

The Global Leader in Software M&A

EXPERENCE MAKES THE DIFFERENCE

**CORUM**  
MERGERS & ACQUISITIONS

Horizontal Applications Vertical Applications Consumer Applications Infrastructure Internet IT Services

**THE GLOBAL LEADER IN SOFTWARE M&A**  
Corum's experience makes the difference. Hundreds of software M&A transactions spanning six continents during its 27-year history let Corum deliver a proven business process conducted by the top professional staff using the industry's deepest research and world's largest buyer database.

- **The Global Leader:** Selling more software companies than anyone else, from offices in eight countries.
- **The Specialist:** Only M&A. Only for sellers. Only for software companies.
- **The Highest Value** for your company: experience makes the difference.

\*\*\* News:  
August 9, join us for our annual second half sellers panel. Hear straight from software CEOs what it's like to sell in today's market. Plus, metrics and recent deals, in a new, 30-minute format. [Register today.](#)

**SEE THE CORUM DIFFERENCE**  
Watch the world's most experienced software M&A professionals working to get maximum value for their clients' companies. [» Watch](#)

**SELLING UP? SELLING OUT**  
Planning an exit strategy within the next five years? Prepare your company to get optimal value at the premier software M&A executive forum. [» Watch](#)

**TRANSACTIONS**

**EVENTS**

15 August 2012  
Silicon Valley - Selling Up, Selling Out  
Offices of DNR Denton

16 August 2012  
Denver - Selling Up, Selling Out  
Offices of Holland & Hart

23 August 2012

[www.corumgroup.com](http://www.corumgroup.com)

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## Past Conferences & Reports

- Private Equity Panel
- Buyers Panel
- Google Acquisition Strategy
- Crowdfunding M&A Impact
- Special Reports: SaaS, Mobile, Gaming, Social, Cloud, Geospatial, Security
- Special Reports: Facebook Effect, Dell, Microsoft, HP, IBM...



# TECH M&A MONTHLY

.....starts in 1 minute

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## Merge Briefing

- 90 Minutes
- Industry Update
- Overview of the M&A Process
- Upcoming events in:
  - Edmonton, AB
  - Calgary, AB
  - Minneapolis, MN
  - Salt Lake City, UT
  - Boston, MA
  - Frankfurt
  - Berlin



- Washington D.C
- Phoenix, AZ
- Kansas City, MO
- Omaha, NE
- Des Moines, IA
- Las Vegas, NV
- Atlanta, GA

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## Selling Up, Selling Out

- Half-Day
- Tech M&A Bootcamp
- The most attended tech executive conference in history
- Upcoming events in:
  - Pittsburgh, PA
  - Montreal, QC
  - Rochester, NY
  - Austin, TX
  - Dallas, TX
  - Ottawa, ON
  - Raleigh, NC
  - New York
  - Vancouver, BC
  - Toronto, ON



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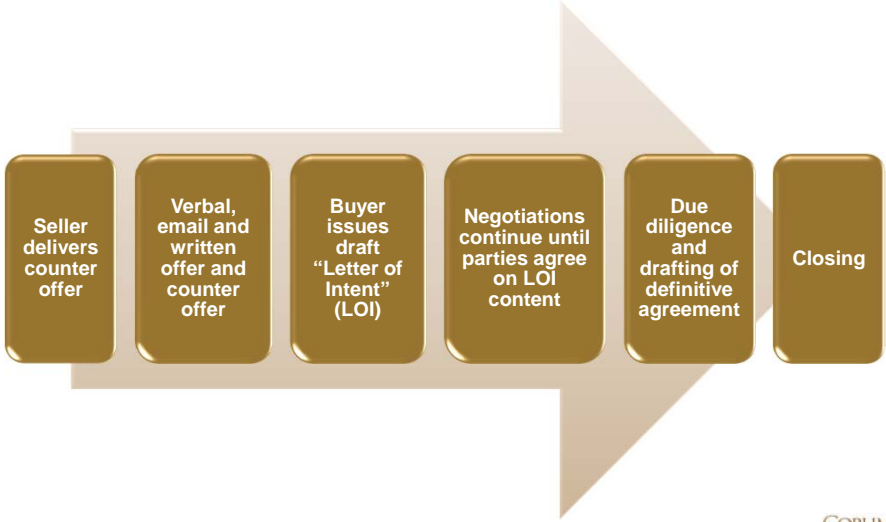
## 8 Stages for an Optimal Outcome

1



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# Negotiation – Typical Flow



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# AVOIDING THE DEAL DISASTERS

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## Upcoming Conference Schedule

**Selling Up Selling Out (SUSO)** - Ready to go to market? During this half-day workshop, learn to prepare, position, research, value, negotiate, and execute due diligence for maximum price and structure. This is the most attended Tech M&A event ever – participants have done over \$1 trillion in transaction value.

**Merge Briefing (MB)** - The Merge Briefing is a 90-minute executive briefing providing a current M&A market update (trends, valuations, etc.), as well as a brief overview of the Tech M&A process: "8 Steps To An Optimal Outcome."

