero-trust security technology & managed services
- Endpoint security solutions
- Expanded multifactor authentication including biometrics
- Anti-fraud tools, teams, platforms, etc.
- Secure remote collaboration tools purpose-built by market (i.e., telemedicine, construction, legal, government, etc.)
- "Digitized trust" tools leveraging blockchain & other tech





### **Dealmakers in Remote Trust**







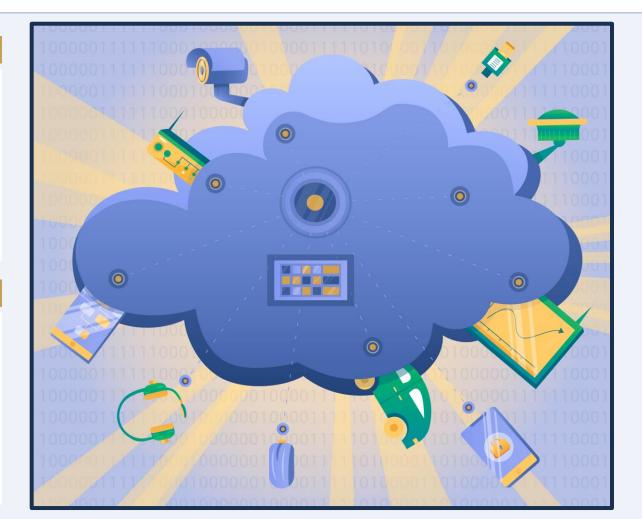
### **#5: Edge of the Cloud**

Technology for use cases beyond the standard infrastructure

#### INDUSTRY DRIVERS

- Not all use cases are suitable for 100% public cloud
- Pre-cloud ecosystem leaders seeking opportunities to reclaim territory from the outside in
- Continued security concerns drive meaningful use-cases for on-premise or private clouds
- Increasing complexity and capability of 5G/AI/IoT confluence creating significant demand for robust systems

- SaaS platforms for managing heterogeneous infrastructure and environments (hybrid cloud, endpoints, edge compute)
- Methods for bringing the convenience & efficiency of the cloud into non-standard environments
- Edge computing tools and technology
- On-chip capabilities across security, networking & more



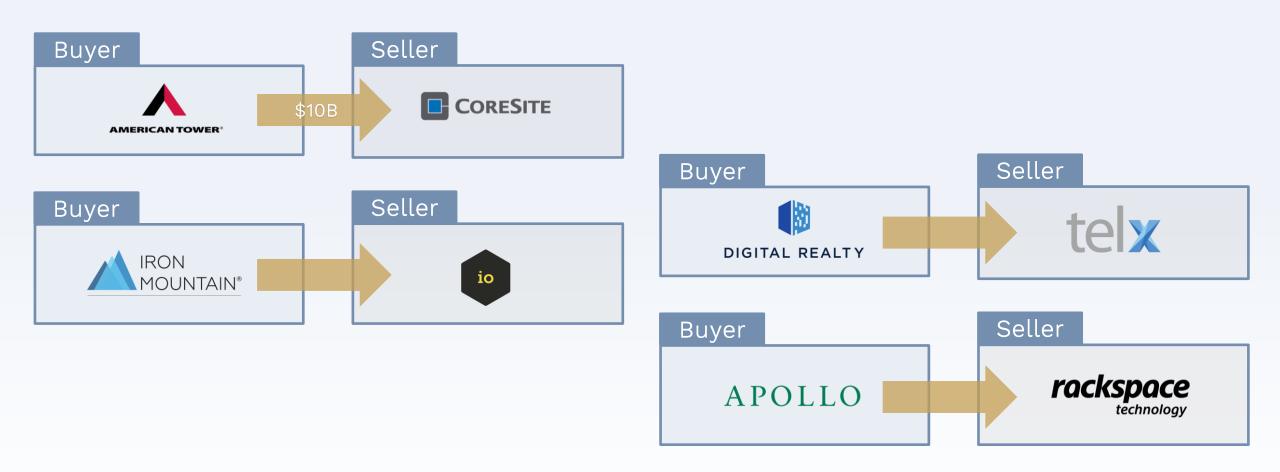


## **Edge of the Cloud Deals**





## **Edge of the Cloud Deals**







### **#6: Low-Code Everywhere**

Rapid application development empowering new sectors

#### INDUSTRY DRIVERS

- Rapidly changing environments require more flexible, broader-based application development capabilities
- Low-code solutions shifting from saving time & labor to enabling entirely new kinds of applications & solutions
- Even complex workflows demand automation
- Enabling recurring SaaS revenue even in complex industrial, regulatory and logistical contexts

- Low-code platforms for IIoT, compliance, any vertical where deep, specific expertise can be instantiated in applications
- Mobile capabilities enhancing decision making closer to the activity—in the field, on the shop floor, etc.
- No-code platforms made possible by the specificity of the implementation
- RPA platforms leveraging low-code technology
- Tech enabling response to changing compliance needs





### **Low-Code Everywhere Deals**







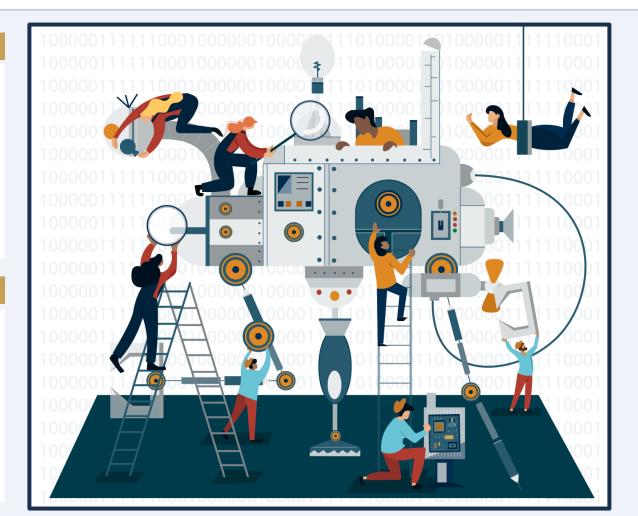
### **#7: Focused Managed Services**

Predictable revenues from targeted value creation

#### INDUSTRY DRIVERS

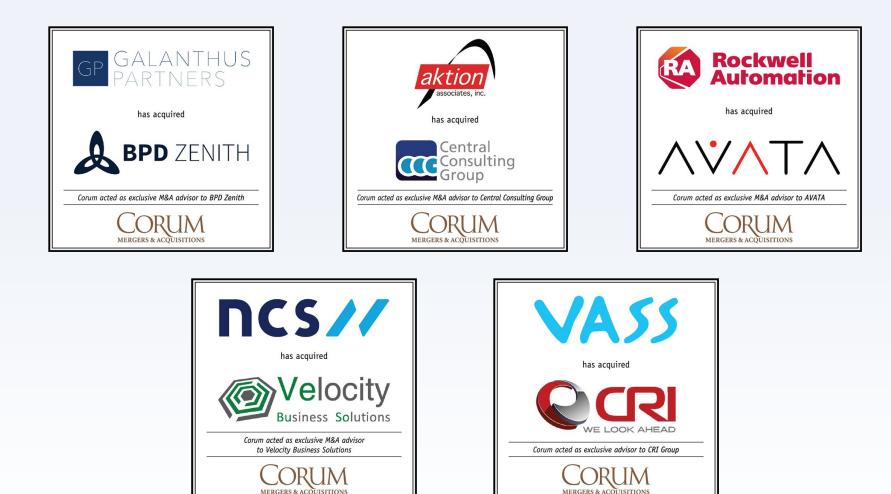
- Increasingly complex technologies require increasingly specialized expertise – both individuals & corporations
- "Low hanging fruit" being picked by tech, not services—
   Cloud, AI, low-code, etc., driving services deep, not wide
- Recurring revenue models are ascendant as buyers seek to apply the lessons of SaaS to grow services companies
- Increased comfort with blended offshore/onshore teams

- Managed services firms specializing in newer ecosystems: ServiceNow, Atlassian, Snowflake, Qlik, etc
- Focused services around key trends, especially AI, IIoT, Actionable Analytics, Composite Commerce & security
- Unique capabilities within narrow but high-value markets
- Long-term services contracts that functionally behave like recurring revenue





### **Focused Managed Services Deals**







### **#8: Healthtech Continuum**

Connective tech coordinating systems, care & patient data

#### INDUSTRY DRIVERS

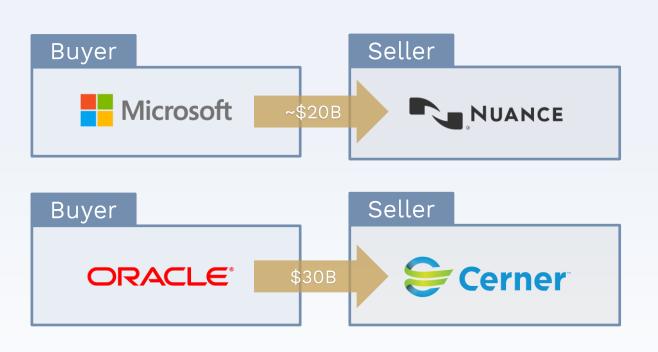
- Increased regulatory focus on patients and data before (preventative) and after (post-acute) treatment
- COVID-19 showed the value of bringing new treatments to market more quickly than has been practice
- Care moving closer to the patient, wherever they are both physically and on the broader "continuum of care"
- Growing worldwide shortage of caregivers and specialists (nurses, radiologists, laboratory personnel, etc.)

- SaaS offerings outside standard settings, such as urgent care, PT, home health—especially mental/behavioral health
- Healthtech leveraging predictive analytics & AI
- Intelligent systems for patient data collection, monitoring and predictive intervention
- Tech improving clinical trial speed & compliance at scale
- Innovative, FDA-approved medtech with a path to payment





### **Healthtech Continuum Deals**





Tech that efficiently weaves in clinical trials in demand







### **#9: Smart Logistics**

Moving things & people at a critical level of efficiency

#### INDUSTRY DRIVERS

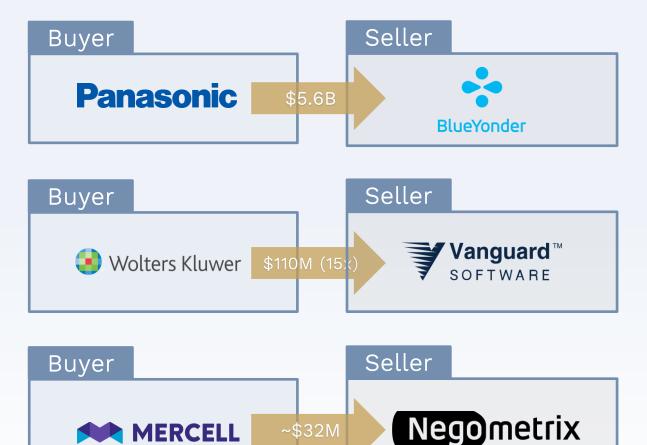
- The physical world must keep pace with the digital world real-time, on-demand and data-driven
- Supply chain crisis increases need for logistical flexibility enabled by technology, pushing automation needs down to the SMB level
- COVID-19 and Composite Commerce adding to necessity & complexity of logistical challenges
- That and other geopolitical changes increase Innovation and disruption from "first-mile" to "last-mile"

- SCM, CPQ, warehouse management, forecasting technology
- 3PL, distribution & shipping networks & software tools
- Cargo, trucking and freight tracking SaaS
- Auditable, secure supply chains using blockchain, other tech
- Technology enabling "as-a-service" models for logistics, warehousing, delivery, etc.





### **Smart Logistics Deals**







### **#10: Blue Collar Software**

Every worker is a knowledge worker

#### INDUSTRY DRIVERS

- All nine previous trends converging on and enabling underserved "toolbelt" industries
- Many industries are "leapfrogging" from legacy systems or paper-pencil directly to mobile, cloud, IoT, AI, etc.
- Strong ROI opportunities for measurably enhanced productivity, quality, safety and efficiency
- Discrete markets with smaller TAMs are particularly attractive to many financial acquirers

- Upstream, midstream & downstream opportunities
- Solutions for end-user workers at the job site or in the field
- Underserved markets including construction, manufacturing, mining, trucking, etc.
- Narrow niches, even more underserved: sanitation, forestry, auto mechanics, etc.





### **Blue Collar Deals**





## **Honorable Mentions:**

### "Metaverse"

While we won't know for a while how Facebook's big bet will play out, it's safe to say that there will be M&A resulting from this broader confluence of AR/VR tech, blockchain and shared virtual environments.

Deals that address this trend include such as Corum client Clay Air, acquired by Qualcomm for its advanced gesture recognition tech for AR & VR.





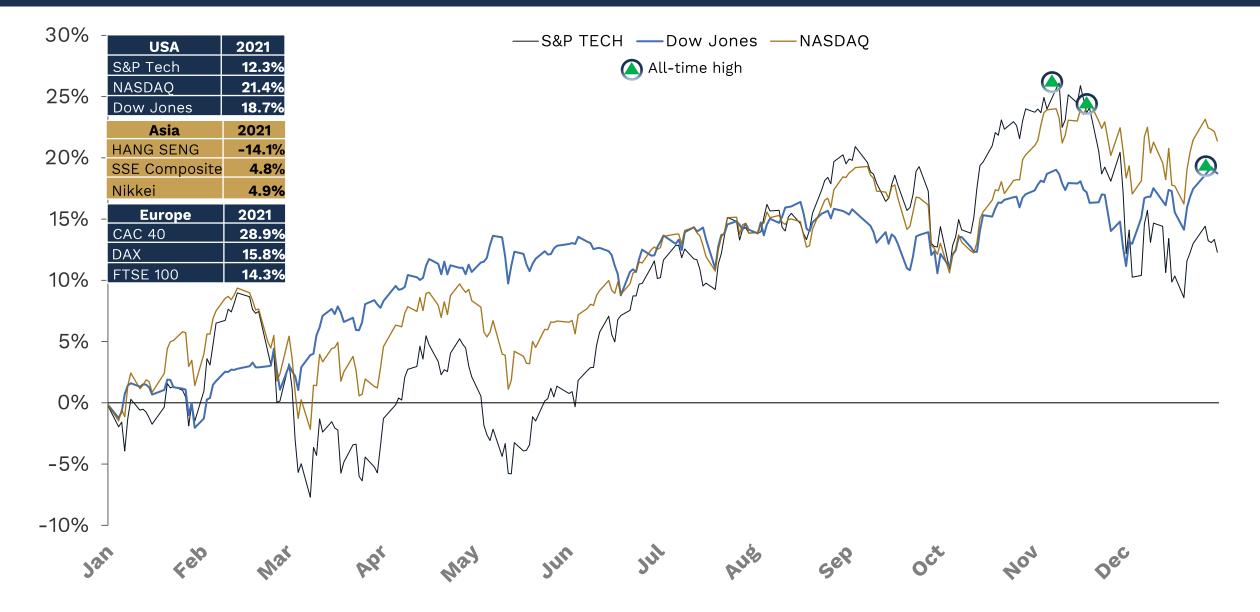
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# Tech M&A Research Report

