

Tech M&A Monthly

Starts in 2 minutes



Thoughts? Questions? Let us know!
@CorumGroup

CORUM

Tech M&A Monthly

Sellers Panel



We welcome your questions!

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

This event is being recorded
On demand webcast will be available at
www.corumgroup.com

MERGE BRIEFING

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





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



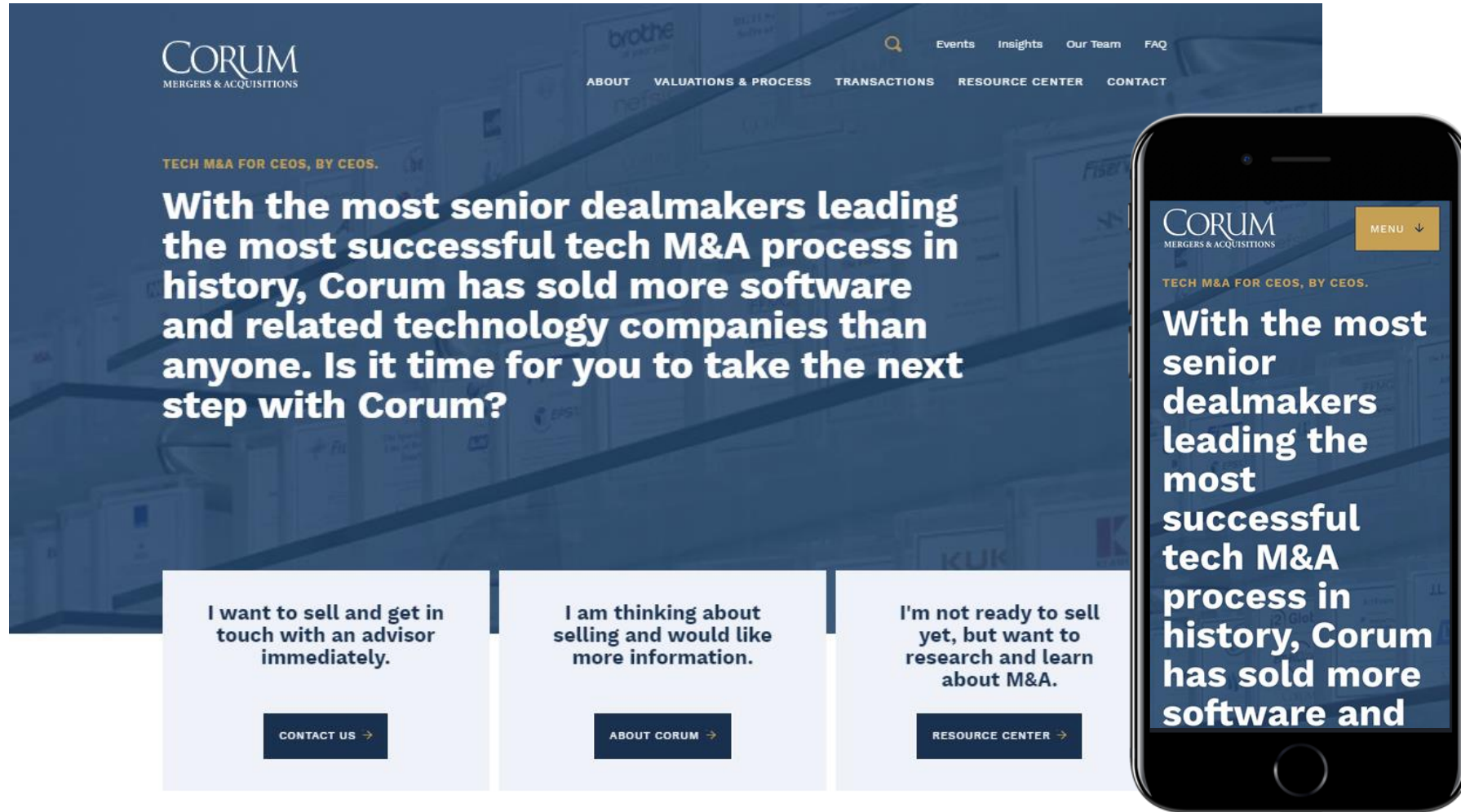


- **Half-Day**
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MERGE BRIEFING



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- **Overview of the M&A Process**



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 →](#)

36
Years in business

\$10B
In wealth created

400+
Closed transactions



**Focus—sell side,
technology only**

**Detailed, professional,
global process**

**Team approach,
senior dealmakers**

**World Technology
Council**

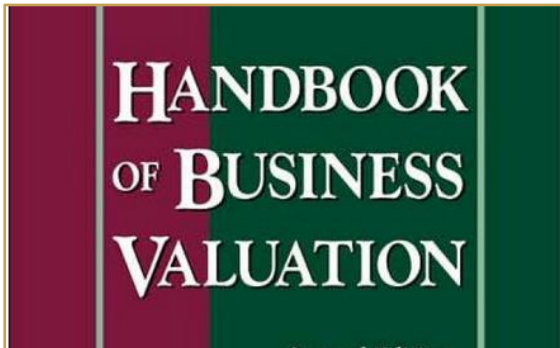
SOLD MORE SOFTWARE-RELATED FIRMS THAN ANYONE



Research

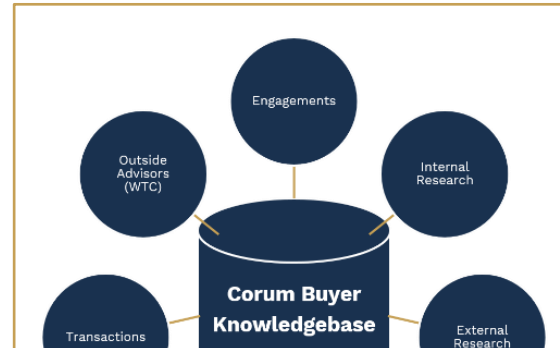


Education



Valuation

JEFFREY D. JONES



Database



**The definitive tech
M&A education**

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

8 Stages for an Optimal Outcome

Preparation

Research

Contact

Discovery

Negotiation

Due
Diligence

Closing

Integration

Past Attendees Include



Tech M&A Monthly

Starts in 1 minutes



Thoughts? Questions? Let us know!
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CORUM

Tech M&A Monthly

Sellers Panel



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



- **Served as marketing and product manager for GIS software startup Depiction, Inc., and previously worked in marketing for VizX Labs, a pioneering SaaS startup delivering DNA analysis tools.**
- **Worked for a US Senate campaign and taught science in Rio de Janeiro.**
- **Graduated Magna Cum Laude from Bethel University in St. Paul, Minnesota, with degrees in History and Biology.**

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Welcome

CEO's Desk: "Merger Myths & Misperceptions"

Event Report

Deal Report

Tech M&A Market Research Report

Buyers Corner: "Rule of 40"

Sellers Panel

Special Report: "Top 60 M&A Documents & Projects"

Closing

CORUM

CEO's Desk

Merger Myths & Misperceptions

Presented By

Bruce Milne

**Chief Executive Officer
Corum Group Ltd.**





- Deal with any weaknesses or problems openly
- Don't sweep anything under the rug
- Do what you can to reduce risk perception
- Consider business from their perspective
- Prepare question responses in advance







Merger Myths & Misperceptions:

- 1) I can't sign up with Corum until the tail ends on my current investment bank contract.
- 2) I need to release a product first.
- 3) I need to make an acquisition first.
- 4) I need to rebrand first.
- 5) I have to reorganize before I start an M&A process.
- 6) I lost a big client. I can't go to market now.
- 7) I lost a key person from my team.
- 8) I can't pursue M&A until my revenue increases.
- 9) I need a valuation before I start an M&A process.
- 10) I'm too busy to sell my company.

NONE of these is a reason not to go to market.

Merger Myths & Misperceptions



Selling Up Selling Out
1990

Merger Myths & Misperceptions



Selling Up Selling Out Today

Selling Up = Building Partnerships


- How do you build a partnership?
- Growth options:
 - Raise a lot of money
 - **Get a partner that can help you.**



Merger Myths & Misperceptions:

- ~~1) I can't sign up with Corum until the tail ends on my current investment bank contract.~~
- ~~2) I need to release a product first.~~
- ~~3) I need to make an acquisition first.~~
- ~~4) I need to rebrand first.~~
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- ~~8) I can't pursue M&A until my revenue increases.~~
- ~~9) I need a valuation before I start an M&A process.~~
- ~~10) I'm too busy to sell my company.~~

Merger Myths & Misperceptions

- 
- When you go to market. You get a whole team assigned to you.
 - They will get to all the people who should know about you with the best possible message.



