



Tech M&A Monthly Starts in 2 minutes



Questions? Comments?
@CorumGroup

CORUM
MERGERS & ACQUISITIONS

ABOUT VALUATIONS & PROCESS TRANSACTIONS RESOURCE CENTER CONTACT

TECH M&A FOR CEOs, BY CEOs.

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

I want to sell and get in touch with an advisor immediately.
[CONTACT US →](#)

I am thinking about selling and would like more information.
[ABOUT CORUM →](#)

I'm not ready to sell yet, but want to research and learn about M&A.
[RESOURCE CENTER →](#)



34
Years in business

20+
Advisors worldwide

\$10B
In wealth created

325+
Closed transactions

PAST ATTENDEES INCLUDE



IHS Markit®



Microsoft



DELL EMC



SONY®



SYNOPSYS®

PTC®

T-Mobile®

Digital
River®



NEC

- **Private Equity Panel**
- **Buyers Panel**
- **Top Acquirer Profiles: Google, Accenture**
- **Valuation Strategy**
- **Planning for Post-Acquisition Success**
- **Special Reports: SaaS, Mobile, Gaming, France, Canada, Payments, Agtech, Security**



Tech M&A Monthly Starts in 1 minute



Questions? Comments?
@CorumGroup

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



MERGE BRIEFING	
Nov 15	Cincinnati
Nov 15	Grenoble
Nov 19	Hamburg
Dec 4	Boston

MERGE BRIEFING

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



SELLING UP, SELLING OUT

Nov 26	Montréal
Nov 27	Ottawa
Dec 3	Salt Lake City
Dec 4	Cleveland



8 Stages for an Optimal Outcome



MERGE BRIEFING



90-minute industry update
Overview of the M&A process

Half-day tech M&A bootcamp
Deep dive: selling your company

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more at CorumGroup.com/events

CORUM

Tech M&A Monthly

12 Tips to Avoid Due Diligence Disaster

Tech M&A Monthly

November 14, 2019

TANYA FROEHLICH, DIRECTOR, EUROPEAN OPERATIONS, CORUM GROUP Intl. S.á.r.l.



- **13 years Tech M&A experience**
- **Based in Zurich, Switzerland**
- **Oversees the European marketing efforts, corporate planning & strategy, recruitment and team integration**
- **Prior to joining Corum, was the Export Sales Manager for a leading Asian food and beverage manufacturing & exporting company based in Thailand**
- **Holds an MBA and speaks English, German and Thai**

We welcome your questions!

**Use the Q&A box during
the webcast**

**Email questions to
info@corumgroup.com**

Field Report: Jeff Brown, Austin

Field Report: Lonnie Schilling, NYC

Tech M&A Research Report

**Special Report:
12 Tips to Avoid Due Diligence Disaster**



WFS EDUCATING
TECHNOLOGY
LEADERS
WORLD FINANCIAL SYMPOSIUMS

Growth & Exit Strategies

For Software and IT Companies
London, Nov 29th

Guest Speakers From:



London
Stock Exchange



So much of **SUCCESS** is about timing...
...the same is true when you pick an **exit strategy**

JEFF BROWN, SVP, CORUM GROUP



- **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.**



September 29th, Austin, Texas USA

LONNIE SCHILLING, VP, CORUM GROUP



- **Lonnie joined Corum after 30 years in several executive roles and in various tech verticals, including telco, financial, industrial, transportation, municipality and government.**
- **Lonnie's career has spanned the globe, while also living and working in Europe and the United States. Lonnie's leadership roles at companies such as Cisco and venture capital put him in the lead of selling and buying various tech companies. Lonnie served as CEO of Birdstep Technology, a publicly traded company, which he sold.**
- **He was also founder and CEO of jKool, an AI Analytics firm which he merged into Nastel Inc. Most recently as chairman of OP5, Lonnie was at the forefront of selling the company to a PE backed company.**
- **Lonnie speaks German fluently and has a Bachelor's of Science in Computer Science and MBA.**

