



TECH M&A MONTHLY

....starts in 2 minutes

CORUM

Past Attendees Include:



Google



Microsoft



symantec.



EMC²



ca technologies



SONY®



SYNOPSYS®



T-Mobile®

Digital River®



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The Global Leader in Software M&A

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EXPERIENCE SOFTWARE MARKETS

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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 led 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.](#)

TRANSACTIONS

ANSYS
ESTEREL
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4 Transactions

EVENTS

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

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

23 August 2012

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.](#)

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

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:



- | | |
|---------------|-------------|
| ▪ Prague | ▪ San Diego |
| ▪ Brno | ▪ Stockholm |
| ▪ Warsaw | ▪ Helsinki |
| ▪ Cincinnati | ▪ Halifax |
| ▪ Cleveland | ▪ Calgary |
| ▪ Los Angeles | ▪ Vienna |

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Selling Up, Selling Out

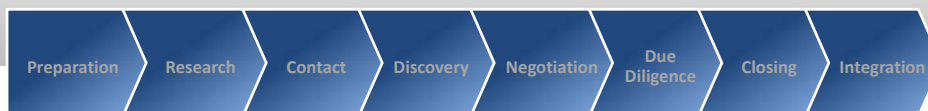
- Half-Day
- Tech M&A Bootcamp
- The most attended tech executive conference in history
- Upcoming events in:
 - Minneapolis
 - Phoenix
 - Toronto
 - London
 - Orange County
 - Amsterdam
 - Salt Lake City
 - Reston



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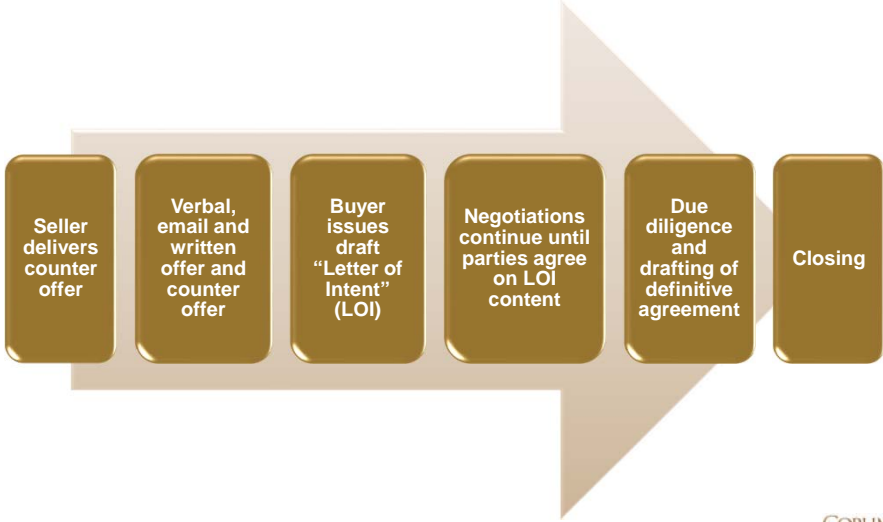
8 Stages for an Optimal Outcome

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."

Sep. 17: Minneapolis – SUSO	Oct. 10: Orange County – SUSO
Sep. 17: Prague – MB	Oct. 11: San Diego – MB
Sep. 19: Warsaw – MB	Oct. 14: Nashville – MB
Sep. 20: Phoenix – SUSO	Oct. 15: Stockholm – MB
Sep. 24: Toronto – SUSO	Oct. 16: Halifax – MB
Oct. 1: Cincinnati – MB	Oct. 24: Amsterdam – SUSO
Oct. 3: Columbus – MB	Oct. 24: Salt Lake City – SUSO
Oct. 8: London – SUSO	Oct. 30: Calgary – MB
Oct. 9: Los Angeles – MB	Nov. 6: Vienna – 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 September 19, 12:30am PT, and 8:00am PT
 - See "Conferences and Events" at MergersAndAcquisitions.webex.com

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Global Tech M&A Monthly

Global Reports & Microsoft's Changes

CORUM

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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Agenda

- Welcome
- Global M&A Reports
 - Western Europe
 - Nordics
 - Russia
 - Latin America
 - China
- Research Report
- Special Report: Microsoft After Ballmer
- Q&A

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International Update



Nat Burgess
President
Corum Group Ltd.

Nat joined Corum in 1996 and brings a diverse background in technology M&A and law. While with the Enforcement Division of the U.S. Securities and Exchange Commission, Nat helped identify and build cases against securities fraud schemes. With the Strategic Development Division of Morgan Stanley's M&A group, Nat worked on cross-border acquisitions of U.S. and European companies by Japanese firms, and on financings by large Japanese public companies. Nat moved to Morgan Stanley's Tokyo office, where he reported directly to the President of Morgan Stanley, Japan Ltd. and focused exclusively on cross-border M&A.