**You don't want to miss this
roaring market.**

CORUM

Event Report

March 2024

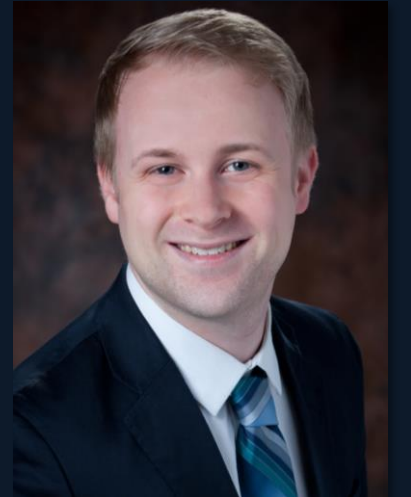
Presented By

Brenden Keene

Senior Marketing

Coordinator

Corum Group Ltd.



MERGE BRIEFING

Online in:

Brisbane – Mar. 19

Munich – Mar. 21

Auckland – Mar. 27

Kansas City – Mar. 28

Denver – Apr. 2

Montreal – Apr. 3

Karachi – Apr. 4

San Francisco – Apr. 9



Online M&A Bootcamp

Austin – Mar. 20

Boston – Mar. 26

Copenhagen – Mar. 28

Edinburgh – Apr. 3

Perth – Apr. 10

Milan – Apr. 10

WFS Event Report:
March 2024



WFS Content

Mar. 20, 2024

Security

WFS EDUCATING TECHNOLOGY LEADERS

TECH MARKET SPOTLIGHTS

An illustration for the Security spotlight featuring a large shield with a padlock, gears, a person holding a document, and a mail icon.

Mar. 27, 2024

Gaming

WFS EDUCATING TECHNOLOGY LEADERS

TECH MARKET SPOTLIGHTS

An illustration for the Gaming spotlight showing a person sitting on a large game controller, with a laptop, a speech bubble containing up and down arrows, and a paper airplane.

April. 3, 2024

FinTech

WFS EDUCATING TECHNOLOGY LEADERS

TECH MARKET SPOTLIGHTS

An illustration for the FinTech spotlight depicting a person with a smartphone, a globe, a dollar sign, a bar chart, a gear, and a stack of server racks.

April 10, 2024

Global Tech ANZ

WFS EDUCATING TECHNOLOGY LEADERS

TECH MARKET SPOTLIGHTS

An illustration for the Global Tech ANZ spotlight showing a person with a laptop, a globe with various icons, and flags of Australia and New Zealand.

World Financial Symposiums presents

Tech M&A Master Class

MAY 14-16 2024 | FONTAINEBLEAU, LAS VEGAS





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Platinum Sponsor



Event Sponsor

CORUM

Deal Report

March 2024

Presented
By



Deal Report

Allan Wilson
Senior Vice President
Corum Group Ltd.



has acquired a controlling interest in



Corum acted as exclusive M&A advisor to Glider

Joel Espelien

**Executive Vice President -
Client Services
Corum Group Ltd.**



has acquired

shotzoom

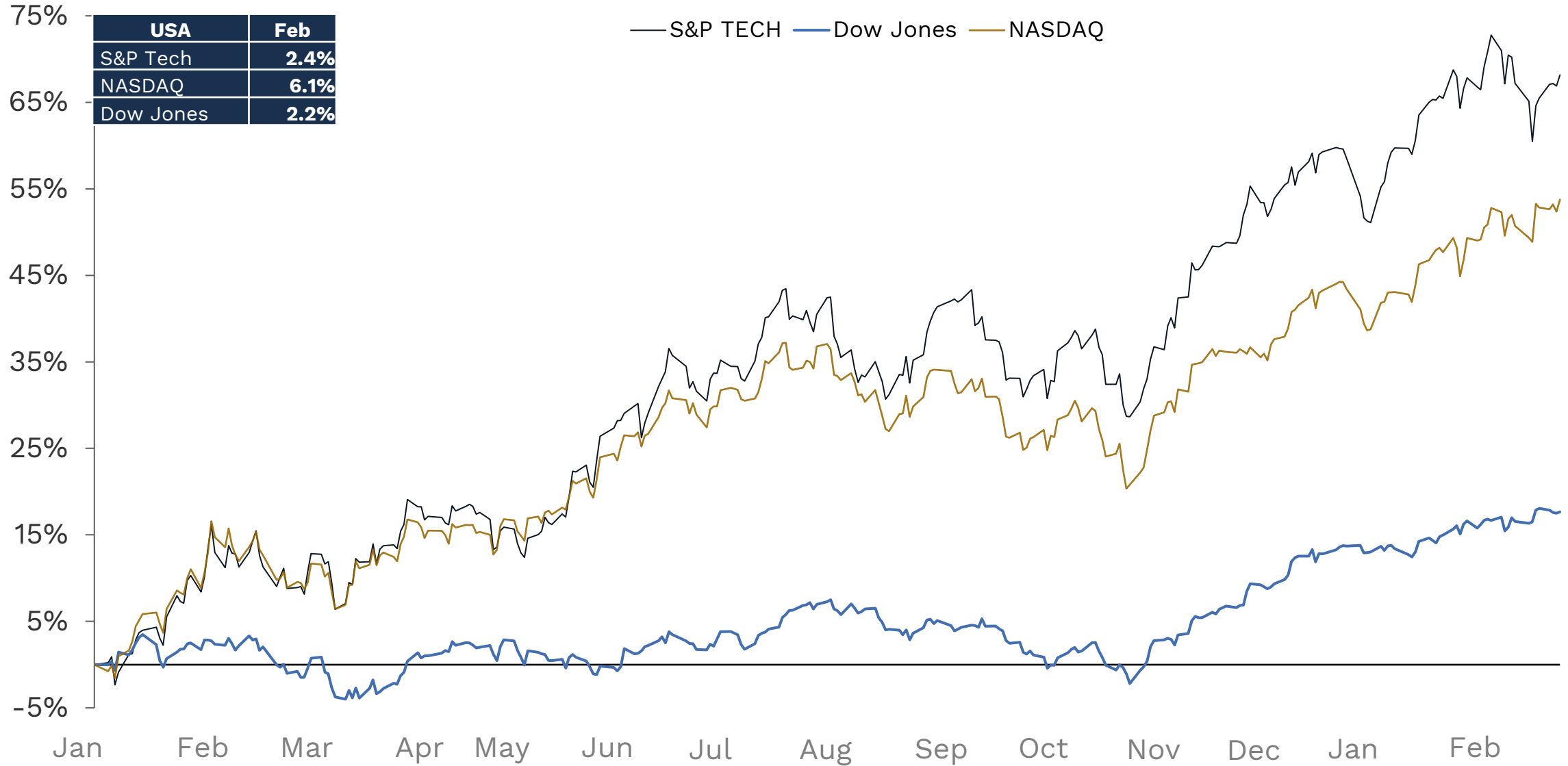
Corum acted as exclusive M&A advisor to Shotzoom

