



TECH M&A MONTHLY

....starts in 2 minutes

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The Global Leader in Software M&A

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Horizontal Applications | Vertical Applications | Consumer Applications | Infrastructure | Internet | IT Services

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MERGERS & ACQUISITIONS

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Resources
Markets
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EXPERIENCE MAKES THE DIFFERENCE

WHAT'S MY COMPANY WORTH?

"We engaged Corum to obtain liquidity for some of our shareholders. With their assistance we were able to accomplish this objective and the preparation work helped us to eventually secure a significant investment from the venture capital community. We are happy with the outcome."

Charles Plant
Dynamics

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 live, 30-minute format. [Register today.](#)

TRANSACTIONS

ANSYS
Engineering Simulation Software

ESTEREL
e-Infrastructure

CORUM
MERGERS & ACQUISITIONS

Transactions

EVENTS

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

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

23 August 2012

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

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...

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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:
 - Atlanta, GA
 - Chicago, IL
 - Amsterdam
 - Paris
 - Vancouver BC
 - Berlin



- Munich
- Denver, CO
- London
- Cambridge
- Memphis, TN
- Copenhagen

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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:
 - Toronto, ON
 - Rochester, NY
 - Seattle, WA
 - Austin, TX



- Dallas, TX
- Raleigh, NC
- New York
- Vancouver, BC

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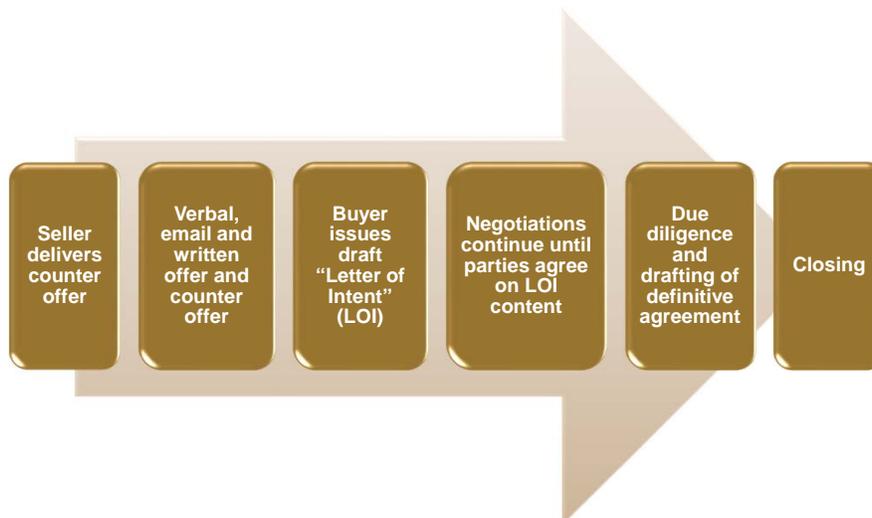
8 Stages for an Optimal Outcome

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."

May 15: Atlanta – MB	June 11: Berlin – MB
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May 30: Paris – MB	June 19: Cambridge – MB
May 30: Vancouver – MB	June 20: Memphis – MB
May 30: Kitchener – MB	June 20: Dublin – MB
May 30: Toronto – MB	June 25: Seattle – SUSO
June 4: Rochester – SUSO	June 27: Copenhagen – MB

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 May 16, 12:30am PT, and 8:00am PT
 - See “Conferences and Events” at 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, AMI, 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

10 Steps to Successfully Sell Now

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Agenda

- Welcome
- Field Report
- Conferences
- Research Report
- 10 Steps to Successfully Sell Now
- Q&A

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Field Report



Mark Johnson
Director
Corum Group International, Ltd.



Mark's professional experience is as an M&A advisor, CEO of an IT company, Venture Capitalist, IT Management Consultant and Naval Officer. The thread throughout his career has been Information Technology, its commercialization, and its applications towards improving business effectiveness. His undergraduate education is from the U.S. Naval Academy in Annapolis, MD, where he received a degree in Systems Engineering.

In 2006 he spent one year at the Stockholm School of Economics attaining an MBA. Additionally, he was a semi-professional road cyclist and was ranked 1st in the U.S. Mid-Atlantic. He enjoys the challenges and dynamism involved with identifying new technology innovations with strong commercialization applications, particularly in an international setting where he has had the opportunity to work in numerous countries throughout Asia, the Middle East, Europe, and Africa.

Serving as a Naval Officer provided an exceptional leadership opportunity in a challenging and diverse environment.