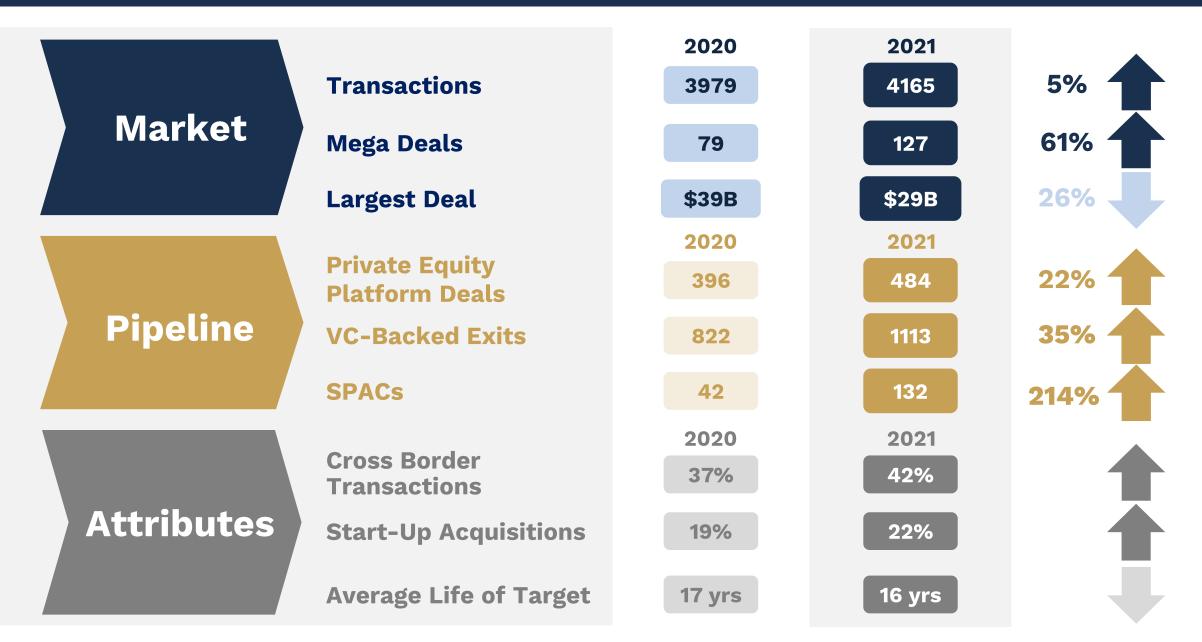
### Public Markets 2021 % CHANGE





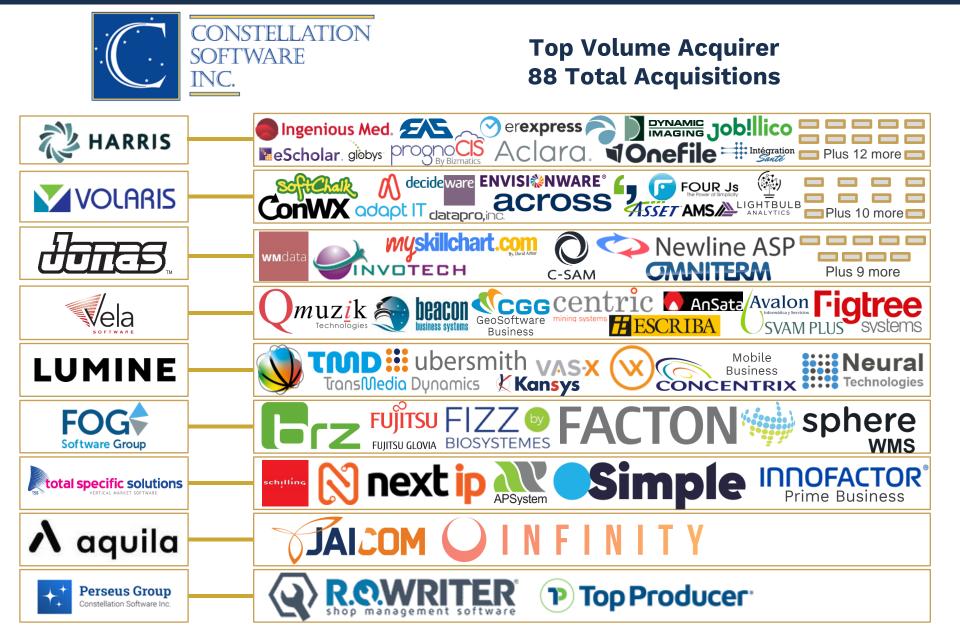
### Corum Index TECH M&A





### **Constellation** SOFTWARE ACQUISITIONS 2021





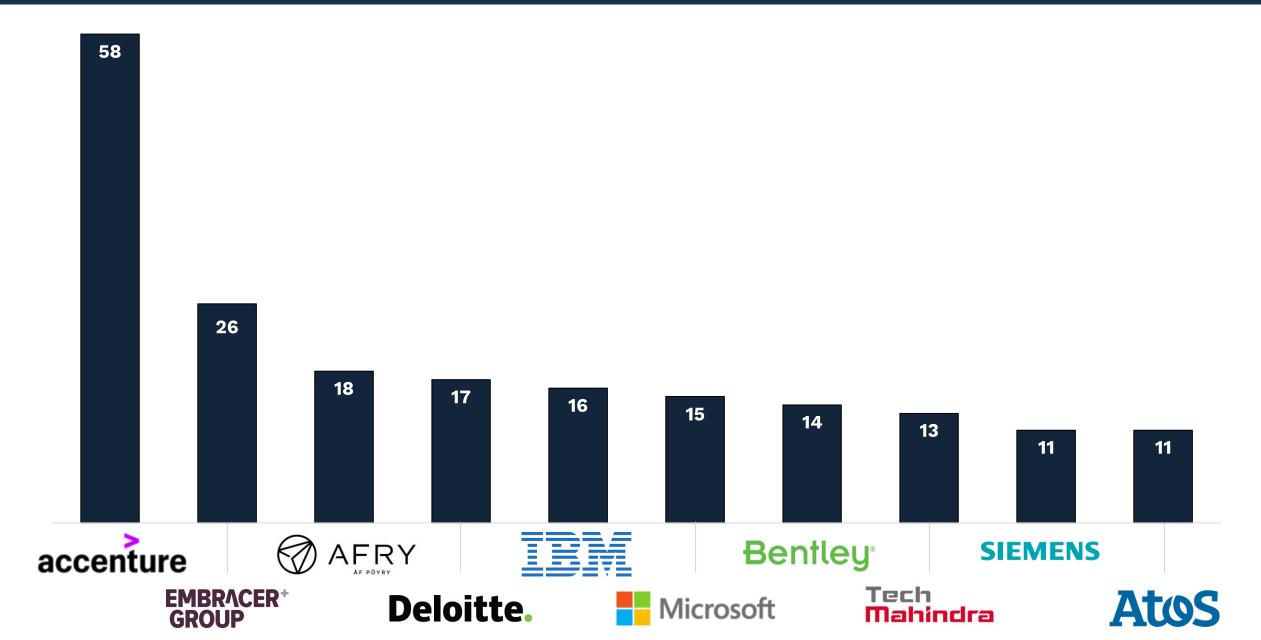




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a division of			
CONSTELLATION SOFTWARE INC.			
has acquired			
$\bigcirc I N F I N I T Y$			
Corum acted as exclusive M&A advisor to Infinity Enterprise Lending Systems			
CORUM MERGERS & ACQUISITIONS			

### **Top Strategic Acquirers 2021**





### **Non-Tech Acquirers 2021**





## **Buyer Leaderboard Rotation** 2020-2021



Change		2020	2021
<b>1</b> 500%	Afry	3	18
<b>1</b> 225%	Tech Machindra	4	13
180%	Bentley Systems	5	14
<b>1</b> 89%	Deloitte	9	17
<b>1</b> 76%	Accenture	33	58
<b>↓</b> -22%	Cognizant	9	7
<b>↓</b> -33%	Cisco	9	6
<b>-57%</b>	Hexagon	14	6
<b>↓</b> -60%	Apple	10	4
<b>↓</b> -92%	Total Webhosting Solutions	12	1

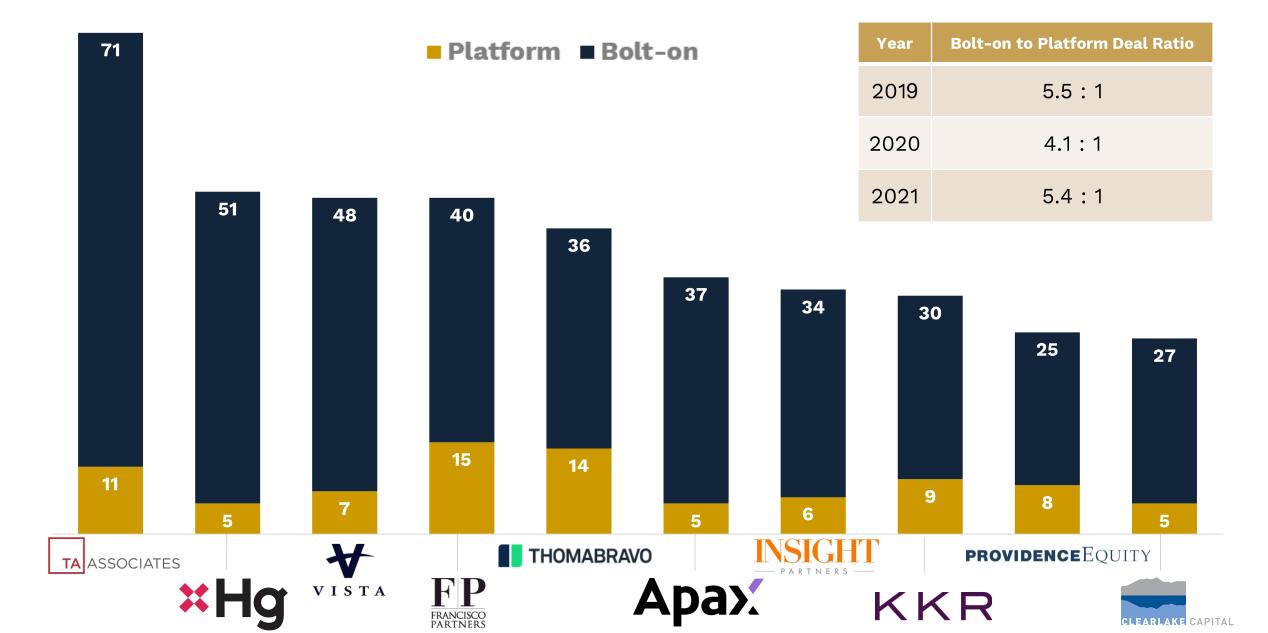
## **Top Private Equity Acquirers 2021**