After Morgan Stanley, Nat co-founded Postcard Software, a creator of advertiser-driven bilingual (English and Japanese) Internet content. At Activision, Nat led the company's on-line business development.

Nat earned an undergraduate degree in Japanese literature from Yale College and a law degree from UCLA. While in law school, Nat wrote articles for the International Forum at Yale, Tokyo Journal.

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Nordic Update



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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Russia Update



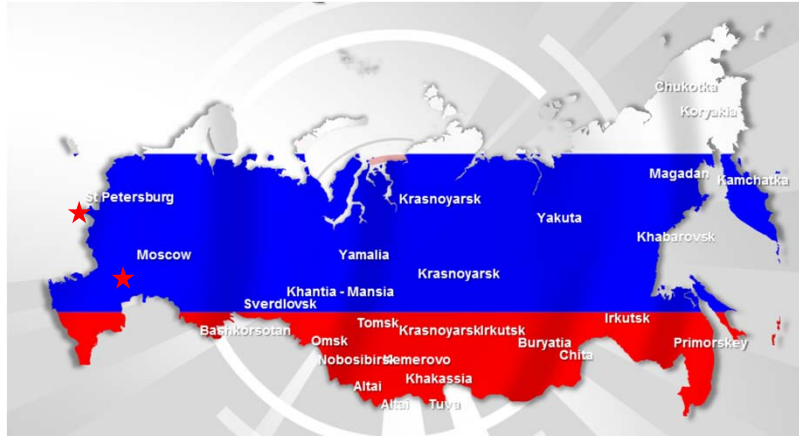
Valeriya Chumachenko
Data Analyst
Corum Group Ltd.

A member of Corum's Research Department staff since early 2012, Data Analyst Valeriya Chumachenko has expertise in international technology, finance and management, particularly within the Slavic world, founded on her education and experience. She possesses multilingual talents (including Russian, Ukrainian, English, and French) as well as being an author of multiple papers including "International Engineering Risks Systematization," published in the Journal of Development Management in 2011. Previously, she served as an investment manager at IG Advantage Capital, during which time she also earned a post-graduate Management Training certification from the LG Development Center. Born in the Soviet Union, Valeriya earned her Masters degree in Economics from Kharkiv National Economic University in Ukraine.



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Tech M&A In Russia



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Top Russian Tech Companies

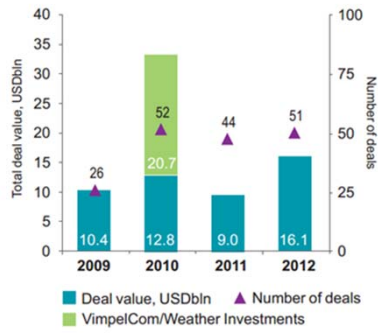
Yandex



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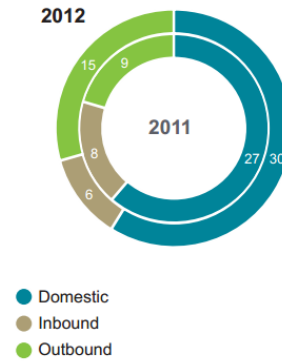
M&A in Russia 2012

M&A in communications and media, 2009–2012



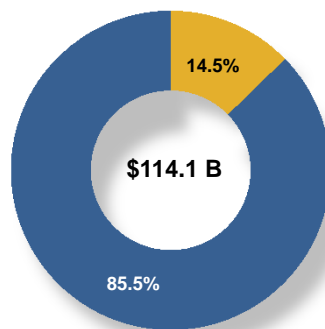
Source: KPMG

Number of deals by type, 2011–2012



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Russian Tech M&A in 2012



■ Russian M&A ■ Global



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Russian Cross-border Buyers 2013

TELE2



VTB
World Without Barriers. VTB Group

Target: Tele2 [Sweden]
Acquirer: VTB [Russia]

- Tele2 is one of Europe's leading telecom operators with 22 million subscribers in Russia
- Acquisition includes the Russian division of Tele2

f freedom OSS*



LUXOFT

Target: Freedom OSS (assets) [USA]
Acquirer: Luxoft [Russia]

- Freedom OSS, that offers a range of consulting and implementation services, will widen Luxoft's presence in America



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Russian Cross-border Sellers 2013

H HABГEOKOM



HEXAGON

Target: Navgeokom LLC [Russia]
Acquirer: Hexagon AB [Sweden]

- Purchasing Navgeocom, one of the distributors of surveying and mapping products, Hexagon expands its presence in Russia and Central Asia..