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SaaS University

- Softletter's SaaS University Comes to Seattle
- SaaS/Mobile/Wearable in the Cloud
- Event Details



- Date: Tuesday, May 21, 2013 – Thursday, May 23
- Time: 10:00AM – 6:00PM
- Location: Embassy Suites Hotel Seattle/Bellevue



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WORLD FINANCIAL SYMPOSIUMS

■ Growth & Exit Strategies for Software and IT Companies

■ New York, June 5 at Dentons US LLP

Sponsors:

■ Keynote Speaker:

- Klaus Schauer, Chief Strategist and Founder, AppFolio



■ Panelists Include:

- F5 Networks
- Greycroft
- Bregal Sagemount
- Seaport Capital
- Revel Partners
- The Stripes Group
- Lerer Ventures
- ...and many more



www.wfs.com

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Upcoming Webcasts

■ **June 13: Hypervaluations & Megadebt**

■ **July 18: Mid-Year Report**

■ **August 8: Sellers Panel**

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Corum Research Report



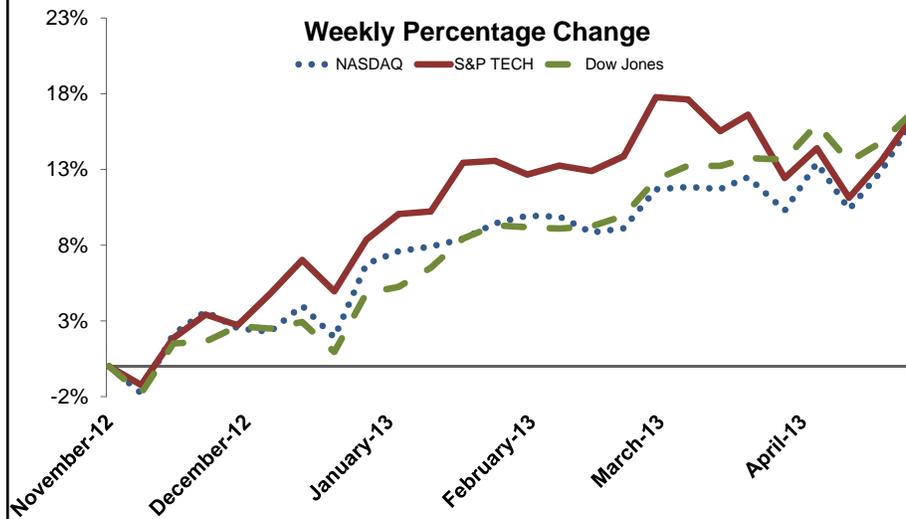
Elon Gasper
Vice President, Director of Research
Corum Group Ltd

Elon Gasper founded pioneering animation and speech software company Bright Star Technology in the 1980s. With Corum's assistance he closed venture funding, expanded and then sold Bright Star to a public company in the early 90s. He holds 9 patents for his software innovations and was a finalist for the Flugelman, the only personal achievement award given by the Software Publishers Association. He has also won a Traditional Game of the Year, a Best Practices for Product Innovation, a COMDEX Envision and a Codie, the retail software 'Oscar'.

After Bright Star, Elon went on to drive development, business and marketing strategies in a variety of companies and roles, including Chief Technologist in entertainment giant Vivendi Universal's Sierra Online division; Senior VP at VizX Labs, a pioneering SaaS business delivering DNA analysis tools to scientists; and participant in a number of other start-ups, notably in the medical device, geoweb and telecommunications spaces. His background also includes faculty, staff and other positions at UCLA, Cal State, and currently University of Washington, where he has appointment as Entrepreneur-in-Residence at UWBTEC; systems programming at a Fortune 500 company's Advanced Technology Center; and biomedical research.

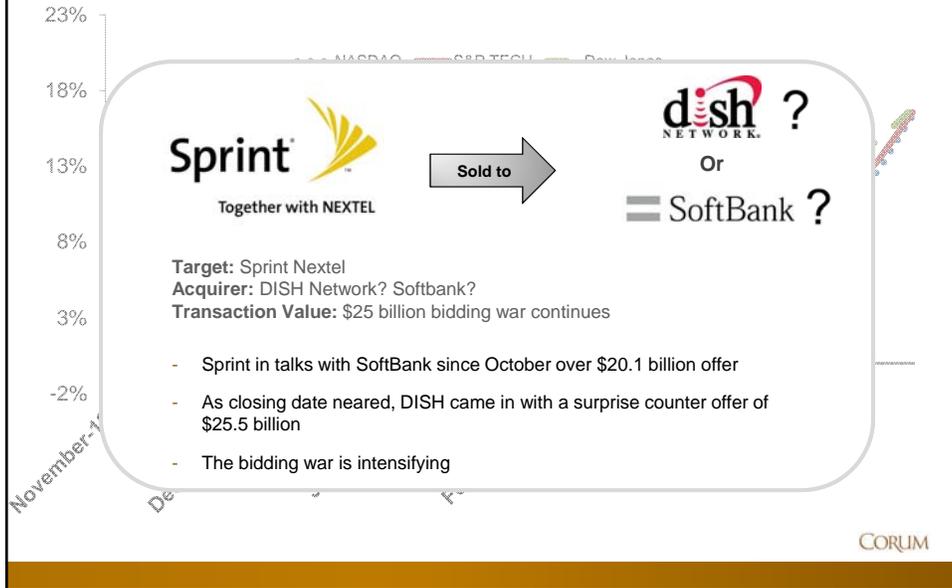
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Public Markets