CORUM
MERGERS & ACQUISITIONS

Tech M&A Research Report

Public Markets Jan 2023 – Feb 2024

% CHANGE



Market

Transactions

Mega Deals

Largest Deal

Pipeline

**Private Equity
Platform Deals**

VC-Backed Exits

Non-Tech Acquirers

Attributes

**Cross Border
Transactions**

Start-Up Acquisitions

Average Life of Target

February 2023

333

2

\$1.7B

February 2023

38

71

24

February 2023

41%

21%

16 yrs

February 2024

353

6

\$5.9B

February 2024

36

92

28

February 2024

38%

26%

15 yrs

6%



200%



247%



30%



17%



2024 Mega Deals (Jan-Feb)



VERTICAL
5 Deals – \$46B



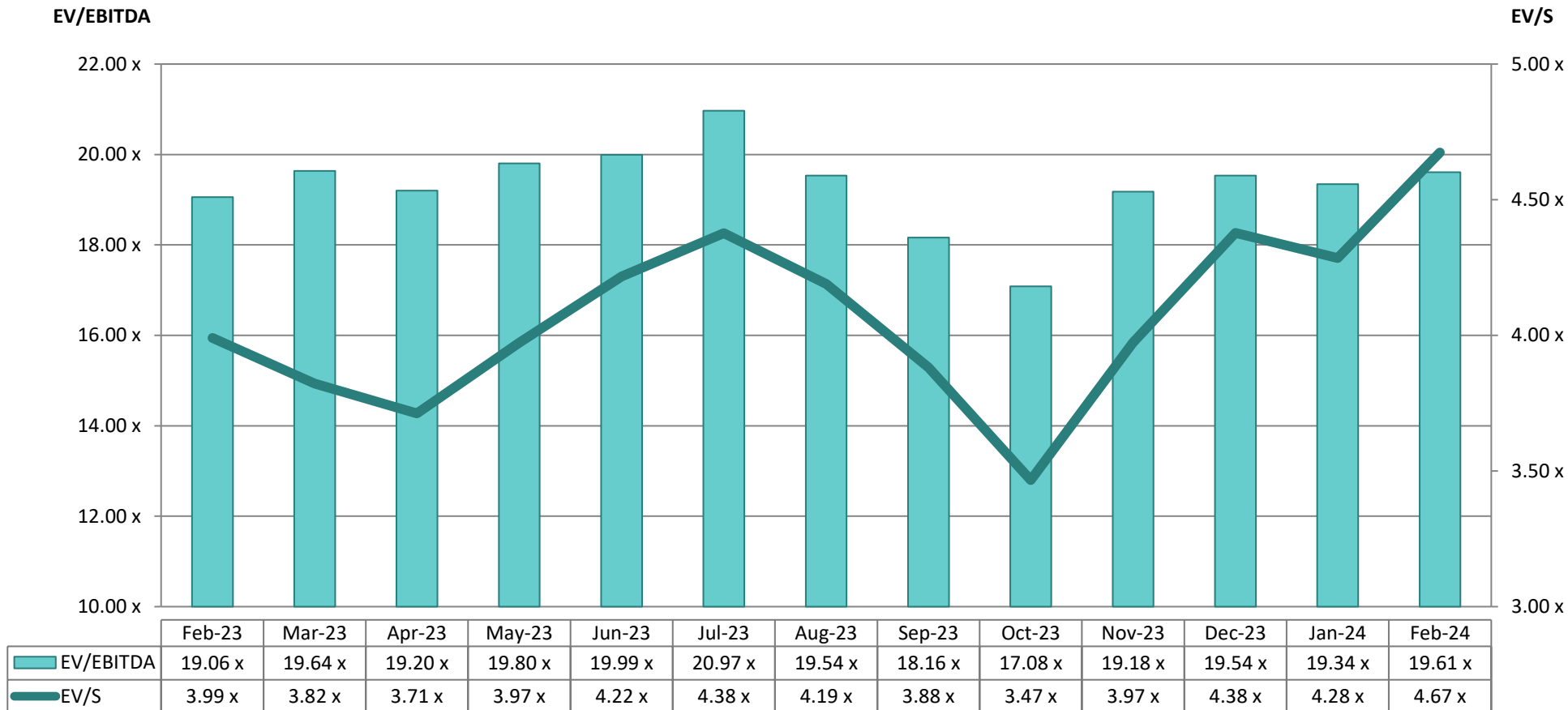
INFRASTRUCTURE
3 Deals – \$20B













CONSUMER
2 Deals – \$5.0B



Public Valuation Multiples





Subsector	Sales	EBITDA	Examples		
Business Intelligence	6.27x	21.8x	<i>MicroStrategy</i>	VERINT	NICE [®]
Marketing	4.61x	23.0x	WIX	 zoominfo	HubSpot
ERP	5.09x	19.1x	ORACLE	 PEGA	SAP
Human Resources	6.26x	19.8x	 RECRUIT	PAYCHEX	 workday
SCM	12.6x	45.4x	 AMERICAN SOFTWARE	DESCARTES	 Manhattan Associates
Payments	2.60x	13.3x	ACI UNIVERSAL PAYMENTS.	 PayPal	 Square
Other	3.13x	13.3x	 ttec	opentext	 salesforce



Document Management

PRINTHOF

SOLD TO



Seller: Printhof [Switzerland]

Acquirer: Groupe Factoria [Groupe Baelen] [France]
- Document management software & services



SOLD TO



Seller: Stars Information Solutions [USA]

Acquirer: CASO Document Management [USA]
- Enterprise document management software



Talent Management



Seller: Bonrepublic [Austria]
Acquirer: HRworks [Maguar] [Germany]
- Talent management software



Seller: Untapped [USA]
Acquirer: Podium Education [USA]
- Candidate screening & recruitment software



Seller: HiredScore [USA]
Acquirer: Workday [USA]
- Talent acquisition & orchestration SaaS



Fleet Management

ZOBA   **martı**

Seller: Zoba [USA]

Acquirer: Martı [Turkey]

- Fleet optimization & decision automation software

SAFE  FLEET  **Clarience**  TM
TECHNOLOGIES

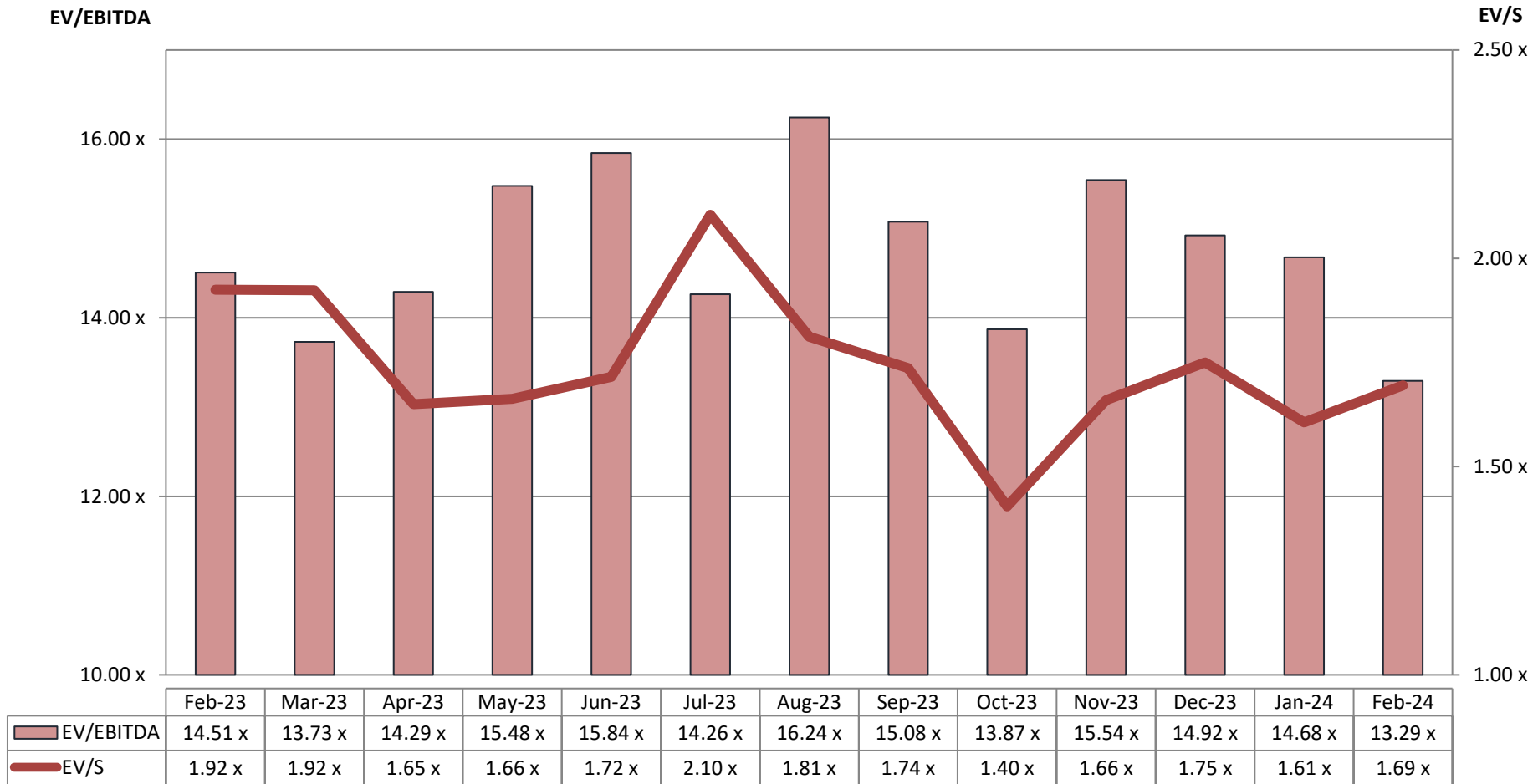
Seller: Safe Fleet [Oak Hill Capital] [USA]

Acquirer: Clarience Technologies [USA]

- AI-based fleet management software



Public Valuation Multiples





Subsector

Sales

EBITDA

Examples

Diversified Internet

3.27x

16.5x

Alphabet  

eCommerce

0.93x

12.8x

Social Network

1.11x

3.60x

 Meta  

Travel & Leisure

3.07x

15.6x



Travel



Seller: Culture Trip [United Kingdom]

Acquirer: US News & World Report [USA]

- Online travel-related information and booking services



Marketplaces

wish



Qoo10

Seller: Wish [USA]

Acquirer: Qoo10 [Singapore]