RStyle Softlab



**ASSECO
POLAND**

Target: R-Style Softlab [Russia]
Acquirer: Asseco Poland SA [Poland]
Transaction Value: \$28 million

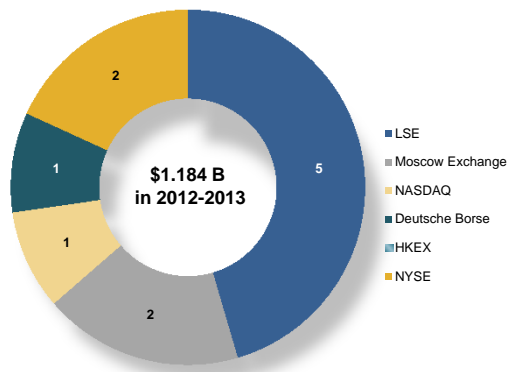
- R-Style Softlab which is the leading producer of software for banking and financial sectors provided Asseco a foothold on the Russian market.



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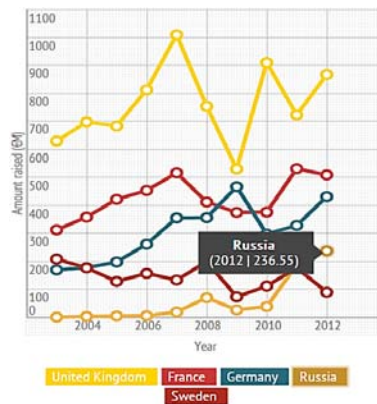
IPO and VC fundraising

IPOs by listing center
(2005 – August 2013)



IPO and VC fundraising

The top five European nations
by VC raised in tech



Source: VentureSource

Latin America Update



Jeff Brown
Vice President
Corum Group Ltd.

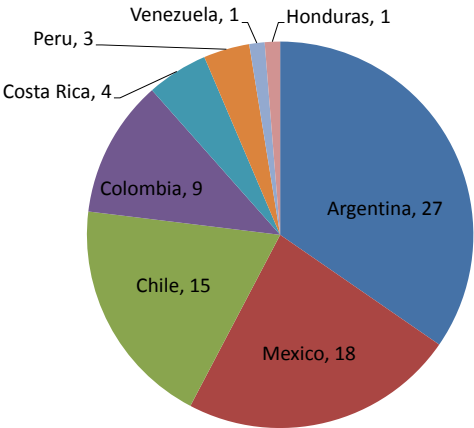
Jeff joined Corum in 2007 as Regional Director in Houston, Texas. He has over 25 years of entrepreneurial and consulting experience building software and business services companies. He specializes in information technology for engineering, scientific and business applications. He also understands the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

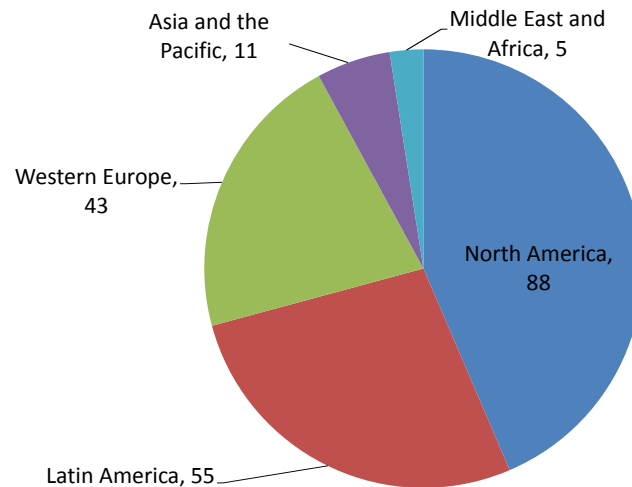
Jeff began his career on the research staff at Columbia University and is a published author. He holds a degree in Geology from the State University of NY.



Latin American Sellers by Country (Spanish-speaking only)



Latin American Buyers by Region



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Latin American Lessons

- Tech, talent & revenue valuable everywhere
- Making connections the limiting factor
- Most deals built from the buy-side
- Sellers can avoid this with the right approach

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China Update

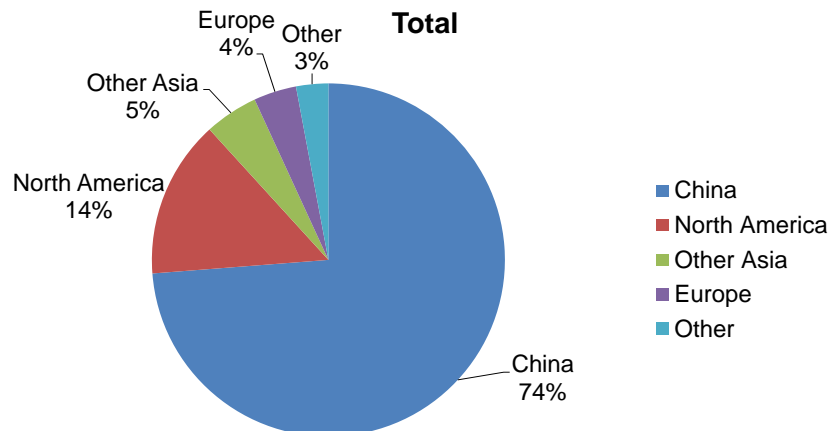


Dougan Milne
Corum Group Ltd.