LONNIE SCHILLING, VP, CORUM GROUP



**“Tech M&A Reimagined”
October 17th Webinar
NYC**

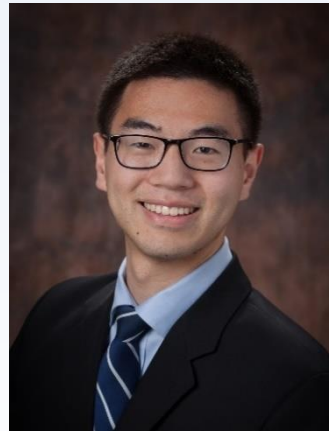




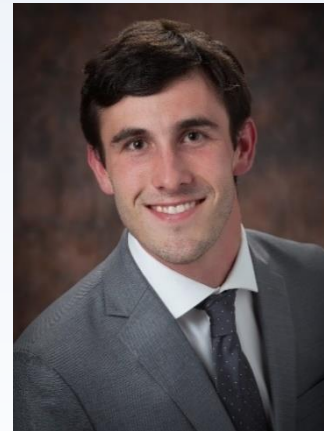
Elon Gasper
EVP, Research



Stephanie Jensen
Research Analyst



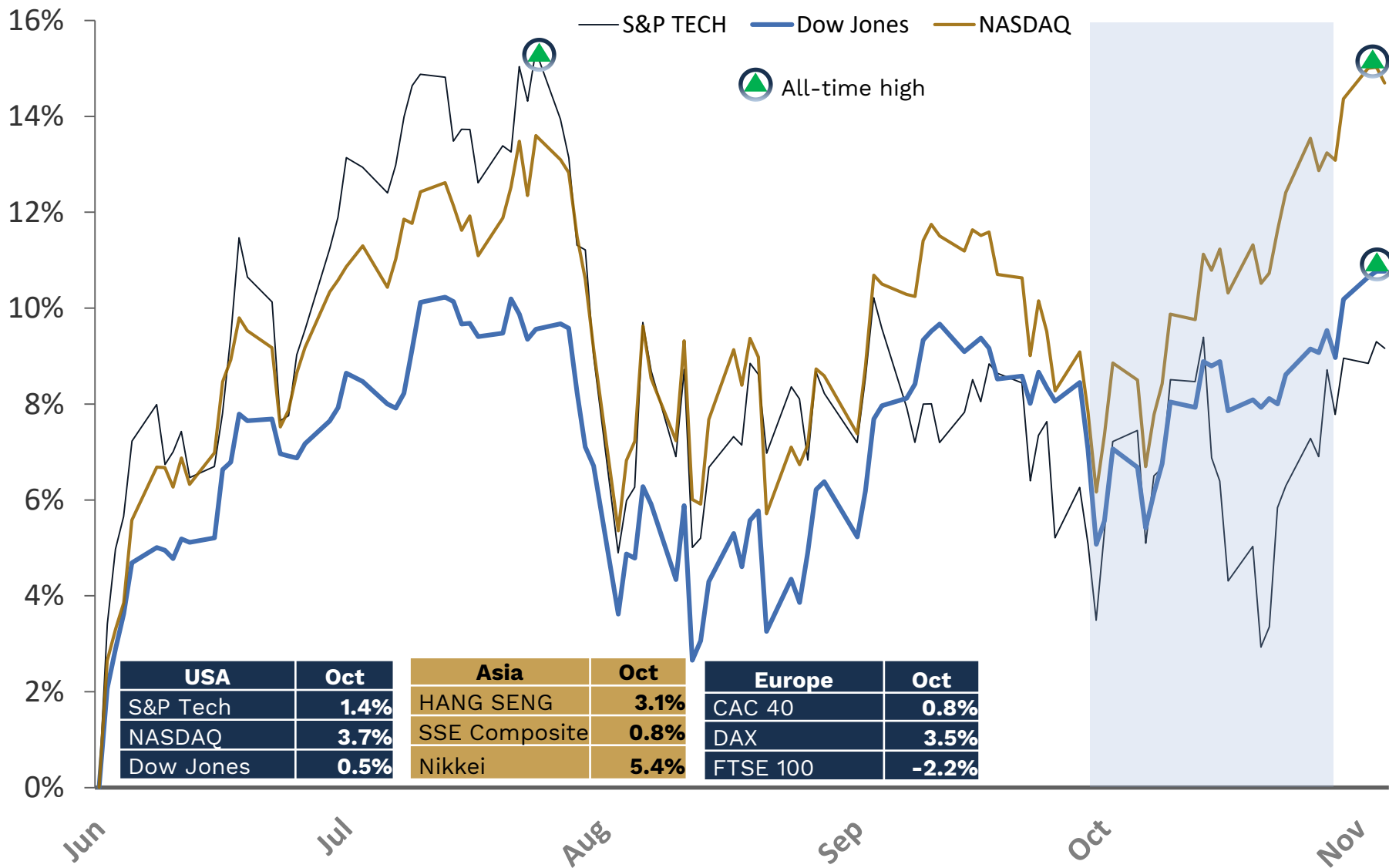
Billy Hao
Research Analyst



Matt Haberlach
Research Analyst

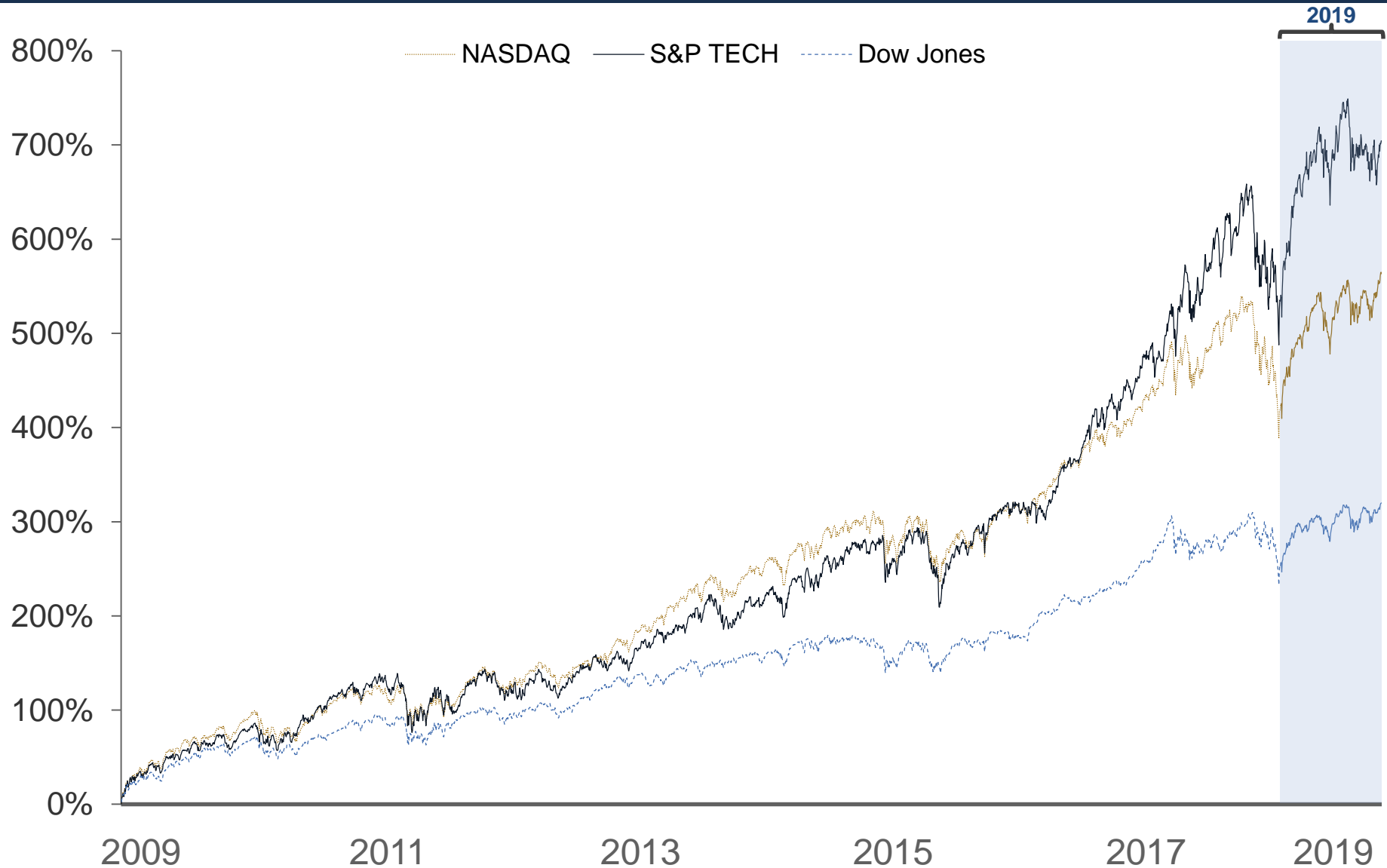
PUBLIC MARKETS (JUN-OCT 2019)