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Public Markets



Public Markets



Q2 2013 to Date: Representative Deals

Market	Target	Acquirer	Value	EV/S	Description
 IT Services	 CompuCom. <small>The Leading IT Outsourcing Specialist</small>		\$1.1 billion	0.5x	Provides a range of OS, virtualization, unified communications, collaboration, and IT security and storage systems integration
 Infrastructure		 <small>An Intel Company</small>	\$389 million	7.2x	Provides network security management software and systems for businesses globally
 Vertical	 <small>www.electronic-banking.com</small>		\$750 million	7.5x	BGC Partners eSpeed platform, which provides electronic securities, treasuries and stock trading software for financial market customers globally
 Internet			\$33 million	—	Operates an online video entertainment channel for teenagers as part of the YouTube Original Programming channel lineup
 Horizontal			\$6 million	3.1x	Plus up to \$3M additional (nearly 5x revenue). Provides electronic invoice processing SaaS for businesses and government agencies in Sweden
 Consumer			\$8 million	—	Provides a mobile GPS-based driver assistance application for iOS and Android device users.

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Q2:2013 - Top Acquirers to Date

Top Acquirers	Targets
	 <small>MOBILE · CLOUD · INTELLIGENCE</small>  <small>embedded systems</small>   <small>MASHERY</small>
	  
	   <small>the optimization company</small>
	  

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Corum Research Report



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10 Steps to Successfully Sell Now



Bruce Milne
CEO
Corum Group Ltd.

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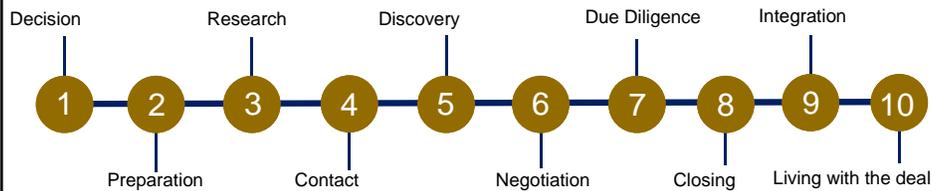
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A graduate with Distinction from Harvard Business School, Bruce has written three books on business models for success, including *Power Planning*. He is a frequent lecturer and author.

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10 Steps to Successfully Sell Now



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Step 1: Decision



Jim Perkins
Regional Director, Digital Media Specialist
Corum Group, Ltd.

Entertainment software entrepreneur Jim Perkins is directly responsible for publishing some of the industry's biggest franchises, including Unreal, Duke Nukem, Wolfenstein, Doom, Hunting Unlimited, and Driver. A well-known senior executive with a 22-year track record of publishing such bestselling hits, he founded and grew two highly successful software publishing companies (FormGen and ARUSH) from start-ups to multi-million dollar enterprises.

Jim also launched Radar Group, the first Transmedia Incubation Company to monetize entertainment franchises across all media, including film and television. His success and extensive experience in software production, marketing and public relations, packaging, online and retail distribution and software M&A, uniquely qualify him as an expert in building value and realizing wealth. Jim joined Corum Group, the world's leading software M&A firm, with a specific focus on educating and helping prospective sellers maximize the value of their digital media companies.

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Step 1: Decision



Decision

- How is your sector doing?
- Are the buyers buying?
- Where are valuations?
- Don't miss the window
- Understand timing

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Step 2: Preparation



Jim Allen
Regional Director
Corum Group, Ltd.

Jim Allen has over 30 years in the software/services industry. He spent much of that time as the VP of Sales/Marketing at Timberline Software which was later acquired by Sage Software. He was also VP of Sales at Clientele Software, a help desk/CRM software company that Epicor acquired. After his time in software sales and marketing operations he founded and served as the CEO of two software companies. One of the companies, Certified Software, he built and sold to a public company at the height of the PC boom.