Dougan represents Corum's business development overseas with a focus on emerging markets while based in the EU. Dougan has previously served as Director for Corum's Research Department and a Research Analyst working with Corum's international group headquartered in Zürich, Switzerland. Prior to joining Corum's team in 2005, Dougan spent three years working in the banking industry with Bank of America, and Citigroup's Private Wealth business unit. Before entering finance and investment banking, Dougan founded the successful garment distribution business, Billions Apparel. Dougan has a Bachelors degree in Business Economics from the University of San Diego.

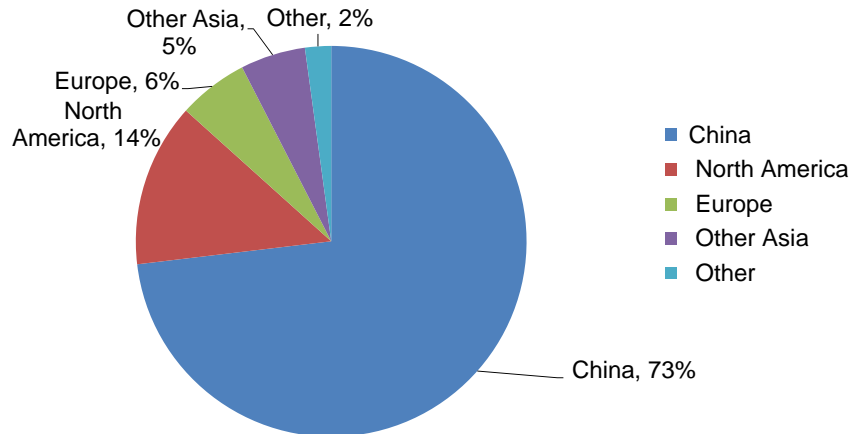
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Chinese Acquisitions by Region






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Buyers of Chinese Firms by Region



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Tencent 腾讯

Company	Date	Location	Deal Amount	Description
	Q3 2013	USA	\$8B	<ul style="list-style-type: none"> - Tencent is an investor in Activision Blizzard's \$8 billion buyback from Vivendi - Activision CEO, Bobby Kotick, Tencent and a group of investors will own a 24.9 percent stake in the newly independent company
	Q2 2012	USA	Not disclosed	<ul style="list-style-type: none"> - Tencent acquired a minority stake - Epic will continue to operate independently and seek to further expand its game franchises across multiple platforms
	Q1 2011	USA	\$400M in unspecified currency	<ul style="list-style-type: none"> - Tencent acquired a majority stake in Riot Games - Riot Games will retain its independent operations and its existing management team will continue to lead all aspects of the company - Riot Games plans to enhance its flagship title "League of Legends," expand into new markets and develop new games

Yahoo's China Acquisition



Target: Ztelic (Beijing)
Buyer: Yahoo! Inc. (USA)
Transaction Value: Not Disclosed
Date: Q3 2013

- The acquisition is Yahoo's first reach into China since 2003
- Ztelic is to be shuttered and founder Hao Zheng will lead the Beijing-based R&D center

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World Financial Symposiums

Market Spotlight Webcast Series

■ Regional Tech M&A Spotlight: China

- Monday, September 16th, 5pm PST
- Tuesday, September 17th, 8am Beijing Time



WORLD FINANCIAL SYMPOSIUMS

www.wfs.com

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Corum Research Report



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Jason Steblay
Research Analyst

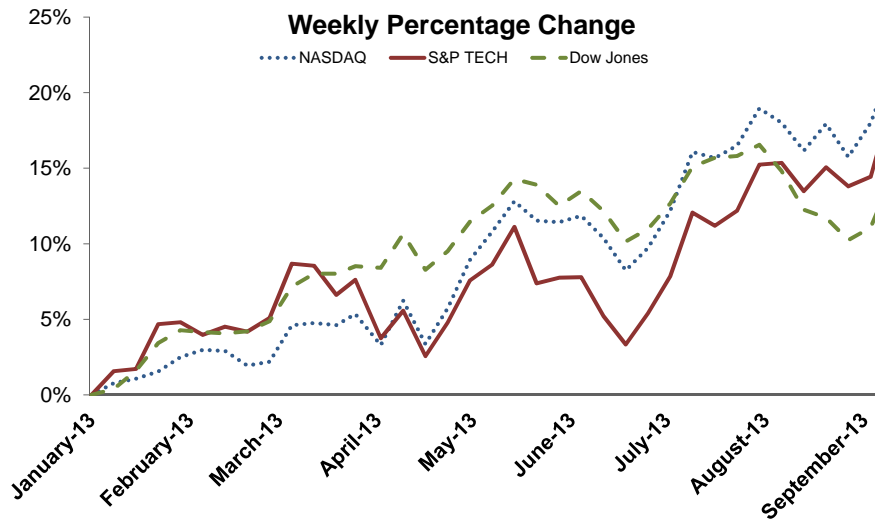
Contact:

jasons@corumgroup.com

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Public Markets

Weekly Percentage Change



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Buyer	Seller	Price
Baidu	91 Wireless Websoft	\$1.9B
Rockwell Collins	ARINC	\$1.4B