% Change



PUBLIC MARKETS 2009-2019

% Change



Market

Transactions

Oct. 2018

342

Oct. 2019

354

4% 

Mega Deals

8

3

63% 

Largest Deal

\$34B

\$4B

88% 

Pipeline

**Private Equity
Platform Deals**

Oct. 2018

30

Oct. 2019

42

40% 

VC-Backed Exits

80

80



Attributes

**Cross Border
Transactions**

Oct. 2018

36%

Oct. 2019

40%



**Start-Up
Acquisitions**

15%

16%



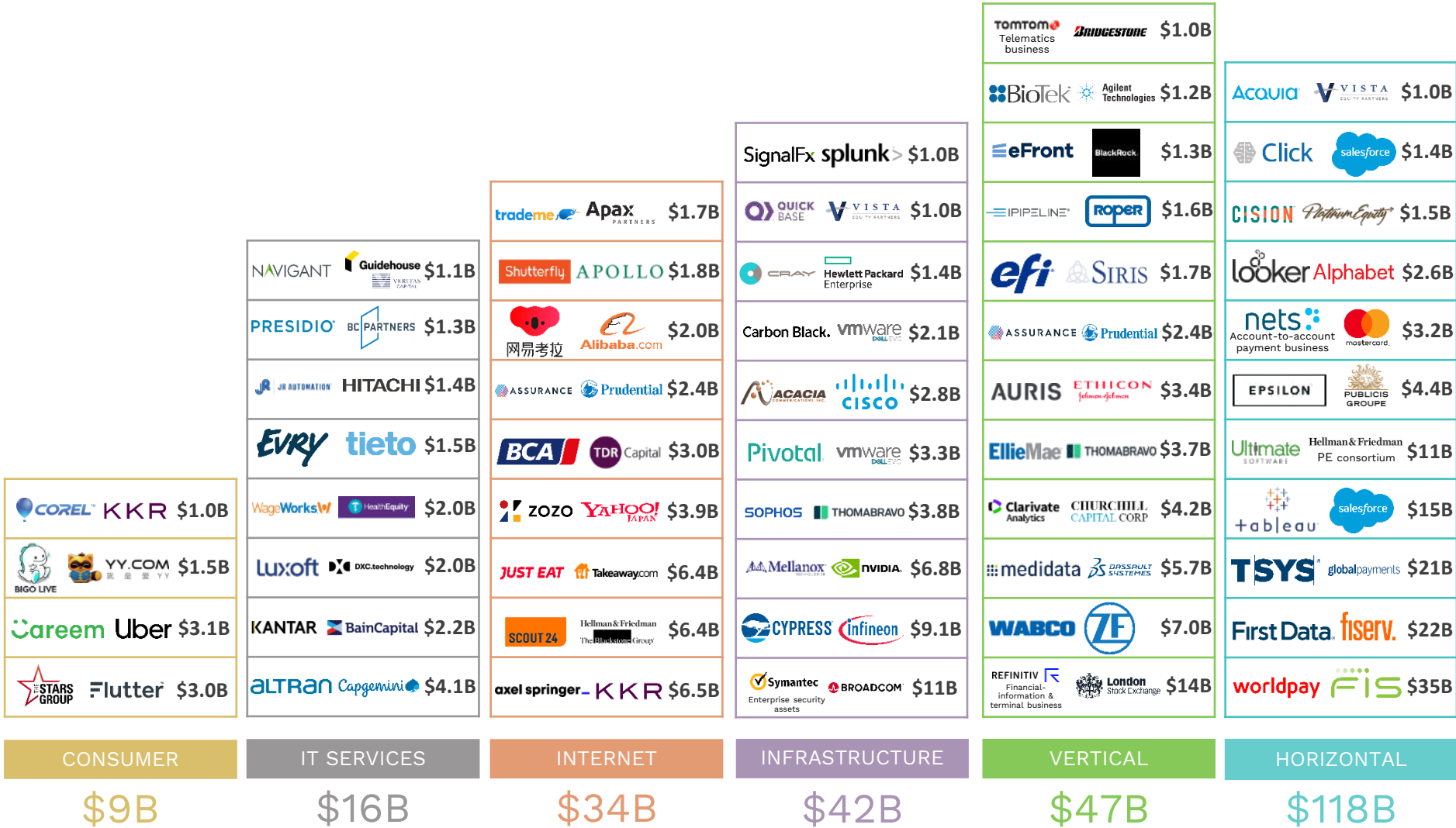
**Average Life
of Target**

16 yrs

18 yrs



2019 Mega Deals (Jan-Oct)



Thoughts? Questions? Let us know!
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2019 Mega Deals (Jan-Oct)



Flutter

Seller: The Stars Group [Canada]

Acquirer: Flutter Entertainment [Ireland] (fka Paddy Power)

Transaction Value: \$3.0B (3.2x EV/Sales and 11.0x EV/EBITDA)