# **PE Platform VS. Bolt-On Acquisitions**





# 2021 Technology Megadeals

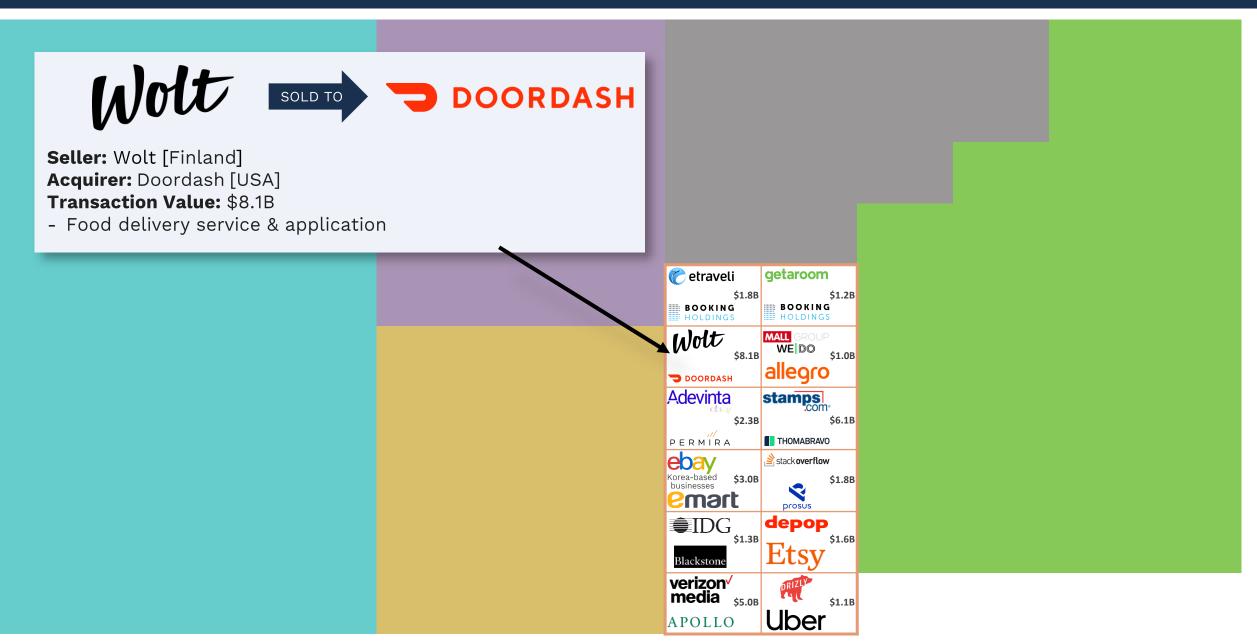


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S&P Global \$1.9B	enel x <b>5 \$1.6B</b>	SS&C	\$4.1B	<b>\$5.88</b> /// PERMIRA	\$5.4B	PERMIRA Advent International	\$2.5B	\$1.5B	\$1.6B	\$2.5B	\$28.3B ORACLE	\$2.6B
American First Finance \$1.2B		espentech \$11B		avast° \$8.1B		ALTIOSTAR	<b>AKXA</b> \$2.4B	ALION \$1.78	SYKES <sup>®</sup> \$2.2B	Mphasis The Next Applied \$2.8B	provation <sup>*</sup> \$1.4B	<b>☆athena</b> health \$0B
şт.2В <b>FirstCash</b> °	Cint	A		<b>NortonLife</b> Lock <sup>®</sup>	EQUIFAX	Rakuten	THE ADECCO GROUP	Huntington Ingalls Industries		Ş2.8B Blackstone		SUD Hellman & Friedman BainCapital
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<sup>\$1.98</sup> ک≫ sı∩ch	<sup>\$12B</sup>	(tu)	\$1.3B The Jordan Company		business \$1.2B	TPG FR	ALHED UNIVERSAL	HITACHI	ION	CARLYLE	\$1.2B	Unity
💦 paidy		))). Frame.io	fornerstone	turbonomic	proofpoint.	McAfee <sup>®</sup>	CAPCO	🗩 perspecta.	Iransunion.	veoneer		GreenSky
\$2.7B <b>PayPal</b>		\$1.3B	\$3.8B		\$12.3B	STG SYMPHONY GOUD	\$1.5B	\$4.1B Peraton	Healthcare business thrive \$1.7B	Qualcom \$4.2B	medical \$1.5B	Goldman Sachs \$2.2B
ArterPay	CLARABRIDGE	ricdania	TRANSPLACE	•		\$FLIR <sup>®</sup>		getaroom	Hillrom.	🖉 inovalon'	ĎMGT R <u>M</u> S \$2.0B	OPIS, Coal, Metals
		\$6.4B	Uber <sup>\$2.3B</sup> Freight	okta <sup>\$6.5B</sup>	\$1.4B THOMABRAVO	\$8.0B	BOOKING	BOOKING	\$10.58 <b>Baxter</b>	\$6.4B NORDIC CAPITAL	MOODY'S	and Mining and PetroChem Wire assets Wews Corporation
ServiceChannel' \$1.2B			QAD \$2.0B		<b>E Truebill</b> \$1.38	asmodee \$3.1B	Wolt \$8.1B	MALL GROUP WE DO \$1.08	tink <sup>†</sup>	<b>R</b> A V E N \$2.1B	Mc Graw Hill \$4.5B	CIOX HEALTH \$7.0B
Ø FORTIVE	HEXAGON	Blackstone	THOMABRAVO	Flutter		EMBRACER*	DOORDASH	allegro	VISA		Platinum Equity	
<b>PL</b> =X°	Message Media	CLOUDERA			gannoo		Adevinta	stamps .com <sup>.</sup> \$6.1B	ProQuest.	🔋 BitGo	O THERAPYBRANDS	ΙΤΙVΙΤΙ
\$2.2B	\$1.38 ऑ∩ch	CLOUDERA KKR	\$1.8B	Lottery business \$5.88 Brookfield Business Partners	\$1.0B		al		\$5.3B	\$1.2B		\$2.5B Sroadridge <sup>-</sup>
NOBLE SYSTEMS	Divvy	🕈 BlueYonder	NUANCE	OpenBet.	<i>Milliam</i> HILL	SpinX Games		stack overflow	uplight	PRA Health Sciences \$10.8B	Innovyze <sup>,</sup>	<b>NIC</b> \$2.3B
ASPECT \$1.0B	\$2.58 bill.com <sup>-</sup>		\$19.78 Microsoft	\$1.2B STREET	Non-U.S. business \$3.0B		Korea-based \$3.0B	\$1.8B	\$1.5B Schneider		\$1.0B	\$2.3B
		Panasonic talend	precisely		HOLDINGS		<b>emart</b> ∎IDG	prosús depop				
\$2.0B	\$1.0B		\$3.5B	GOLDEN NUGGET \$1.6B		Playdemic \$1.4B	₩ IDG \$1.38	\$1.6B	\$6.0B	INTERIOR LOGIC GROUP \$1.6B	\$1.0B	HEALTHCARE \$7.9B
TAASSOCIATES	Bentley <sup>,</sup>	THOMABRAVO		<b>DRAFT</b> KINGS	GAMING, INC.	ĒA	Blackstone	Etsy	NSIGHT partners STONE POINT CAPITAL	Blackstone	IG	
💢 Galvanize	SPOTX \$1.2B	🗸 wrike	CARDTRONICS	gamesys group	HYPERCONNECT	gu sa	verizon media \$5.0B	\$1.1B				
<b>Diligent</b> NSIGHT PARTNERS		citrix <sup>\$2.3B</sup>	\$1.7B		\$1.78 matchgroup	\$2.4B	APOLLO	Uber				





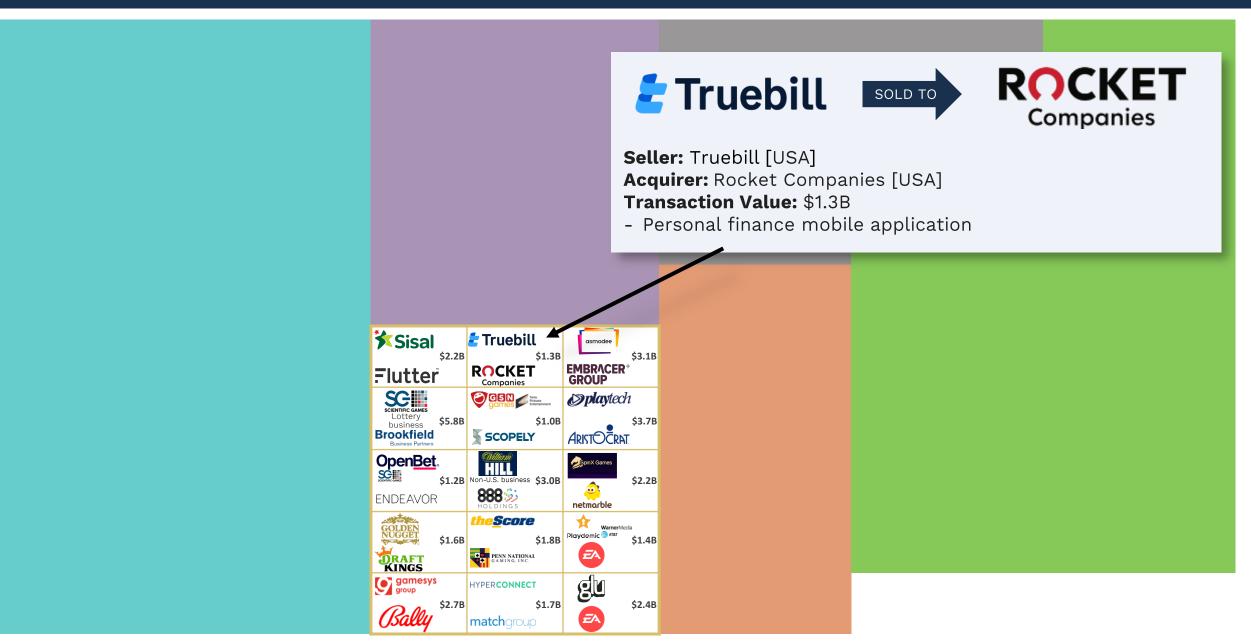








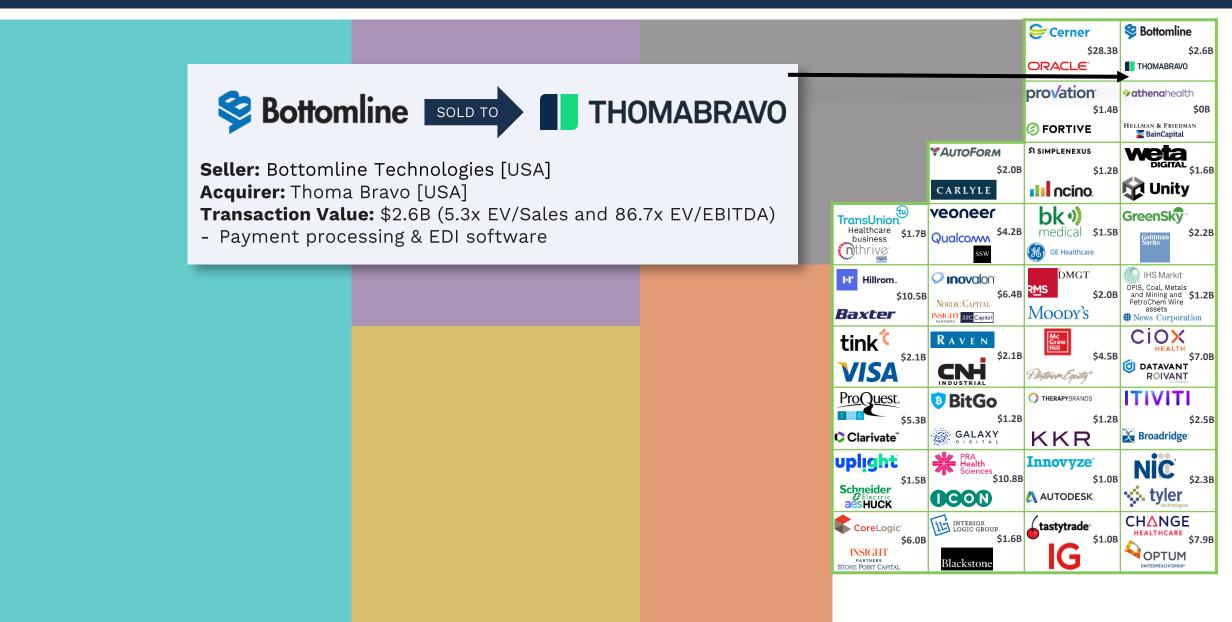












\$1.7B

\$11B

\$3.1B

\$1.3B

\$6.4B

\$1.4B

\$5.3B

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THE JORDAN COMPANY

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Microsoft

precisely

**NCR** 

Freight

\$4.1B

\$1.1B

\$1.3B

\$3.8B

\$2.3B

\$2.0B

\$1.8B

\$19.7B

\$3.5B

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blueprism

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THOMABRAVO

sphera<sup>®</sup>

Blackstone

KKR

💠 BlueYonder

Panasonic

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THOMABRAVO

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CITIX

**CLOUDERA** 

CUSIP GLOBAL SERVICES

S&P Global

FACTSET

American First Finance<sup>®</sup>

**FirstCash**<sup>®</sup>

**PATHWIRE** 

Sinch

💦 paidy

PayPal ArterPay

Square

ServiceChannel<sup>®</sup>

**FORTIVE** 

Rockwell Automation

**NOBLE SYSTEMS** 

abry partners

TA ASSOCIATES

💢 Galvanize

Diligent

mooney

Cint

🛃 mailchimp

Intuit

🛈 BillDesk

Pay**U** 

CLARABRIDGE

qualtrics🞇

MEXAGON

Sinch

**Divvv** 

bill.com<sup>\*</sup>

SEEQUENT

**Bentley** 

SPOTX

Magnite

RTL"

0

KOCH

infor EAM business

Message Media

\$1.9B

\$1.2B

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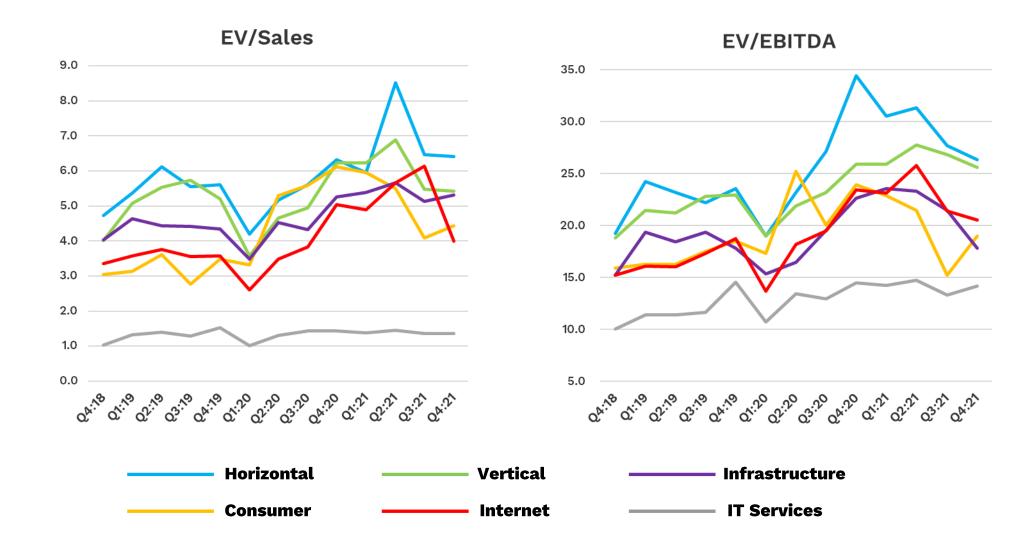
# ArterPay Sourt Square

**Seller:** Afterpay [Australia] **Acquirer:** Square [USA] **Transaction Value:** \$29B and 42.7x EV/Sales

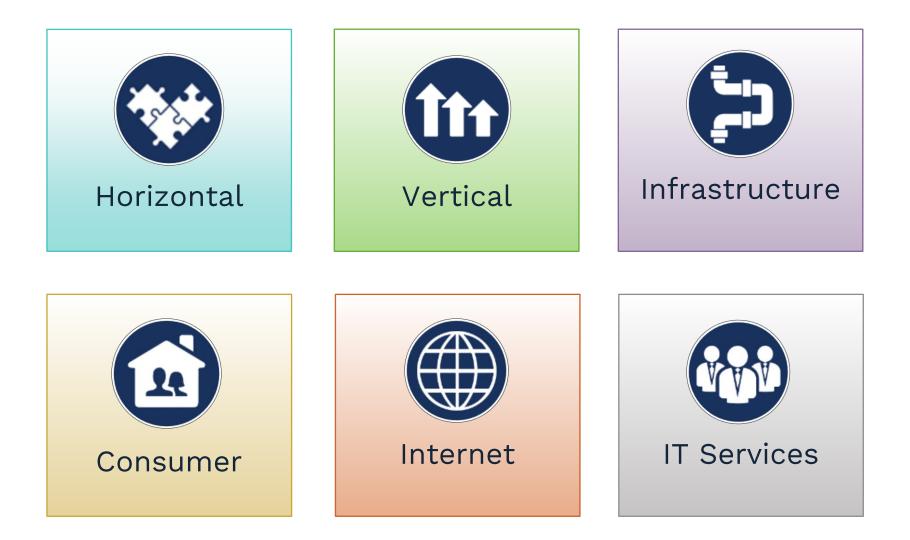
- Payment processing & installments payments SaaS