Transaction Value: \$173M

- Online e-commerce shopping site & mobile application



HomeQ



Schibsted

Seller: HomeQ [Sweden]

Acquirer: Schibsted [Norway]

- Online rental apartments marketplace

THE CITIZENRY



HAVENLY

Seller: The Citizenry [USA]

Acquirer: Havenly [USA]

- Home décor goods marketplace



Online Youth Entertainment

COMPLEX
BuzzFeed



NTWRK

Seller: Complex [Buzzfeed] [USA]

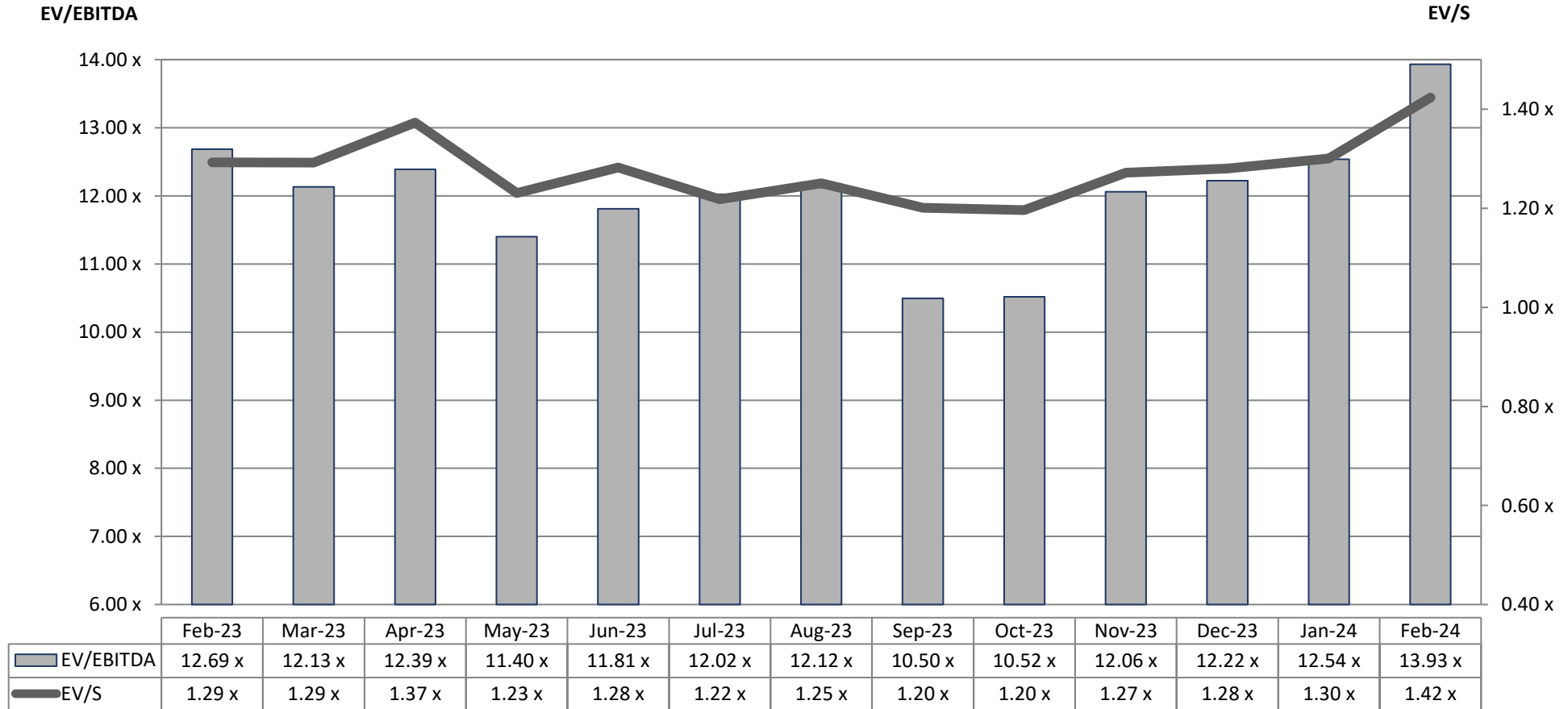
Acquirer: NTWRK [USA]

Transaction Value: \$108M

- Online youth entertainment platform

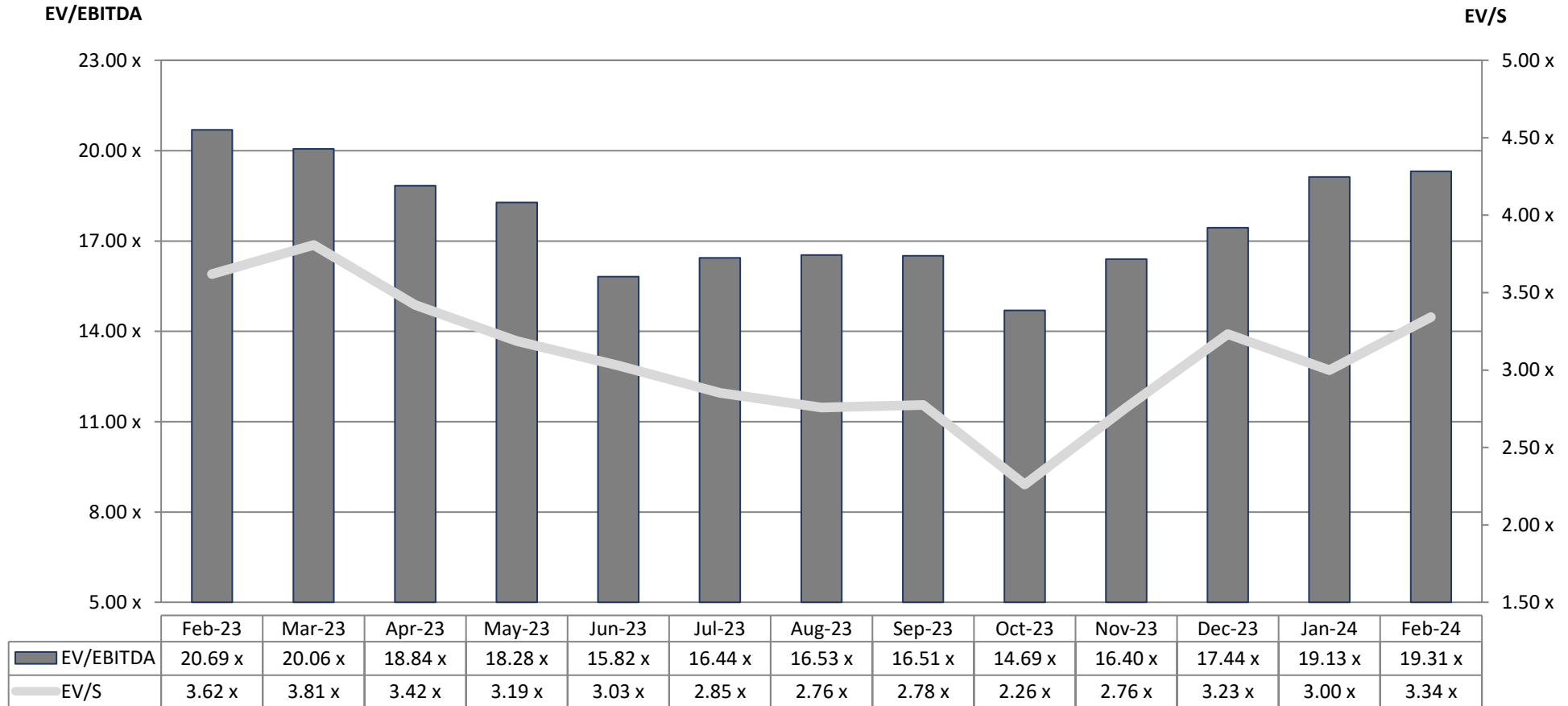


Public Valuation Multiples





Public Valuation Multiples





Focused Systems Integrators

GLINTECH

SOLD TO



Seller: GLINTECH [Australia]
Acquirer: Valiantys [Keensight Capital] [France]
- Atlassian Platinum-partnered IT services provider



SOLD TO



Seller: Simply-Communicate [United Kingdom]
Acquirer: Arthur J. Gallagher & Co. [USA]
- Microsoft-based workplace communication & IT consultancy



SOLD TO



Seller: Levana [France]
Acquirer: SQLI [France]
- Digital transformation agency



SOLD TO



Seller: Digitek Solutions [USA]
Acquirer: Alta Vista Technology [USA]
- Sage-partnered business process consulting and software development services



Security IT Services



Seller: Security Research Labs [Germany]
Acquirer: Allurity [Trill impact] [Sweden]
- Security consultancy services

SOLD TO



Seller: Expert Line [France]
Acquirer: Neverhack [France]
- Cybersecurity services