Mar. 28: <b>Calgary</b> – MB	Apr. 23: <b>Washington D.C.</b> – MB
Mar. 28: <b>Edmonton</b> – MB	Apr. 25: <b>Phoenix</b> – MB
Apr. 9: <b>Pittsburgh</b> – SUSO	Apr. 25: <b>Rochester</b> – SUSO
Apr. 11: <b>Minneapolis</b> – MB	Apr. 30: <b>Dallas</b> – SUSO
Apr. 17: <b>Salt Lake City</b> – MB	May 2: <b>Austin</b> – SUSO
Apr. 18: <b>Boston</b> – MB	May 2: <b>Kansas City</b> – MB
Apr. 18: <b>Frankfurt</b> – MB	May 7: <b>Omaha</b> – MB
Apr. 19: <b>Berlin</b> – MB	May 7: <b>Ottawa</b> – SUSO
Apr. 23: <b>Montreal</b> – SUSO	May 8: <b>Des Moines</b> – MB

[www.CorumGroup.com/Events.aspx](http://www.CorumGroup.com/Events.aspx)

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## Logistics

- Ask questions for Q&A session
  - Use Q&A window on right side
  - Submit to queue at any time
  - Ask "all panelists" – see "ask" option above text-entry box
- This event is being recorded
  - Rebroadcast March 21, 12:30am PT, and 8:00am PT
  - See "Conferences and Events" at [MergersAndAcquisitions.webex.com](http://MergersAndAcquisitions.webex.com)

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## Moderator



**Bruce Milne**  
CEO  
Corum Group Ltd.

A leader in the software industry, Bruce has founded or owned four software companies, including the largest vertical market software company, AML, an Inc. 500 firm rated by IDC as the fastest growing computer-related company in the world.

He has served on advisory boards for Microsoft, IBM, DEC, Comdex and Apple, and as 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, and founder of the WTIA, the nation's most active regional technology trade association.

He worked with the Canadian government to found SoftWorld, and he was recently chosen as one of the 200 most influential individuals in the IT community in Europe. He was also the only American juror for the recent Tornado 100 Awards given to Europe's top technology firms

A graduate with Distinction from Harvard Business School, Bruce has written three books on business models for success, including *Power Planning*. He is a frequent lecturer and author.

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## Global Tech M&A Monthly Cisco & Scandinavia

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## Agenda

- Welcome
- 10 Deadly Sins of Tech M&A Advisors
- Special Report: Cisco
- Research Report
- Region Report: Scandinavia
- Q&A

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## 10 Deadly Sins of Tech M&A Firms

1. **“Interested buyer” trap**
2. **Yes, we know “all the strategic firms”**
3. **Sure, we’ve worked with firms in “your space”**
4. **Oh yeah, we know the “private equity” guys**
5. **We’ve done lots of “international” deals**

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## 10 Deadly Sins of Tech M&A Firms

6. Yep, we are “current and connected”
7. Bait and switch of dealmakers
8. Sure, we’ll “shortcut the process” if you want
9. Go ahead, sell to the “rabbit”, the first bidder
10. Settlement fees without success

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## Special Report: Cisco


















Amber Stoner  
Senior Analyst  
Corum Group Ltd.












Amber joined Corum in 2005 and serves as one of Corum’s Research Analysts. She is primarily focused on building target buyer lists for clients, both domestic and international.











Prior to joining Corum, Amber was an Assistant Manager of a regional sales office for a direct sales company. She also worked in the research department of the Evergreen Aviation Museum in McMinnville, OR while attending Linfield College where she earned a B.A. in History.













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 <span style="margin-left: 200px;"><b>Acquisitions</b></span> 			
Date	Target	Value	Description
01/29	 COSE	Undisclosed	Provides network behavior anomaly detection (NBAD) software and systems that enable businesses globally to detect and prevent malware attacks
01/23	 Infucell	\$475 million	Provides mobile network management software for wireless telecommunications operators worldwide
12/18	 BroadHop	Undisclosed	Provides telecom network policy control and management software for telecom services provides globally
11/29	 NetScout Systems	\$141 million	Provides IP and Multiprotocol Label Switching (MPLS) network planning, design and analysis software for ISPs globally
11/18	 Meraki	\$1.2 billion	Provides indoor and outdoor 802.11n wireless access points and switches and related security appliances for businesses globally
11/15	 Clouplia	\$125 million	Provides private and public cloud computing environment provisioning, monitoring, process automation and management software for businesses globally
10/04	 Vcider	Undisclosed	Provides network virtualization software for use in data center and cloud computing environments for businesses. Products provides include a virtual switch
9/26	 ThinkSmart Technologies	\$4 million	Provides WiFi-based customer analytics software for retailers to track the in-store movements of patrons using smart phones and other WiFi-enabled devices for the purpose of merchandising and product placement
7/16	 Virtuata	\$18 million	Operates as a stealth-mode company believed to develop software for securing data stored in virtual environments for businesses
5/03	 Truviso	\$20 million	Provides online advertising and video and mobile content analytics software for businesses globally
3/28	 ClearAccess	Undisclosed	Software enables service providers to remotely activate subscribers, configure devices and filter Internet content
3/15	 NDS	\$5 billion	Provides set-top box software, DRM smart cards and media gateways for cable TV service providers globally. Software enables cable and other television providers to deliver content to mobile devices
2/24	 Lightwire	\$271 million	Designs and manufacturers optoelectronic interconnects and optical transceivers for networking equipment manufacturers














