CORUM

Forecast 2019
Global Tech M&A Report

Tech M&A Monthly
January 17, 2019

WELCOME

JOEL ESPELIEN, PRESIDENT, CORUM GROUP LTD.

Joel Espelien has worked in a number of roles over a twenty year career in the technology industry. Most recently Joel served as Senior Advisor to Karmel Capital, where he advised on corporate spin-offs and M&A transactions, including the private-equity backed purchase of DivX LLC from Rovi Corporation and subsequent sale to Neulion, Inc, as well as the successful spin-off of Snaptracs, Inc. and its Tagg wireless pet tracking product from Qualcomm and the eventual two-stage sale to Whistle Labs and Mars Petcare. Joel has also served on the boards of multiple venture-backed companies resulting in successful exits, including AI startup IQ Engines (acquired by Yahoo) and IoT-for-AgTech pioneer 640 Labs (acquired by Monsanto/Climate Corporation). Joel has also written extensively on the future of video in his capacity as Senior Analyst for the Diffusion Group where he published 14 industry research reports as well as a widely recognized weekly blog.

Previously, Joel was the Chief Business Officer, SVP of Strategy and General Counsel of PacketVideo, a pioneer in the mobile video market. While at PacketVideo, Joel led corporate development activities, including multiple buy-side acquisitions in the US and Europe, a groundbreaking technology partnership with Google that helped launch Android, a private-equity backed MBO and ultimately the sale of the company to NTT DoCoMo (Japan).

Prior to PacketVideo, Joel was a corporate attorney at Cooley LLP in Palo Alto and San Diego, California. Joel is 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. Joel is fluent in Spanish and has done business throughout Spain and Latin America.

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AGENDA

Welcome

Market Overview

Field Report

2018 Scorecard & 2019 Predictions

2019 Top 10 Disruptive Tech Trends

Annual Tech M&A Research Report

Luminary Panel

Peter Coffee – Salesforce
Henry Hu – IBM
Reese Jones – Singularity University

Q&A

MODERATOR

TIMOTHY GODDARD, EVP, MARKETING, CORUM GROUP LTD.

Timothy joined Corum in 2011, and oversees the company's marketing efforts globally from the headquarters near Seattle. Chief among these is Corum's extensive conference schedule, "Selling Up, Selling Out," the Merge Briefing, the Tech M&A Monthly webcast and Corum's platinum sponsorship of the World Financial Symposiums' live events and Market Spotlight series. Through these events, Corum Group serves as the world's leading educator in technology mergers and acquisitions.

Prior to joining Corum, Timothy 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. In addition to marketing for software startups, Tim has worked for a US Senate campaign and taught science in Rio de Janeiro.

Timothy graduated Magna Cum Laude from Bethel University in St. Paul, Minnesota, with degrees in History and Biology.

JULIUS TELARANTA
VP, CORUM GROUP INT'L

CORUM 2018 PREDICTION SCORECARD

0	Arab money leads unexpected major tech acquisition.
0	Uber down round drives other unprofitable unicorn valuations.
5	More chip flaws surface, leading to M&A in response.
7	Chinese buyers return to the market with major deals.
10	Enterprise blockchain applications begin demonstrating value, increasing related M&A.
10	Amazon will make a major healthcare acquisition
10	Repatriation leads to multiple high-profile companies acquired for >$10B.
10	Big-name old-line companies make first major tech acquisitions.

- High profile failure accelerates demand for AI safety measures & compliance.

- Disney's B2C lead drives tech M&A as Hollywood races to keep up.

- Despite efforts, the US will not pass privacy or other Big Tech legislation.

- Under consumer & government pressure, social networks turn to B2B.

- The e-sports industry, continuing to grow in size and power, achieves a major business or cultural milestone.

- Amazon becomes a major player in the video game industry.

- Cyberattacks go beyond data breaches and begin to impact the physical world.

- Robotic process automation hits prime time with a $100m+ acquisition.

LEVERAGING CORUM'S UNIQUE POSITION
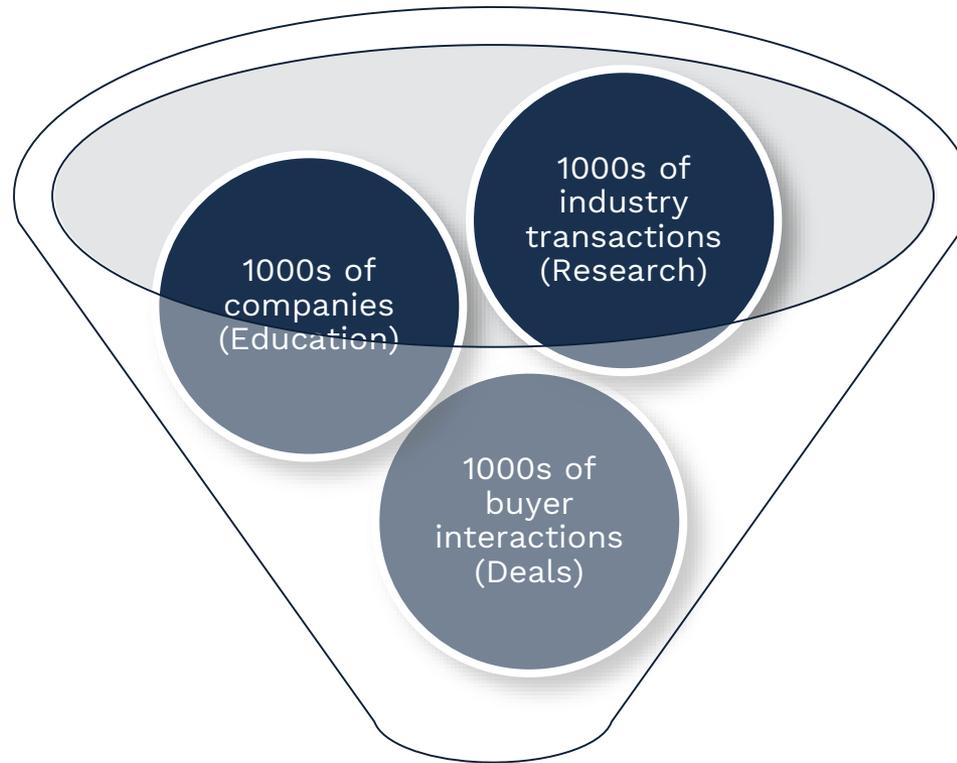
Top 10 Disruptive Technology Trends

2019 TOP TEN
DISRUPTIVE TECHNOLOGY TRENDS

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Fundamental
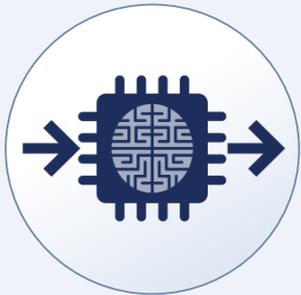
AI
ENABLEMENT

PLATFORM
EFFECTS

COMPOSITE
COMMERCE

IOT
SOFTWARE

DATA SCIENCE
MONETIZATION

FOCUSED
IT SERVICES

HEALTHTECH
CONTINUUM

REGTECH
SYSTEMS

SMART
LOGISTICS

BLUE COLLAR
SOFTWARE

Functional

#1: AI Enablement

Data and feedback turn algorithms into action

IVAN RUZIC, SR. VICE PRESIDENT, CORUM GROUP LTD.
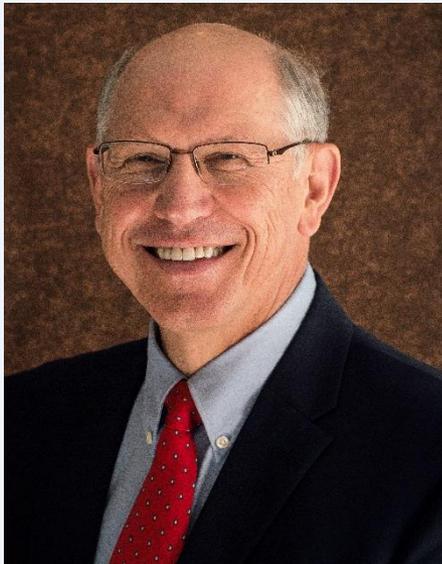
Ivan Ruzic has had a successful 30+ year career in the software business that has included virtually every senior executive role. His resume spans marquee companies such as BEA systems, Novell and Borland as well as multiple startups including his own. His international experience is extensive and in addition to the United States has been involved in mergers and acquisitions in Europe, Africa and Asia.

His success and extensive experience qualify him as an expert in building value and realizing wealth. Ivan 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 technology companies.

Thoughts? Questions? Let us know!
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#1: AI Enablement
Data and feedback turn algorithms into action

INDUSTRY DRIVERS

- Machine learning systems need data and feedback loops
- AI platforms have prioritized foundational loops: search, language, images, speech and more
- Just beginning the era of application to create real-world value and info

CREATING M&A VALUE FOR

- Unexploited feedback loops and unique datasets without applied M/L
- Optimization problems where AI could unlock new value
- Vertical use cases across all sectors, with distinctive, defensible niches more valuable
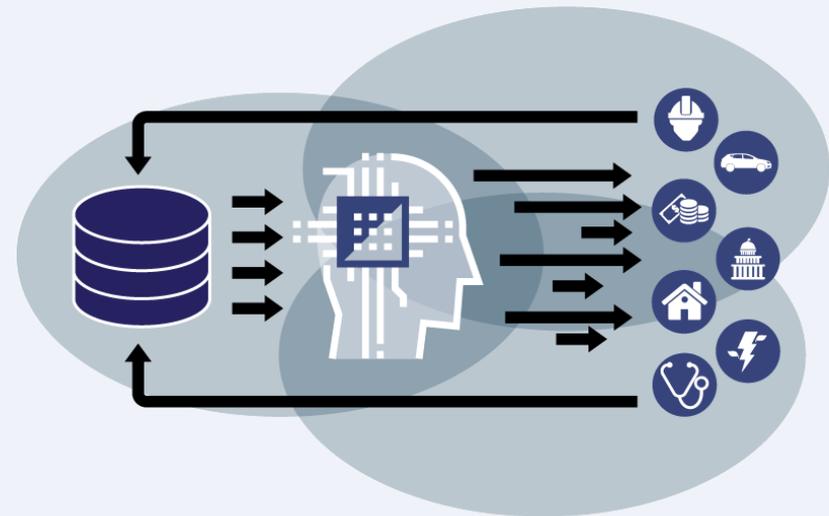
#2: Platform Effects

Building critical mass across sectors & toolsets

MARC O'BRIEN, VICE PRESIDENT, CORUM GROUP LTD.

Marc has over 30 years of experience with both large and startup software companies focusing on SaaS, enterprise and digital markets, including as the founder and CEO of two firms that he led to successful acquisitions. He has been an executive managing companies in North America, Europe and Asia Pacific.

Marc was the founder/CEO of WebProject, the first team collaboration internet company with the backing of Cisco and Sun Microsystems. He subsequently was the founder/CEO of Projity, the leading SaaS project management solution. Marc is also Chairman of the Board of ProjectLibre Inc, an open source alternative to Microsoft Project with over three million downloads in over 200 countries.

He graduated from Clarkson University with a B.S. in Engineering & Management.