SOLD TO



Seller: VMD Corp. [USA]
Acquirer: Xcelerate Solutions [USA]
- Enterprise security integration services

SOLD TO



Seller: GoldSky Security [USA]
Acquirer: 360 Advanced [USA]
- IT security and compliance services

SOLD TO





Healthcare IT Services



Seller: GlocalMind [USA]
Acquirer: Apollo Intelligence [Frazier Healthcare Partners] [USA]
- Healthcare market research firm



Seller: HealthScape Advisors [Convey Health Solutions [TPG Capital]] [USA]
Acquirer: The Chartis Group [Audax Management Company] [USA]
- Healthcare management consulting services



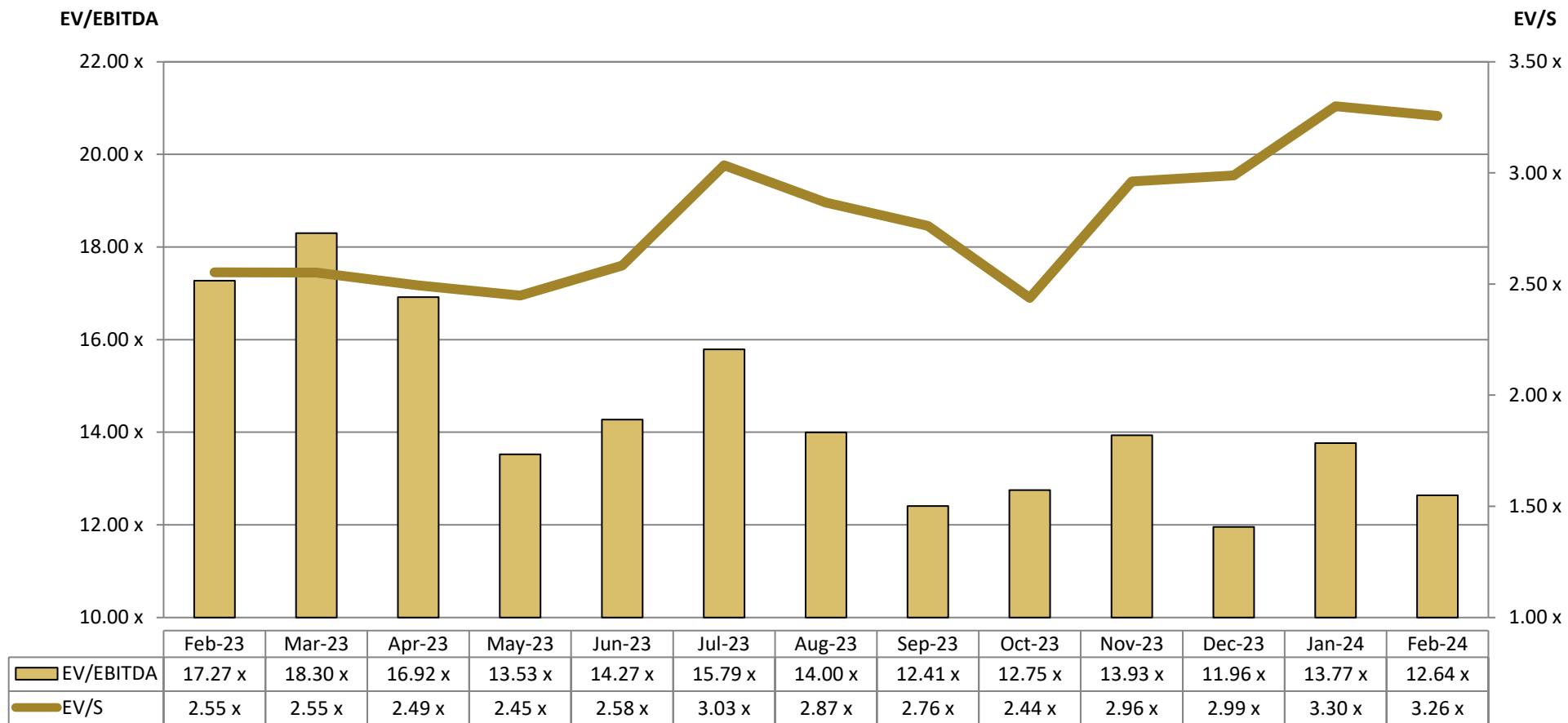
Seller: Avant Healthcare Marketing [USA]
Acquirer: Real Chemistry [New Mountain Capital] [USA]
- Pharmaceutical marketing services









Seller: SourcEdge Solutions [USA]
Acquirer: Alivia Analytics [USA]
- Claims systems modernization services



Public Valuation Multiples





Subsector	Sales	EBITDA	Examples		
Casual Gaming	3.08x	12.5x	EMBRACER+ GROUP		
Core Gaming	3.23x	12.2x		Electronic Arts	
Other	3.29x	28.0x		NETFLIX	

2024 Mega Deals (Jan-Feb)

The
WALT DISNEY
Company
Indian Streaming and
Television Business



VIACOM 18
Reliance
Industries Limited

Seller: The Walt Disney Company (Indian Streaming and Television Business) [India]

Acquirer: Viacom18 Media [Reliance Industries] [India]

Transaction Value: \$3.9B

- Operator of streaming and television business based out of India

JAGEX



CVC CAPITAL PARTNERS
HAVELI

Seller: Jagex [The Carlyle Group] [United Kingdom]

Acquirer: CVC Capital Partners/Haveli Investments [United Kingdom]

Transaction Value: reported \$1.1B

- Videogames developer



CONSUMER
2 Deals – \$5.0B



Video Games



Seller: Interactive Creation [Macedonia]

Acquirer: Magic Media & Entertainment Group [Ireland]

- 3D games development studio



Gambling

Jackpocket

SOLD TO



Seller: Jackpocket [USA]
Acquirer: DraftKings [USA]
Transaction Value: \$750M
- Digital lottery mobile application

IMG INSTANT
WIN
GAMING

SOLD TO

allwyn

Seller: Instant Win Gaming [United Kingdom]
Acquirer: Allwyn Entertainment [Switzerland]
- Online instant win games provider



SOLD TO

BD Multimedia

Seller: Olympus Game [Bulgaria]
Acquirer: BD Multimedia [France]
- Online crypto P2E games



Sports App



Seller: Shotzoom [USA]

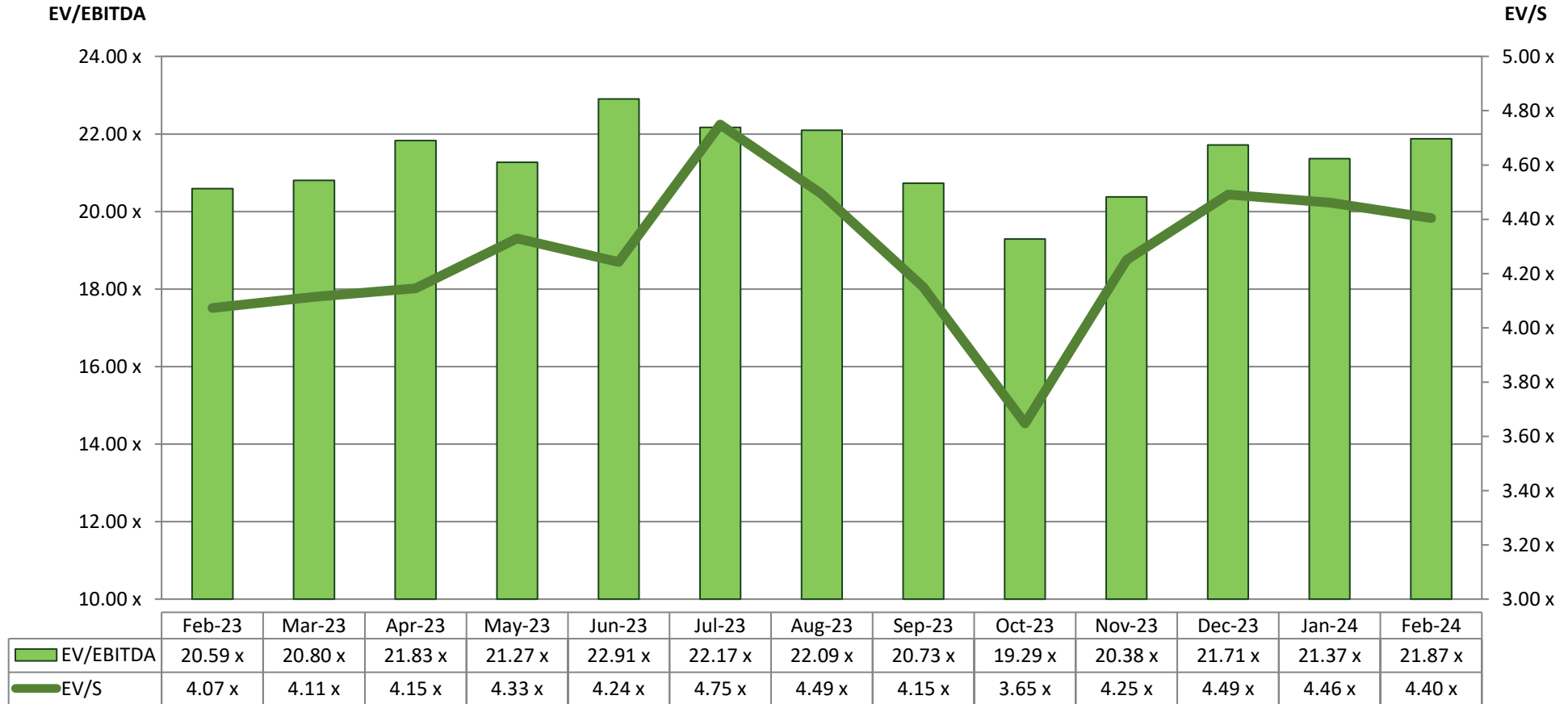
Acquirer: Golf Genius [USA]