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	<b>Target</b>	<b>Value</b>	<b>Description</b>
	 NDS	\$5 billion	Provides set-top box software, DRM smart cards and media gateways for cable TV service providers globally. Software enables cable and other television providers to deliver content to mobile devices
	 LIGHTWIRE	\$271 million	Designs and manufacturers optoelectronic interconnects and optical transceivers for networking equipment manufacturers
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2/24	 LIGHTWIRE	\$271 million	Designs and manufacturers optoelectronic interconnects and optical transceivers for networking equipment manufacturers

 <b>Acquisition Streak: Mobility</b> 			
Date	Target	Value	Description
01/29	 COSE	Undisclosed	Provides network behavior anomaly detection (NBAD) software and systems that enable businesses globally to detect and prevent malware attacks
01/23	 intucell	Undisclosed	Provides mobile network management software for wireless telecommunications operators worldwide
Target	Value	Description	
 intucell	\$475 million	Provides mobile network management software for wireless telecommunications operators worldwide. Software enables networks automatically and continuously monitor usage, detect and correct problems and predict loads through self-optimization.	
 BroadHop	Undisclosed	Provides telecom network policy control and management software for telecom services provides globally. Software provides features for subscriber and billing management, subscriber analytics, and service management.	
 ClearAccess	Undisclosed	Software enables service provides to remotely activate subscribers, configure devices and filter Internet content.	
3/28	 ClearAccess	Undisclosed	Software enables service provides to remotely activate subscribers, configure devices and filter Internet content
3/15	 NDS	\$5 billion	Provides set-top box software, DRM smart cards and media gateways for cable TV service providers globally. Software enables cable and other television providers to deliver content to mobile devices
2/24	 LIGTWIRE	\$271 million	Designs and manufactures optoelectronic interconnects and optical transceivers for

 <b>Acquisitions: Analytics</b> 			
Date	Target	Value	Description
01/29	 COSE	Undisclosed	Provides network behavior anomaly detection (NBAD) software and systems that enable businesses globally to detect and prevent malware attacks
01/23	 intucell	Undisclosed	Provides mobile network management software for wireless telecommunications operators worldwide
7/19	 TRUVISO	Undisclosed	Provides online advertising and video and mobile content analytics software for businesses globally
Target	Value	Description	
 TRUVISO	\$20 million	Provides online advertising and video and mobile content analytics software for businesses globally	
 ThinkSmart Technologies	\$4 million	Provides WiFi-based customer analytics software for retailers to track the in-store movements of patrons using smart phones and other WiFi-enabled devices for the purpose of merchandising and product placement	
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2/24	 LIGTWIRE	\$271 million	Designs and manufactures optoelectronic interconnects and optical transceivers for

 <b>Acquisition Streak: Cloud</b> 			
Date	Target	Value	Description
01/29		Undisclosed	Provides network behavior anomaly detection (NBAD) software and systems that enable businesses globally to detect and prevent malware attacks
			Provides mobile network management software for wireless telecommunications operators worldwide
Target	Value	Description	
	<b>\$1.2 billion</b>	Provides indoor and outdoor 802.11n wireless access points and switches and related security appliances for businesses globally	
	\$141 million	Provides IP and Multiprotocol Label Switching (MPLS) network planning, design and analysis software for ISPs globally	
	\$125 million	Infrastructure management for UCS and Nexus – Providing an automated layer on top should help Cisco move more easily into cloud like environments	
	Undisclosed	Multi-tenant distributed virtual network controller – brings team and technology that can create and manage high-level network connections that don't depend on an of the underlying virtual, cloudy or physical networks to link application components	
01/29		Undisclosed	Provides network behavior anomaly detection (NBAD) software and systems that enable businesses globally to detect and prevent malware attacks
3/15		\$5 billion	Provides set-top box software, DRM smart cards and media gateways for cable TV service providers globally. Software enables cable and other television providers to deliver content to mobile devices
02/21		\$271 million	Designs and manufactures optoelectronic interconnects and optical transceivers for telecommunications equipment

 <b>Acquisitions: Security</b> 			
Date	Target	Value	Description
01/29		Undisclosed	Provides network behavior anomaly detection (NBAD) software and systems that enable businesses globally to detect and prevent malware attacks
01/23		Undisclosed	Provides mobile network management software for wireless telecommunications operators worldwide
			Provides network behavior anomaly detection (NBAD) software and systems that enable businesses globally to detect and prevent malware attacks
Target	Value	Description	
	<b>\$18 million</b>	Operates as a stealth-mode company believed to develop software for securing data stored in virtual environments for businesses	
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02/21		\$271 million	Designs and manufactures optoelectronic interconnects and optical transceivers for telecommunications equipment

CISCO		Acquisitions		CISCO	
Date	Target	Value	Description		
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## Upcoming Market Spotlight – Big Data



Rob Schram  
 Director  
 Corum Group Ltd.

Rob has over 30 years of executive and entrepreneurial experience in multiple technologies: Integrated circuit testing, industrial process automation and control, communications software, security software, and energy software and services.