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#2: Platform Effects

Building critical mass across sectors & toolsets

INDUSTRY DRIVERS

- Great value in owning customers and their data across multiple use cases
- Synergy between tech and finance trends with rise of PE-backed platform plays
- A sector's platforms seek optimal scope between niche and "one-size-fits-all"

CREATING M&A VALUE FOR

- Firms in sectors being aggressively platformed: HR, Edtech, Legaltech, B2G
- Platforms themselves may be merged into still-larger clouds: Marketing, Manufacturing, Finance
- Globalization as platforms converge and de facto standards emerge

#3: Composite Commerce
A new generation of online/offline convergence

PETER PRINCE, SR. VICE PRESIDENT, CORUM GROUP LTD.

Peter Prince has spent over three decades involved in starting and growing software companies or large divisions of international software companies. As well as following his entrepreneurial spirit he has held a number of senior roles for both privately held and public companies. He was part of several key acquisitions such as Software Artistry to IBM, Infinium to SSA GT and SSA Global to Golden Gate (Infor). He was President of SSA Global EMEA prior to its sale and then CEO of Cogniti.

He attended Chiltern University attaining a business degree and later attended Harvard Business School successfully completing an executive course, Launching New Ventures.

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#3: Composite Commerce
A new generation of online/offline convergence

INDUSTRY DRIVERS

- Blurring of online and offline customer behavior and expectations
- New awareness and expectation of tech M&A by traditional firms
- Retail sector leading, but also media, travel, transportation and more...

CREATING M&A VALUE FOR

- Integrated online/offline analytics
- Targeting, tracking & personalization
- Disruptive retail SaaS platforms
- Payments & Digital Currency Flow
- Innovative Online Exchanges
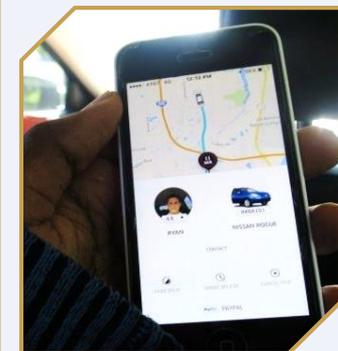
#4: IoT Software

Real-world tools putting promise into practice

DAVID LEVINE, SR. VICE PRESIDENT, CORUM GROUP LTD.

Dave joined Corum in 2015 and has a diverse background in technology and life sciences. As an executive and entrepreneur, Dave has been operating and investing in companies sitting at the convergence of commerce and eCommerce as well as innovative life science businesses for over 25 years. Recently, Dave was CEO North America for Gaxsys, an eCommerce and logistics company that is a leader in last mile logistics and fulfillment for eCommerce marketplaces.

Dave sits on boards of numerous public and private companies, including one that recently filed for an IPO.

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#4: IoT Software
Real-world tools putting promise into practice

INDUSTRY DRIVERS

- Even in the IoT, value of code outstrips value of hardware
- Bewildering variety of endpoints, each needing software, connectivity, etc.
- Industrial and enterprise IoT ascendant
- Growing competitive value of data-at-scale and its application

CREATING M&A VALUE FOR

- Connected & Autonomous Vehicle technology
- Sensor management & analytics
- SaaS tools for industrial IoT
- IoT-specific security systems
- Other recurring revenue models

#5: Data Science Monetization
Maximizing return with real-time analytics

JIM PERKINS, EXECUTIVE VICE PRESIDENT, 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.

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.

#5: Data Science Monetization
Maximizing return with real-time analytics

INDUSTRY DRIVERS

- Monetization replacing efficiency gains as prime value of data science
- Robust analytics no longer optional, especially for consumer-facing tech
- Games and other consumer tech leading the way, with Enterprise catching up

CREATING M&A VALUE FOR

- Analytics-oriented gaming companies
- Value-based pricing technology
- Short pathways from analytics to monetization across sectors
- Monetization methods that maintain respect for user privacy
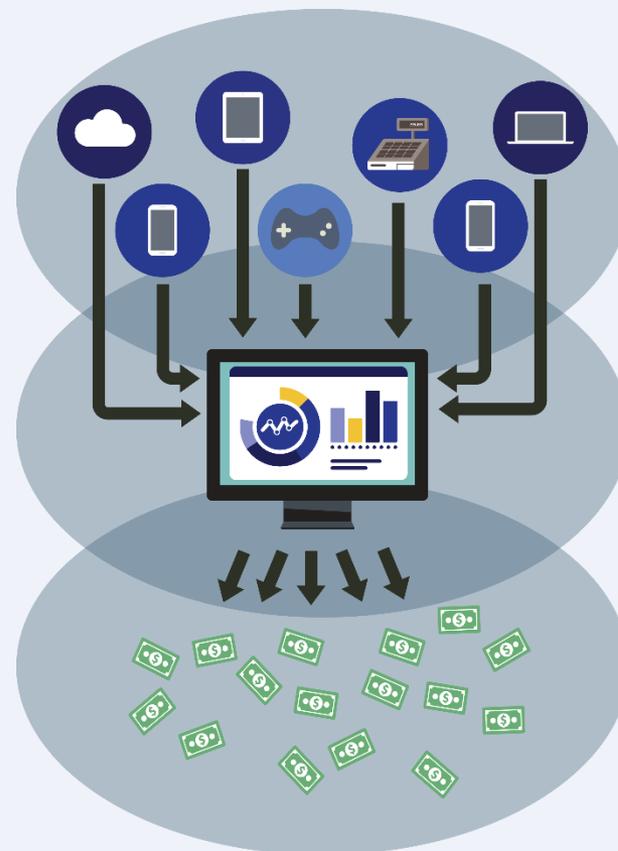
#6: Focused IT Services
Differentiation driving value in a formerly sleepy sector

ROB GRIGGS, SR. VICE PRESIDENT, CORUM GROUP LTD.

As a serial entrepreneur and investment banker, Rob Griggs has had a successful 35+ year career in the high technology arena. Early in his career, he was a top performer at Apple before starting his first software company in the mid-1980's. As a founder of Authorware / MacroMedia, NetRadio, Wit Capital, and many other companies, Rob's sales, marketing, business development, and capital raising skills have been honed over supporting hundreds of company financial transactions during his career.

His success and extensive experience in software M&A uniquely qualify him as an expert in building value and realizing wealth. Rob 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 technology companies.

#6: Focused IT Services

Differentiation driving value in a formerly sleepy sector

INDUSTRY DRIVERS

- Intricate platforms require increasingly specialized expertise
- Application, maintenance and extension of tech stacks growing in complexity
- Conglomerates out of style—markets replacing "jack-of-all-trades" with "purity of industry" as corporate virtue

CREATING M&A VALUE FOR

- Services firms specializing in a technology, sector or platform
- Deep domain knowledge and internal productivity tools
- Adding value or filling gaps in already successful platforms or services

#7: Healthtech Continuum

Connective tech coordinating systems & care

STEVE JONES, SR. VICE PRESIDENT, CORUM GROUP LTD.

Steve joined Corum after 25 years of executive experience in various high-tech industries with both public and private venture-backed startups. He has extensive global experience, opening international markets and growing sales from zero to tens of million in revenue. He has been on the forefront of selling several companies and spinning off software divisions, highlighted by the sale of GetFon to Alestra (AT&T Mexico). He is fluent in Spanish.

Steve is a board member of several software companies and has industry expertise in several areas: enterprise apps and infrastructure, security, mobile and wireless, media & entertainment, supply chain, and embedded devices/systems (IoT).

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#7: Healthtech Continuum

Connective tech coordinating systems & care

INDUSTRY DRIVERS

- Demographic, technical and regulatory changes disrupting healthcare
- Shifting from treatment-centric to patient outcome-centric systems
- Increased focus on patients and data before (preventative) and after treatment

CREATING M&A VALUE FOR

- Systems outside standard care settings, such as hospice, urgent care, PT, etc.
- Practice management SaaS
- Patient engagement tools
- Population health technology
- Platforms for underserved health niches

#8: Regtech Systems

Helping hit moving compliance targets

DANIEL BERNSTEIN, SR. VICE PRESIDENT, CORUM GROUP LTD.

Daniel Bernstein is a senior deal maker at the Corum Group working within a variety of sectors in B2B and consumer software companies. Previously, Daniel worked in a number of roles over a twenty five year career in high technology, most notably as the founder and CEO of Sandlot Games Corporation, a leading casual games publisher and developer. Having sold Sandlot Games to Digital Chocolate in 2011, Daniel started a consulting practice where he advised larger companies such as RealNetworks and smaller high growth businesses on product development, strategic initiatives, and M&A opportunities. Daniel holds a Bachelor of Science in Computer Science and a Masters of Arts in Music Composition from the University of Virginia.

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#8: Regtech Systems
Helping hit moving compliance targets

INDUSTRY DRIVERS

- The complexity of dealing with regulatory change is increasing
- Rules in software becoming intrinsic to laws, mandates and agreements
- Expectation that all business processes can be tracked and audited if something goes wrong

CREATING M&A VALUE FOR

- SaaS and other technology functionally or actually mandated by regulation
- GRC, EHS & Legal solutions
- Fintech compliance technology
- Compliance-based security

#9: Smart Logistics

Moving things & people at a higher level of efficiency

JON SCOTT, MANAGING DIRECTOR, CORUM GROUP INT'L.

Jon joined Corum in 2010, originally out of their Seattle headquarters, and currently out of their Amsterdam office. 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 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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#9: Smart Logistics

Moving things & people at a higher level of efficiency

INDUSTRY DRIVERS

- Physical world must keep pace with online – real-time and data-driven
- Trends in AI, latent capacity utilization and consumer demand converging
- Innovation and disruption from "first-mile" to "last-mile" logistics creates numerous opportunities for change

CREATING M&A VALUE FOR

- SCM, CPQ, warehouse management
- 3PL, distribution & shipping software
- Cargo, trucking and freight tracking
- Auditable, secure supply chains using blockchain or other methods

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#10: Blue Collar Software
Traditional workers with cutting-edge tech

JEFF BROWN, SR. VICE PRESIDENT, CORUM GROUP LTD.

Jeff joined Corum in 2007 as Regional Director in Houston, Texas. He has over 30 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 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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#10: Blue Collar Software
Traditional workers with cutting-edge tech

INDUSTRY DRIVERS

- All nine previous trends converging on underserved "toolbelt" industries
- Many industries "leapfrogging" from legacy/no systems to mobile/cloud/IoT
- Software and digital connectivity have transcended the "office" and are fast impacting every area of work & enterprise

CREATING M&A VALUE FOR

- Software that serves end-user workers at the job site where work is performed
- Underserved markets like farming, construction, mining, and trucking.
- Narrow niches, even more underserved: i.e. sanitation, forestry, carwashes.