After selling Certified he developed Value Based Selling – A Software Sales Methodology and built a sales and marketing consultancy organization around deploying it to software and technology companies like IBM, Sage Software, Intuit, Harland Financial and software subsidiaries of GE and 3M.

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Step 2: Preparation



Preparation

- Set tasks, timeline
- Allocate staff resources
- Conduct internal due diligence
- Compile business/marketing plan
- Ready financials/projections
- Ready presentation materials

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Step 3: Research



Ed Ossie
Regional Director
Corum Group

Ed has over 30 years of international experience serving high-growth technology companies and has spent the last 20 years in chief operating and chief executive roles. During this time, Ed has become known for his ability to design, build and execute multi-year growth strategies with a highly engaged team. The high performance teams operate in a trust-based company culture which in turn drives scale and strong customer relationships, producing profitable growth.

Ed served as President of Innovation Group PLC, and prior to that led the sale of MTW Corporation to Innovation Group as MTW CEO. Both companies are in the insurance software and business process services segments. Prior to that he was Division Manager and Vice President for the Texas Instruments Software Group, which grew from startup to 1300 people in 5 years.

Today he advises a number of high-growth technology teams on how they might win, shape and scale their operations to create viable high impact options for their future. Ed graduated with a Bachelor of Science degree from Missouri State University and attended select Executive Programs at Stanford Graduate School of Business, such as the Executive Program for Growing Companies and the 2011 Directors Consortium.

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Step 3: Research



Research

- Prepare buyers list (A&B level, financial, non tech)
- Perform strategic analysis on each buyer
- Prepare preliminary valuation
- Determine proper contact (Execs, EA's, advisors)
- Outside advisor/board/investor influencers
- Prepare position statement for each buyer

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Step 4: Contact



Jeff Brown
Vice President
Corum Group Ltd.

Jeff joined Corum in 2007 as Regional Director in Houston, Texas. He has over 25 years of entrepreneurial and consulting experience building software and business services companies. He specializes in information technology for engineering, scientific and business applications. He also understands the energy industry and multinational operations.

Jeff helped form and was President of Severn Trent Worksuite, a FTSE 100 subsidiary, which became the leading provider of enterprise and wireless workflow management software. Jeff was Vice President at IntelliGIS, a pioneer in geographic information systems and wireless computing. Additionally, he launched Western Hemisphere operations for Simon Petroleum Technology, a provider of petroleum reservoir management software, and was a member of the initial management team at GeoQuest Systems, which became the leader in petroleum decision support systems.

Jeff began his career on the research staff at Columbia University and is a published author. He holds a degree in Geology from the State University of NY.

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Step 4: Contact



Contact

- Create introductory correspondence
- Draft/customize executive summary
- Execute NDAs and non-solicitations
- Screen initial interest, valuation expectations
- Establish log on all communications
- Refine position/process based on feedback

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Step 5: Discovery



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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Step 5: Discovery



Discovery

- Coordinate conference calls, site visits, and meetings
- Establish technology review process
- Prepare formal valuation report
- Develop synergy and contribution analysis
- Set up NDA with customers, contractors, etc.
- Finish due diligence on buyer

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Step 6: Negotiation



Mark Johnson
Director
Corum Group International, Ltd.

Mark's professional experience is as an M&A advisor, CEO of an IT company, Venture Capitalist, IT Management Consultant and Naval Officer. The thread throughout his career has been Information Technology, its commercialization, and its applications towards improving business effectiveness. His undergraduate education is from the U.S. Naval Academy in Annapolis, MD, where he received a degree in Systems Engineering.

In 2006 he spent one year at the Stockholm School of Economics attaining an MBA. Additionally, he was a semi-professional road cyclist and was ranked 1st in the U.S. Mid-Atlantic. He enjoys the challenges and dynamism involved with identifying new technology innovations with strong commercialization applications, particularly in an international setting where he has had the opportunity to work in numerous countries throughout Asia, the Middle East, Europe, and Africa.

Serving as a Naval Officer provided an exceptional leadership opportunity in a challenging and diverse environment.

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Step 6: Negotiation



Negotiation

- Organize and host final visits
- Provide structure guidance
- Create an auction environment
- Negotiate with top bidder(s)
- Sign Letter of Intent (L.O.I.)
- Inform other bidders of No Shop

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Step 7: Due Diligence



Jon Scott
Senior Vice President
Corum Group International, Ltd.

Jon joined Corum in 2010 out of their Seattle headquarters and is now based in Amsterdam. He has close to 30 years experience serving high technology companies with the last 20 mainly in chief operating and chief executive roles. During this time Jon has become known for his ability to successfully integrate strategies and tactics into well executed operating plans, building strong teams and achieving excellent results.