- Online poker & gaming websites

<p>COREL™ KKR \$1.0B</p> <p>BIGO LIVE YY.COM \$1.5B</p> <p>Careem Uber \$3.1B</p> <p>THE STARS GROUP Flutter \$3.0B</p>	<p>PRESIDIO BC PARTNERS \$1.3B</p> <p>JR AUTOMATION HITACHI \$1.4B</p> <p>EVRY tieto \$1.5B</p> <p>WageWorks HealthEquity \$2.0B</p> <p>LUXOFT DXC TECHNOLOGY \$2.0B</p> <p>KANTAR BainCapital \$2.2B</p> <p>ALTRAN Capgemini \$4.1B</p>	<p>网易考拉 Alibaba.com \$2.0B</p> <p>ASSURANCE Prudential \$2.4B</p> <p>BCA TDR Capital \$3.0B</p> <p>ZOZO YAHOO! JAPAN \$3.9B</p> <p>JUST EAT Takeaway.com \$6.4B</p> <p>SCOUT24 Hellman & Friedman The Blackstone Group \$6.4B</p> <p>axel springer KKR \$6.5B</p>	<p>Carbon Black. vmware \$2.1B</p> <p>ACACIA CISCO \$2.8B</p> <p>Pivotal. vmware \$3.3B</p> <p>SOPHOS THOMABRAVO \$3.8B</p> <p>Mellanox NVIDIA \$6.8B</p> <p>CYPRESS Infineon \$9.1B</p> <p>Symantec BROADCOM \$11B</p>	<p>TOMTOM BRIDGESTONE \$1.0B</p> <p>BioTek Agilent Technologies \$1.2B</p> <p>eFront BlackRock \$1.3B</p> <p>PIPELINE ROPER \$1.6B</p> <p>efi SIRIS \$1.7B</p> <p>ASSURANCE Prudential \$2.4B</p> <p>AURIS ETHICON Johnson & Johnson \$3.4B</p> <p>EllieMae THOMABRAVO \$3.7B</p> <p>Clarivate Analytics CHURCHILL CAPITAL CORP \$4.2B</p> <p>medidata DASSAULT SYSTEMES \$5.7B</p> <p>WABCO ZF \$7.0B</p> <p>REFINITIV London Stock Exchange \$14B</p>	<p>Acquia VISTA \$1.0B</p> <p>Click salesforce \$1.4B</p> <p>CISION Platinum Equity \$1.5B</p> <p>looker Alphabet \$2.6B</p> <p>nets: Account-to-account payment business mastercard \$3.2B</p> <p>EPSILON PUBLICIS GROUPE \$4.4B</p> <p>Ultimate Hellman & Friedman PE consortium \$11B</p> <p>tableau salesforce \$15B</p> <p>TSYS globalpayments \$21B</p> <p>First Data fiserv \$22B</p> <p>worldpay FIS \$35B</p>
CONSUMER	IT SERVICES	INTERNET	INFRASTRUCTURE	VERTICAL	HORIZONTAL
\$9B	\$16B	\$34B	\$42B	\$47B	\$118B



Thoughts? Questions? Let us know!
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Public Valuation Multiples

SINCE Q3

Oct. 2019

CORUM ANALYSIS

EV
SALES

—

5.4x

Little change in both metrics in October...

EV
EBITDA

—

22.7x

...with each down over 12% from record highs set in July.

2019 Mega Deals (Jan-Oct)

CISION

SOLD TO

Platinum Equity

Seller: Cision [USA]

Acquirer: Platinum Equity [USA]

Transaction Value: \$1.5B (3.6x EV/Sales and 17.0x EV/EBITDA)

- Marketing campaign management software

TOMTOM Telematics business	BRIDGESTONE	\$1.0B
BioTek	Agilent Technologies	\$1.2B
GoFront	BlackRock	\$1.3B
PIPELINE	ROPER	\$1.6B
efi	SIRIS	\$1.7B
ASSURANCE	Prudential	\$2.4B
AURIS	ETHICON Johnson & Johnson	\$3.4B
EllieMae	THOMABRAVO	\$3.7B
Clarivate Analytics	CHURCHILL CAPITAL CORP	\$4.2B
medidata	DASSAULT SYSTEMES	\$5.7B
WABCO	ZF	\$7.0B
REFINITIV Financial- information & terminal business	London Stock Exchange	\$14B