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Elon Gasper
EVP, Research

Amber Stoner
Director of Research

Yasmin Khodamoradi
Director, Client Services

Amanda Tallman
Senior Analyst

Becky Hill
Research Analyst

Matt Rung
Research Analyst

Daily Percentage Change

—— S&P TECH   —— Dow Jones   —— NASDAQ   ⬆ All-time high

USA	2018
S&P Tech	12%
NASDAQ	-4%
Dow Jones	-6%

Asia	2018
HANG SENG	-14%
SSE Composite	-25%
Nikkei	-12%

Europe	2018
CAC 40	-11%
DAX	-18%
FTSE 100	-12%

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Daily Percentage Change

— NASDAQ — S&P TECH — Dow Jones

2018

CORUM INDEX
TECH M&A

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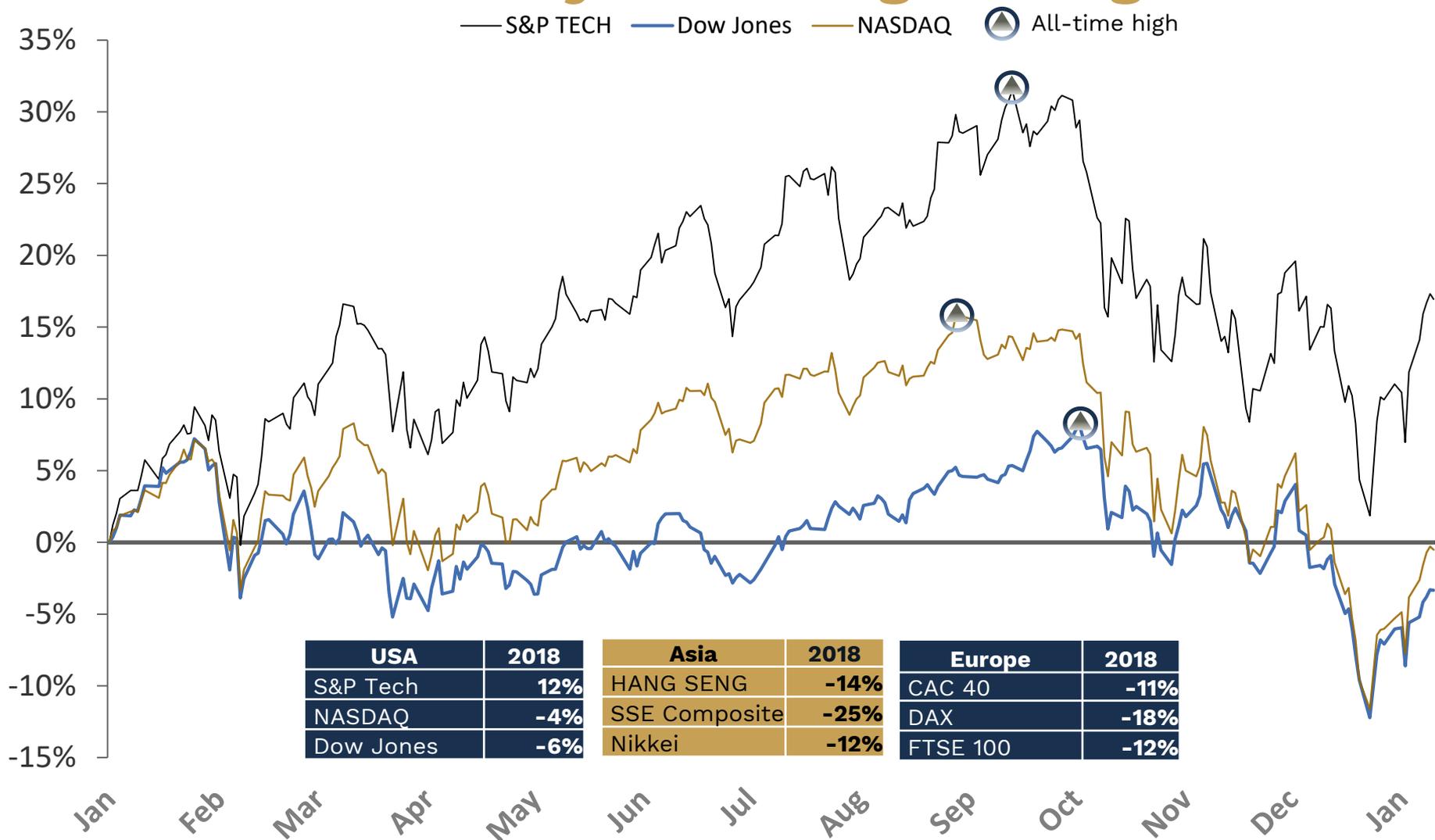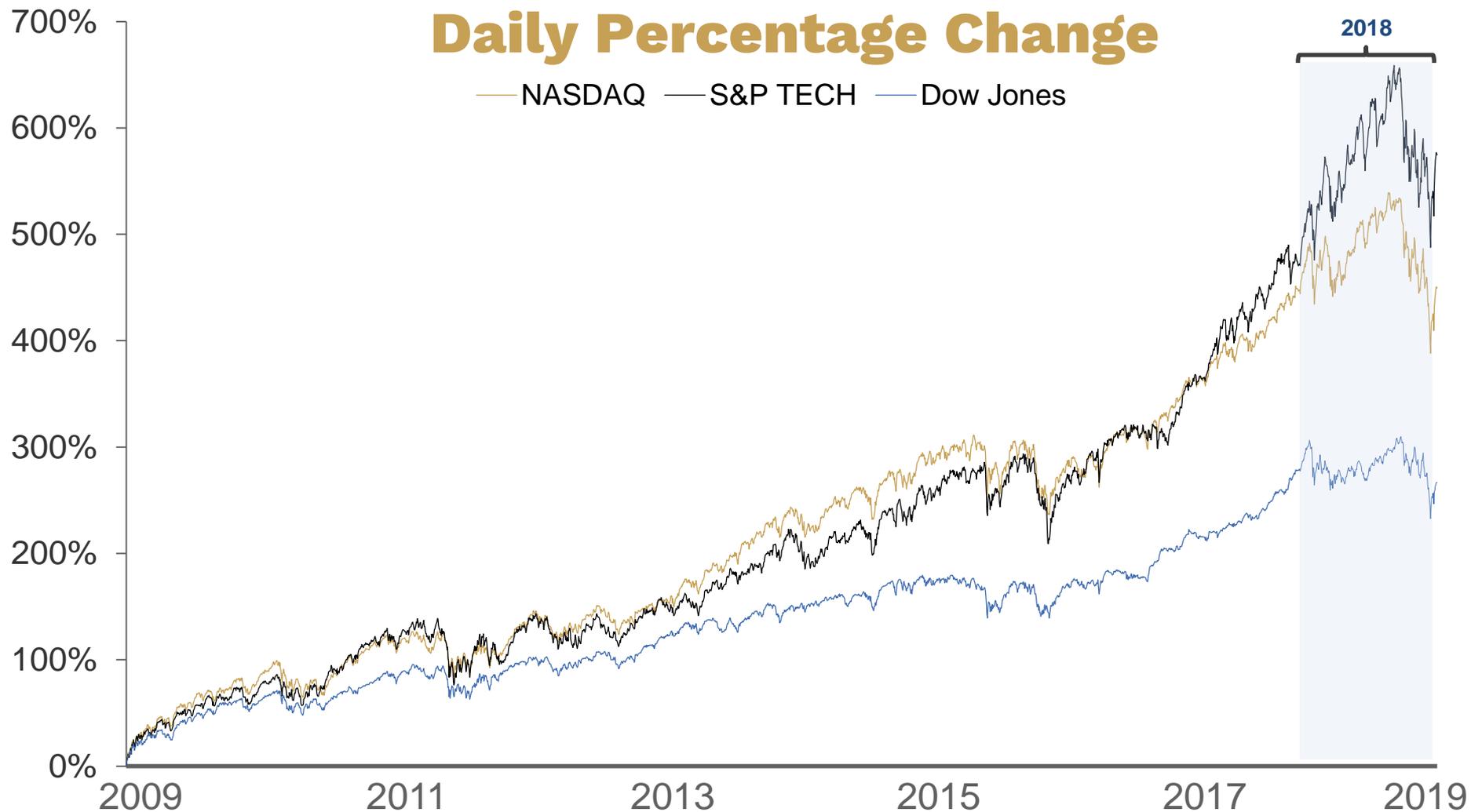
	2017	2018	
Market			
Transactions	3441	3651	6% ↑
Mega Deals	49	88	80% ↑
Largest Deal	$23B	$34B	48% ↑

	2017	2018	
Pipeline			
Private Equity Platform Deals	398	496	25% ↑
VC-Backed Exits	543	608	12% ↑

	2017	2018	
Attributes			
Cross Border Transactions	39%	38%	↓
Start-Up Acquisitions	12%	14%	↑
Average Life of Target	16 yrs	17 yrs	↑