Rob has founded and sold several companies and engaged in two IPOs. He was most recently CEO of Evergreen Fuel Technologies, Inc. in the energy sector. Rob is a broadly skilled strategic development professional with a proven reputation for targeting, negotiating and developing profitable ventures and a demonstrated ability to successfully analyze an organization's critical business requirements, identify deficiencies and opportunities, and develop innovative and cost-effective solutions for enhancing competitiveness, increasing revenues, and improving customer relationships.

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## Big Data – Big Deals?

- Panelists & Speakers include:



- March 26, 2013
- 1 PM (NY Time)
- [wfs.webex.com](http://wfs.webex.com)

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## Corum Research Report



**Elon Gasper**  
Vice President,  
Director of Research

Contact:  
 [in/elongasper](#)  
 [elong@corumgroup.com](mailto:elong@corumgroup.com)



**Alina Soltys**  
Senior Analyst

Contact:  
 [in/soltysa](#)  
 [alina.soltys](#)  
 [alinas@corumgroup.com](mailto:alinas@corumgroup.com)



**Amber Stoner**  
Senior Analyst

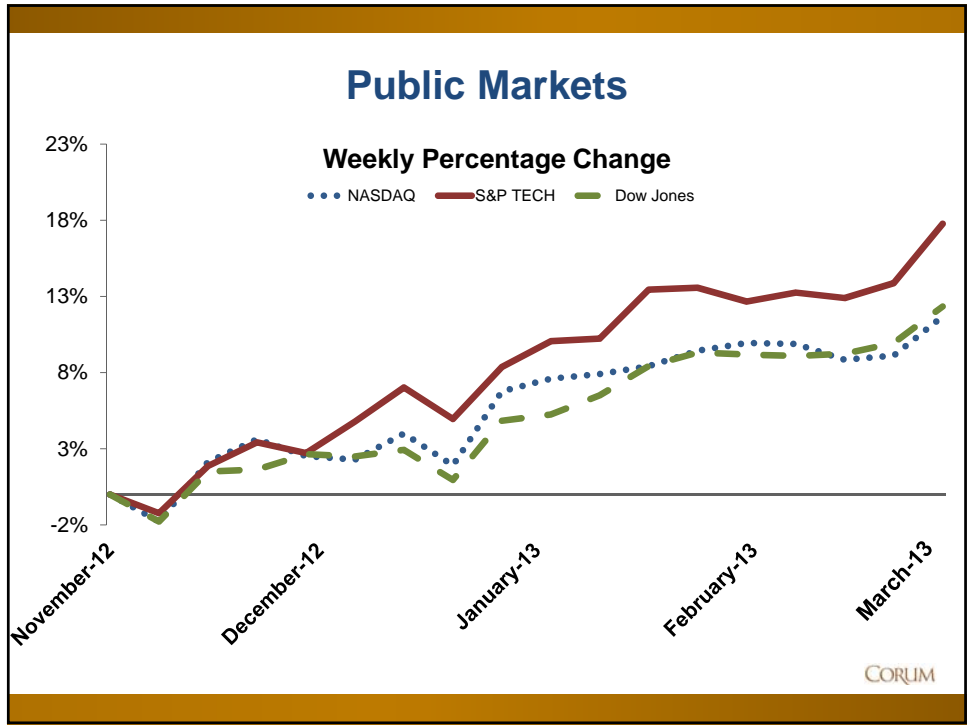
Contact:  
 [ambers@corumgroup.com](mailto:ambers@corumgroup.com)



**Jason Steblay**  
Research Analyst

Contact:  
 [jasons@corumgroup.com](mailto:jasons@corumgroup.com)

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### Corum Index

	Feb-12	Feb-13
# of Transactions	284	242
# of Mega Deals	4	5
Largest Deal	\$2.0B	\$24.4B
Private Equity Deals	7	8
# VC backed Exits	68	57
% Cross Border Transactions	30%	31%
% of Startup Acquisitions*	12%	13%
Average Life of Target	14	13

Buyer	Seller	Price
Silver Lake Partners	Dell Inc.	\$24.4b
Liberty Global	Virgin Media Group	\$16b
Oracle	Acme Packet	\$2.1b
Charter Communications	Bresnan Communications	\$1.6b
Total Systems Services	NetSpend	\$1.4b

Spending on M&A last month was more than spending in the month of Feb. in the past four years combined. It represents a record amount for post-recession monthly deal values.

- WSJ

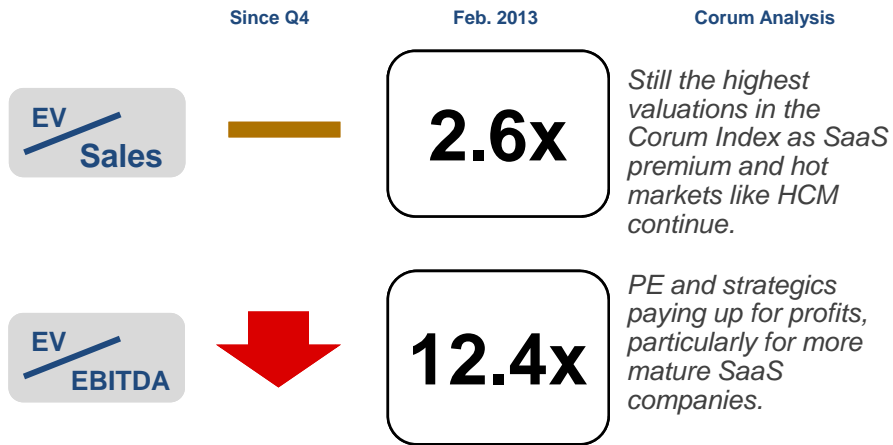
\* 0 to 3 years

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## Horizontal Application Software Market