	Aug. 2012	Aug. 2013
# of Transactions	286	267
# of Mega Deals	2	2
Largest Deal	\$3.3B	\$1.9B
Private Equity Deals	13	14
# VC backed Exits	40	57
% Cross Border Transactions	31%	28%
% of Startup Acquisitions*	12%	13%
Average Life of Target	14	15

* 0 to 3 years

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Corum Index

Buyer	Seller	Price
Baidu	91 Wireless Websoft	\$1.9B
Rockwell Collins	ARINC	\$1.4B


➔


Target: 91 Wireless Websoft [China]
Acquirer: Baidu [China]
Transaction Value: \$1.9 Billion

- Provides an online mobile application and game marketplace in China through HIMarket and 91 Assistant.


➔


Target: ARINC Incorporated
Acquirer: Rockwell Collins
Transaction Value: \$1.4 Billion

- Provides commercial aviation in-flight and airport communications, data management and vertical software and systems.

* 0 to 3 years

CORUM

Corum Index

Buyer	Seller	Price
Baidu	91 Wireless Websoft	\$1.9B
Rockwell Collins	ARINC	\$1.4B

NOKIA
Products & Services

Sold to

 **Microsoft**

Target: Nokia [Products & Services division]

Acquirer: Microsoft

Transaction Value: \$5 Billion

- Nokia brings capability and talent in hardware design engineering, supply chain and manufacturing management, and hardware sales, marketing and distribution.
- Microsoft gets accelerated shares and profits in phones
- Additionally, Microsoft licenses significant mapping technology, though it stays with Nokia.

* 0 to 3 years

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Microsoft and Nokia Partnership



February 2011

Strategic partnership signed
Nokia exclusive to Windows Phone
Microsoft commits to HERE

November 2011

Lumia 800 ships
First Nokia Windows Phone

November 2012

Windows Phone 8 launch

April 2013

Lumia 520 ships
Entry level price point

July 2013

Lumia 1020 ships
Best camera phone in the world

Source: <http://www.microsoft.com>

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Microsoft's Nokia MegaDeal



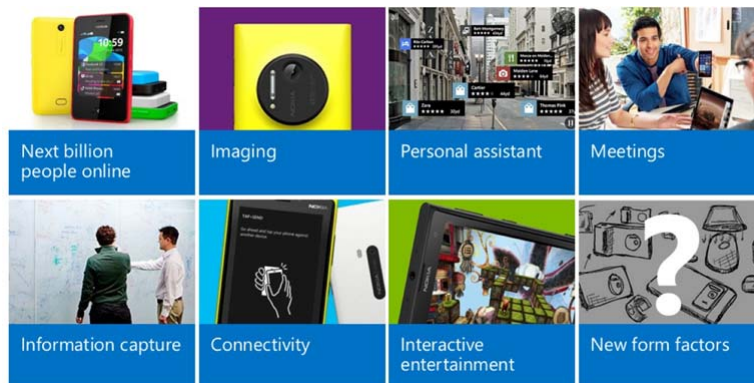
- Microsoft acquires Nokia's phone business
- Microsoft acquires Nokia's Qualcomm, other key IP licenses
- Microsoft licenses Nokia's patents for use across all Microsoft products
- Microsoft licenses ability to use Nokia HERE broadly in its products



- Nokia retains NSN, HERE, its CTO Office, and its patent portfolio
- Nokia and Microsoft cement original partnership with this deal before 2014 recommitment date

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Ballmer: These great teams together will accelerate...the overall opportunities...in critical areas.”



Source: <http://www.microsoft.com>

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Horizontal Application Software Market

Public Valuation Multiples

Since Q2

Aug. 2013

Corum Analysis

EV / Sales



2.9x

Heavy SaaS influence continues to return highest valuations in the Index.

EV / EBITDA



12.8x

BI and BPM deals lead the way this month.

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Horizontal Application Software Market

Deal Spotlight


JACKBE




software AG

Sector: BI
Target: Jackbe Corp.
Acquirer: Software AG [Germany]
Transaction Value: \$40 million

- Innovator for real-time visual analytics and intelligence software enabling rapid deployment and simple, powerful data mashing from any source.
- Software AG's new webMethods Intelligent Business Operations Platform (IBO) integrates JackBe's portfolio with the company's webMethods suite.

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Horizontal Application Software Market

Deal Spotlight



Sector: BI
Target: APOS Systems Inc. [CAN]
Acquirer: Galigeo [France]
Transaction Value: Undisclosed

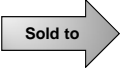
- Location Intelligence division of APOS Systems, which provides location-based BI software for the purpose of simplification, auditing, automation, reporting and systems management.
- Improves market-facing capabilities to deliver enterprise-level location intelligence solutions in geo-marketing, sales optimization, law-enforcement, infrastructures and compliance.