TOP STRATEGIC ACQUIRERS 2018
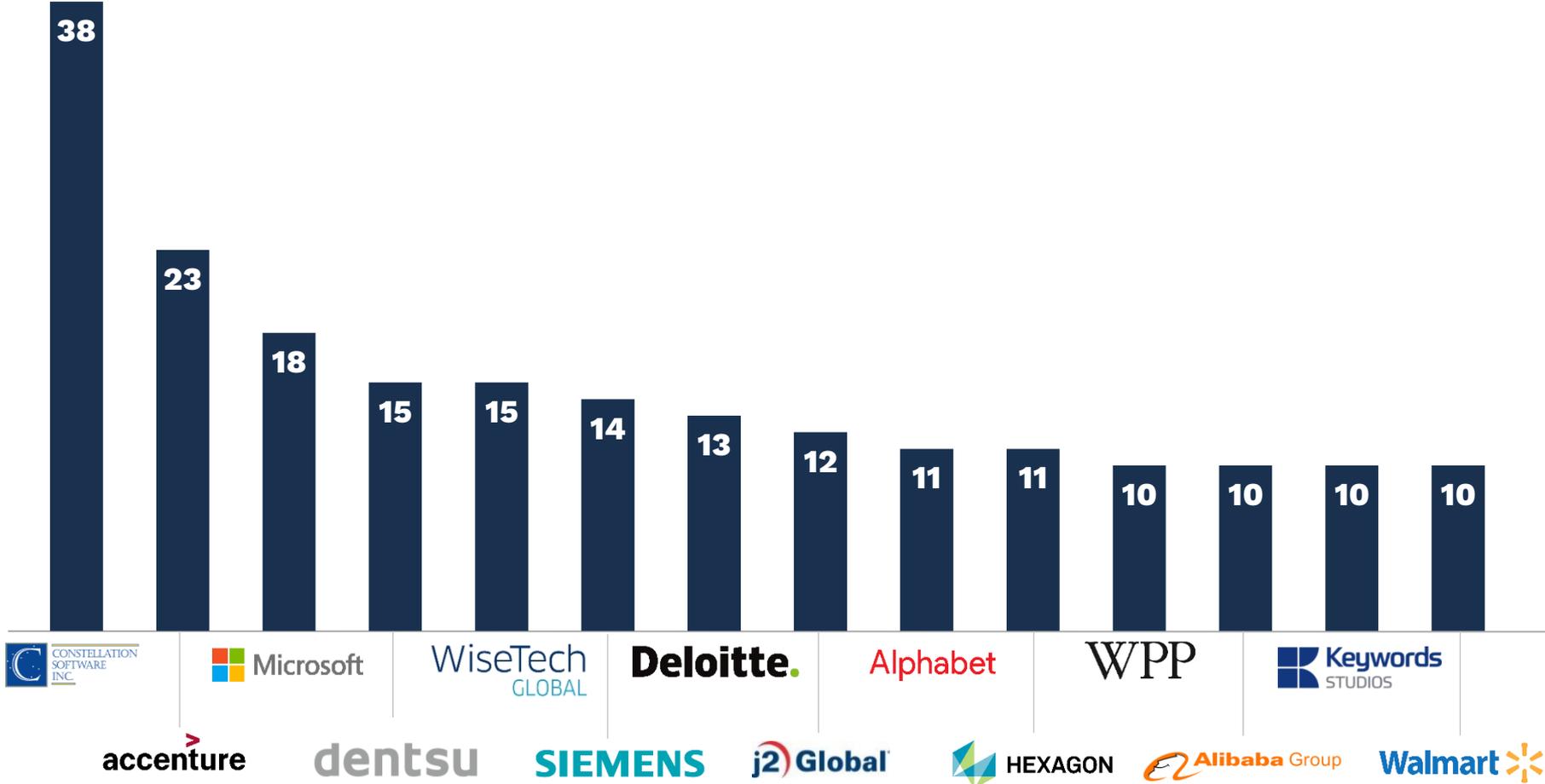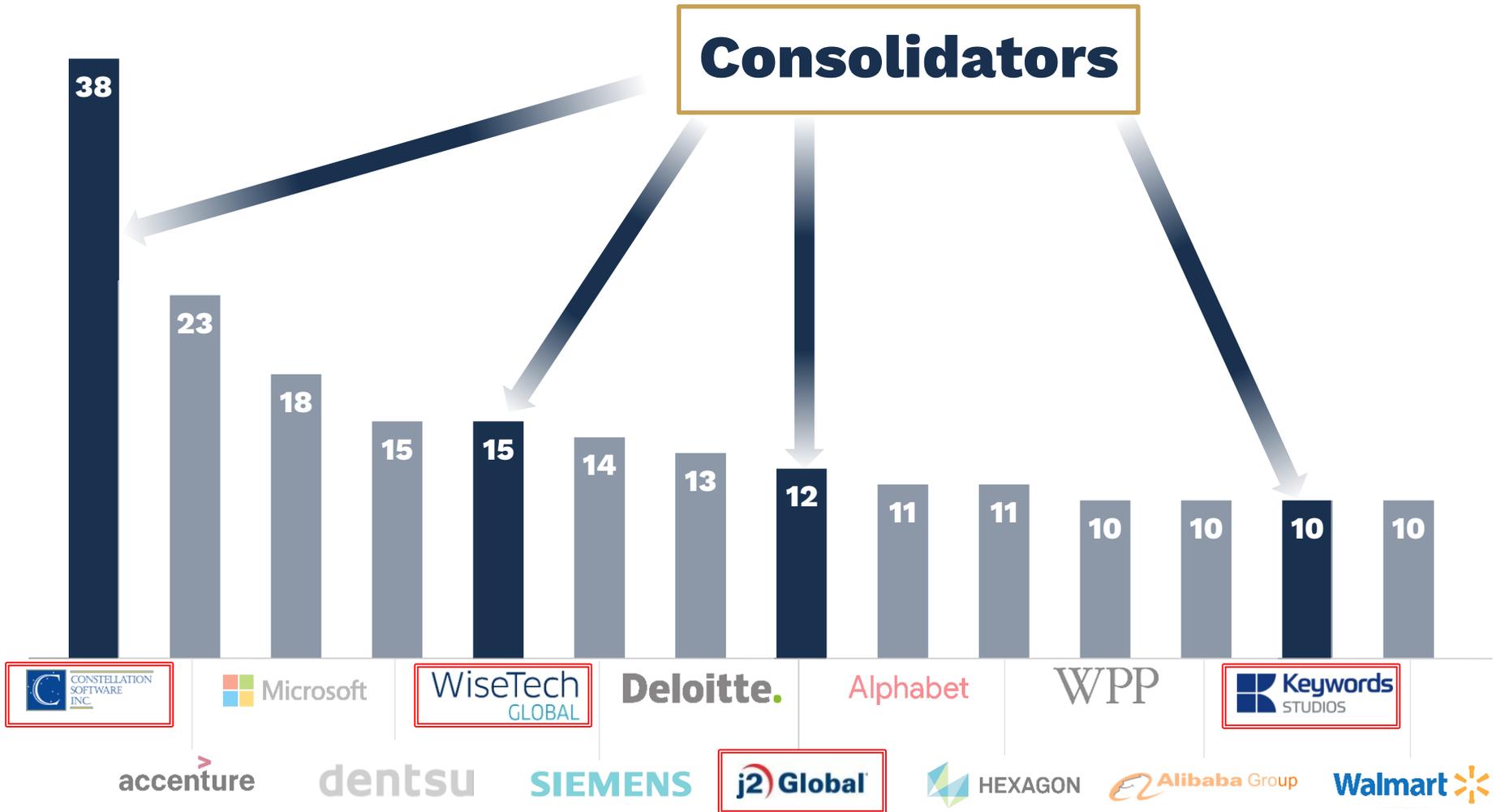
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Consolidators

38 | 23 | 18 | 15 | 15 | 14 | 13 | 12 | 11 | 11 | 10 | 10 | 10 | 10

CONSTELLATION SOFTWARE INC. | Microsoft | WiseTech GLOBAL | Deloitte. | Alphabet | WPP | Keywords STUDIOS

accenture | dentsu | SIEMENS | j2 Global | HEXAGON | Alibaba Group | Walmart

TOP STRATEGIC ACQUIRERS 2018

Services

38	23	18	15	15	14	13	12	11	11	10	10	10	10

Constellation Software Inc. · accenture · Microsoft · dentsu · WiseTech GLOBAL · SIEMENS · Deloitte. · j2 Global · Alphabet · HEXAGON · WPP · Alibaba Group · Keywords STUDIOS · Walmart
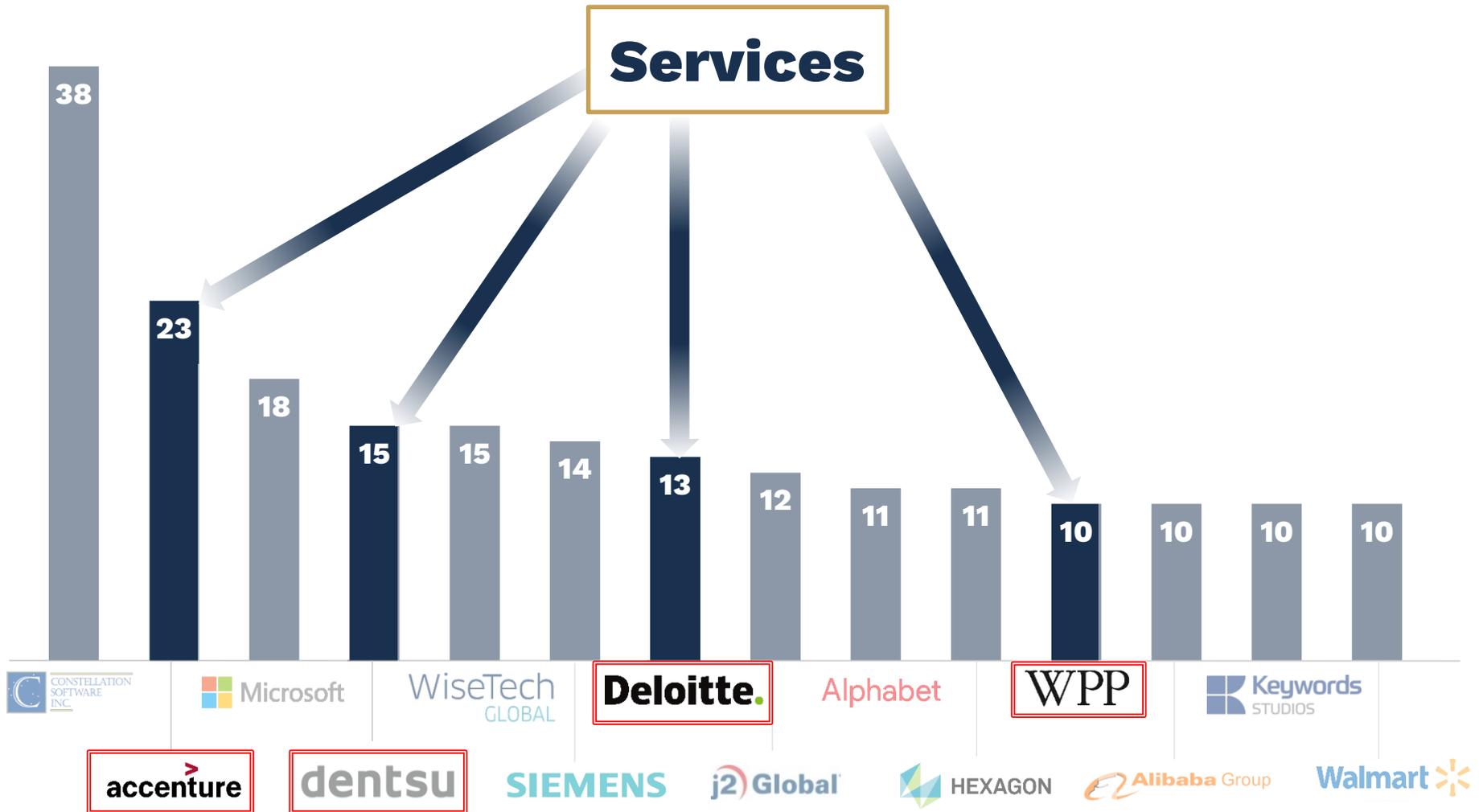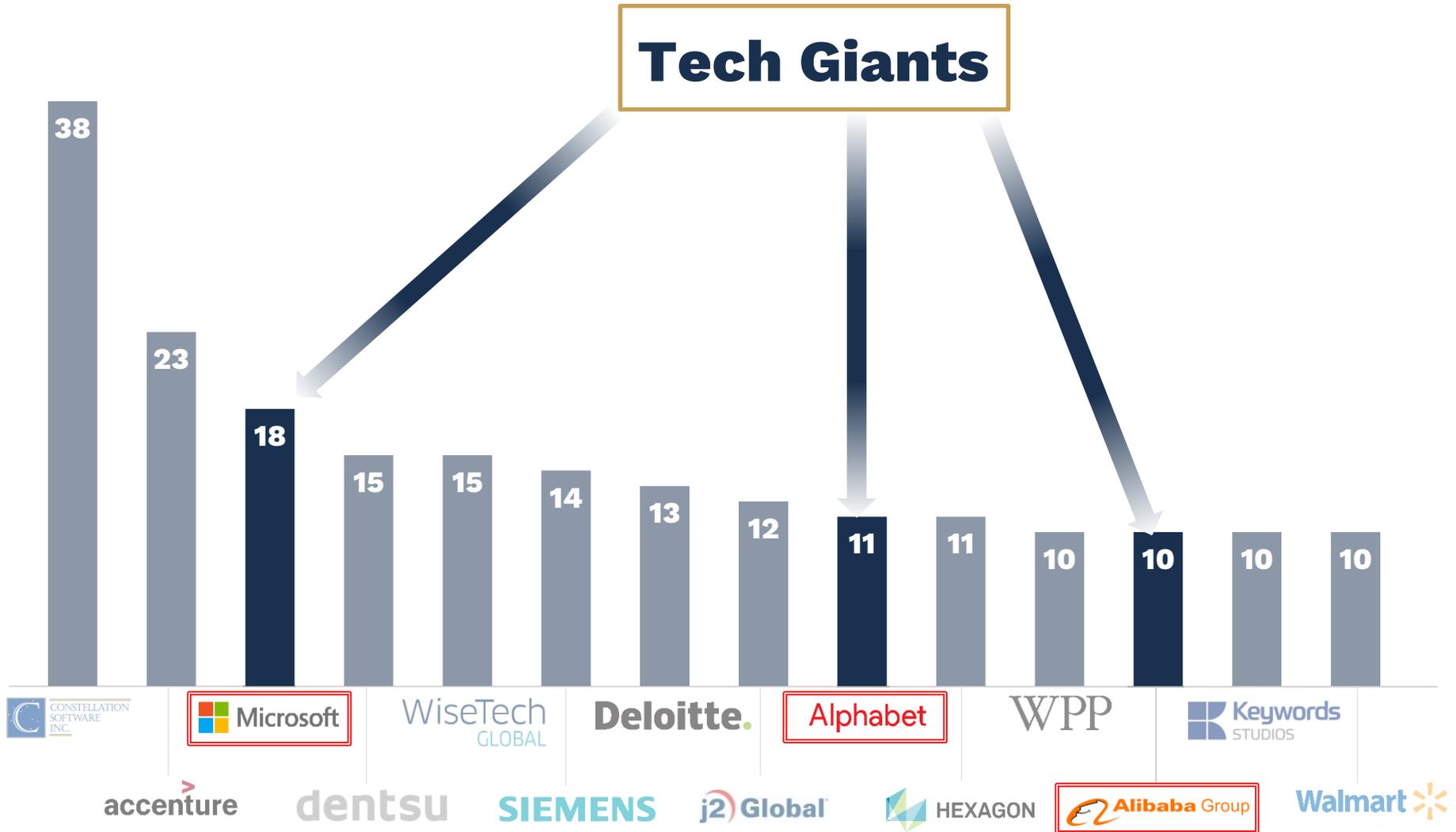
TOP STRATEGIC ACQUIRERS 2018
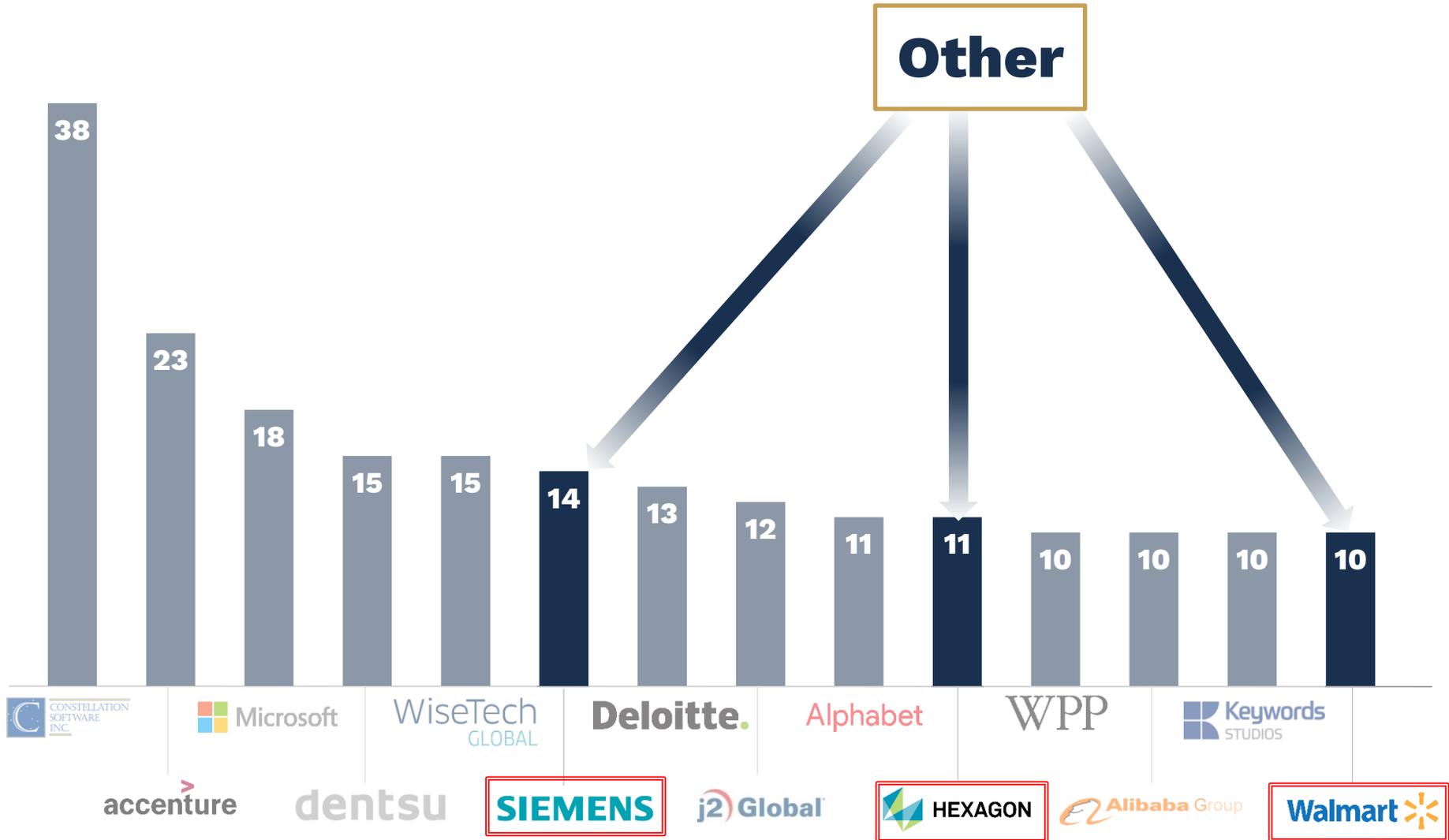
Tech Giants