### Public Valuation Multiples




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## Horizontal Application Software Market

### Deal Spotlight



Sold to





**Sector:** Advertising Analytics  
**Target:** Atlas Advertiser Suite (Microsoft)  
**Acquirer:** Facebook  
**Transaction Value:** Estimated \$30 - \$50 million

- Many marketers that advertise on Facebook today use Atlas, and Atlas has been an approved partner for measurement since June
- Atlas's platform, combined with Nielsen and Datalogix, will help advertisers close the loop and compare their Facebook campaigns to the rest of their ad spend across the web on desktop and mobile.

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## Horizontal Application Software Market

### Deal Spotlight

SmartOps®



Sector: Supply Chain Analytics  
Target: SmartOps  
Acquirer: SAP AG [Germany]  
Transaction Value: Undisclosed

- A provider of inventory and service-level optimization software solutions
- SmartOps and SAP have a longstanding relationship, jointly delivering supply chain solutions to many large enterprise customers

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## Vertical Application Software Market

### Public Valuation Multiples

Since Q4

Feb. 2013

Corum Analysis

EV / Sales



2.4x

*Financial services and healthcare command even higher multiples.*

EV / EBITDA



12.1x

*SaaS still the big story here too, particularly for PE buyers seeking niche platforms and tuck-in opportunities.*

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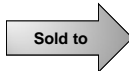




## Vertical Application Software Market

### Deal Spotlight: Financial Services

EV



**Target:** Provisio Limited (UK)  
**Acquirer:** Rubik Financial Limited (Australia)  
**Transaction Value:** Undisclosed

- Acquisition will place Rubik as a market leader in the provision of scaled wealth advice software in the retirement fund market

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EV



**Target:** Capital Stream [HCL Technologies] (France)  
**Acquirer:** Linedata Services  
**Transaction Value:** \$45 million

- A market leading software platform that offers a suite of credit lifecycle management solutions to the financial services industry

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## Vertical Application Software Market

### Deal Spotlight

E



**Sector:** Education  
**Target:** ActiveGrade  
**Acquirer:** Haiku Learning  
**Transaction Value:** Undisclosed

- ActiveGrade is a web-based gradebook wholly dedicated to standards-based grading
- The ActiveGrade team and their innovative approach have been featured in Silicon Prairie News, the Huffington Post, and the Harvard Education Newsletter

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# Consumer Application Software Market

## Public Valuation Multiples

Since Q4

Feb. 2013

Corum Analysis

EV / Sales



1.5x

Record gaming M&A and legalization of iGaming drives valuations...

EV / EBITDA



6.5x

...but recently public and established gaming co's struggling to find footing.

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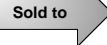


# Consumer Application Software Market

## Deal Spotlight

EV

**GAS POWERED GAMES**



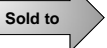
**WARGAMING.NET**  
LET'S BATTLE

Target: Gas Powered Games  
Acquirer: Wargaming.net (Belarus)

- Bolsters Wargaming's push into multiplatform expansion, complementing recent acquisitions

EV

**DAY 1 STUDIOS**



**WARGAMING.NET**  
LET'S BATTLE

Target: Day 1 Studios  
Acquirer: Wargaming.net (Belarus)  
Transaction Value: \$20 million

- Provides online, multiplayer war simulation videogames for consumers globally.

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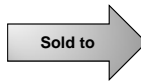


## Consumer Application Software Market

### Deal Spotlight



Dailymotion



Sector: Digital Content  
 Target: Dailymotion (France)  
 Acquirer: Orange [France Telecom] (France)  
 Transaction Value: \$79.72 million

- Operates a French video-sharing website for consumers.
- After acquiring a 49% stake in Jan. 2011, Orange exercised its option to raise its stake in video-sharing portal Dailymotion to 100%.

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## Infrastructure Software Market

### Public Valuation Multiples

Since Q4

Feb. 2013

Corum Analysis

EV / Sales



2.2x

*The cloud just keeps growing in importance for enterprise, driving value of market presence.*

EV / EBITDA



9.7x

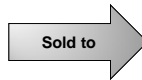
*The laggard among these continues to be legacy software, as the cloud moves in.*

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## Infrastructure Software Market

### Deal Spotlight



**Sector:** Virtualization  
**Target:** Virsto Software  
**Acquirer:** VMware [EMC]  
**Transaction Value:** \$200 million in cash

- Acquisition will expand VMware's storage portfolio, which includes the storage virtualization and management capabilities of VMware vSphere® and the VMware vSphere Storage Appliance™.
- EMC Corporation plans to license the Virsto technology, extending the cooperative efforts between the two companies in storage architectures.