## **3-Year Market Valuation Trends**





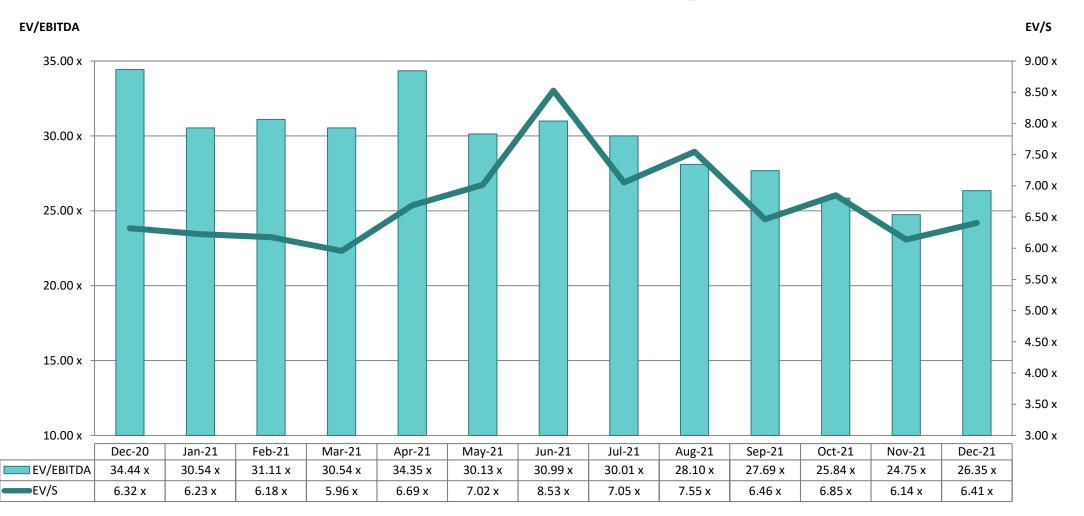








# **Public Valuation Multiples**

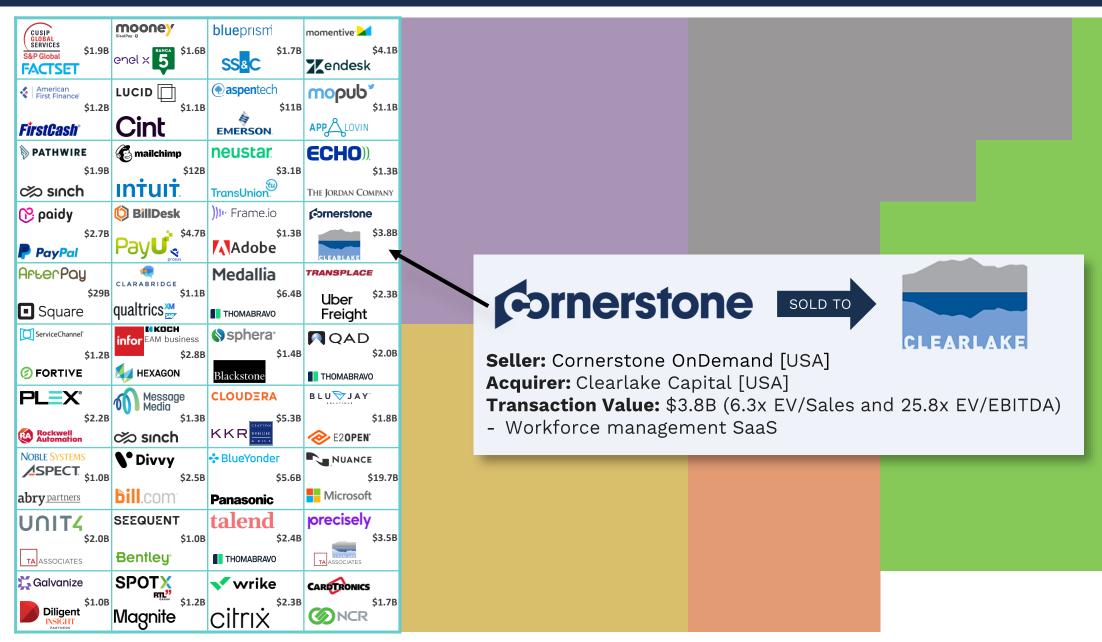






Subsector	Sales	EBITDA	E	Examples	
<b>Business Intelligence</b>	<b>7.13</b> x	▲ 32.1x	<b>MicroStrategy</b>	<b>NICE</b> <sup>®</sup>	splunk>
Marketing	- 4.38x	— 21.3x	WiX	AllianceData	HubSpot
ERP	— 6.98x	▲ 22.7x	ORACLE	PEGA	SAP
Human Resources	<b>▲</b> 12.5x	-26.3x	asana	PAYCHEX <sup>®</sup> Payroll • HR • Retirement • Insurance	workday.
SCM	— 13.7x	<b>▼</b> 52.6x	AMERICAN SOFTWARE	D E S C 🖊 R T E S	Manhattan Associates.
Payments	▼ 4.71x	<b>₹</b> 22.9x		PayPal	Square
Other	<b>— 6.11</b> x	<b>₹</b> 20.3x	NUANCE	opentext	salesforce





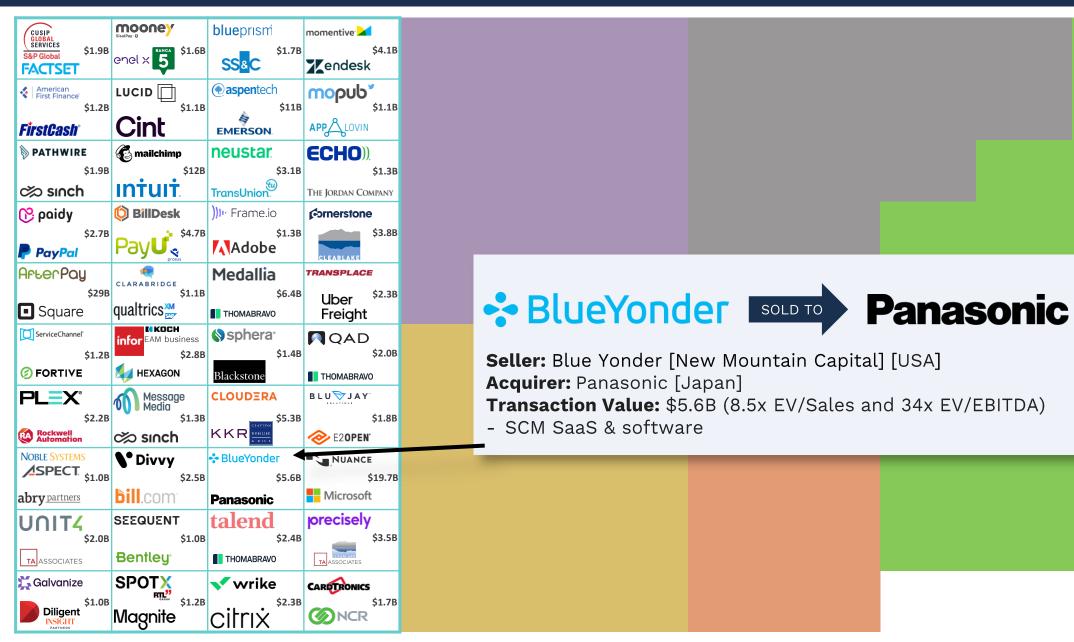




# **Human Resources**

Seller	Acquirer	Month	Description	CONCENTRA
	CONCENTRA	December	Simulation tech for workforce planning	has acquired
VNDLY	workday.	November	\$510M Vendor management system SaaS	Corum acted as exclusive M&A advisor to Dynaplan
CiquidFrameworks	SERVICE MAX	July	\$148M Mobile field service SaaS	
pando logic		July	\$85M Recruitment marketing SaaS	
🖉 pluma	skillsoft <sup>₽</sup>	June	\$22M Executive coaching SaaS	
Senefitexpress.	wex	April	\$275M Employee benefit management SaaS & BF	20
Peakon	workday.	January	\$700M and 23.3x EV/Sales Employee engagement SaaS	









# **SCM & Smart Logistics**

	<u> </u>
T	<b>0-0</b> '

Seller	Acquirer	Month	Description
<b>W</b> whiplash	<b>Ryder</b> <sup>®</sup>	December	\$480M Fulfillment & logistics SaaS
convey	project44	September	\$255 and 15x EV/Sales SCM SaaS
azūga	BRIDGESTONE	August	\$391M GPS fleet tracking SaaS & hardware
Vanguard™ software	🜏 Wolters Kluwer	May	\$110M and 15.3x EV/Sales SCM planning and forecasting SaaS
A Hertz Company	MATHENE	March	\$891M Fleet management SaaS
rfxcel	ANTARESVISION	February	\$120 and 7.1x EV/Sales Supply chain management SaaS
Negometrix	Mercell	February	\$32.5 and 4.4x EV/Sales Procurement & contract management SaaS



CUSIP	sisalPay B	<b>blue</b> prism	momentive 属
S&P Global \$1.9B	enel x 5	\$1.7B	\$4.1B
FACTSET			<b>X</b> endesk
American First Finance \$1.2B		easpentech \$11B	mopub <sup>s</sup>
FirstCash'	Cint	EMERSON	
📎 PATHWIRE	🚱 mailchimp	neustar	ECHO))
\$1.9B	\$12B	\$3.1B	\$1.3B
c sinch	INTUIT	TransUnion.	The Jordan Company
🜔 paidy	🜔 BillDesk	))III Frame.io	
\$2.7B	Dav/		\$3.8B
PayPal	Prosus	Adobe	CLEARLAKE
ArterPay		Medallia	TRANSPLACE
\$29в Square	\$1.18 qualtrics <sup>™</sup>	\$6.4B	Uber <sup>\$2.3B</sup>
		THOMABRAVO	Freight
ServiceChannel <sup>*</sup>	infor EAM business \$2.8B	sphera <sup>®</sup> \$1.48	QAD \$2.0B
FORTIVE		Blackstone	
	Message		BLU VJAY
\$2.2B	'VU 🛯 Media	\$5.3B	\$1.8B
Rockwell Automation	c sinch		E2OPEN'
NOBLE SYSTEMS	<b>V</b> <sup>•</sup> Divvy	RueYonder	
SPECT \$1.0B	\$2.5B	\$5.6B	\$19.7B
abry <u>partners</u>	bill.com <sup>*</sup>	Panasonic	Microsoft
	SEEQUENT	talend	precisely
\$2.0B	\$1.0B	\$2.4B	\$3.5B
	Bentley <sup>.</sup>	THOMABRAVO	
Galvaníze	SPOTX	🗸 wrike	CARDTRONICS
Diligent \$1.0B	\$1.2B		\$1.7B
PARTNERS	Magnite	CIFFIX	





Diligent

PARTNERS



- Governance, risk & compliance SaaS





		<b>BI &amp; A</b>	nalytics
Seller	Acquirer	Seller Country	Description
Supplyframe	SIEMENS	USA	\$700M Market intelligence SaaS & websites
Prandwatch	CISION® Patrum Equity	United Kingdom	\$450 and 4.5x EV/Sales UK-based social media monitoring SaaS
Neoway	B BRASIL BOLSA BALCÃO	Brazil	\$330M Big data analytics SaaS
BLACKSMITH APPLICATIONS	TELUS	USA	\$275M Trade promotion & sales analytics SaaS
DECIBEL	Medallia	United Kingdom	\$160 and 10.7x EV/Sales Web & customer analytics software & SaaS







Seller: Mailchimp [USA] Acquirer: Intuit [USA] Transaction Value: \$12B and 15x EV/Sales - Marketing automation & analytics SaaS





# **Marketing Automation**

Seller	Acquirer	Month	Description
र्र्लु FIVESTARS	Sumup®	October	\$317M CRM marketing and related payments SaaS
🎸 SharpSpring	Constant Contact	June	\$240M and 13.3x EV/Sales Marketing automation SaaS
BlueVenn	upland	March	\$51.9M Marketing automation and customer analytics SaaS
POWEREDLOCAL	hownd	March	WiFi-based marketing platform
DATAMENTORS	Porch	January	\$22M Marketing automation SaaS





# **E-Commerce Solutions**

Seller	Acquirer	Seller Country	Description
ecwid	🎸 lightspeed	USA	\$511M and 25.5x EV/Sales eCommerce online store creation SaaS
NuORDER	🎸 lightspeed	USA	\$325M and 16.3x EV/Sales B2B eCommerce SaaS
vend·	🎸 lightspeed	New Zealand	\$277M and 10.4x EV/Sales Retail management SaaS & applications
🔁 FLOW	Global	USA	\$425M Cross-border e-commerce SaaS
SYNAPCOM	infra.commerce	Brazil	\$146M E-commerce SaaS & services
Stamped. REVIEWS & RATINGS Assets	wecommerce	Singapore	\$85M and 7.7x EV/Sales E-commerce marketing management SaaS





## **Payments**





BANCA



Sold to Banca 5

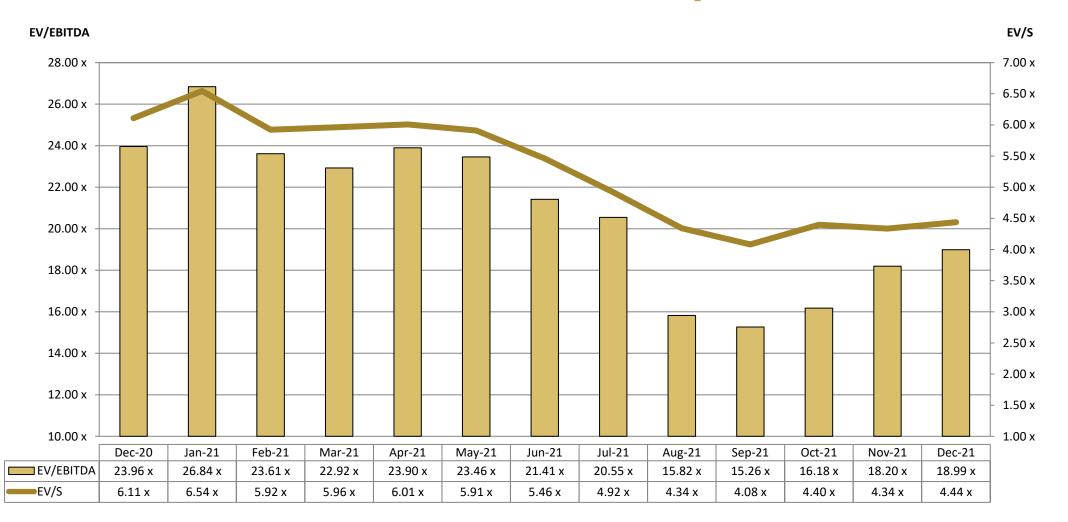
**Seller:** Mooney [Sisal] [CVC Capital Partners] [Italy] Acquirer: Enel X and Banca 5 [Italy] Transaction Value: \$1.6B

- Online payment platform





# **Public Valuation Multiples**







Subsector	Sales	EBITDA	Examples
<b>Casual Gaming</b>	▲ 4.13x	<b>20.2</b> x	EMBRACER* Nintendo May Zynga
Core Gaming	▲ 4.91x	▲ 16.9x	ACTIVISION.
Other	<b>₹</b> 5.26x	<b>— 13.6</b> x	<b>UPR</b> NETFLIX Spotify <sup>®</sup>