BUYER LEADERBOARD ROTATION
2017-2018

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Change			2017	2018
⬆	133%	Siemens	6	14
⬆	100%	Walmart	5	10
⬆	83%	Hexagon	6	11
⬆	50%	Microsoft	12	18
⬆	25%	WiseTech	12	15
⬆	19%	Constellation	32	38
⬆	15%	Dentsu	13	15
⬆	8%	Deloitte	12	13
⬇	-8%	Alphabet	12	11
⬇	-9%	Alibaba	11	10
⬇	-15%	Accenture	27	23
⬇	-17%	WPP	12	10
⬇	-31%	Apple	13	9
⬇	-33%	J2 Global	18	12
⬇	-67%	Atos	12	4
⬇	-73%	Verisk Analytics	11	3
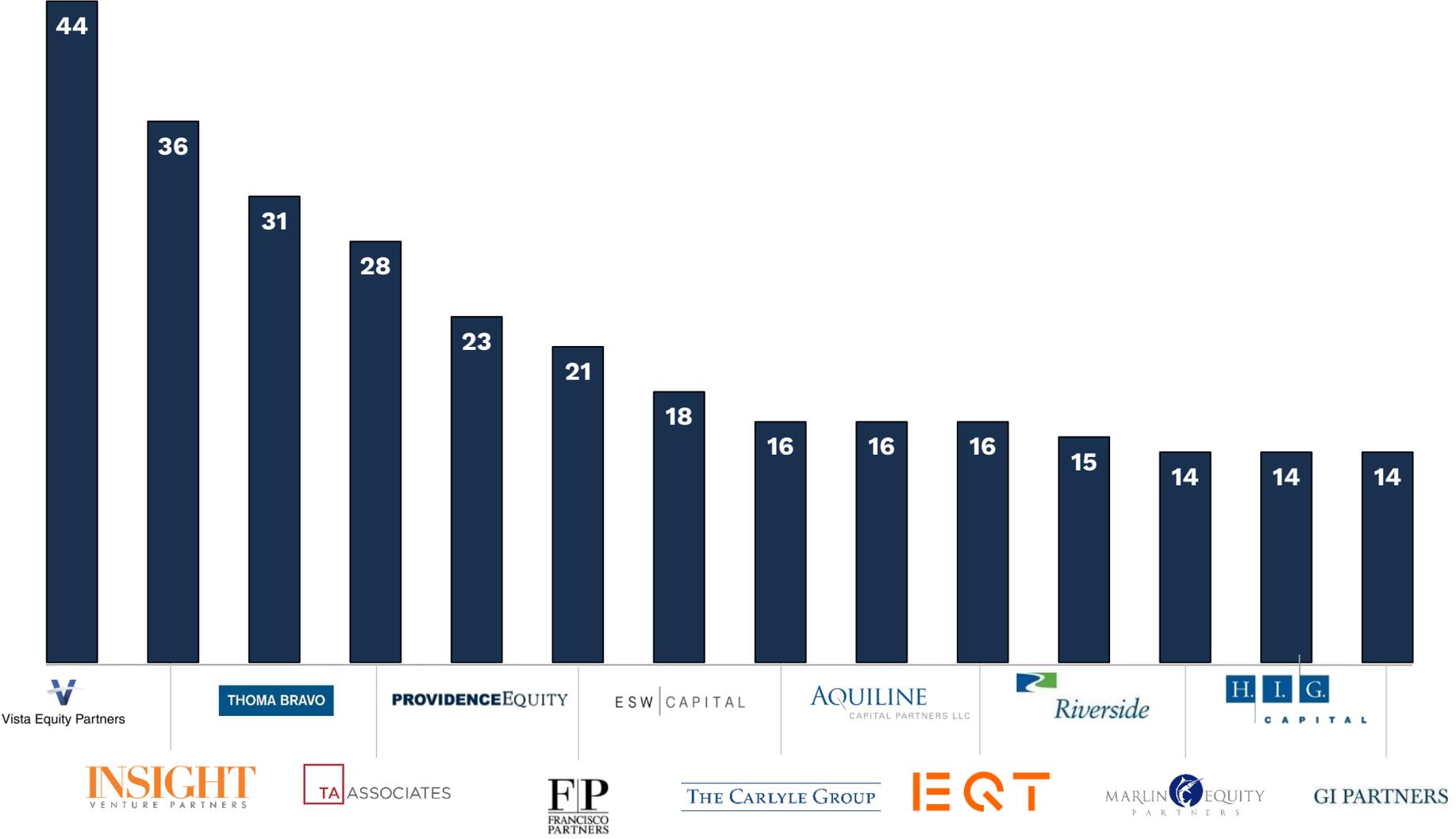
2018 TECHNOLOGY MEGADEALS