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## Infrastructure Software Market

### Deal Spotlight



**Sector:** Virtualization  
**Target:** Strangeloop Networks (Canada)  
**Acquirer:** Radware Limited (Israel)  
**Transaction Value:** \$8.4 million in cash + \$6m earnout based on milestones

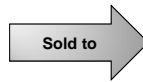
- Strangeloop's technology accelerates web applications for companies such as O'Reilly Media, Petco, Wine.com and other global e-commerce sites and SaaS providers.

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## Infrastructure Software Market

### Deal Spotlight



**Sector:** Network Management

**Target:** Skyfire Labs

**Acquirer:** Opera Software ASA (Norway)

**Transaction Value:** \$50 million - \$38m in cash, \$12m in stock

- Plan to release joint products, particularly looking to expand on Opera's Web Pass offering, which allows consumers to purchase innovative data plans such as an unlimited 'day pass' of popular apps and web sites for an affordable price.

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## Internet Market

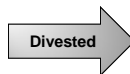
### Deal Spotlights



**Target:** DreamSimplicity

**Acquirer:** Montclair Advisors

- Acquisition complements Montclair's core product, the SaaS Top 250 Report, where the world's leading SaaS companies are identified and categorized by growth stage, geography and type.

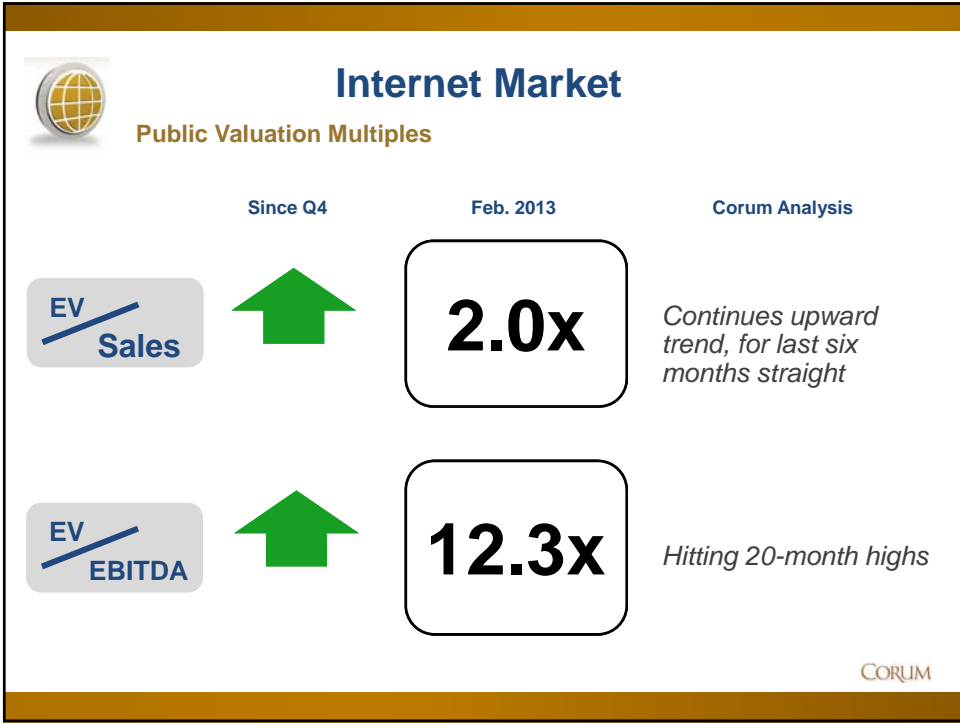


**Target:** BowTie Inc. (special interest media brands assets)

**Acquirer:** I-5 Publishing LLC

- I-5 Publishing is a newly formed Joint Venture of two publishing industry executives

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## IT Services Market

### Public Valuation Multiples

Since Q4

Feb. 2013

Corum Analysis

EV / Sales



0.5x

Still the lowest performing sector, but values are holding steady

EV / EBITDA



9.7x

PEs look to do highly strategic or large deals here

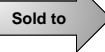
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## IT Services Market

### Deal Spotlights

Felix Software Solutions



GENPACT  
INTELLIGENT ENTERPRISES POWERED BY PROCESS

EV

Target: Felix Software Solutions (India)  
Acquirer: Genpact Limited [India]  
Transaction Value: \$2 million

- India-based Felix Software, is a key subcontracted service provider to JAWOOD

but

JAWOOD  
People. Services. Tools.



GENPACT  
INTELLIGENT ENTERPRISES POWERED BY PROCESS

EV

Target: JAWOOD  
Acquirer: Genpact Limited [India]  
Transaction Value: \$51 million in cash

- Adds to Genpact's deep domain expertise and strengthens the company's solutions and services offerings in the healthcare payer market

only deals

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## IT Services Market

### Deal Spotlight

**COMPLEX**

Sold to

**Mahindra**  
Rise.

**Target:** Complex IT [Brazil]  
**Acquirer:** Mahindra Satyam [India]  
**Transaction Value:** Undisclosed

- Combination strengthens commitment to the Brazilian market, one of the fastest growing enterprise solutions markets
- The current spend on IT by companies in Brazil is approximately US\$70B, with US\$36B being spent on services and software

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## Corum Research Report



**Elon Gasper**  
Vice President,  
Director of Research

Contact:

[in/elongasper](#)

[elong@corumgroup.com](mailto:elong@corumgroup.com)



**Alina Soltys**  
Senior Analyst

Contact:

[in/soltysa](#)