# Betting

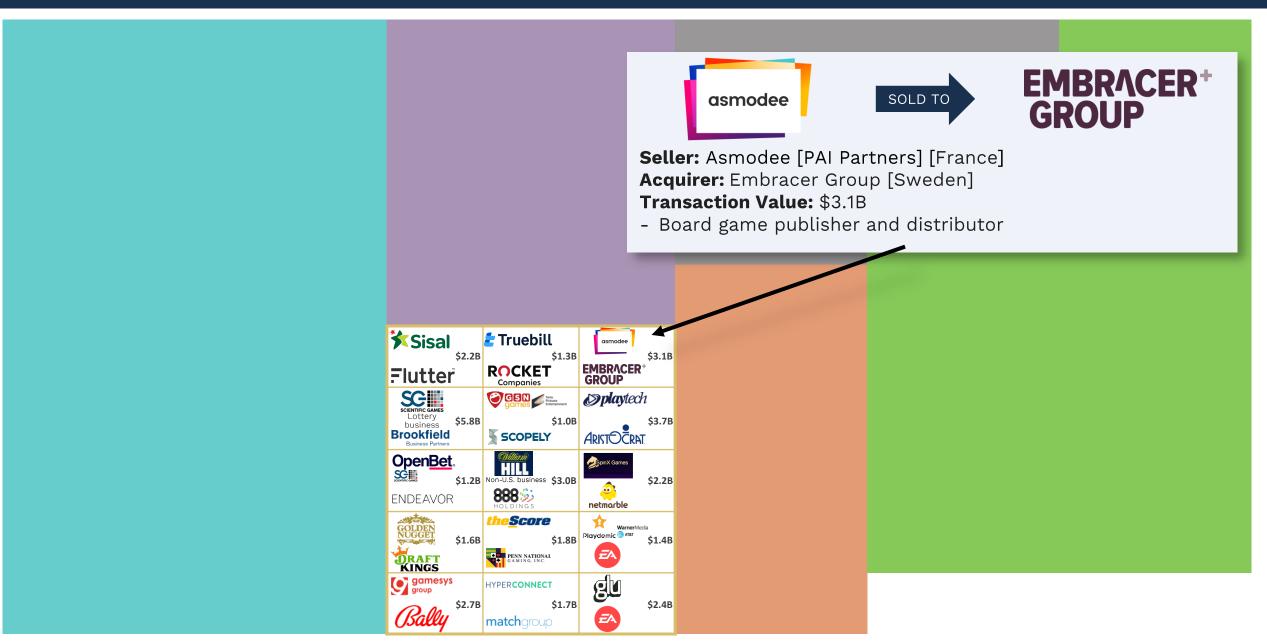
Seller	Acquirer	Seller Country	Description
tombola	Flutter	United Kingdom	\$540M and 10.1x EV/EBITDA Online bingo & gaming website
<b>ACTION</b>	BC BETTER COLLECTIVE	USA	\$240M Sports betting online news & analysis
G A M I N G	kindred	Malta	\$95M; 12.5x EV/Sales and 31.2x EV/EBITDA Online casino gaming
	<b>FANSUNITE</b>	USA	\$58.2M; 4.4x EV/Sales and 9.7x EV/EBITDA Online gambling services
S T U D I O S	SCIENTIFIC GAMES	Sweden	Online casino videogames
Coming Control of Cont		United Kingdom	Online gaming services



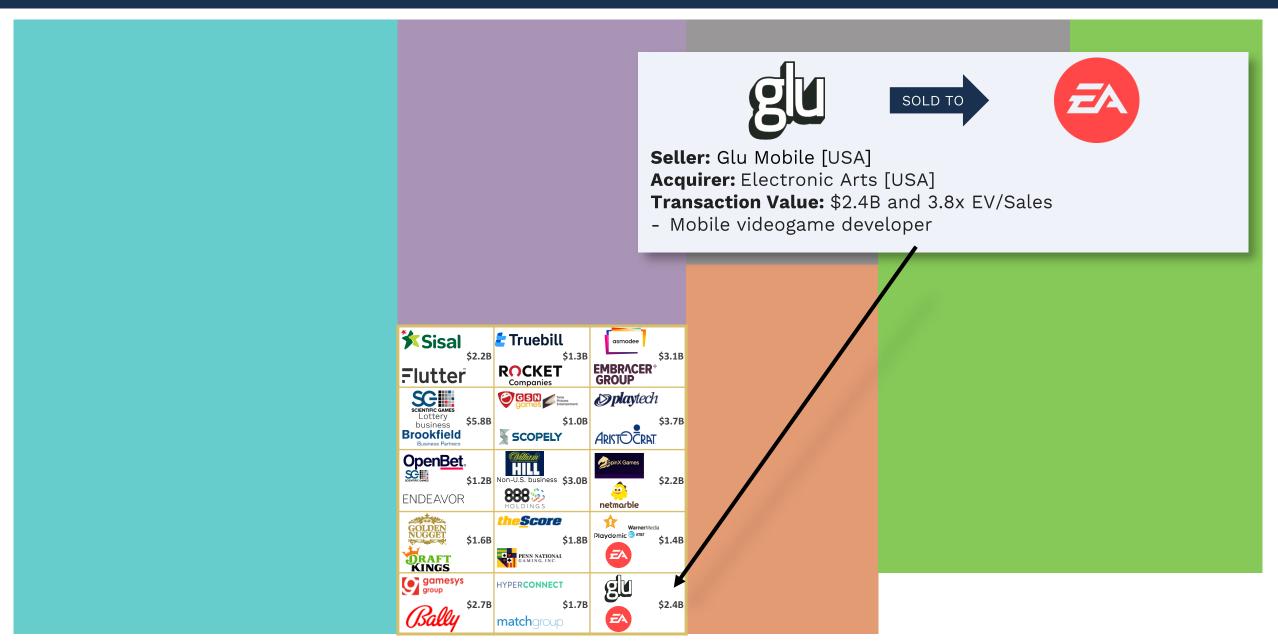
















## Games

Seller	Acquirer	Seller Country	Description
WILD STREAK	 BRAGG	USA	\$30M and 28.6x EV/Sales Gaming developer
SPIN GAMES	BRAGG	USA	\$30M B2B gaming software
ninjakiwi	MG	New Zealand	\$143M Mobile & online videogames
PLAYSIMPLE	MG	India	\$360M Mobile word games
<b>INN<b>OVA</b></b>		Luxembourg	\$133M; 3.3x EV/Sales and 8.0x EV/EBITDA PC, console, & online games
		Serbia	\$225M Mobile games developer
ludia Frementle R T L	JAM City	Canada	Videogame developer





# **Music Streaming**



Seller: Primephonic [Netherlands] Acquirer: Apple [USA]

- Classical music streaming service





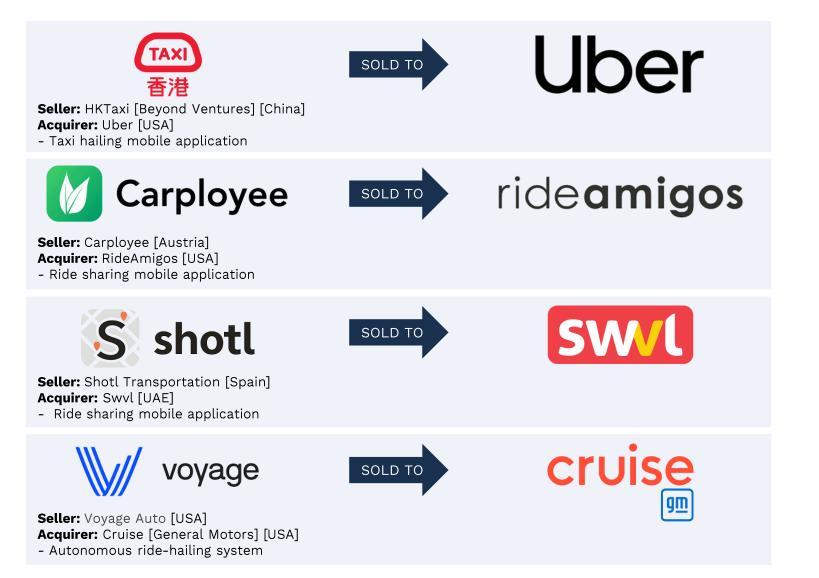
## **Video Streaming**







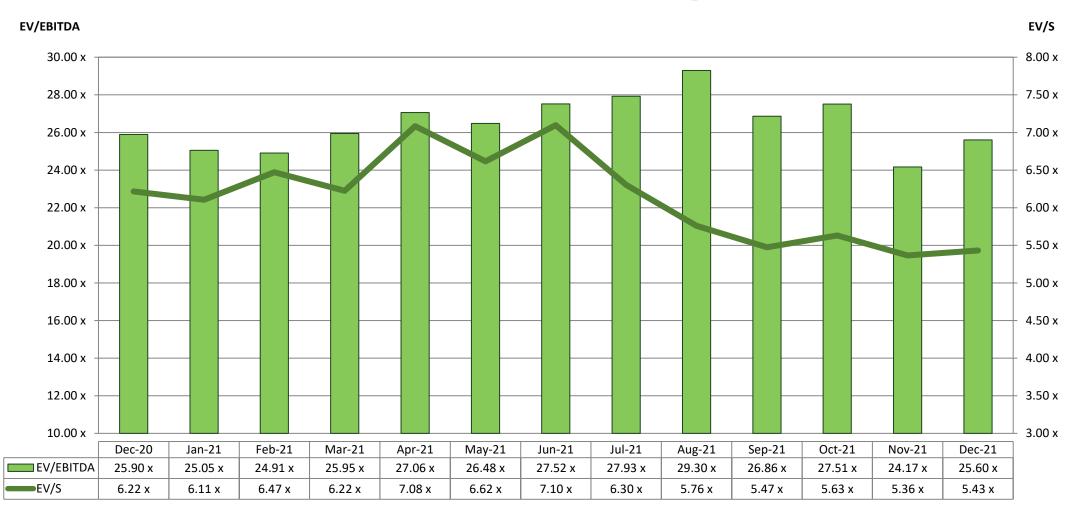
# **Ride Sharing & Hailing**







## **Public Valuation Multiples**

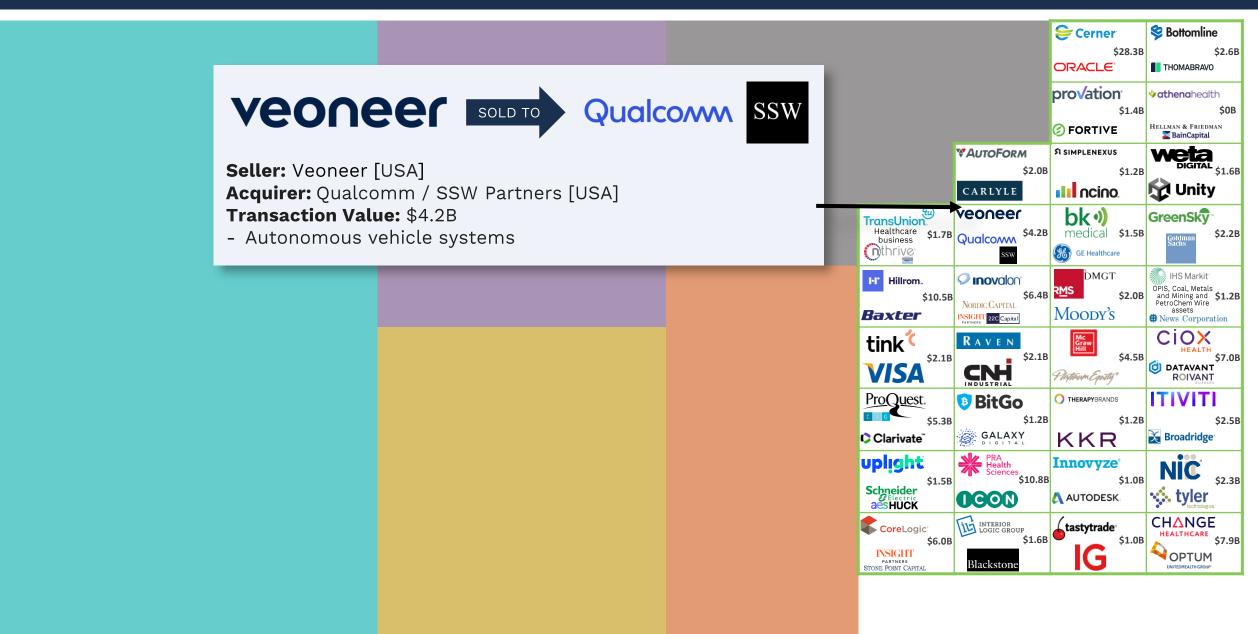






Subsector	Sales	EBITDA		Examples	
A/E/C	— 15.0x	— 56.6x		DASSAULT SYSTEMES	<b>Synopsys</b> °
Automotive	— 4.37x	— 21.4x	Autotrader 😩	Scout24	• CDK • Global.
Energy & Environment	— 3.41x	▼ 23.1x	IHS Markit	Itrón	xylem
<b>Financial Services</b>	▼ 6.61x	<b>— 24.0</b> x	<b>Eroadridge</b>	SS <mark>&amp;</mark> C	fiserv.
Government	— 1.76x	— 12.8x	NORTHROP GRUMMAN	B L3HARRIS	tyler technologies
Healthcare	<b>₹</b> 2.47x	₹ 22.5x	⊗ Allscripts	HealthCatalyst	<b>E</b> Cerner
Real Estate	<b>▼</b> 3.48x	₹ 34.3x	REDFIN	CoStar Group	
Other	— 5.47x	🔺 33.5x	amadeus°	Rockwell Automation	Sabre.









### Automotive

Seller	Acquirer	Month	Description
Cazana	CAZOO	September	\$34.4M Auto BI software & data
ROADSTER	●●● CDKGlobal	June	\$360M Omnichannel retail SaaS & mobile app
Auction Frontier		Мау	\$80M Auction simulcast SaaS
edmunds	<b>CARMAX</b> °	April	\$354M and 2.9x EV/Sales Car research & reviews website
DEALER-FX	Snap-jn	March	\$200M and 5.4x EV/Sales Auto dealers CRM SaaS









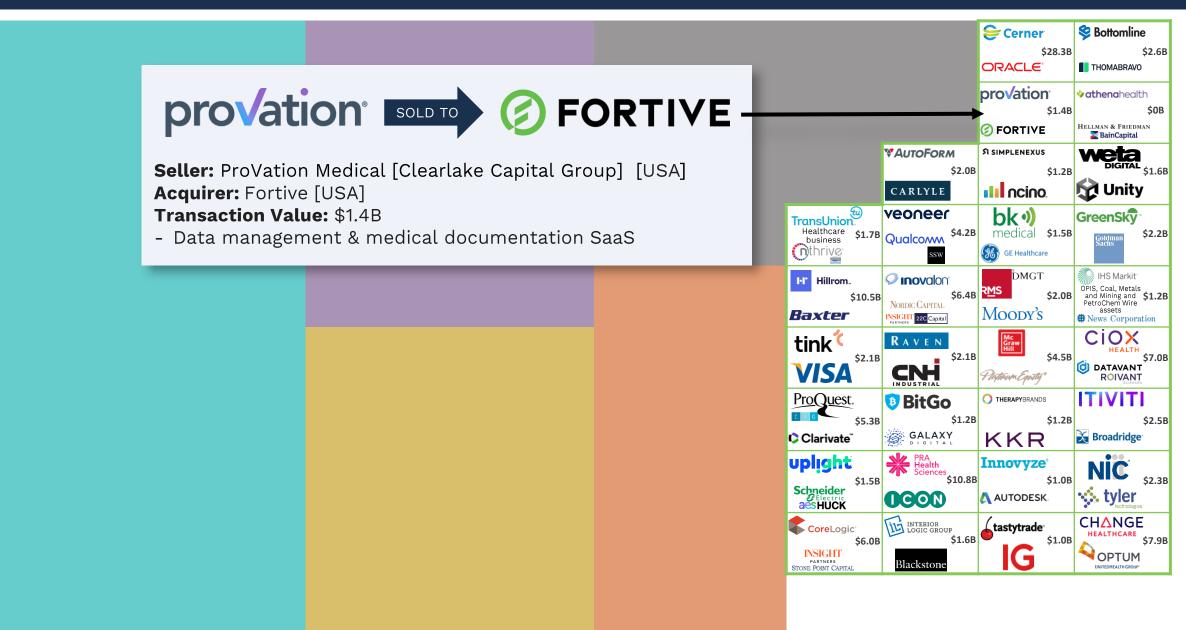
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### **EHR Management**