Deal	Value	Deal	Value	Deal	Value	Deal	Value	Deal	Value
Delivery Hero / Takeaway	$1.1B	Pill Pack / amazon	$1.0B	Flipkart / Walmart	$16B	glassdoor / RECRUIT	$1.2B	CallidusCloud / SAP	$2.4B
SendGrid / twilio	$1.7B	HORTONWORKS / cloudera	$2.0B	Marketo / Adobe	$4.8B	em / INSIGHT	$1.2B		
IBM Select Software Products / HCL	$1.8B	饿了么 / Alibaba.com	$5.4B	THOMSON REUTERS Financial Markets Business / The Blackstone Group	$17B	YOOX NET-A-PORTER GROUP / RICHEMONT	$3.4B	dun & bradstreet / CC Capital, CANNAE, THL Thomas H. Lee Partners	$5.4B
accruent / FORTIVE	$2.0B	NAVEX GLOBAL / BC Partners	$1.3B	acxiom / IPG	$2.3B	CONVERGYS / SYNNEX	$2.4B		
CYLANCE / BlackBerry	$1.4B	APPTIO / VISTA	$1.9B	VERACODE / THOMA BRAVO	$1.0B	redhat / IBM	$34B	AppNexus / AT&T	$1.6B
Adaptive Insights / workday	$1.6B	POWERPLAN / ROPER	$1.1B	x.commerce / Adobe	$1.7B	iZettle / PayPal	$2.2B		
IMPERVA / THOMA BRAVO	$2.1B	Rocket / BainCapital	$2.0B	DUO / CISCO	$2.4B	ca technologies / BROADCOM	$19B	SIX / Worldline	$2.8B
Verifone / FP FRANCISCO PARTNERS	$2.6B	CommerceHub / GTCR	$1.1B	qualtrics / SAP	$8.0B	BLACKHAWK NETWORK / SILVERLAKE	$3.5B		
SUSE / EQT	$2.5B	GitHub / Microsoft	$7.5B	bmc / KKR	$8.3B	Mitel / SEARCHLIGHT	$1.4B	MINDBODY / VISTA	$1.9B
mModal / 3M	$1.0B	Antelliq / MERCK	$2.4B	Travelport / SIRIS	$4.4B	athenahealth / VERITAS CAPITAL, Evergreen Coast Capital	$5.7B		
Polycom / plantronics	$2.0B	MuleSoft / salesforce	$6.6B	orbotech / KLA-Tencor	$3.4B	AVIGILON / MOTOROLA SOLUTIONS	$1.0B	ITG / VIRTU FINANCIAL	$1.0B
L3 Technologies / HARRIS	$16B	sedgwick / THE CARLYLE GROUP	$6.7B	INTRALINKS / SS&C	$1.5B	TravelClick / amadeus	$1.5B		
clarion / faurecia	$1.3B	pandora / SiriusXM	$3.2B	SHANDA GAMES / CHT 世纪华通	$4.4B	SimpliSafe / HELLMAN & FRIEDMAN	$1.0B	EZE SOFTWARE / SS&C	$1.5B
Charles River / STATE STREET	$2.6B	VERRA MOBILITY / THE GORES GROUP	$1.3B	Cotiviti / verscend	$4.2B	drillinginfo / GENSTAR	$1.0B		
KMD / NEC	$1.2B	sky BETTING & GAMING / THE STARS GROUP	$4.7B	SNAITECH / playtech	$1.1B	mobike / 美团 meituan.com	$3.7B	IPREO / IHS Markit	$1.9B
ZPG / SILVERLAKE	$3.0B	BAYER Digital Farming division / BASF	$2.1B	VIEWPOINT / Trimble	$1.2B	Fidessa / ION	$2.2B		
OASIS OUTSOURCING / PAYCHEX	$1.2B	ConvergeOne / CVC	$1.8B	FNZ generation / CDPQ	$1.5B	Ascenty / DIGITAL REALTY	$1.8B	Callcredit / TransUnion	$1.4B
GE Healthcare IT assets / VERITAS CAPITAL	$1.1B	NEX / CME Group	$5.4B	LIFESCAN / Platinum Equity	$2.1B	ABILITY / inovalon	$1.2B		
ENGILITY / SAIC	$1.5B	SYNTEL / Atos	$3.4B	web.com / SIRIS	$2.0B	intelenet / Teleperformance	$1.0B	CSRA / GENERAL DYNAMICS	$6.8B
DST / SS&C	$5.1B	flatiron / Roche	$1.9B						

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Delivery Hero / Takeaway $1.1B	Pill Pack / amazon $1.0B	Flipkart / Walmart $16B	glassdoor / RECRUIT $1.2B
饿了么 / Alibaba.com $5.4B	THOMSON REUTERS Financial Markets Business / The Blackstone Group $17B	YOOX NET A PORTER GROUP / RICHEMONT $3.4B	

glassdoor SOLD TO RECRUIT

Seller: Glassdoor [USA]
Acquirer: Recruit Holdings [Japan]
Transaction Value: $1.2B (7x EV/Sales)
- Workplace review website
- Previously bought SimplyHired (2016) and Indeed (2012)

Thoughts? Questions? Let us know!
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MERGERS & ACQUISITIONS

Deal	Value
IBM Select Software Products → HCL	$1.8B
CYLANCE → BlackBerry	$1.4B
APPTIO → VISTA EQUITY PARTNERS	$1.9B
VERACODE → THOMA BRAVO	$1.0B
redhat → IBM	$34B
IMPERVA → THOMA BRAVO	$2.1B
Rocket → BainCapital	$2.0B
DUO → CISCO	$2.4B
ca technologies → BROADCOM	$19B
SUSE → EQT	$2.5B
GitHub → Microsoft	$7.5B
bmc → KKR	$8.3B
Mitel → SEARCHLIGHT	$1.4B
Polycom → plantronics	$2.0B
MuleSoft → salesforce	$6.6B
orbotech → KLA Tencor	$3.4B
AVIGILON → MOTOROLA SOLUTIONS	$1.0B

MuleSoft SOLD TO **salesforce**

Seller: MuleSoft [USA]
Acquirer: Salesforce [USA]
Transaction Value: $6.6B (22x EV/Sales)
- Platform connecting SaaS & enterprise applications in the cloud and on premise

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MERGERS & ACQUISITIONS

pandora ® → SOLD TO → (((**SiriusXM**)))

Seller: Pandora [USA]
Acquirer: Sirius.XM [USA]
Transaction Value: $3.2B (2.4x EV/Sales)
- Subscription-based online music service
- First full-on streaming service in Sirius.XM portfolio

clarion / faurecia	$1.3B
pandora / (((SiriusXM)))	$3.2B
SHANDA GAMES / CHT·世纪华通	$4.4B
SimpliSafe / HELLMAN & FRIEDMAN	$1.0B
sky BETTING & GAMING / STARS GROUP	$4.7B
SNAITECH / playtech	$1.1B
mobike / 美团 meituan.com	$3.7B

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MERGERS & ACQUISITIONS

DST → SOLD TO → SS&C

Seller: DST Systems [USA]
Acquirer: SS&C Technologies [France]
Transaction Value: $5.1B (2.7x EV/Sales)
- Business operations outsourcing services
- Boosts SS&C's financial software expertise

KMD
NEC $1.2B

OASIS OUTSOURCING $1.2B
PAYCHEX

ConvergeOne $1.8B
CVC

FNZ generation CDPQ $1.5B

Ascenty $1.8B
DIGITAL REALTY

ENGILITY $1.5B
SAIC

SYNTEL $3.4B
AtoS

web.com $2.0B
SIRIS

intelenet $1.0B
Teleperformance

CSRA $6.8B
GENERAL DYNAMICS

DST SS&C $5.1B

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MINDBODY **SOLD TO** → VISTA EQUITY PARTNERS

Seller: MINDBODY [USA]
Acquirer: Vista Equity Partners [USA]
Transaction Value: $1.9B
- Business management software for fitness studios

MINDBODY / VISTA EQUITY PARTNERS $1.9B	M*Modal / 3M $1.0B	Antelliq / MERCK $2.4B	Travelport / SIRIS $4.4B	athenahealth / VERITAS CAPITAL Evergreen Coast Capital $5.7B
ITG / VIRTU FINANCIAL $1.0B	L3 Technologies / HARRIS $16B	sedgwick / THE CARLYLE GROUP $6.7B	INTRALINKS / SS&C $1.5B	TravelClick / amadeus $1.5B
EZE SOFTWARE / SS&C $1.5B	Charles River / STATE STREET $2.6B	VERRA MOBILITY / THE GORES GROUP $1.3B	Cotiviti / verscend $4.2B	drillinginfo / GENSTAR $1.0B
IPREO / IHS Markit $1.9B	ZPG / SILVERLAKE $3.0B	BAYER Digital Farming division / BASF $2.1B	VIEWPOINT / Trimble $1.2B	Fidessa / ION $2.2B
Callcredit / TransUnion $1.4B	GE Healthcare Healthcare IT assets / VERITAS CAPITAL $1.1B	NEX / CME Group $5.4B	LifeScan / Platinum Equity $2.1B	ABILITY / inovalon $1.2B
		flatiron / Roche $1.9B		

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MERGERS & ACQUISITIONS

CalldusCloud SAP — $2.4B	SendGrid twilio — $1.7B	HORTONWORKS cloudera — $2.0B	Marketo Adobe — $4.8B	em INSIGHT — $1.2B
dun & bradstreet CC Capital CANNAE THL Thomas H. Lee Partners — $5.4B	accruent FORTIVE — $2.0B	NAVEX GLOBAL BC Partners — $1.3B	acxiom IPG — $2.3B	CONVERGYS SYNNEX — $2.4B
		POWERPLAN ROPER — $1.1B	x.commerce Adobe — $1.7B	iZettle PayPal — $2.2B
		CommerceHub GTCR — $1.1B	qualtrics SAP — $8.0B	BLACKHAWK SILVERLAKE — $3.5B

CalldusCloud SOLD TO **SAP**

Seller: CallidusCloud [USA]
Acquirer: SAP [Germany]
Transaction Value: $2.4B (9.6x EV/Sales)
- Cloud-based Lead to Money (Quote-to-Cash) solutions

qualtrics SOLD TO **SAP**

Seller: Qualtrics International [USA]
Acquirer: SAP [Germany]
Transaction Value: $8B (21.5x EV/Sales)
- Marketing automation & customer experience SaaS

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Buyers will be looking for tuck-ins
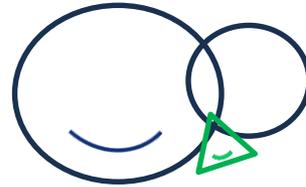
Competitors for matching investment opportunities:

Mid-sized players left behind among now larger competitors:
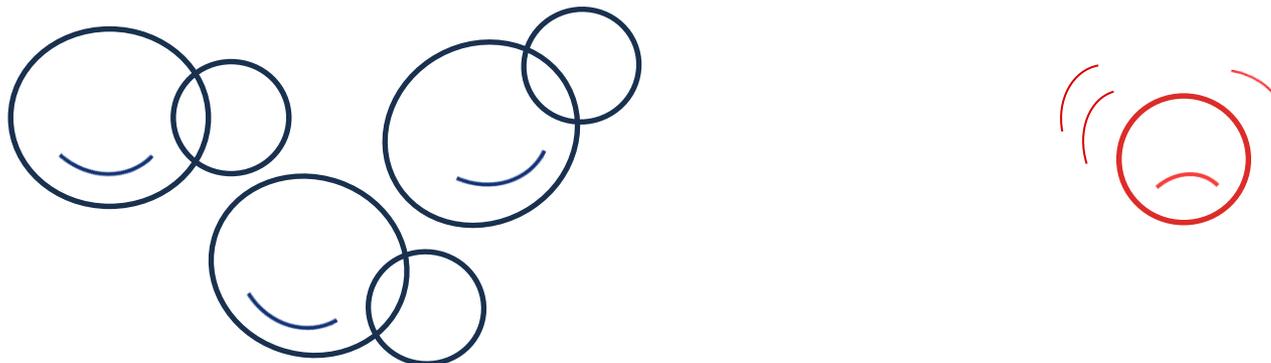
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EV/Sales
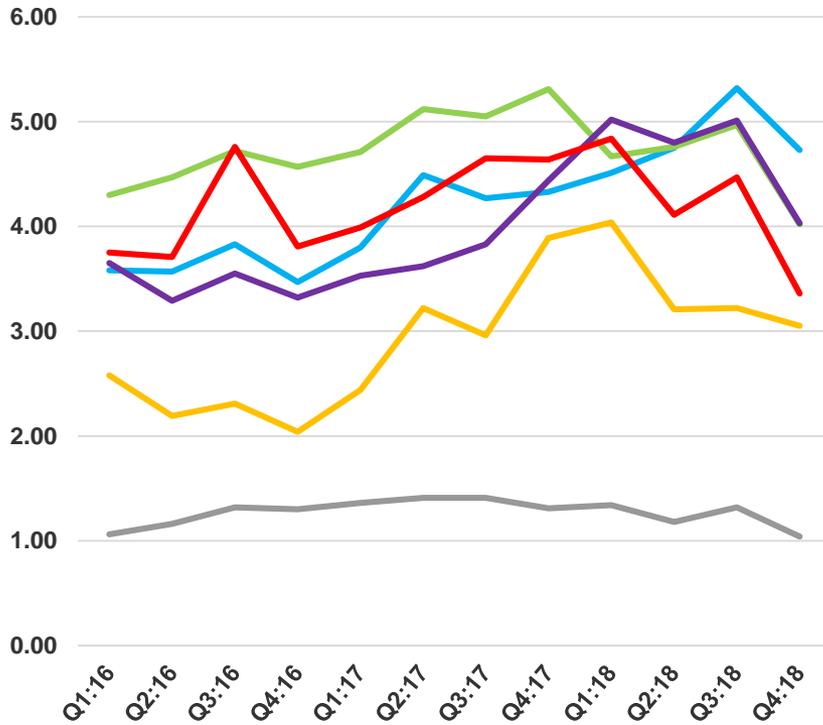
EV/EBITDA
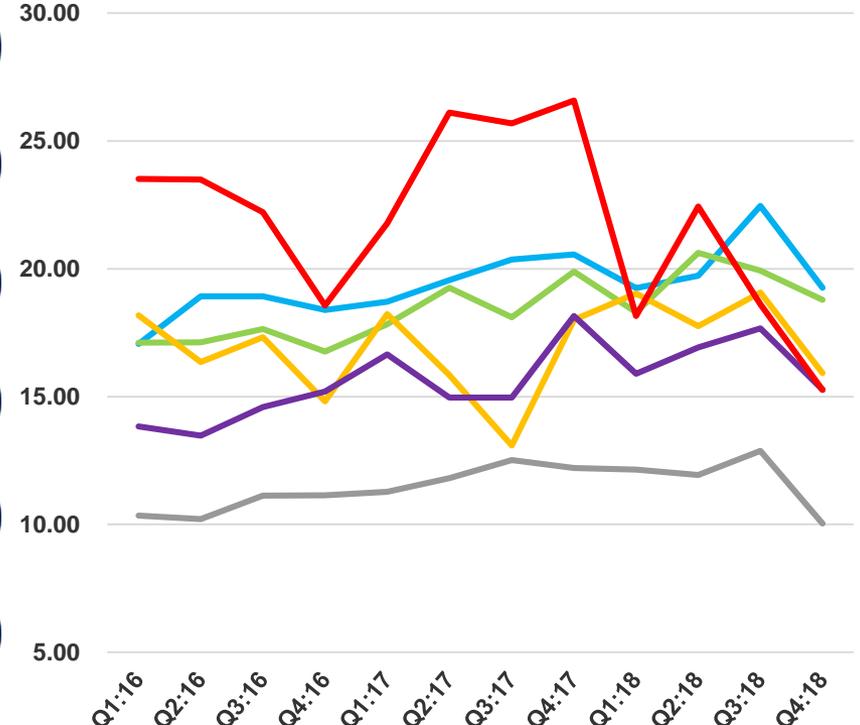
Horizontal | Vertical | Infrastructure

Consumer | Internet | IT Services

Public Valuation Multiples

HORIZONTAL SOFTWARE MARKET

CORUM MERGERS & ACQUISITIONS

EV/EBITDA

EV/S
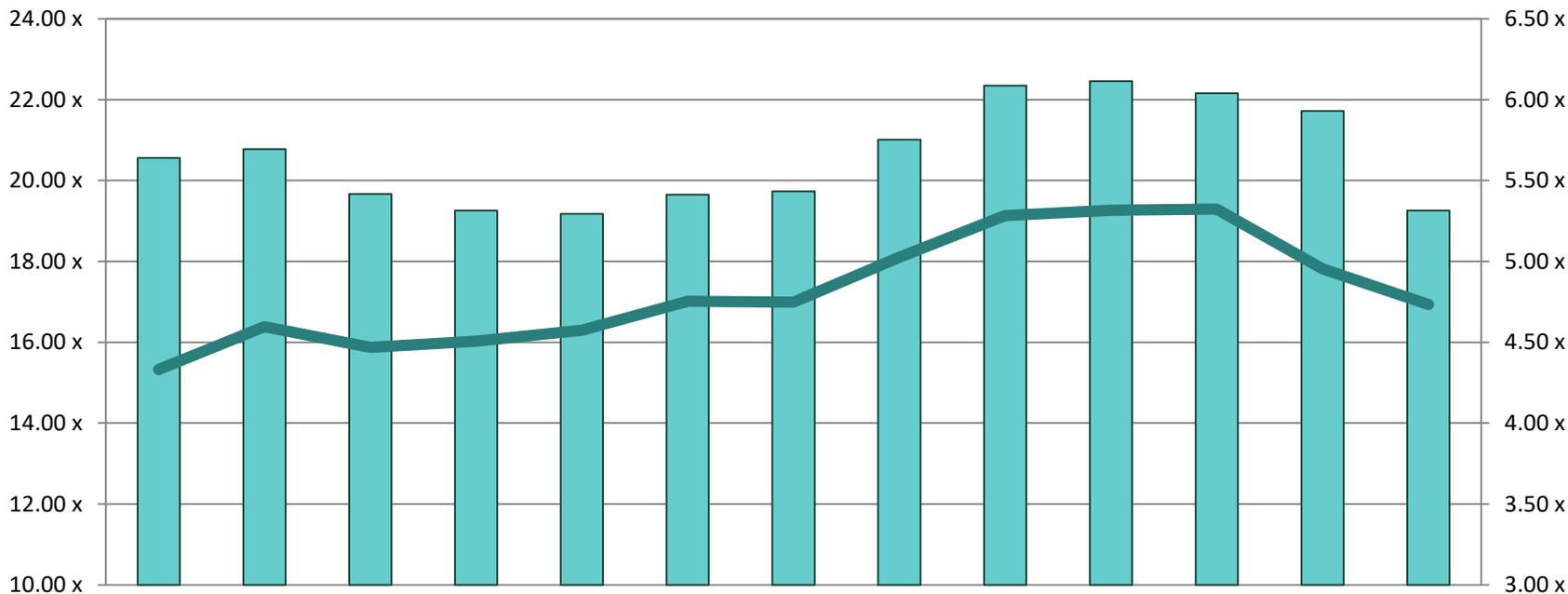
	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
EV/EBITDA	20.56 x	20.78 x	19.66 x	19.25 x	19.18 x	19.65 x	19.73 x	21.01 x	22.35 x	22.46 x	22.16 x	21.72 x	19.26 x
EV/S	4.33 x	4.60 x	4.47 x	4.51 x	4.57 x	4.75 x	4.75 x	5.03 x	5.28 x	5.32 x	5.32 x	4.95 x	4.73 x

HORIZONTAL SOFTWARE VALUATIONS

Subsector		Sales	EBITDA	Examples
Business Intelligence	▼	3.78x	19.14x	MicroStrategy · NICE · tableau SOFTWARE
Marketing	—	4.36x	23.06x	acxiom · AllianceData · HubSpot
ERP	▼	4.30x	16.91x	ORACLE · PEGA · SAP
Human Resources	▼	6.70x	35.93x	Cornerstone · PAYCHEX Payroll · HR · Retirement · Insurance · workday
SCM	▲	5.01x	23.73x	aspentech · DESCARTES · Manhattan Associates
Payments	▲	5.16x	23.22x	ACI UNIVERSAL PAYMENTS · PayPal · vantiv
Other	▼	3.32x	15.26x	NUANCE · opentext · salesforce

CORUM
MERGERS & ACQUISITIONS

Smart Logistics

Taric SOLD TO **WiseTech** GLOBAL

Target: Taric [Spain]
Acquirer: WiseTech Global [Australia]
Transaction Value: $18.6M (5.3x EV/Sales and 39.1x EV/EBITDA)
-Software for managing customs tariff information

TRINIUM Technologies SOLD TO **WiseTech** GLOBAL

Target: Trinium Technologies [USA]
Acquirer: WiseTech Global [Australia]
Transaction Value: $29M
- Trucking transportation management systems

Cloud Logistics SOLD TO **E2OPEN** INSIGHT VENTURE PARTNERS

Target: Cloud Logistics [USA]
Acquirer: E2open [Insight Venture Partners] [USA]
- Transportation management SaaS

Analytics & Business Intelligence

Seller	Acquirer	Month	Deal Value	Description
Angoss	DATAWATCH	January	$25M	BI software and SaaS primarily to financial services
Actian	HCL	April	$330M	Data management and analytics infrastructure SaaS
ACCOMPANY	CISCO	May	$270M	Relationship intelligence platform
EVERY ANGLE	MAGNITUDE SOFTWARE	June	-	Operational performance software
DATAWATCH	Altair	November	$176M	Software to self-service data preparation
hiperos	coupa	December	$95M	SaaS for managing third parties

MAGNITUDE
has acquired
Every Angle
Corum acted as exclusive M&A advisor to Every Angle
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MERGERS & ACQUISITIONS

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Conversational AI

Seller	Acquirer	Seller Country	Acquirer Country	Month	Description
Converse AI	smartsheet	USA	USA	January	Natural language customer service
INTELLIGENS	conversica	Chile	USA	January	Automated customer support SaaS
Connecto	LEANPLUM	Bulgaria	USA	June	Bot builder solution for chatbots
livebotter	eloquant	France	France	July	Messenger chatbots
HYPERLAB	EVERISE	Malaysia	Singapore	September	Enterprise AI assistants
Onward	Alphabet	USA	USA	October	Virtual shopping assistant
flexAnswer	sabio	Singapore	United Kingdom	December	Virtual assistant platform

Expense Management

Seller: Abacus Labs [USA]
Acquirer: Certify [K1 Investment Management] [USA]
- Cloud-based expense reporting solution for businesses

Seller: Captio [Spain]
Acquirer: Certify [K1 Investment Management] [USA]
- Mobile-first, paperless, expense management SaaS

certify
has acquired
Captio
Corum acted as exclusive M&A advisor to Captio
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MERGERS & ACQUISITIONS

Workforce Management

Seller	Acquirer	Month	Description
TextRecruit	iCIMS	January	Text messaging and chat tools
inkling	MARLIN EQUITY PARTNERS	February	SaaS for creating and publishing content
recruiterbox	TURN/RIVER	March	Recruitment software
PeopleFluent	ltg learning technologies group	April	Talent management SaaS
mindX	Hire★Vue	May	Hiring & talent analytics platform
RALLYTEAM	workday	June	In-sourcing platform for businesses
workpop	cornerstone	September	Online job posting and hiring platform
GLINT	LinkedIn	October	Real-time employee engagement platform
Lumesse	SABA	October	Talent management SaaS for organizations

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CalldusCloud SAP $2.4B	SendGrid twilio $1.7B	HORTONWORKS cloudera $2.0B	Marketo Adobe $4.8B	en INSIGHT $1.2B
dun & bradstreet CC Capital CANNAE THL Thomas H. Lee Partners $5.4B	accruent FORTIVE $2.0B	NAVEX GLOBAL BC Partners $1.3B	acxiom IPG $2.3B	CONVERGYS SYNNEX $2.4B
AppNexus AT&T $1.6B	Adaptive Insights workday. $1.6B	POWERPLAN ROPER $1.1B	x.commerce Adobe $1.7B	iZettle PayPal $2.2B
SIX Worldline $2.8B	Verifone FP FRANCISCO PARTNERS $2.6B	CommerceHub GTCR $1.1B	qualtrics SAP $8.0B	BLACKHAWK SILVERLAKE $3.5B

iZettle SOLD TO → PayPal

Seller: iZettle [Sweden]
Acquirer: PayPal Holdings [USA]
Transaction Value: $2.2B (19.8 x EV/Sales)
- Mobile point-of-sale systems for SMEs.