[alina.soltys](#)

[alinas@corumgroup.com](mailto:alinas@corumgroup.com)



**Amber Stoner**  
Senior Analyst

Contact:

[ambers@corumgroup.com](mailto:ambers@corumgroup.com)



**Jason Steblay**  
Research Analyst

Contact:

[jasons@corumgroup.com](mailto:jasons@corumgroup.com)

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## Nordic Tech M&A – Mark Johnson



Mark Johnson  
Senior Director

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## Corum – Recent Nordic Deals



IFS (Sweden)  
acquires  
360 Scheduling  
(UK)



Friedman (USA)  
acquires  
A+W divestment of  
Glaston (Finland)



Lumesse (UK)  
acquires  
Edvantage  
(Norway)



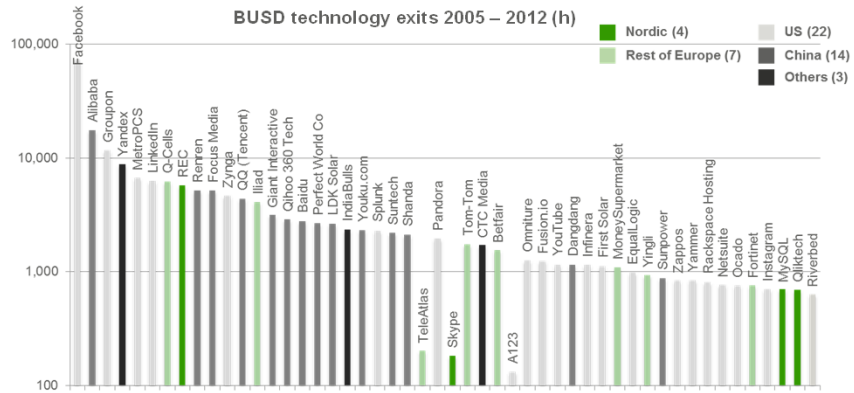
uBlox (CH)  
acquires  
Fastrax (Finland)



PlumChoice (US)  
acquires  
tific (Sweden)

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## Nordic technology firms represent significant portion of global BUSD exits...



- Nordic companies represented 8% of all global billion dollar technology exits



IPO: 6.7 BUSD



M&A: 2.75 BUSD



IPO: 1 BUSD

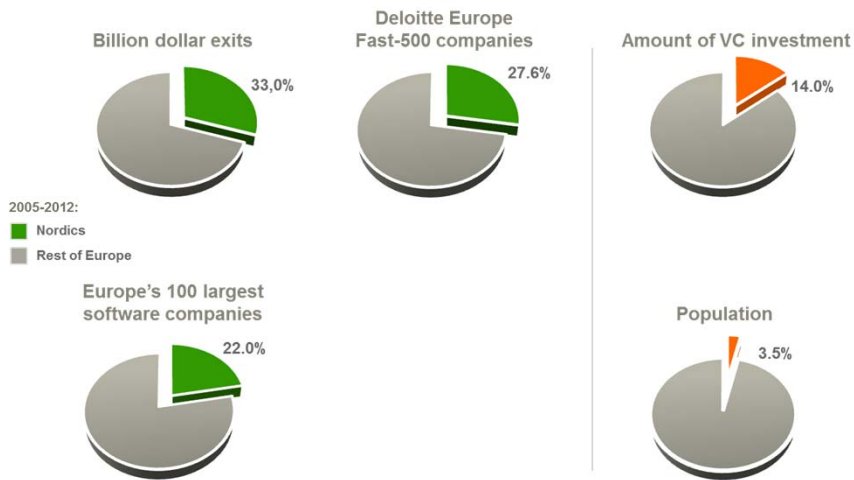


M&A: 1 BUSD

Source: NVCA, EVCA, Thompson, Dow Jones, Balderton

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## and a disproportionately large portion of Europe



Sources: EVCA, Thompson, Dow Jones, Deloitte

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## Long History of Building Large, International Companies



## Nordic entrepreneurs continue to create world class companies & technologies

Sample of recent successful companies & services created by Nordic entrepreneurs



Note: Skype, Soundcloud, Playfish primarily established outside Nordics

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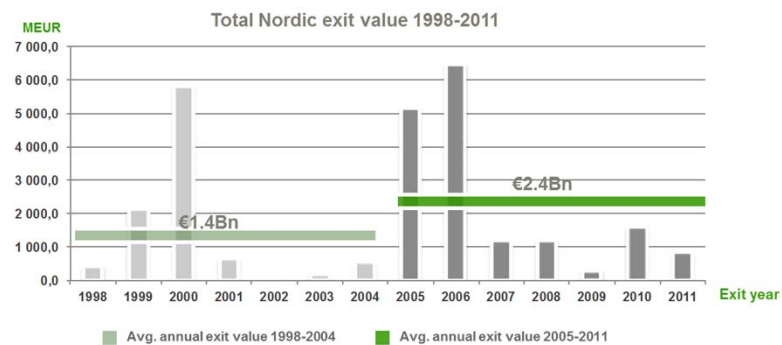
## The Nordics is one of the world's most attractive regions for an entrepreneurs / VC