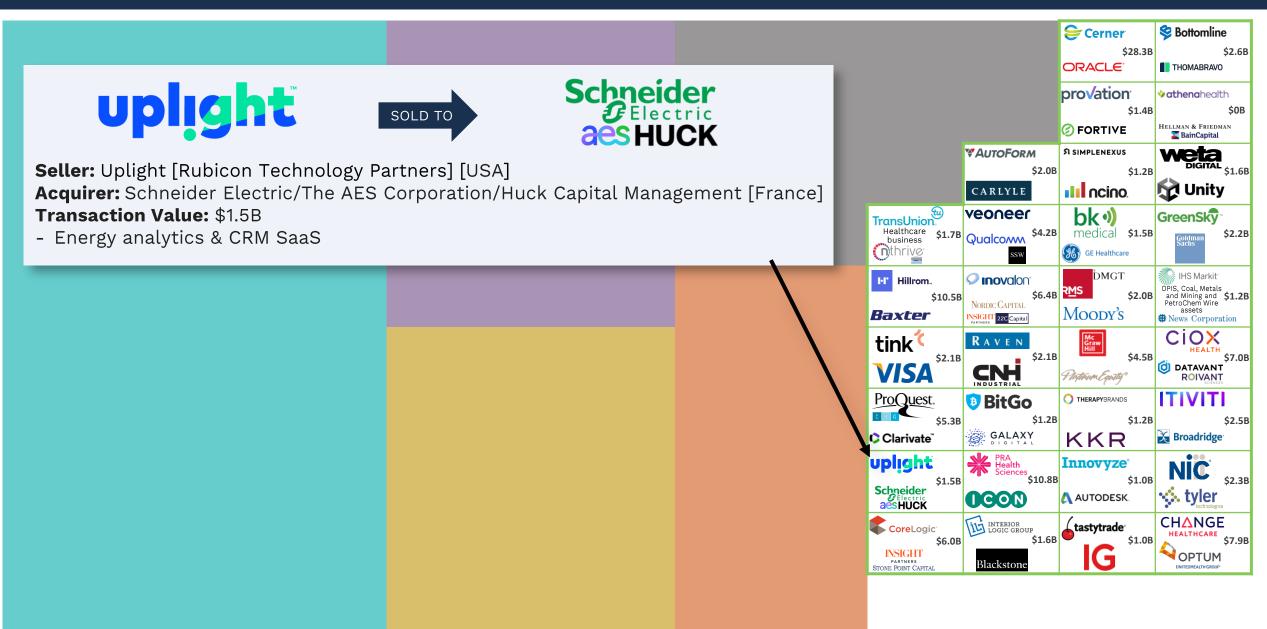




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### **Energy Management**

Seller	Acquirer	Seller Country	Description
AlsoEnergy	stem	USA	\$695M Solar asset management SaaS
Opusone solutions	GE Digital	Canada	Power grid management SaaS
<b>PXISE</b> Energy Solutions, LLC	Yokogawa 🔶	USA	Power grid management software
smarter gridsolutions		United Kingdom	Smart energy management software
.planetly	OneTrust	Germany	Carbon footprint analytics SaaS





A/E/C
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Seller	Acquirer	Month	Description
<b>ProE</b> st <sup>®</sup>		December	Construction estimating SaaS
FieldAware	GPSINSIGHT	December	Field service management SaaS
ecodomus digital twin software	SIEMENS	December	Construction BIM & CAD SaaS
		November	\$300M Building & construction management SaaS & app
<b>I E V E L S E T</b>	PROCORE	September	\$500M Construction payments chain management SaaS



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G



		Ag	Tech
Seller	Acquirer	Seller Country	Description
prospera	valmont 🏹	Israel	\$300M AI agriculture BI SaaS
	Ingersoll Rand	Canada	\$110M and 3.5x EV/Sales Farm management controls & systems
rcot	AppHarvest	USA	\$60M Agricultural robotic systems
nx		Germany	Agricultural application delivery software
rainBridge Cargill ADM	BUSHEL	USA	Agriculture risk management SaaS
ARTEMIS	iunu	USA	Agricultural cultivation management SaaS





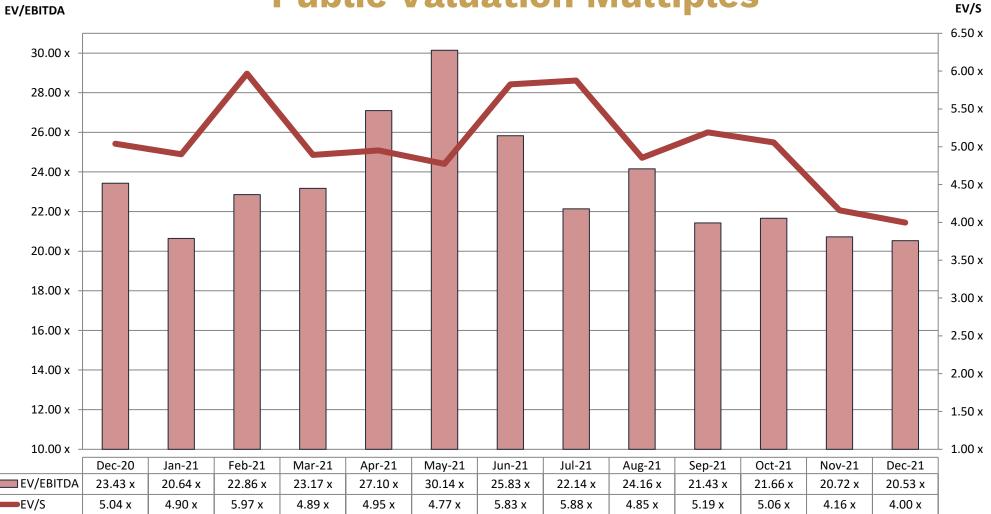
### FinTech

Seller	Acquirer	Month	Description
EVEN	MoneyLion	December	\$360M B2B financial search & recommendation SaaS
Finalto playtech	歌 斐 資 產 G PHER ASSET MANAGEMENT 一 組合有道 穩見未来 —	September	\$250M Trading software & online services
NOVANTAS	informa	April	\$243M Financial management SaaS & services
U.S. Fixed Income Electronic Trading Platform	Tradeweb	March	\$119M and 3.9x EV/Sales Debt & risk management SaaS
Finance <b>Active</b>	Altus Group	February	\$190M Securities trading software assets





# **Public Valuation Multiples**

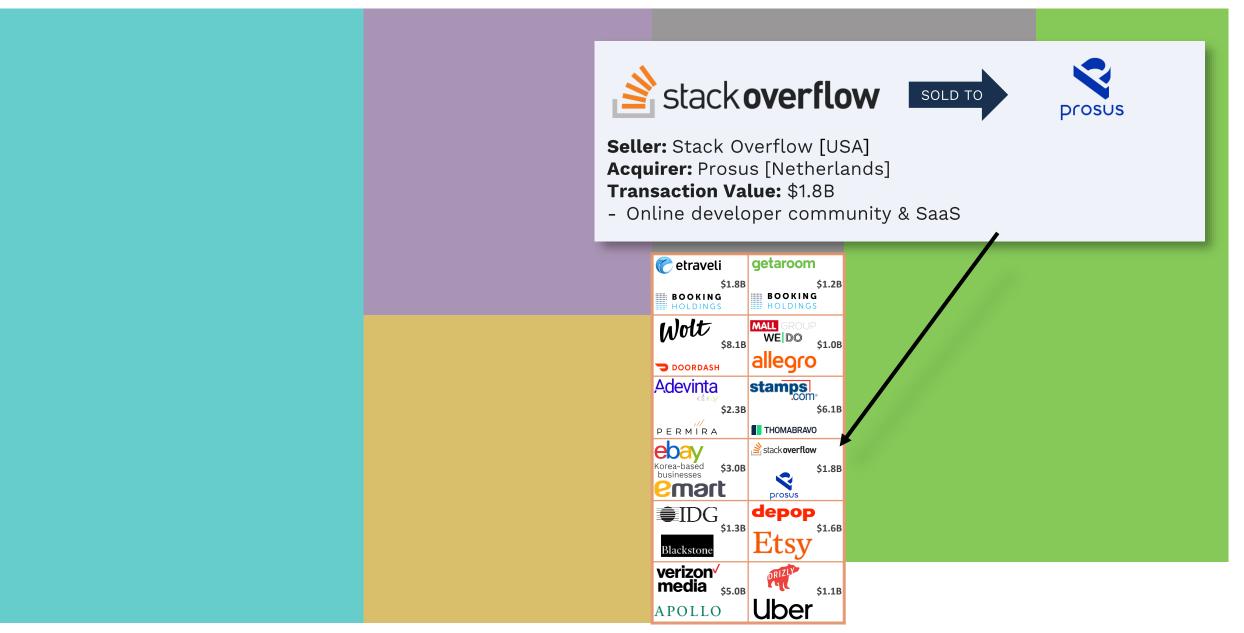






Subsector	Sales	EBITDA	Examples
<b>Diversified Internet</b>	<b>▼</b> 5.03x	<b>₩</b> 15.4x	Alphabet Bai 论百度 Tencent 腾讯
eCommerce	▼ 2.77x	<b>v</b> 23.6x	ebay デリD.京东 Dalando
Social Network	<b>₹</b> 3.42x	▼ 13.1x	Meta Mixi twitter
Travel & Leisure	▼ 8.25x	—36.7x	Delivery Hero





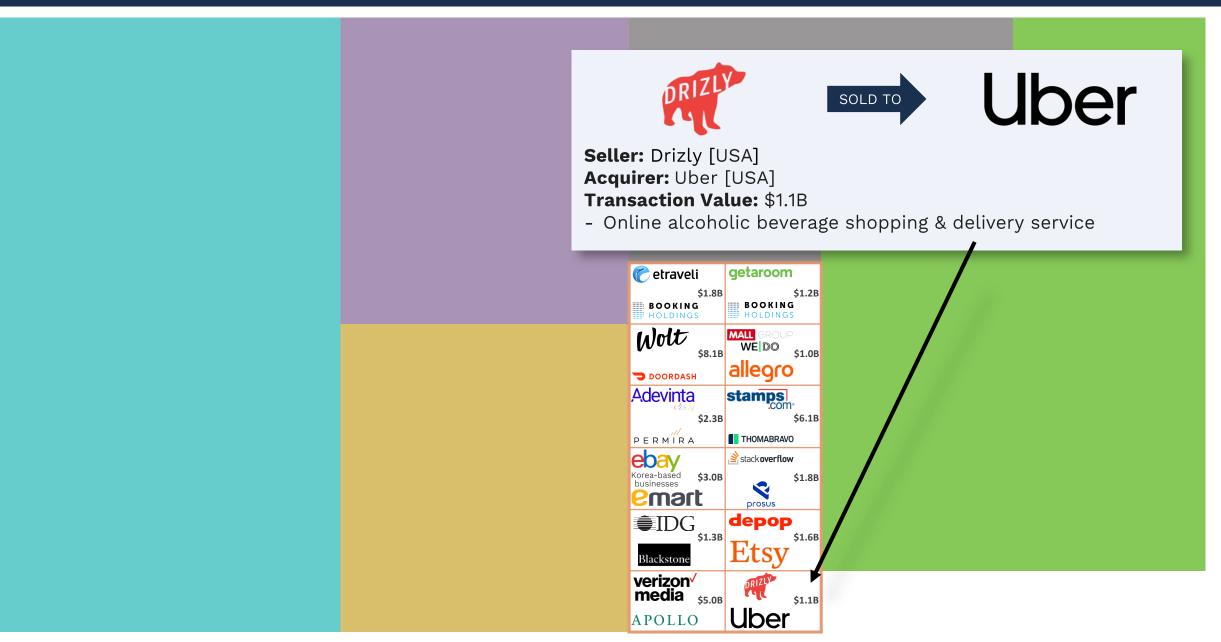




# **Social Networks and Communities**

Seller	Acquirer	Seller Country	Description	
<b>Womaniya</b>	trell	India	Pregnancy community mobile app	
<b>PULSE</b>	Gartner	USA	\$22.8M Online research community & software	
U.GG	Enthusiast <b>Gaming</b>	USA	\$45.3M Online gaming community website	
TEACHERS CONNECT*	<b>PUBLIC</b> CONSULTING GROUP	USA	Teacher social network	
<b>MyHeritage</b>	FRANCISCO PARTNERS	Israel	Genealogy social network	EQUITY
carenitż	EQUITY	France	Online healthcare community	has acquired COCICEDITOS Corum acted as exclusive XBA advisor to Carenity Corum acted as exclusive XBA advisor to Carenity MERCERS & ACQUINTIONS









## **Food Delivery**

Seller	Acquirer	Seller Country	Description
<b>YO 3<sup>i</sup> YO</b> Delivery Hero	AFFINITYEQUITY PARTNERS GS Retail PERMIRA	South Korea	\$692M Online food delivery services
Bistro.sk axel springer_	JUST EAT Takeaway.com	Slovakia	\$59M Online food delivery services
EAT	COMPASS GROUP*	USA	Online food delivery services
·DELIVERY.	aiqfome Magalu	Brazil	Online food delivery services & mobile app
youfoodz	HELLO FRESH	Australia	\$94M Online meal delivery service





## **Grocery Delivery**

Seller	Acquirer	Seller Country	Description
elGrécer	etisalat	UAE	Grocery delivery mobile application
Dija	goPuff	United Kingdom	Groceries & household items delivery application
FANCY	goPuff	United Kingdom	Last-mile grocery delivery platform
mercadão	Glovo	Portugal	Online delivery services & mobile app
Lola MARKET	Glovo	Spain	Online grocery delivery
🖄 maxdelivery	BOXED	USA	Online grocery delivery services





Seller: Etraveli [CVC Capital Partners] [Sweden] Acquirer: Booking Holdings [USA] Transaction Value: \$1.8B

- Travel reservations services

getaroom

BOOKING

HOLDINGS





Seller: Getaroom [Court Square Capital Partners] [USA]
Acquirer: Booking Holdings [USA]
Transaction Value: \$1.2B
Online hotel booking service

🥐 etraveli	getaroom
\$1.8B	\$1.2B
BOOKING	BOOKING
Wolt	MALL GROUP
\$8.1B	WE DO \$1.0B
🖜 DOORDASH	allegro
Adevinta	stamps .com.
\$2.3B	\$6.1B
PERMIRA	THOMABRAVO
ebav	🖹 stack <b>overflow</b>
Korea-based \$3.0B businesses	\$1.8B
2 mort	prosus
€IDG	depop
\$1.3B	\$1.6B
Blackstone	Etsy
verizon√	DRIZLY
media \$5.0B	\$1.1B
APOLLO	Uber