- Digital golf and coaching community platform





























Public Valuation Multiples





Subsector	Sales	EBITDA	Examples
A/E/C	12.3x	46.6x	 AUTODESK  
Automotive	2.47x	19.4x	 AutoTrader  TrueCar®  CarGurus®
Energy & Environment	3.40x	22.4x	 Landis+Gyr  Itron 
Financial Services	5.85x	18.6x	 Broadridge®  
Government	2.08x	15.4x	 NORTHROP GRUMMAN  L3HARRIS 
Healthcare	1.15x	23.1x	 veradigm.  HealthCatalyst 
Real Estate	1.74x	80.6x	 REDFIN  CoStarGroup™ 
Other	3.99x	20.1x	 AMADEUS®  Rockwell Automation 

2024 Mega Deals (Jan-Feb)



VERTICAL
5 Deals – \$46B

Altium  **RENESAS**

Seller: Altium [USA]

Acquirer: Renesas Electronics Corporation [Japan]

Transaction Value: \$5.9B (21.8x EV/Sales and 59.8x EV/EBITDA)

- PCB EDA software

believe  **EQT TCV**

Seller: Believe [France]

Acquirer: EQT/TCV [Sweden]

Transaction Value: \$1.6B

- PCB EDA software



AI Healthcare



Seller: Twill [USA]
Acquirer: DarioHealth [USA]
Transaction Value: \$34.4M
- Digital-led care management software



Seller: Healint [Singapore]
Acquirer: Aptar Digital Health [AptarGroup] [USA]
- Virtual clinical trial management software



Seller: Visiodent [France]
Acquirer: Cegedim [France]
- Dental & health care management software



Seller: Osimis [Belgium]
Acquirer: deepc [Germany]
- Medical imaging software





Automotive



Seller: Autovia [Exponent Private Equity] [United Kingdom]

Acquirer: carwow [United Kingdom]

- Automotive content & commerce services



Seller: AutoGo [USA]

Acquirer: Dealer Alchemist [USA]

- Automotive digital advertising & analytics software



Seller: Airbiquity (technology assets and IP) [USA]

Acquirer: Karma Automotive [Wanxiang Group Corporation] [USA]

- Automotive telematics software



FinTech



Seller: Giant Oak (GOST) [USA]
Acquirer: Saifr [Fidelity Labs] [USA]
- Financial media screening & monitoring software



Seller: Visible Alpha [USA]
Acquirer: S&P Global [USA]
- Financial analysis software



Seller: Third Financial Software [Grafton Capital] [United Kingdom]
Acquirer: Nucleus Financial Platforms [United Kingdom]
- Investment & wealth management software



Seller: Zafin Labs Americas [Canada]
Acquirer: Nordic Capital [Sweden]
- Financial management software



EdTech

SchoolNow



SchoolStatus

Seller: SchoolNow [USA]
Acquirer: SchoolStatus [USA]
- School communication management software

Writable



HMH

VERITAS
CAPITAL

Seller: Writable [USA]
Acquirer: HMH [Veritas Capital] [USA]
- Writing practice & assessment software

nualang



Wayside[®]

PUBLISHING

Seller: Nualang [Ireland]
Acquirer: Wayside Publishing [USA]
- Language learning software

ARC

TECHNOLOGY LTD.

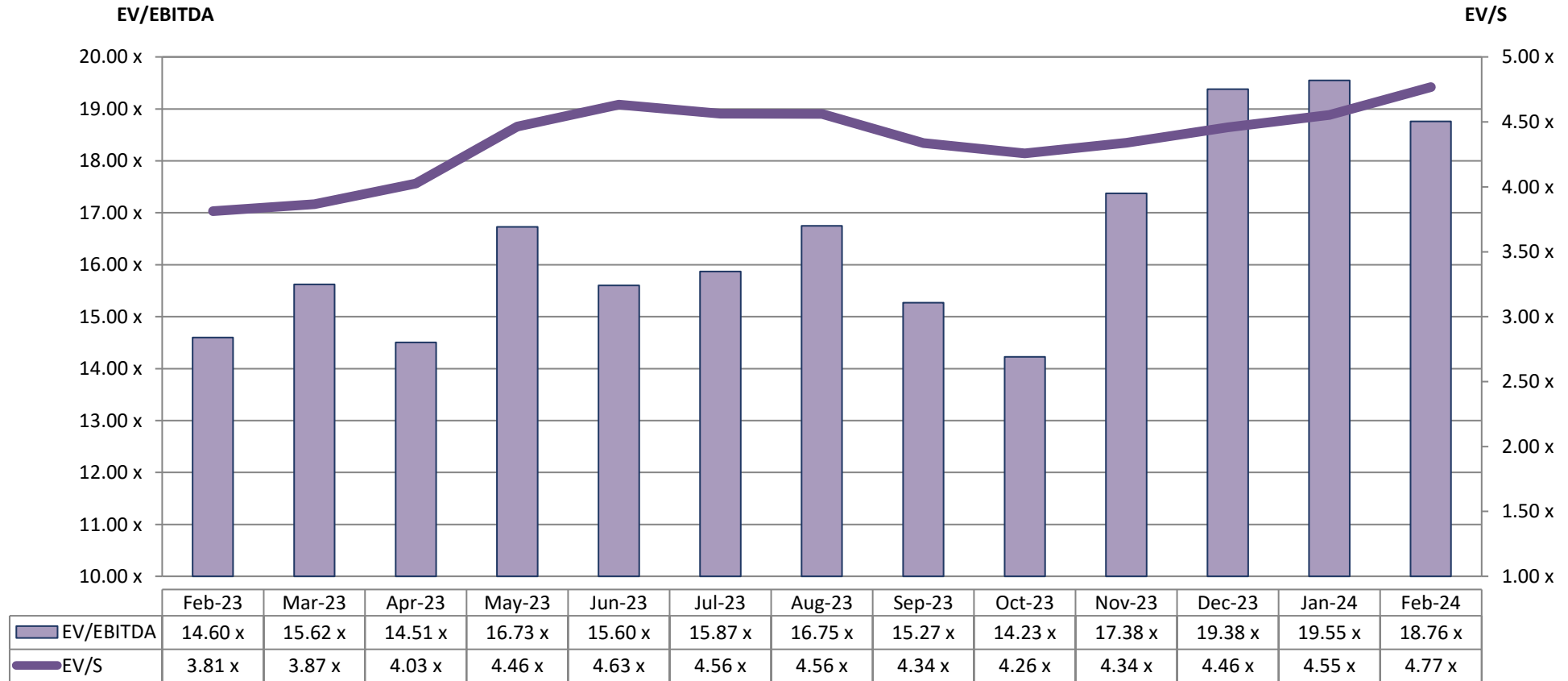


SOFTWARE CIRCLE plc














Seller: Arc Technology [United Kingdom]
Acquirer: Software Circle [United Kingdom]
Transaction Value: \$1.8M
- Student administration software



Public Valuation Multiples





Subsector	Sales	EBITDA		Examples
Application Lifecycle	5.02x	12.7x	 ATLASSIAN	 unity  Progress®
Endpoint	6.10x	26.6x	 Digital Ocean	 Opera NUTANIX
Network Management	2.29x	16.6x		 CISCO JUNIPER NETWORKS
Security	6.25x	19.7x	 paloalto NETWORKS	 CHECK POINT™ FORTINET®
Storage & Hosting	4.14x	45.0x		 COMMVault™ NetApp
Other	3.42x	17.8x	 Akamai	appian 