Rank	Best Countries To Start a Company <sup>1</sup>	Global Innovation Index <sup>2</sup>	R&D as % of GDP <sup>3</sup>	Researchers per 1000 employed <sup>3</sup>	Global Competitive-ness Index <sup>4</sup>	Corruption Perceptions Index <sup>5</sup>
1	Denmark	Iceland	Israel	Finland	Switzerland	Denmark
2	Canada	Sweden	Sweden	Iceland	Sweden	New Zealand
3	United States	Hong Kong	Finland	Denmark	Singapore	Singapore
4	Sweden	Switzerland	United States	Sweden	United States	Finland
5	New Zealand	Denmark	Denmark	Norway	Germany	Sweden
6	Ireland	Finland	Austria	Austria	Japan	Canada
7	Switzerland	Singapore	Iceland	United Kingdom	Finland	Netherlands
8	Norway	Netherlands	France	Estonia	Netherlands	Australia
9	Iceland	New Zealand	Belgium	Slovenia	Denmark	Switzerland
10	Netherlands	Norway	United Kingdom	Luxembourg	Canada	Norway

Sources: 1) Small Business Administration's Office of Advocacy 2) INSEAD 3) OECD 2010 Factbook 4) World Economic Forum 5) Transparency International CPI 2010

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## The Nordics is one of the world's most attractive regions for an entrepreneurs / VC



- Average exit value per year for the last seven years is €2.4Bn
- Total exit market value increased 72% between economic cycle in '98-'04 and '05-'11

Sources: EVCA, Thompson, Dow Jones, Creandum  
Note: does not include exits to financial buyers

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## Nordic region consistently producing winners

Tech exits larger than €100M 1998 - 2004



Median P/S: 15  
Median Rev: 27 MEUR

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## Trending towards more solid businesses with considerable revenues

Tech exits larger than €100M 2005 - 2011

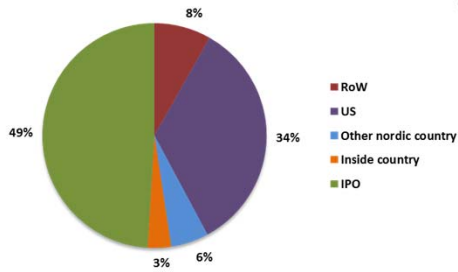


Median P/S: 6  
Median Rev: 53 MEUR

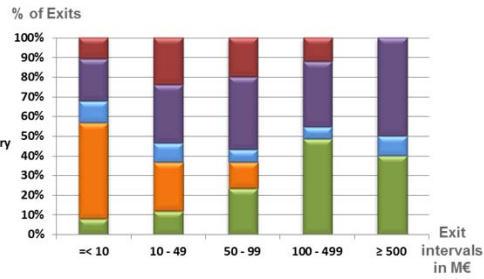
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## IPO and trade sale to US most important for large exits

Exit value distribution for trade sale & IPO (of total exit value)



Nr of exits for trade sale & IPO per exit interval



- Lack of larger Nordic exit opportunities since IPO-market dried up after 2000
- Larger exits very dependent on US exit market
- VC investors in 100% of exits larger than €500M and 73% of exits larger than €100M (% of total exits)

Source: Creandum

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## Q&A

- We welcome your questions!
  - Use Q&A window on right side
  - Submit to queue at any time
  - Ask “all panelists” – see “ask” option above text-entry box

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## World Financial Symposiums

- “Growth & Exit Strategies” Live Conference

- London, April 18
- New York, Summer
- Silicon Valley, Fall



- Market Spotlight Webcast Series

- Big Data – Big Deal? – March 26

[www.worldfinancialsymposiums.com](http://www.worldfinancialsymposiums.com)

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## Upcoming Conference Schedule

**Selling Up Selling Out (SUSO)** - Ready to go to market? During this half-day workshop, learn to prepare, position, research, value, negotiate, and execute due diligence for maximum price and structure. This is the most attended Tech M&A event ever – participants have done over \$1 trillion in transaction value.

**Merge Briefing (MB)** - The Merge Briefing is a 90-minute executive briefing providing a current M&A market update (trends, valuations, etc.), as well as a brief overview of the Tech M&A process: “8 Steps To An Optimal Outcome.”

Mar. 28: <b>Calgary</b> – MB	Apr. 23: <b>Washington D.C.</b> – MB
Mar. 28: <b>Edmonton</b> – MB	Apr. 25: <b>Phoenix</b> – MB
Apr. 9: <b>Pittsburgh</b> – SUSO	Apr. 25: <b>Rochester</b> – SUSO
Apr. 11: <b>Minneapolis</b> – MB	Apr. 30: <b>Dallas</b> – SUSO
Apr. 17: <b>Salt Lake City</b> – MB	May 2: <b>Austin</b> – SUSO
Apr. 18: <b>Boston</b> – MB	May 2: <b>Kansas City</b> – MB
Apr. 18: <b>Frankfurt</b> – MB	May 7: <b>Omaha</b> – MB
Apr. 19: <b>Berlin</b> – MB	May 7: <b>Ottawa</b> – SUSO
Apr. 23: <b>Montreal</b> – SUSO	May 8: <b>Des Moines</b> – MB

[www.CorumGroup.com/Events.aspx](http://www.CorumGroup.com/Events.aspx)

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## After the Deal – Celebration



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