PRESIDIO BC PARTNERS	\$1.3B	网易考拉 Alibaba.com	\$2.0B	Carbon Black.	vmware Dell EMC	\$2.1B		
JR JR AUTOMATION	HITACHI	\$1.4B	ASSURANCE	Prudential	\$2.4B	ACACIA COMMERCIAL REAL ESTATE	CISCO	\$2.8B
EVRY	tieto	\$1.5B	BCA	TDR Capital	\$3.0B	Pivotal	vmware Dell EMC	\$3.3B
WageWorks	HealthEquity	\$2.0B	ZOZO	YAHOO! JAPAN	\$3.9B	SOPHOS	THOMABRAVO	\$3.8B
LUXOFT	DXC technology	\$2.0B	JUST EAT	Takeaway.com	\$6.4B	Mellanox	nVIDIA	\$6.8B
KANTAR	BainCapital	\$2.2B	SCOUT 24	Hellman & Friedman The Blackstone Group	\$6.4B	CYPRESS	Infineon	\$9.1B
ALTRAN	Capgemini	\$4.1B	axel springer	KKR	\$6.5B	Symantec Enterprise security assets	BROADCOM	\$11B

COREL	KKR	\$1.0B
BIGO LIVE	YY.COM 欢聚集团 YY	\$1.5B
Careem	Uber	\$3.1B
STARS GROUP	Flutter	\$3.0B

Acquia	VISTA FOUNDRY PARTNERS	\$1.0B	
Click	salesforce	\$1.4B	
CISION	Platinum Equity	\$1.5B	
looker	Alphabet	\$2.6B	
nets	Account-to-account payment business	mastercard	\$3.2B
EPSILON	PUBLICIS GROUPE	\$4.4B	
Ultimate SOFTWARE	Hellman & Friedman PE consortium	\$11B	
tableau	salesforce	\$15B	
TSYS	global payments	\$21B	
First Data	fiserv	\$22B	
worldpay	FIS	\$35B	

CONSUMER

\$9B

IT SERVICES

\$16B

INTERNET

\$34B

INFRASTRUCTURE

\$42B

VERTICAL

\$47B

HORIZONTAL

\$118B



Thoughts? Questions? Let us know!

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Marketing Automation



Seller: Wove Technologies [USA]
Acquirer: Samba TV [USA]
- Marketing automation SaaS



Seller: SessionM [USA]
Acquirer: Mastercard [USA]
- Loyalty marketing automation SaaS



Seller: CrowdTwist [USA]
Acquirer: Oracle [USA]
- AI-enabled loyalty marketing SaaS



Advertising Enablement

dataxu



ROKU

Seller: dataxu [USA]

Acquirer: Roku [USA]

Transaction Value: \$150M and 3.3x EV/Sales

- Real-time media management platform
- Accelerates Roku's ad platform



Sales Performance



SOLD TO



INSIGHTSQUARED

Seller: Olono [USA]

Acquirer: InsightSquared [USA]

- AI-based sales assistant and analytics SaaS



SOLD TO



Seller: Altify [USA]

Acquirer: Upland Software [USA]

Transaction Value: \$84M

- Sales performance automation software



Workspace Management



Seller: Asure Software (workspace management business) [USA]

Acquirer: FM:Systems [USA]

Transaction Value: \$120M and 4.3x EV/Sales

- Workplace management SaaS & systems
- Strengthens FM:Systems' portfolio of workplace solutions



Payment Processing



Seller: Pungle [Canada]
Acquirer: Berkeley Payment Solutions [Canada]
- Payments-as-a-service cloud software



Seller: Billhighway [BluePay Processing] [TA Associates] [USA]
Acquirer: Lovell Minnick Partners [USA]
- Payment processing and accounting SaaS



Seller: APS Payments [USA]
Acquirer: Repay Holdings [USA]
Transaction Value: \$30M
- Cloud-based payment processing



Seller: Frontierpay [United Kingdom]
Acquirer: Ebury [United Kingdom]
- Online payment processing



Public Valuation Multiples

SINCE Q3

Oct. 2019

CORUM ANALYSIS

EV
SALES



3.1x

Sales multiples decline again in flight to safety...

EV
EBITDA



17.0x

...as markets prioritize proven business model profitability.



E-commerce

ModCloth

SOLD TO



Seller: ModCloth [Jet.com] [Walmart] [USA]

Acquirer: Go Global Retail [USA]

- Online clothing retailer

...saal

SOLD TO

ARDIAN

Seller: Saal Digital [Nordwind Capital] [Germany]

Acquirer: Ardian [France]

- Online photo services

cosmetic solutions

SOLD TO



Seller: Cosmetic Solutions [USA]

Acquirer: Lee Equity Partners [USA]

- B2B online cosmetic seller

CFC ITALIA SRL

SOLD TO

Solutions30

Seller: CFC Italia [Italy]

Acquirer: Solutions 30 [France]

- Online used computer equipment retailer



Online Communities

Liquor
.com



.dash
IAC

Seller: Liquor.com [USA]

Acquirer: Dotdash [IAC] [USA]

- Online bartender community and blog

Civilized.