# **Travel & Booking**



- Online travel planning services





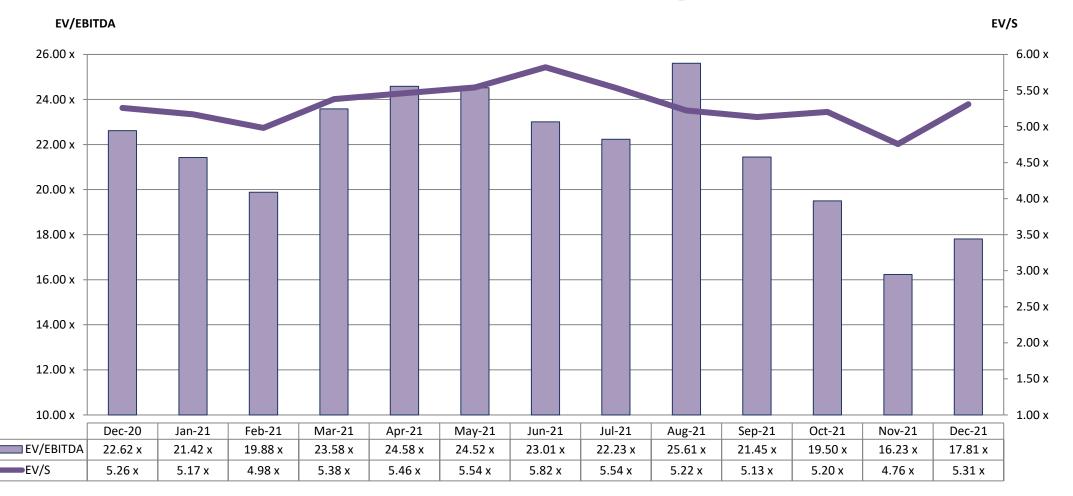
# Classifieds

Seller	Acquirer	Seller Country	Description
MOTORS Adevinta <sup>co.uk</sup>		United Kingdom	Online used car classifieds
Gumtree Adevinta		United Kingdom	Online advertisement & community classifieds
	GEDI EXOR	Italy	Italian automotive online classifieds
NETTIX	ᇜ	Finland	\$205M; 7.4x EV/Sales and 14.9x EV/EBITDA Digital classified for motor vehicles
Spoonflower	Shutterfly. APOLLO	USA	\$225M Patterned home furnishings online classifieds
<b>yapo</b> .cl <sup>°</sup>	FRONT ER	Chile	\$19.5M Chile-based online classifieds





### **Public Valuation Multiples**

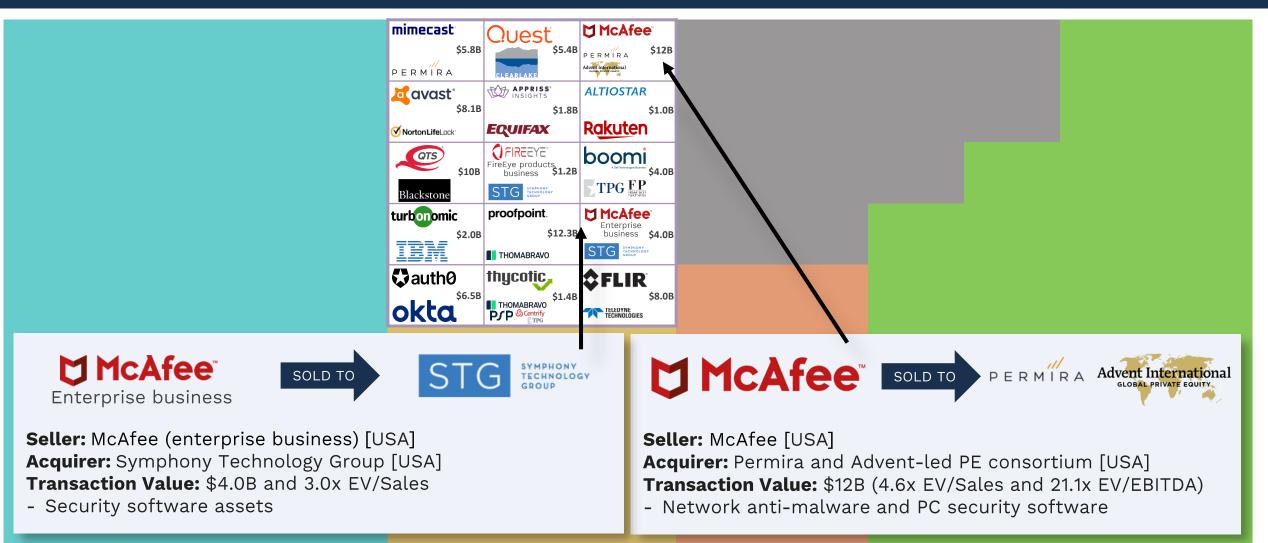






Subsector	Sales	EBITDA		Examples	
<b>Application Lifecycle</b>	▲ 11.0x	<b>— 11.5</b> x	<b>A</b> ATLASSIAN	🔘 New Relic.	Progress <sup>®</sup>
Endpoint	▼ 4.24x	<b>v</b> 20.0x	citrix	<b>O</b> Opera	<b>vm</b> ware <sup>®</sup>
Network Management	▲ 5.01x	▲ 17.8x		cisco	JUNIPer
Security	▲ 11.1x	▲ 31.8x		SOFTWARE TECHNOLOGIES LTD.	FIREEYE <sup>™</sup>
<b>Storage &amp; Hosting</b>	▲ 4.55x	<b>▼</b> 35.1x	box	Commvault" 🗊	NetApp
Other	₹ 9.33x	▲ 16.9x	Akamai	<b>Appian</b>	

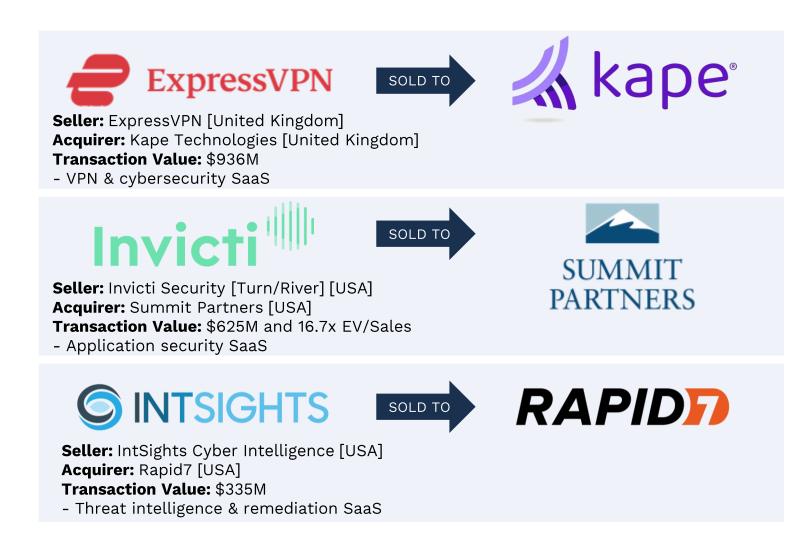






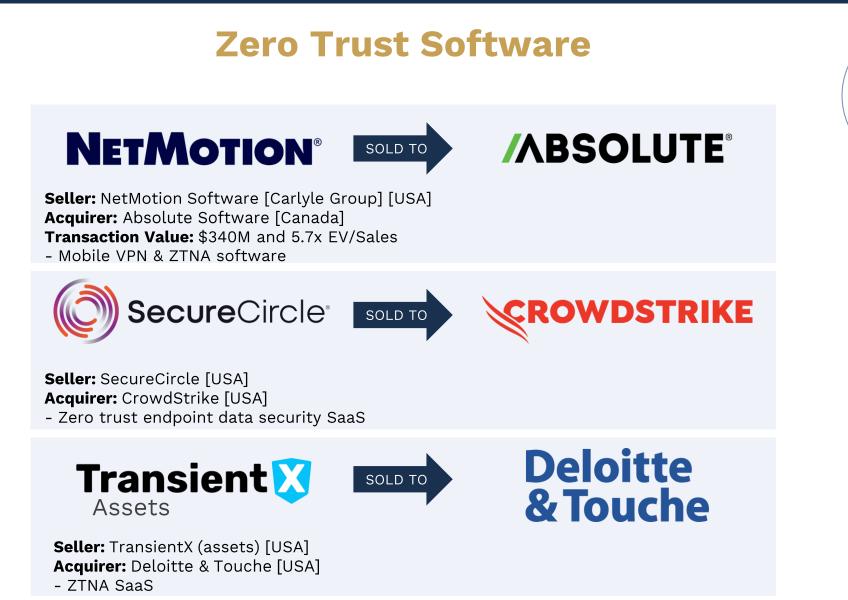


## Cybersecurity

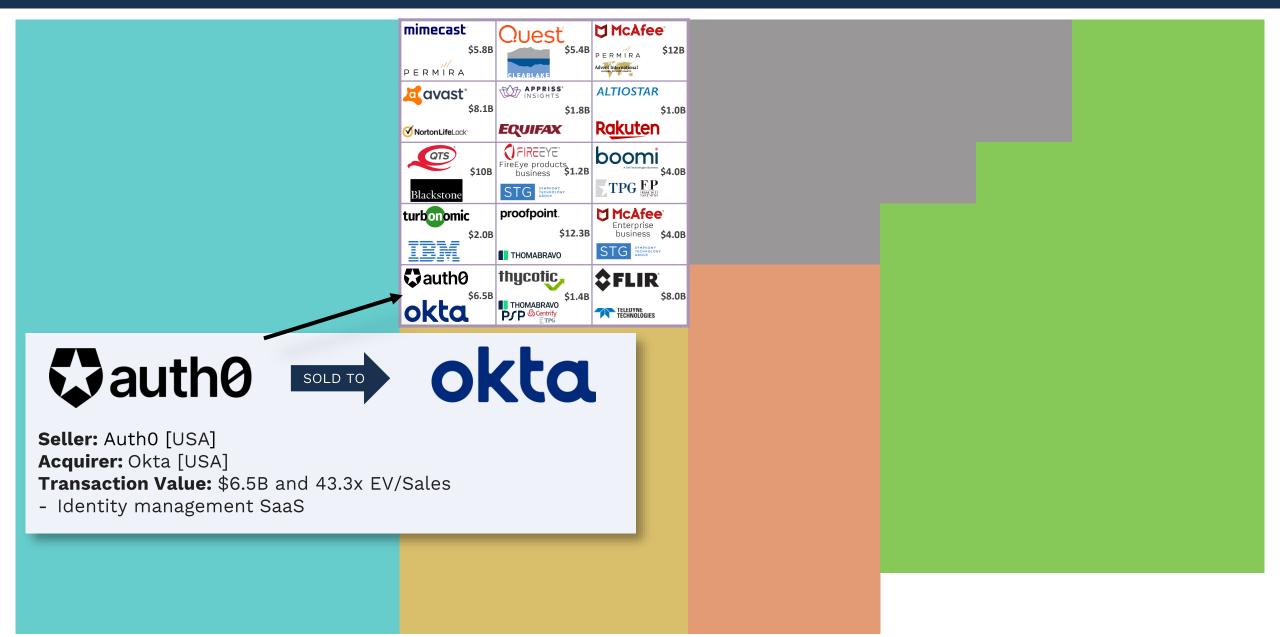
















# **Identity and Access Management**

Seller	Acquirer	Month	Description
e*ernym	<b>Avast</b>	December	Identity SaaS
	SECUREAUTH	November	Authentication & identity management SaaS
acuant	GBG	November	\$736M Authentication & data capture systems
<b>?</b> SingularKey	Ping Identity.	September	Identity management software
CLOUD KN@X	Microsoft	July	Cloud infrastructure entitlement management SaaS
<b>EKCTO</b>	mastercard	April	\$850M Transaction identity verification SaaS

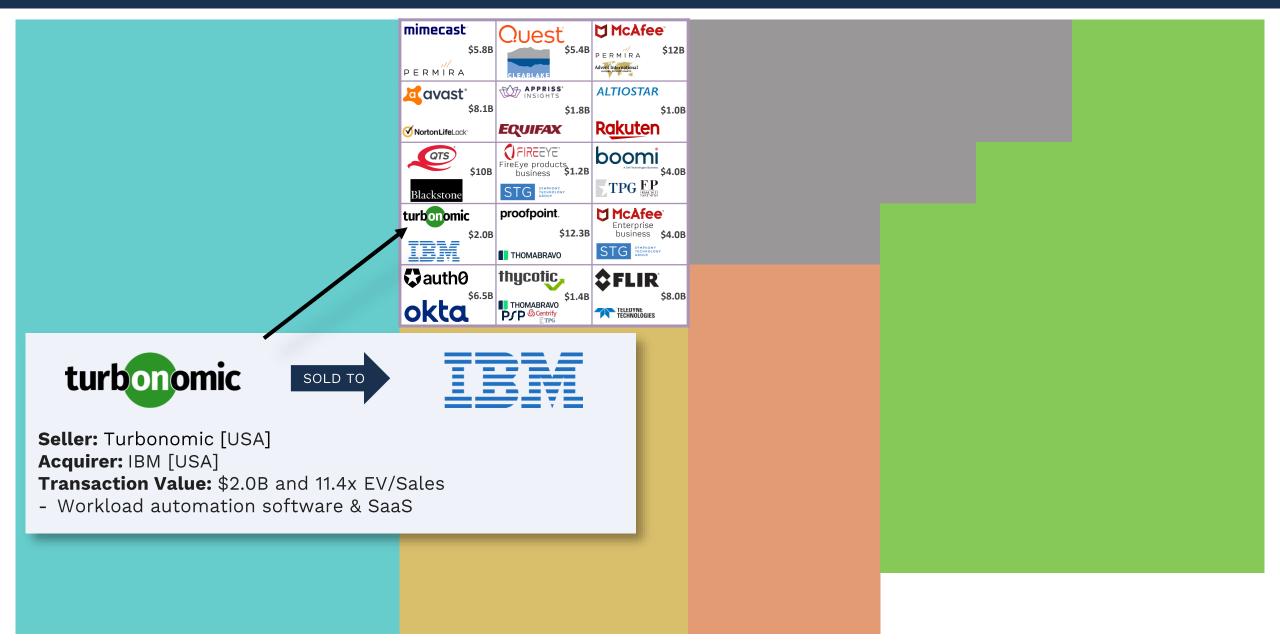




# **Internet of Things**

Seller	Acquirer	Month	Description
	clavister	October	AI-based network cybersecurity SaaS
IIoT software assets		August	Industrial IIoT SaaS
BAYSHORE INDUSTRIAL CYBER PROTECTION Assets	OPSWAT.	July	Industrial cybersecurity systems & SaaS
<b>() hax</b> iot	DIGI	March	Wireless IoT systems
XIRGO	<b>Sensata</b> Technologies	February	\$402M Fleet management GPS devices