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Horizontal Application Software Market

Deal Spotlights



Target: Cordys Software B.V. [Holland]
Acquirer: OpenText Corporation [CAN]
Transaction Value: \$33 million

- Provides business process management (BPM) and cloud migration software, SaaS and PaaS, software development and systems integration services to businesses worldwide.



Target: ICCM Professional Services Limited [UK]
Acquirer: OpenText Corporation [CAN]
Transaction Value: \$18.9 million

- Provides IT service desk (ITSM) and business process management (BPM) SaaS for enterprise IT network administrators .

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Consumer Application Software Market

Public Valuation Multiples

Since Q2

Aug. 2013

Corum Analysis

EV
Sales



1.5x

Consumer EV/S
multiples haven't
dipped below 1.5x
since February

EV
EBITDA



7.5x

...growth in mobile,
games and others
keep value stable.

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Consumer Application Software Market

Deal Spotlight

 IQ Engines

Sold to



Sector: Media Content
Target: IQ Engines, Inc.
Acquirer: Yahoo!
Transaction Value: Undisclosed

- Provides facial, object, scene, landmark and text data recognition Web and mobile software for consumers and businesses that automatically tags and organizes photos accordingly.
- Will join the Flickr team at Yahoo!

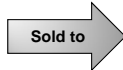
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Consumer Application Software Market

Deal Spotlights

midnox



EV

Target: Midnox Inc.
Acquirer: Instagram

- Provides an iOS mobile video application with integrated recording stabilization, filter and social media sharing features for consumers.

Stringwire



EV

Sector: Digital Content
Target: Stringwire
Acquirer: NBC Universal
Transaction Value: Undisclosed

- Provides a user-generated online video news destination which enables users to create Twitter-based channels and aggregate multiple user-generated video angles from other verified contributors.

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Infrastructure Software Market

Public Valuation Multiples

Since Q2

Aug. 2013

Corum Analysis

EV / Sales



2.3x

Security remains hot as companies look to protect the cloud.

EV / EBITDA



10.9x

Less value seen as heavy SaaS influence continues.

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Infrastructure Software Market

Deal Spotlight



Sector: Security
Target: Trusteer Inc.
Acquirer: IBM Corporation
Transaction Value: \$900 million

- Cloud-delivered security solutions by Trusteer will complement more than 100 Software as a Service (SaaS) solutions offered by IBM.
- Advances the investment IBM is making in cloud-delivered software and services and builds on more than 40 years of IBM's rich contribution to the security space.

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Infrastructure Software Market

Deal Spotlight



Sector: Security
Target: Alert Logic, Inc.
Acquirer: Welsh, Carson, Anderson & Stowe
Transaction Value: \$300 million

- Provides intrusion detection, vulnerability assessment and security log management SaaS for businesses.
- Specializes in providing a portfolio of Security-as-a-Service solutions for customers of hosting and cloud service providers.

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Infrastructure Software Market

Deal Spotlight



Sector: Security
Target: Armorize Technologies, Inc.
Acquirer: Proofpoint, Inc.
Transaction Value: \$25 million

- Provides exploit-based anti-malware, online advertising and website monitoring and source-code analysis SaaS for businesses' Internet users.
- 3rd and largest acquisition of 2013 helps to strengthen its position in the malware market



Internet Market

Public Valuation Multiples

Since Q2

Aug. 2013

Corum Analysis

EV / Sales



1.8x

Wary market values real revenue, and at rational, not exuberant, levels.

EV / EBITDA



12.2x

Overall valuations continue to be high despite recent disappointing IPOs.



Internet Market

Deal Spotlight



Sector: Advertising
Target: NMD Interactive Inc.(dba StreetEasy)
Acquirer: Zillow
Transaction Value: \$50 million

- Zillow's largest acquisition.
- Provides accurate and comprehensive for-sale and for-rent listings through partnerships with all of the largest real estate brokerages in New York. Also provides information about condos, co-ops, new developments and luxury real estate.

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Internet Market

Deal Spotlight



Sector: Advertising
Target: Adap.tv Inc.
Acquirer: AOL
Transaction Value: \$405 million

- Operates an online and mobile video advertising network for businesses, advertising agencies and content publishers globally.
- Positions AOL to capitalize on two clear trends in the video space – the movement of advertising dollars from linear to online video and the shift from manual transactions to programmatic media buying.

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Vertical Application Software Market

Public Valuation Multiples

Since Q2

Aug. 2013

Corum Analysis

EV / Sales



2.5x

SaaS-interested buyers pulled up the multiples.

EV / EBITDA



11.7x

Valuations remain high with increased Private Equity interest.

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Vertical Application Software Market

Deal Spotlights



Sold to



EV

Target: Teletrac, Inc.
Acquirer: Danaher Corporation

- Provides fleet management, vehicle-tracking, mobile navigation and stolen-vehicle tracking SaaS, with a global network that tracks more than 200,000 vehicles across 87 countries.