New
Frontier
data

Seller: Civilized Worldwide [Canada]

Acquirer: New Frontier Data [USA]

- Cannabis lifestyle content and engagement website



Booking

LateRooms.com  **secret escapes**

Seller: LateRooms.com [Malvern Group] [United Kingdom]

Acquirer: Secret Escapes [United Kingdom]

-Hotel booking website



Grocery Delivery



Seller: Cornershop [Mexico]

Acquirer: Uber [USA]

- Grocery ordering & delivery mobile application
- Helps Uber geographically expand its on-demand delivery service



Public Valuation Multiples

SINCE Q3

Oct 2019

CORUM ANALYSIS



4.7x

*Small rise from Q3
matching similar move
in early spring.*



19.4x

*EBITDA metrics have
remained stable all
year.*

2019 Mega Deals (Jan-Oct)

SOPHOS

SOLD TO

THOMABRAVO

Seller: Sophos [United Kingdom]

Acquirer: Thoma Bravo [USA]

Transaction Value: \$3.8B (5.5x EV/Sales and 48.0x EV/EBITDA)

- Cybersecurity SaaS

PRESIDIO BCD PARTNERS \$1.3B

JR JR AUTOMATION HITACHI \$1.4B

EVRY tieto \$1.5B

WageWorksW HealthEquity \$2.0B

Luxoft DXC technology \$2.0B

KANTAR BainCapital \$2.2B

ALTRAN Capgemini \$4.1B

网易考拉 Alibaba.com \$2.0B

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CONSUMER

\$9B

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\$16B

INTERNET

\$34B

INFRASTRUCTURE

\$42B

VERTICAL

\$47B

HORIZONTAL

\$118B



Thoughts? Questions? Let us know!

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Cybersecurity



SOLD TO



Seller: Threatcare [USA]

Acquirer: ReliaQuest [USA]

- Cloud-based cyber-attack simulation platform



SOLD TO



Seller: Chaitin Tech [China]

Acquirer: Alibaba [China]

- Cybersecurity products and management



Network Management



Seller: Centina Systems [USA]

Acquirer: Ciena Corporation [USA]

- Network service assurance systems



HARRIS



Seller: mquadr.at [Austria]

Acquirer: Harris Computer Systems [Constellation Software] [Canada]

- Network management software



Authorization & Access Management



Seller: Orkus [USA]

Acquirer: SailPoint Technologies [USA]

Transaction Value: \$16.5M

- Authorization and access control SaaS



Seller: OverWatchID [USA]

Acquirer: SailPoint Technologies [USA]

Transaction Value: \$21M

- Identity and access management SaaS



Cloud Storage Migration



Microsoft

Seller: Mover [Canada]

Acquirer: Microsoft [USA]

- Cloud storage migration SaaS and services
- Facilitates file migration to Microsoft 365
- Follows September acquisition of migration discover tools maker Movere



Development Tools

OptimAlze

SOLD TO

Sonasoftware®

Seller: OptimAlze [USA]
Acquirer: Sonasoftware [USA]
- AI-based risk management software

METEOR

SOLD TO


tiny capital

Seller: Meteor [USA]
Acquirer: Tiny Capital [Canada]
- Web application development PaaS

CHILLI CONNECT™

SOLD TO

 unity

Seller: ChilliConnect [United Kingdom]
Acquirer: Unity Technologies [USA]
- Backend game management SDK

 CodeBarrel

SOLD TO

 ATlassian

Seller: Code Barrel [Australia]
Acquirer: Atlassian Corporation [Australia]
- Jira visual rule builder SaaS

Wearables



Seller: Fitbit [USA]

Acquirer: Google [USA]

Transaction Value: \$2.2B (1.2x revenue)

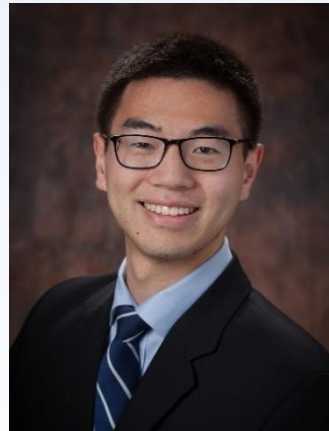
- Health tracking wearable devices
- Helps Google go deeper in the healthcare market