Jon has served as President and CEO of The PowerTech Group, a security and compliance software company sold to Help/Systems in 2008, and Microserv Technology Services, a nationwide tech services company which was acquired by Halifax Corporation in 2003. Earlier he served as President and COO of Traveling Software, a leading developer of communications software in Seattle. Prior to his operating roles Jon held vice president roles in sales, marketing and business development for technology companies.

Jon has taught in the software product management program at the University of Washington and holds a business administration degree from San Francisco State University.

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Step 7: Due Diligence



Due Diligence

- Verification of financial statements/projections
- Determine if outside advisors/opinions needed
- Establish confidential data room
- Technical/Legal/Ownership due diligence
- Written explanation of business model/methodologies
- Complete definitive agreement/attachments

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Step 8: Closing



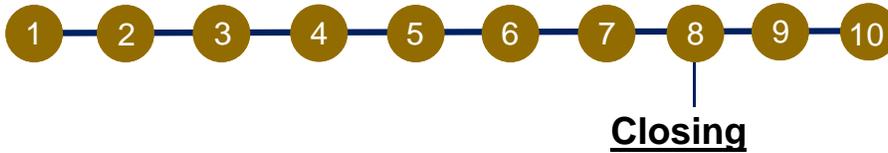
Ward Carter
Chairman
Corum Group Ltd.

Corum's former President and now Chairman, Ward Carter's technology background includes a variety of management positions with the Burroughs Corporation (later Unisys). Then, as vice president of a Wall Street investment firm and as principal in a regional venture firm, he raised capital for ventures in computer hardware, software, and biotechnology. As an executive for a Seattle-based archival storage software company, he attracted venture capital and assisted with the eventual acquisition of the company by a larger competitor. As president of InfoMatrix, and later Discovery Sales + Marketing, Ward provided strategic consulting support to emerging software companies.

He joined Corum in 1997, has successfully managed numerous software company mergers and acquisitions worldwide, was appointed President in 2006 and Chairman in 2010. He graduated with Honors from Seattle University with a B.A. in Business.

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Step 8: Closing



- Final reps & warranties
- Determine escrow hold-backs
- Final opinion(s)
- Sign contracts
- Arrange payment/distribution
- Regulatory filings

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Step 9: Integration



Peter Andrews
Regional Director
Corum Group, Ltd.

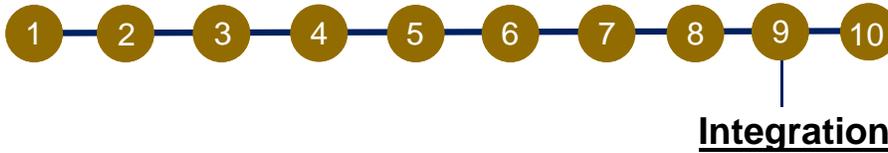
Peter Andrews has over 25 years of senior executive strategic, operational, financial and transitional management experience in the technology and enterprise software sectors. Peter was the founder, CEO and Chairman of a software/hardware technology company and the first research company to develop and use kiosks and on-line surveys for data collection. After growing this company from startup to IPO, Peter was engaged by venture capital investors to turn around, grow and sell an international enterprise software company. This company was sold to an international buyer in 2010.

Subsequently, Peter made the decision to focus his knowledge and experience into helping other business leaders find success. In addition to his work as a Corum Regional Director, he serves as a strategic and operational advisor and coach to several business leaders.

He has been directly engaged in developing and implementing corporate finance initiatives, acquisitions and divestitures and delivers a pragmatic results based approach to his engagements. Peter holds an MBA from the Ivey School of Business and serves on the boards of several businesses and not for profit organizations.

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Step 9: Integration



- Advanced planning – during negotiation
- Determine synergies
- Best practices analysis
- Interim transition team
- Employee retention plan
- Set up monitoring/reporting

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Step 10: Living with the Deal



Bruce Milne
CEO
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Step 10: Living With the Deal



Living With the Deal

- Go fishing with Corum!
- Be sure there are no deal regrets
 - Price, structure, buyer continuance
- Were employees taken care of?
- Wealth management
- What next – WTC?

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Q&A

- We welcome your questions!
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World Financial Symposiums

- “Growth & Exit Strategies” Live Conference

- New York, June 5
- Silicon Valley, Fall



WORLD FINANCIAL SYMPOSIUMS

- Market Spotlight Webcast Series

- Social Marketing – May 21

www.worldfinancialsymposiums.com

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June 4: Rochester – SUSO	June 27: Copenhagen – MB

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After the Deal – Celebration



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