INFRASTRUCTURE 3 Deals – \$20B



KKR

Seller: Broadcom (end-user computing division) [USA]

Acquirer: KKR [USA]

Transaction Value: \$4.0B

- Desktop & application virtualization software



THOMABRAVO

Seller: Everbridge [USA]

Acquirer: Thoma Bravo [USA]

Transaction Value: \$1.5B

- Critical event management SaaS



Development Tools



ETHEREAL
ENGINE



INFINITE
REALITY

Seller: Ethereum Engine [USA]

Acquirer: Infinite Reality [USA]

Transaction Value: \$75M

- 3D web engine development software



LEAD
TECHNOLOGIES
INCORPORATED



apryse

Seller: LEAD Technologies [USA]

Acquirer: Apyrse [Canada]

- Application development software



Network Management

AKiPS



tufin
TURN // RIVER

Seller: AKIPS [Australia]

Acquirer: Tufin [Turn/River] [Israel]

- Network & infrastructure monitoring software

Atrinet

NetACE network technology



servicenow

Seller: Atrinet (NetACE network technology) [Israel]

Acquirer: ServiceNow [USA]

- Network management & service automation software

 **senet**



netmore

Seller: Senet [USA]

Acquirer: Netmore [Sweden]

- LoRaWAN network software



AI-Enabled Security



Seller: Cyber Threat Cognitive Intelligence [USA]
Acquirer: Armis [Insight Partners] [USA]
- Pre-attack threat intelligence software



Seller: Onfido [United Kingdom]
Acquirer: Entrust [USA]
- Identity verification SaaS

DFL Technology



REVEAL

Seller: DFL Technology [USA]
Acquirer: Reveal [USA]
- Identity & biometrics capturing software



Seller: ZeroFox [USA]
Acquirer: Haveli [USA]
Transaction Value: \$350M
- External threat intelligence & protection software



Amber Stoner
Vice President



**Artem
Mamaiev**
Associate



**Anna
Lebedieva**
Senior Analyst



Elena Serikova
Data Researcher



Callum Turcan
Research Writer



Tech M&A Research Report

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

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

CORUM

Buyers Corner

Rule of 40

Presented By
Alden
Mendoza
Vice President
Corum Group Ltd.



Rule of 40

Buyers use Rule of 40 analysis to find quality targets.

Simple calculation

Revenue growth + profit margin = 40 or more



24% annual revenue growth
23% EBITDA margin in 2023

Score = 47

**EASIER TIME ATTRACTING INVESTORS
SECURING HIGHER VALUATION MULTIPLES**



Lessons Learned

- Buyers don't always take the Rule of 40 at face value...
 - They scrutinize profit and growth figures separately.
 - Enabling buyers to determine how resources can be allocated and what operational processes need to be implemented.



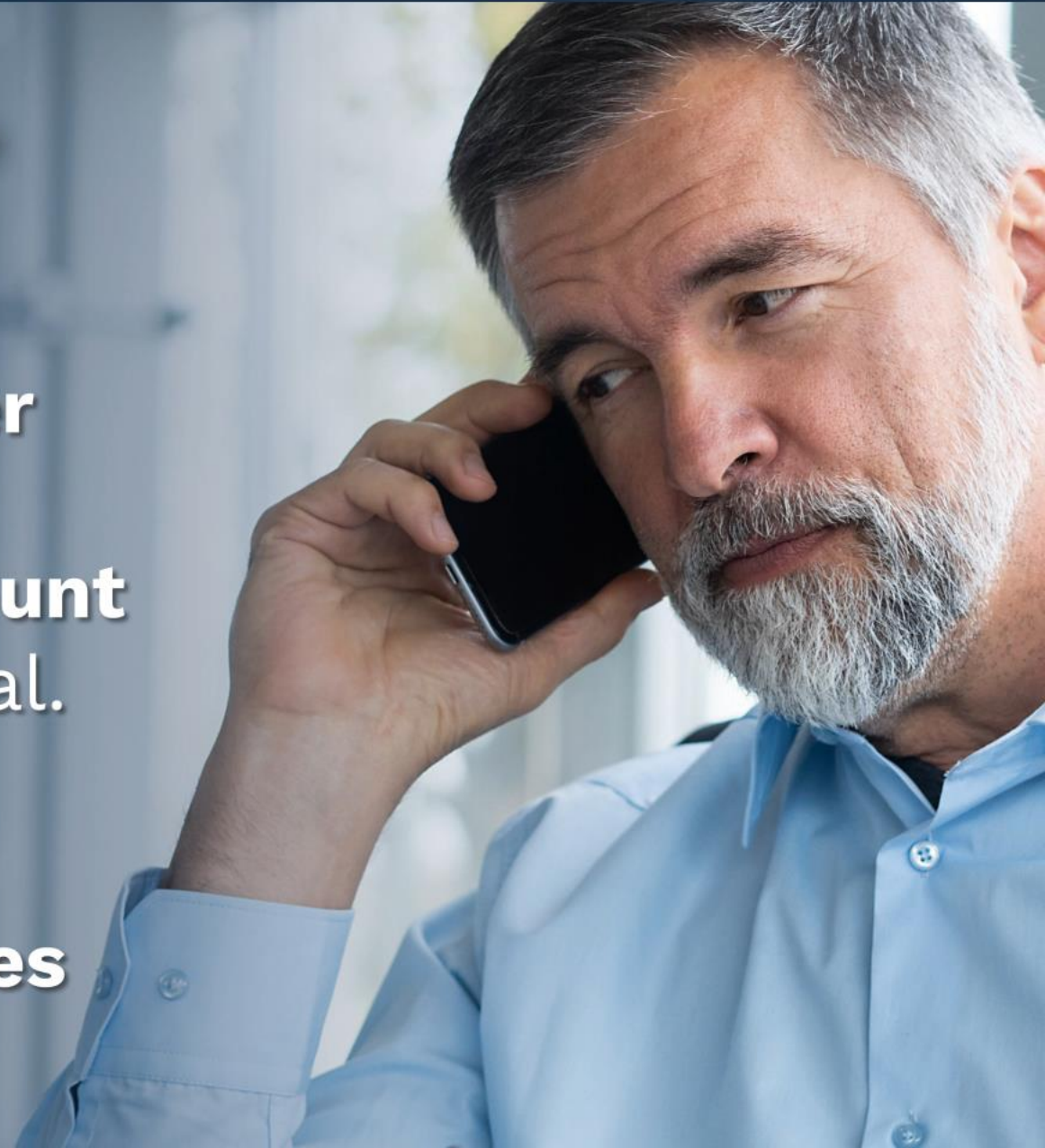
Company A has...

- Rule of 40 Company.
- \$20 million in revenue.
- 35% annual revenue growth.
- 5% EBITDA margin.
- Aspires to sell company for \$100M.



Buyer One

- Buy-and-hold forever company.
- **Prioritizes profitability over revenue growth.**
- Needs **profitability to account for at least 80%** of the total.
- Acquires firms based on a multiple of earnings.
- Will make an offer **that does not meet** expectations.



Buyer Two

- **Looks at free cash flow, not EBITDA.**
- Assists in go-to-market efforts.
- **Needs the company to be self-sustaining.**
- Concerned that Company A's ability to meet its financial obligations has weakened.
- Will **handicap the valuation** offered to Company A.



In Summary...

- Buyer 1 applied a **weighted Rule of 40**.
- The buyer required a greater portion.
- For smaller companies, growth plays a greater role in the Rule of 40 analysis.



In Summary...

- Buyer 2 uses a different metric, free cash flow margin not EBITDA.
- More concerned with Company A's working capital position and free cash flow margin.
- Additionally, Buyer 2 would not inject cash into Company A to improve its working note.



Conclusion

- These types of conversations are not uncommon.
- Sellers that meet the Rule of 40 need to understand the nuances of buyer's thinking.
- Different buyers will have different interpretations of the Rule of 40.
- Find a buyer whose priorities align with your own and whose strengths complement your business.



CORUM

Sellers Panel

March 2024

Moderated By

Heidi Owen

**Executive Vice President
Marketing**



HEIDI OWEN,
EVP MARKETING,
CORUM GROUP LTD.



CORUM
MERGERS & ACQUISITIONS

Sellers Panel: March 2024



SCOT COCANOUR
FOUNDER & CEO

PRōMIUM



BARRY LARSON
CEO

Trusty Ox
the creators of



BRIAN SWEAT
**VP & GENERAL
MANAGER**

Alterity
the creators of

acCTIVATE
Inventory Management Software

HEIDI OWEN,
EVP MARKETING,
CORUM GROUP LTD.



CORUM
MERGERS & ACQUISITIONS

What was your motivation for pursuing an M&A process?