Sold to



EV

Target: Qualcomm (Omnitracs)
Acquirer: Vista Equity Partners
Transaction Value: \$800 million

- Provides GPS-enabled vehicle fleet tracking hardware and SaaS and fuel and maintenance management systems for transportation and logistics companies worldwide.

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Vertical Application Software Market

Deal Spotlights

coordina



TOMTOM

Sector: A/E/C

Target: Coordina [Spain]

Acquirer: TomTom NV [France]

Transaction Value: \$405 million

- First acquisition in more than 3 years
- Gives TomTom significant market share in the transportation, sales, construction and installation services industries in Southern Europe and Central and South America.

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IT Services Market

Public Valuation Multiples

Since Q2

Aug. 2013

Corum Analysis

EV
Sales



0.6x

Market sustaining
12 month highs
achieved in July

EV
EBITDA



9.4x

...driving
international M&A

CORUM



IT Services Market

Deal Spotlights



Sold to



EV

Target: Espalhe [Brazil]
Acquirer: Publicis Groupe [France]

- Provides digital marketing services, with a focus on social media marketing, for businesses in Brazil.



Sold to



EV

Target: Net@alk [China]
Acquirer: Publicis Groupe [France]

- Provides a broad range of social media marketing services, including campaign development and execution, monitoring and analytics and social advertising consulting services to major brands and corporations in China and worldwide.

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IT Services Market

Deal Spotlights



Sold to

WPP Group plc

EV

Target: Brandigital S.A. [Argentina]
Acquirer: WPP Group [UK]

- Provides a range of digital marketing services, including social media marketing, mobile advertising application development, Web design and development and e-commerce services for advertisers in Latin America.



Sold to

WPP Group plc

EV

Target: Verticurl [Singapore]
Acquirer: WPP Group [UK]

- Provides CRM and marketing software implementation and systems integration and consulting services to businesses globally.

CORUM

Corum Research Report



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Vice President,
Director of Research

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Special Report: Microsoft Post-Ballmer



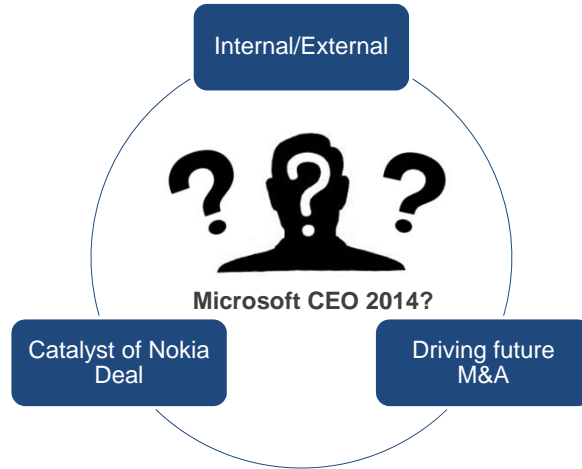
Elon Gasper
Vice President, Director of Research
Corum Group Ltd



Alina Soltys
Senior Analyst
Corum Group Ltd

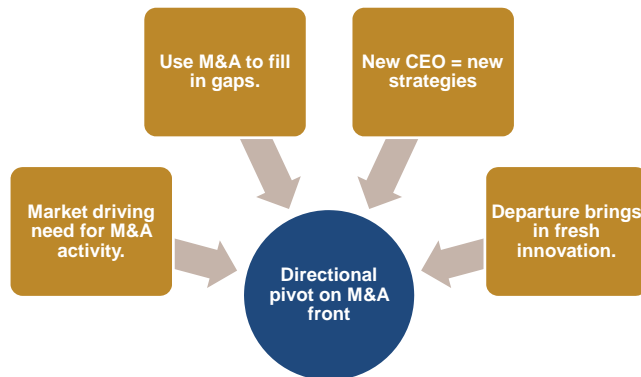
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Bye, Bye, Ballmer – Hello M&A?



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Current State in Microsoft M&A



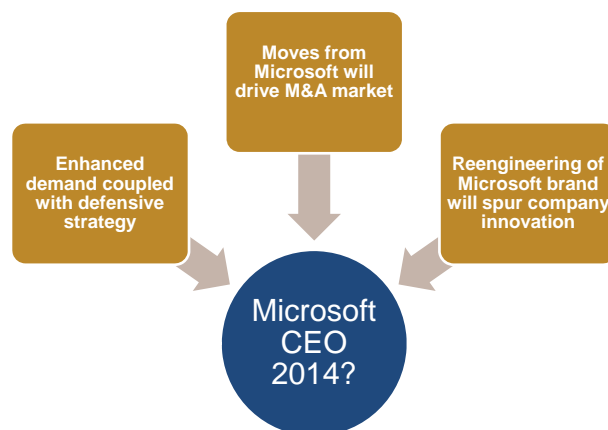
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Microsoft as a Conglomerate: Diverse Assets

- #1 operating system for PCs
- #1 corporate standard desktop office suite
- #2 Internet search engine
- #2 cloud computing platform
- #2 email provider
- Enormous enterprise software business
- Top video game console
- Major Web portal
- Growing mobile/hardware business

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Microsoft M&A: Looking Forward



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Microsoft Looking to Internal Talent?