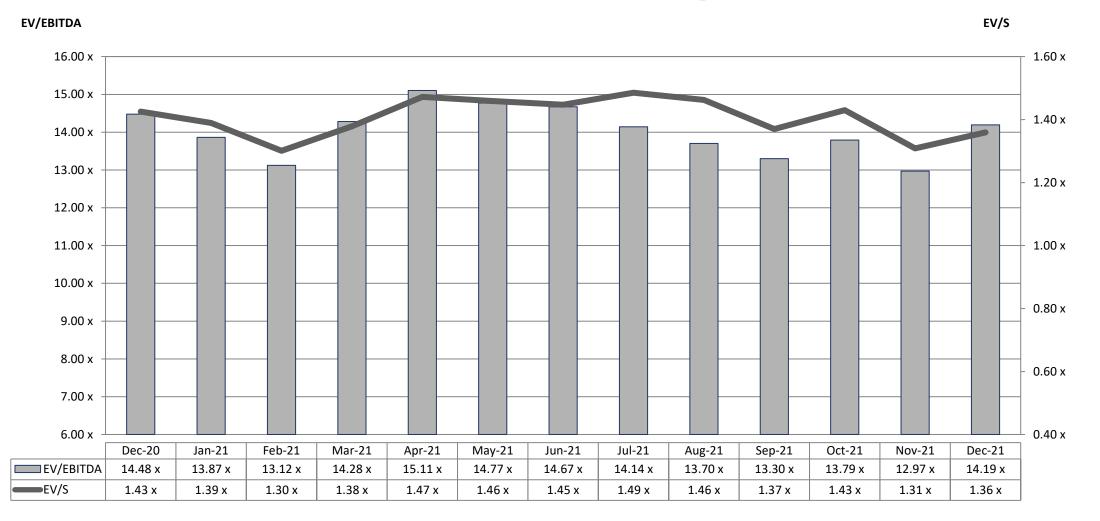
# **Application Lifecycle Management**

Seller	Acquirer	Seller Country	Description
	SAP	Finland	Web & mobile application development SaaS
Lightstep	servicenow	USA	\$512M and 25.6x EV/Sales Application performance management software
Dot•Walk	servicenow	USA	ServiceNow application testing automation SaaS
NeuVector	SUSE	USA	\$133M Full lifecycle container security SaaS
😂 Layer 🛛		USA	\$55M Web development SaaS
UNIFACE	Rocket	Netherlands	Application development & deployment SaaS
Think <b>Tilt</b>		Australia	Forms builder SaaS





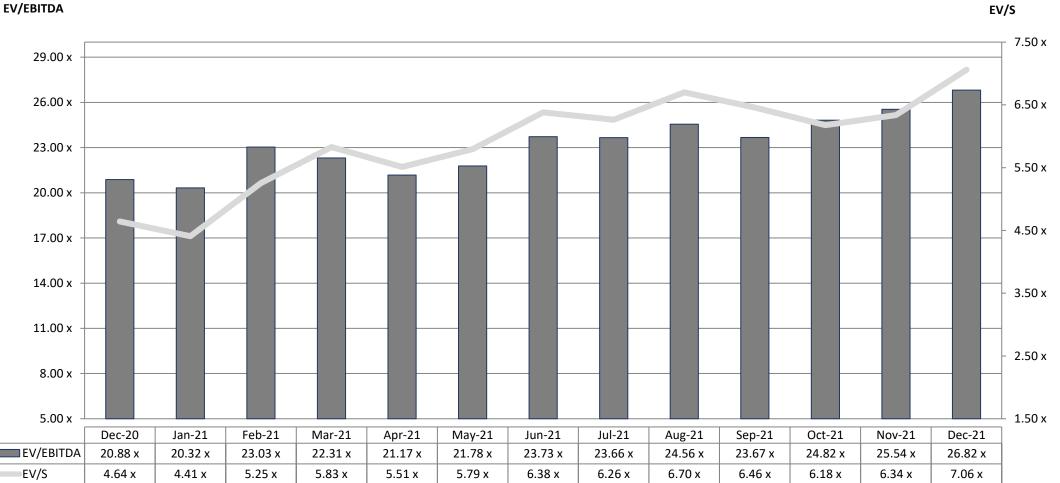
## **Public Valuation Multiples**







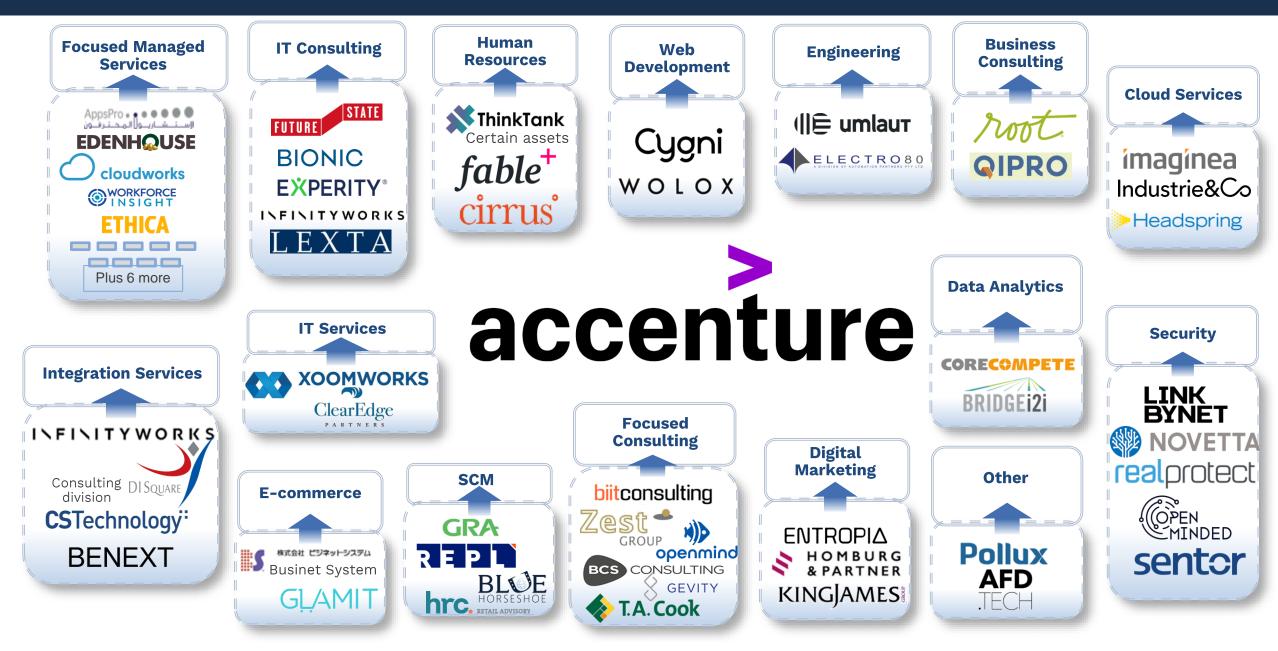
# **Public Valuation Multiples**



EV/S

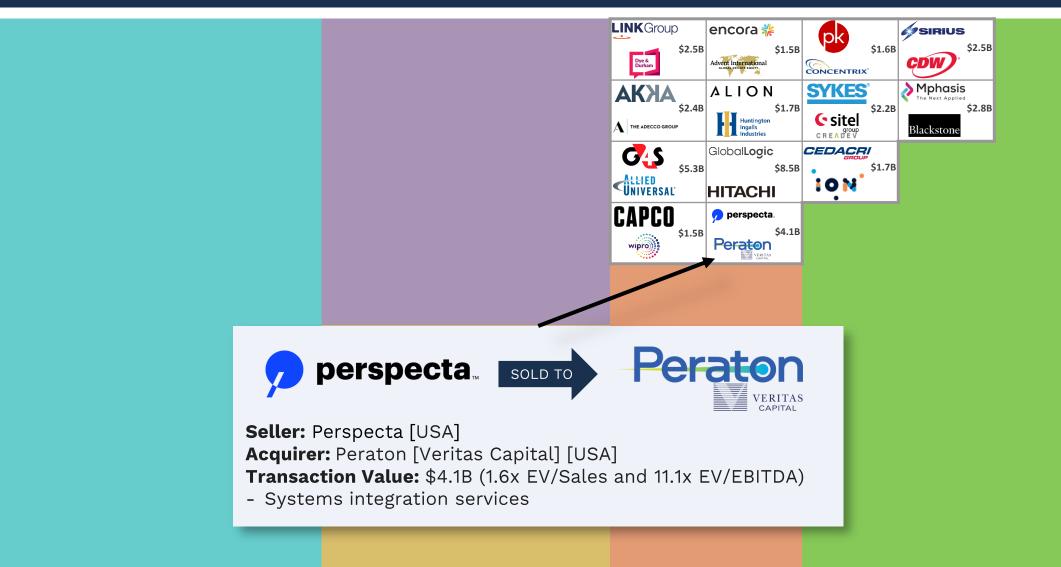
### **Accenture Acquisitions 2021**





#### **126 Megadeals of 2021** \$449B TOTAL







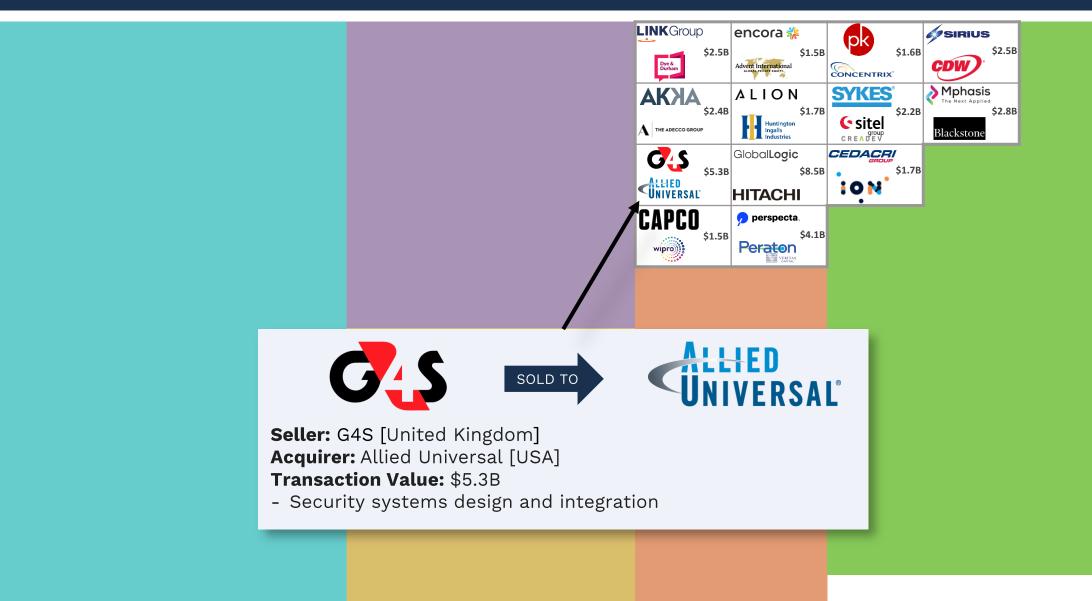


### **Government IT Services**

Seller	Acquirer	Month	Description
<b>Systems and Consulting</b>		December	\$160M IT consulting & software development services
<b>©</b> CNSI	The Carlyle Group	December	Healthcare systems integration services
	VASS	November	Cybersecurity provider for EU institutions
SalientCRGT	governmentCl0 WCAS	July	Federal IT services
HALFAKER	SAIC	June	\$250M IT & software development services
Federal division	MAXIMUS	March	\$430M Systems integration & IT consulting services asset
<b>WBB</b>	serco	February	\$295M Defense and security program management services

#### **126 Megadeals of 2021** \$449B TOTAL









### **Security Integrators**









#### **Corum Research Report**





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# Tech M&A Research Report

Complete Global Market Report Available Upon Request info@corumgroup.com

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#### Heidi Owen, Executive Vice President, Marketing, Corum Group Ltd.



- Heidi leads the Corum marketing team and is responsible for planning, developing, and implementing Corum's marketing strategy and public relations activities
- Previously Heidi worked for The Corum Group, a venture capital firm dedicated to developing biotechnology companies and as the Marketing Manager for Maverick International, a manufacturer of payment processing systems and software
- Heidi earned a Bachelor of Arts degree in Psychology from Western Washington University

## CORUM Strategic Buyers Panel 2022

### **Strategic Buyers Panel**



#### HEIDI OWEN, EVP MARKETING, CORUM GROUP LTD.







PETER COFFEE VP STRATEGIC RESEARCH

RESEARCH salesforce



KARL REDENBACH CHIEF EXECUTIVE OFFICER & EXECUTIVE DIRECTOR





UTKARSH BAHADUR SVP & HEAD OF STRATEGY





## PETER COFFEE



RESEARCH

Peter Coffee is VP for Strategic Research at Salesforce where he works with IT managers and application developers to build a global community on the Salesforce1 cloud platform, combining the Force.com, Heroku1 and ExactTarget Fuel service portfolios.

Peter previously spent 18 years with eWEEK (formerly PC Week), the national news magazine of enterprise technology practice, where he reviewed software development tools and methods and wrote regular columns on emerging technologies and professional community issues.

Before he began writing full-time in 1989, Peter spent eleven years in technical and management positions at Exxon and The Aerospace Corporation, including management of the latter company's first desktop computing planning team and applied research in applications of artificial intelligence techniques.





#### KARL REDENBACH CHIEF EXECUTIVE OFFICER & EXECUTIVE DIRECTOR

LiveTiles

Karl Redenbach is Co-Founder and Chief Executive Officer of LiveTiles, an award-winning Microsoft Partner and global software company that specialises in Employee Experience Platforms.

Since the company was founded in 2014 with a focus on Intranets, LiveTiles has established a global footprint of employees and expanded its product suite for small and large organisations across all industry verticals.

Karl holds a Bachelor of Laws and Bachelor of Arts from Monash University. Before COVID-19, LiveTiles regularly hosted Monash students at its New York and London offices as part of the Global Discovery Program. He also sits on the Monash University GLN Advisory Committee, which is focussed on positive change and philanthropic endeavours.

Karl was named 46<sup>th</sup> on the 2016 BRW Young Rich List and joint 2014 CEO of the Year by the Australian Human Resources Institute. He was also named amongst the top 50 SaaS CEOs in 2018.



UTKARSH BAHADUR SVP & HEAD OF STRATEGY



Utkarsh focuses on driving SAP's overall Go-To-Market strategy in alignment with SAP's corporate, product, and technology strategy. He is the custodian for ensuring that feedback from customers, ecosystem, and the field is incorporated throughout the SAP strategy. In this capacity, Utkarsh also leads the Customer and Market perspective in all corporate-level M&A, strategic alliances, as well as in the forging of new businesses and commercial models for SAP.

Utkarsh joined SAP in 2018 as the Head of Strategy, Transformation & Strategic Alliances for Asia Pacific. He joined SAP from Nokia Networks, where he was a Senior Director in the Global Commercial Strategy team, where he led the strategy for driving growth in IoT, cloud, software, and data centers as well as the setup of Nokia's global AI lab.



## We welcome your questions!

## Email questions to info@corumgroup.com

## This event is being recorded

On demand webcast will be available at www.corumgroup.com







- Half-Day
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- 90 Minutes
- Industry Update
- Overview of the M&A Process







## After the Deal – Celebration





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# CORUM Thank you!