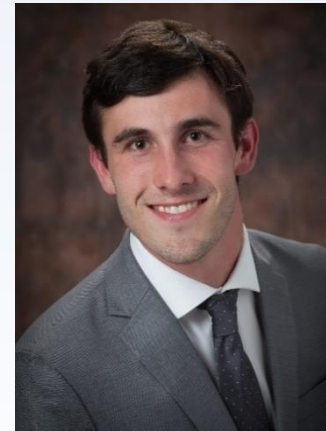
Elon Gasper
EVP, Research



Stephanie Jensen
Research Analyst



Billy Hao
Research Analyst



Matt Haberlach
Research Analyst



**Special Report:
12 Tips to Avoid Due
Diligence Disaster**



Questions or comments?
[@CorumGroup](#)

12 Tips to Avoid Due Diligence Disaster

JOEL ESPELIEN, EXEC. DIR. OF CLIENT SERVICES, CORUM GROUP



- **Joel Espelien has worked in a number of roles over a twenty five year career in the technology industry and has participated in multiple successful transactions since joining Corum in 2017, including the recent sale of IoT smart logistics company Connected Holdings to Phillips Connect Technologies.**
- **Prior to Corum Joel was involved in many successful technology M&A transactions, including video pioneer DivX LLC (acquired from Rovi and sold to Neulion), pet IoT company Snaptracs, Inc. (acquired from Qualcomm, merged with Whistle Labs, sold to Mars pet food), AI startup IQ Engines (acquired by Yahoo), AgTech IoT leader 640 Labs (acquired by Monsanto/Climate Corporation) and mobile video pioneer PacketVideo (acquired by NTT DoCoMo).**
- **Joel started his career as IP and corporate attorney at Cooley LLP in Palo Alto and San Diego, California and is still a member of the Bar in both Washington and California.**
- **He holds a JD/LLM (International and Comparative Law) from Duke University and a BA from St. Olaf College.**



Steve Jones
Corporate Vice President
Corum Group

#1: Understand the buyer checklist





Dan Bernstein
Executive Vice President
Corum Group

#2: Prepare your data room in advance





Rob Griggs
Senior Vice President
Corum Group

#3: Deal with accounting problems ahead of time





Jon Scott
Chairman
Corum Group

#4: Control the timing of disclosures





Ivan Ruzic
Senior Vice President
Corum Group

#5: Run parallel due diligence & final agreement process





Jaber Tannay
Vice President
Corum Group International

#6: Get a draft agreement within two weeks





Jeff Brown
Senior Vice President
Corum Group

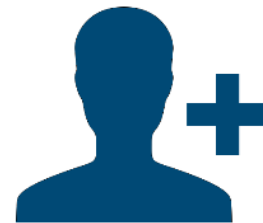
#7: Appoint a due diligence coordinator





Arnaud Viviers
Vice President
Corum Group

#8: Inform only key employees





Julius Telaaranta
Senior Vice President
Corum Group International

#9: Watch working capital





Serge Jonnaert
Vice President
Corum Group

#10: Use your accountants effectively





Allan Wilson
Senior Vice President
Corum Group

#11: Use your lawyer effectively





David Levine
Senior Vice President
Corum Group

#12: Use your intermediaries effectively



12 Tips to Avoid Due Diligence Disaster

- 1: Understand the buyer checklist**
- 2: Prepare your data room in advance**
- 3: Deal with accounting problems ahead of time**
- 4: Control the timing of disclosures**
- 5: Run a parallel due diligence/LOI process**
- 6: Get a draft agreement early**
- 7: Appoint a due diligence coordinator**
- 8: Inform key employees**
- 9: Watch working capital**
- 10: Use your accountants effectively**
- 11: Use your lawyers effectively**
- 12: Use your intermediaries effectively**



We welcome your questions!

**Email questions to
info@corumgroup.com**

MERGE BRIEFING



90-minute industry update
Overview of the M&A process

Half-day tech M&A bootcamp
Deep dive: selling your company

MERGE BRIEFING	
Nov 15	Cincinnati
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Dec 4	Boston

SELLING UP, SELLING OUT	
Nov 26	Montréal
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Dec 4	Cleveland

more at CorumGroup.com/events

Growth and Exit Strategies for Software and IT Companies

Upcoming

CITY	DATE
Atlanta	December 5 th
Toronto	February 27 th
Seattle	April 28 th
Boston	June 18 th

Speakers from Tech & Finance



After the Deal – Celebration

CORUM
MERGERS & ACQUISITIONS



 **CorumGroup.com**