Satya Nadella
EVP, Cloud and Enterprise



Tami Reller
EVP of Marketing



Kevin Turner
COO



Qi Lu
EVP, Applications and Services



Terry Myerson
EVP of Operating Systems



Mark Penn
EVP, Advertising and Strategy



Amy Hood
EVP and CFO



Kirill Tatarinov
EVP, Microsoft Business Solutions



Tony Bates
Executive VP

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Microsoft Looking to External Talent?



Alan Mulally
Ford



Stephen Elop
Microsoft (Nokia)



Mike Lawrie
Computer Sciences



Paul Maritz
VMware



Steven Sinofsky
former President of the Windows Division at Microsoft



Vic Gundotra
Google



Kevin Johnson
Juniper Networks

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Already a Mega-Acqui-Hire?



Stephen Elop
Microsoft (Nokia)

- Previous experience in Microsoft structure
- Expertise with enterprise and consumer markets
- Knowledge of mobile market, needed to reenergize the vital but lagging mobile division

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3 Potential Mega-Acqui-Hires



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Mega-Acqui-Hire #1



#1

- Former Microsoft board member
- Ability to catalyze media and mobile efforts
- Proven leadership ability

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Mega-Acqui-Hire #1: Reed Hastings



Reed Hastings,
CEO Netflix



- Integration of XBOX and Netflix
- Reimagining of media and mobile
- Positive impact on larger industry M&A

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Mega-Acqui-Hire #2



#2

- Social networking expertise
- Business leader and innovator
- Experience in M&A arena with Facebook

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Mega-Acqui-Hire #2: Jeff Weiner



Jeff Weiner
CEO LinkedIn

- Standout executive with proven financial expertise
- Skillfully navigated strategic hurdles
- Focus on long term objectives

LinkedIn

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Mega-Acqui-Hire #3



#3

- Leader of search powerhouse – now being reenergized
- Superb product executive
- One of America's most powerful businesswomen

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Mega-Acqui-Hire #3: Marissa Meyer



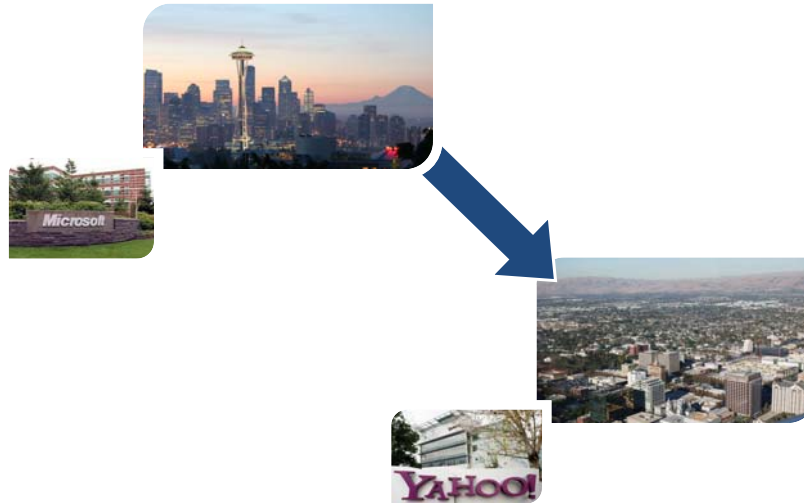
Marissa Meyer
CEO Yahoo!

YAHOO!

- Follows the Gates template: young, “geek”, product-oriented
- Highly active in M&A space
- Could lead to biggest change yet for Microsoft
- “A strong Microsoft is good for the industry overall.”

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Big Move for Microsoft HQ?



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Microsoft's Major Shakeups (so far)

- Windows 8 growth stalled
- Price cuts on Surface
- Steve Ballmer retiring
- ValueAct getting a board seat
- Entering the smartphone business with Nokia
- Total management and organizational structure remake

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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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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.”

Sep. 17: Minneapolis – SUSO	Oct. 10: Orange County – SUSO
Sep. 17: Prague – MB	Oct. 11: San Diego – MB
Sep. 19: Warsaw – MB	Oct. 14: Nashville – MB
Sep. 20: Phoenix – SUSO	Oct. 15: Stockholm – MB
Sep. 24: Toronto – SUSO	Oct. 16: Halifax – MB
Oct. 1: Cincinnati – MB	Oct. 24: Amsterdam – SUSO
Oct. 3: Columbus – MB	Oct. 24: Salt Lake City – SUSO
Oct. 8: London – SUSO	Oct. 30: Calgary – MB
Oct. 9: Los Angeles – MB	Nov. 6: Vienna – MB

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After the Deal – Celebration



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