SCOT COCANOUR
FOUNDER & CEO

PRōMIUM



BARRY LARSON
CEO

Trusty Ox
the creators of



BRIAN SWEAT
VP & GENERAL
MANAGER

Alterity
the creators of

acCTIVATE
Inventory Management Software

HEIDI OWEN,
EVP MARKETING,
CORUM GROUP LTD.



CORUM
MERGERS & ACQUISITIONS

What surprised you most about the M&A process?



SCOT COCANOUR
FOUNDER & CEO

PRōMIUM



BARRY LARSON
CEO

Trusty Ox
the creators of



BRIAN SWEAT
VP & GENERAL
MANAGER

Alterity
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Inventory Management Software

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EVP MARKETING,
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What key lessons would you share with Tech CEOs considering M&A?



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How did selling your business improve your life?



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Top 60 M&A Documents & Projects

When Selling Your Company

World Technology Council (WTC)

- Luminaries
- Co-sponsors
- Former clients
- Domain leaders





Webcasts



Podcasts

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MERGER

SOFTWARE

The R

Ted Henter is a software developer, owner, and entrepreneur – until you

blind. A "natural" graduate of Florida in a degree in design and a career in professional motorsports. He achieved a racing career as one of the world's best motorcycle riders while blind at the age of 12.

With his racing career ended, he was tempted to give up engineering until the day he decided to work for his opportunity.

From the Editor

The Millennium Starts With A Bang



Bruce Milne, President & CEO, Corum Group Ltd.

The Millennium began with a bang, at least from an M&A standpoint. After a cautious last half of '99, we saw an explosion of activity starting from the very first day, and it hasn't let up. We have concluded a transaction every ten days, as witnessed by the enclosed tombstones. And the activity has been in all markets, including the Internet, telecom, ERP, CRM, financial services, and vertical markets. Further, this phenomenal activity is clearly being echoed worldwide as half of these transactions involve a non-US buyer or seller. In our feature story, we go into more detail on this trend and what we expect to see going forward.

Corum

Corum Group Ltd. is a software, database, and personnel services company with a long history of leadership in the industry.

We are Buyside

Through our extensive international network, we are able to provide the right resources for our clients.

The C

Corum Group Ltd. is a software, database, and personnel services company with a long history of leadership in the industry.

The C

The individual and corporate clients we serve are looking for a fund and a...

A

International Merger Market Mushrooms

Corum Group Ltd. has served the software, related IT services, content, and Internet industries since 1985 from our corporate headquarters in Bellevue, Washington. As our business has expanded worldwide, we looked for additional avenues to bring our recognized industry leadership and expertise in M&A transactions to clients across the globe.

Corum is pleased to announce the formation of our International affiliate: **Corum Group International S.à.r.l.**

This company was formed beginning in 1999 and finalized in 2000 with the express purpose of enhancing Corum's service to international clients. Corum Group International is headquartered in Lausanne, Switzerland, with a staff devoted to the European Community and other international markets. Euro-centric research and writing is prepared in this office, and a multi-lingual staff is available to assist clients in identifying and completing transactions with optimum merger and acquisition candidates. Both Sellside and Buyside services are offered, as well as the Selling Up Selling Out, and Buying In Buying Out seminars. The extensive database of contacts and transactions that Corum Group Ltd. has built over the past 15 years is available to

Recent international transactions include:



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On staff will be Klara Scheidegger-Körösi in the Lausanne office, and Miro Parizek working out of Munich, Germany.

From the Editor

(continued from page 2)

supply chain sector. Many remaining independent ERP players were bought in the first six months of the year. **Great Plains'** purchase of **Solomon** and **Realworld**, **Gores Technology Group's** acquisition of **Infinium's** NT Financials, and **ACCPAC's** (CA) recent acquisition of **SBT Accounting Systems** are an example of this trend.

CRM is another hot market segment with transaction multiples approaching the dot.coms in their glory days. While many deals were announced, we were personally involved in several, including the acquisition of **Dexton** in Holland by **Infinium**, and **Staffware's** (U.K.) acquisition of **Marketforce** in Texas. Another related transaction was the acquisition of **Top Producer** in Vancouver (Canada) by **Home-store.com**, a good example of a dot.com company buying a well-known established and profitable industry leader. We expect to see more transactions like the Top Producer deal as Internet companies are forced to begin showing profit results to impatient shareholders.

EAI and **Workflow** companies are equally active in terms of number of deals and multiples paid. Leading vendors are quickly trying to fill the holes in their technology offerings.

In a recent poll, we asked:

“What were the projects, documents or tasks that they felt were most important when selling their company?”

we then asked:

“Which ones required professional skills, confidential M&A data, inside buyer knowledge, extensive transaction experience, or outside advisors?”

- Corporate Preparation
- **Business Plan**
- Marketing Plan
- Org Chart
- Staff Bios
- NDA
- Non Solicitation
- **Executive Summary**
- **Introduction Letter**
- **Financials (3 years)**
- **Recast Financials**
- Financial Package
- **3 Year Projections**
- Pipeline Analysis
- Lead Process
- Pricing Analysis
- Market Research
- **Competitive Research**
- **Buyer Research**
- **Ind. Buyer Strategy**

*Items in **RED** require professional skills, confidential M&A data, inside buyer knowledge, extensive transaction experience, or outside advisors*

- Corporate Presentation
- **Comparable Transactions**
- Industry Comps
- DCF Analysis
- **Replacement Cost**
- Terminal Value
- **Valuation Report**
- All Agreements
- All Litigation – Threats
- Shareholder Qualification
- HR Needs
- **Audit**
- **Activity Log**
- Terms Sheet(s)
- **Synergy Analysis**
- Dilution Analysis
- **Tax Analysis**
- Taxable Assets
- **Negotiation**
- **LOI**

*Items in **RED** require professional skills, confidential M&A data, inside buyer knowledge, extensive transaction experience, or outside advisors*

- Stand Still Prep.
- **Outside Opinions**
- DD Checklist
- DD Timeline
- **Merger Agreement**
- Asset Schedule
- **Fairness Opinion**
- **Employ. Agreement**
- **Non Competes**
- **Patent Analysis**
- Customer Overview
- **Client Sign-off**
- Bulk Sale
- **Sovereign Approval**
- Proxies
- **Security Agreements**
- **Registration**
- Shareholder Exp. Distr.
- Announcements
- **Integration Process**

*Items in **RED** require professional skills, confidential M&A data, inside buyer knowledge, extensive transaction experience, or outside advisors*

Top 60 Documents & Projects



11%

- Buyer solicitations that result in transaction



48%

- Average improvement from first offer with an auction process



60%

- Buyers that have never heard of you



80%

- “Self-managed” tech M&A failure rate



100%

- Deals involving only one bidder that are suboptimal

Self-managed M&A
is **ineffective and
expensive.**

Failing with your
most logical buyers
**may leave you
unsellable.**



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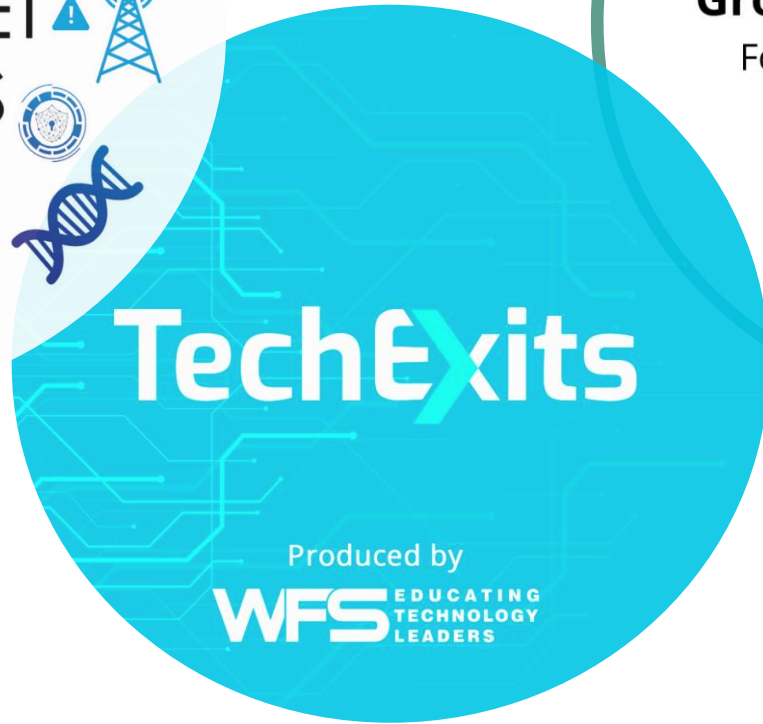
Tech M&A Monthly

Sellers Panel





Webcasts



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Conferences

After the Deal – Celebration



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Thank you!