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Payment Processing

Seller: Hyperwallet Systems [Canada]
Acquirer: PayPal Holdings [USA]
Transaction Value: $400M (4.4 x EV/Sales)
- Online worker payout platform solutions for financial institutions

Seller: Forte Payment Systems [USA]
Acquirer: CSG Systems [USA]
Transaction Value: $85M
- Payment solutions for developers and merchants

Public Valuation Multiples
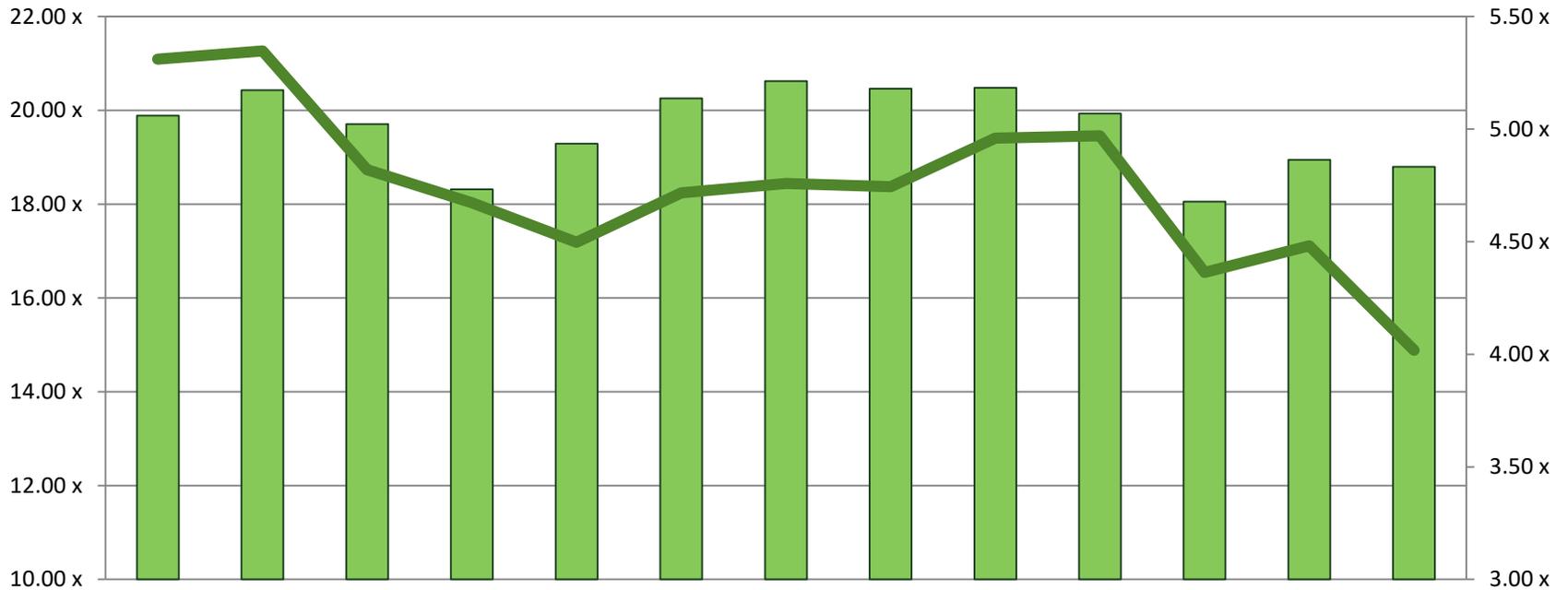
	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
EV/EBITDA	19.89 x	20.43 x	19.70 x	18.31 x	19.29 x	20.25 x	20.62 x	20.46 x	20.48 x	19.93 x	18.05 x	18.95 x	18.79 x
EV/S	5.31 x	5.35 x	4.82 x	4.67 x	4.50 x	4.72 x	4.76 x	4.74 x	4.96 x	4.97 x	4.36 x	4.48 x	4.02 x

VERTICAL
SOFTWARE VALUATIONS

CORUM
MERGERS & ACQUISITIONS

Subsector		Sales	EBITDA	Examples		
A/E/C	▲	7.75x	26.42x	AUTODESK	DASSAULT SYSTEMES	SYNOPSYS
Automotive	▼	3.87x	19.09x	Autotrader	BitAuto 易车	CDK Global
Energy & Environment	▼	1.98x	11.77x	IHS Markit	Itron	Schlumberger
Financial Services	▲	5.85x	18.93x	Broadridge	FIS	fiserv.
Government	▼	1.78x	12.09x	NORTHROP GRUMMAN	Raytheon	tyler technologies
Healthcare	▼	3.24x	26.44x	Allscripts	athenahealth	Cerner
Real Estate	▼	4.02x	19.93x	CoreLogic	CoStar Group	Zillow
Vertical Other	▼	2.85x	13.58x	aMaDEUS	Rockwell Automation	Sabre

A/E/C

Seller	Acquirer	Month	Value	Description
Stabiplan	Trimble	January	-	Software for installation engineering
e-Builder	Trimble	February	$485M	SaaS for construction industry
J2 Innovations	SIEMENS	May	-	IoT building automation software
TrendMiner	software AG	June	$70M	Data search and mining software solutions
Gordian Group	FORTIVE	July	$775M	Construction pricing data and procurement software
ExakTime	PROVIDENCE STRATEGIC GROWTH	August	-	SaaS attendance management solution for construction
BUILDINGCONNECTED	AUTODESK	December	$275M	Construction communication platform

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MERGERS & ACQUISITIONS

BAYER
Digital Farming division

SOLD TO ➤

◻•BASF

Seller: Bayer (Digital Farming division) [Germany]
Acquirer: BASF [Germany]
Transaction Value: $2.1B (2.3x EV/Sales)
- Farming management SaaS

MINDBODY / VISTA EQUITY PARTNERS — $1.9B	MModal / 3M — $1.0B	Antelliq / MERCK — $2.4B	Travelport / SIRIS — $4.4B	athenahealth / VERITAS CAPITAL Evergreen Coast Capital — $5.7B
ITG / VIRTU FINANCIAL — $1.0B	L3 Technologies / HARRIS — $16B	sedgwick / THE CARLYLE GROUP — $6.7B	INTRALINKS / SS&C — $1.5B	TravelClick / amaDEUS — $1.5B
EZE SOFTWARE / SS&C — $1.5B	Charles River / STATE STREET — $2.6B	VERRA MOBILITY / THE GORES GROUP — $1.3B	Cotiviti / verscend — $4.2B	drillinginfo / GENSTAR — $1.0B
IPREO / IHS Markit — $1.9B	ZPG / SILVERLAKE — $3.0B	BAYER Digital Farming division / ◻•BASF — $2.1B	VIEWPOINT / Trimble — $1.2B	Fidessa / ION — $2.2B
Callcredit / TransUnion — $1.4B	GE Healthcare IT assets / VERITAS CAPITAL — $1.1B	NEX / CME Group — $5.4B	LIFESCAN / Platinum Equity — $2.1B	ABILITY / inovalon — $1.2B
	flatiron / Roche — $1.9B			

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Agricultural Technology

Seller	Acquirer	Seller Location	Acquirer Location	Month	Description
cabbige	FREIGHT FARMS	Massachusetts	Massachusetts	January	Farm management SaaS
farmshots	CHEM CHINA syngenta	North Carolina	Switzerland	February	SaaS for pest, disease detection on farms
SST Summit	rbi reed business information	Oklahoma	United Kingdom	February	Agricultural geospatial PaaS
ONFARM GROW INFORMED	swiim	California	Colorado	June	IoT-based agriculture management SaaS
AGRIBLE	Nutrien	Illinois	Saskatchewan	July	$63M; analytical tools for field-specific data
DSI Data Specialists, Inc	Dairy.com	Wisconsin	Texas	August	ERP software for the dairy and food industry
AGREN	LAND O LAKES	Iowa	Minnesota	August	Soil conservation management solutions
AgSync	RAVEN	Indiana	South Dakota	December	Agricultural logistics software

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Education Technology

Seller	Acquirer	Seller Location	Acquirer Location	Month	Description
Vocado	ORACLE	California	California	April	School solutions for process automation
Edmodo	ND	California	China	April	Social learning network
Reeher LLC	blackbaud	Minnesota	South Carolina	May	Fundraising SaaS for colleges and universities
WriteLab	Chegg	California	California	May	Writing SaaS for analyzing drafts
EMBIBE	Reliance Industries Limited	India	India	April	Online test preparation portal
gradescope	turnitin	California	California	October	Grading platform for schools
Chalkup	Microsoft	California	Washington	February	Collaboration SaaS for resources sharing
Cambium LEARNING Group	VERITAS CAPITAL	Texas	New York	October	Educational support services and software

Healthcare - EHR

Seller: Practice Fusion [USA]
Acquirer: Allscripts Healthcare Solutions [USA]
Transaction Value: $100M
- SaaS electronic health records to doctors

Seller: Netsmart Technologies [Allscripts Healthcare Solutions] [USA]
Acquirer: GI Partners/TA Associates [USA]
Transaction Value: $525M
- Healthcare content management solutions

**Seller:** MatrixCare [OMERS Private Equity] [USA]
Acquirer: ResMed [USA]
Transaction Value: $750M
- Healthcare software and services

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MERGERS & ACQUISITIONS

athenahealth → SOLD TO → **VERITAS CAPITAL**

Seller: athenahealth [USA]
Acquirer: Veritas Capital/Evergreen Coast Capital [USA]
Transaction Value: $5.7B (4.1x EV/Sales and 17.3x EV/EBITDA)
- Medical practice automation and claims management SaaS

MINDBODY / VISTA EQUITY PARTNERS $1.9B	mxModal / 3M $1.0B	Antelliq / MERCK $2.4B	Travelport / SIRIS $4.4B	athenahealth / VERITAS CAPITAL $5.7B
ITG / VIRTU FINANCIAL $1.0B	L3 Technologies / HARRIS $16B	sedgwick / THE CARLYLE GROUP $6.7B	INTRALINKS / SS&C $1.5B	TravelClick / amadeus $1.5B
EZE SOFTWARE / SS&C $1.5B	Charles River / STATE STREET $2.6B	VERRA MOBILITY / THE GORES GROUP $1.3B	Cotiviti / verscend $4.2B	drillinginfo / GENSTAR $1.0B
IPREO / IHS Markit $1.9B	ZPG / SILVERLAKE $3.0B	BAYER Digital Farming division / BASF $2.1B	VIEWPOINT / Trimble $1.2B	Fidessa / ION $2.2B
Callcredit / TransUnion $1.4B	GE Healthcare Healthcare IT assets / VERITAS CAPITAL $1.1B	NEX / CME Group $5.4B	LIFESCAN / Platinum Equity $2.1B	ABILITY / inovalon $1.2B
		flatiron / Roche $1.9B		

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Patient Engagement

Seller	Acquirer	Month	Description
Vatica Health THE FUTURE OF HEALTHCARE	Great Hill PARTNERS	April	SaaS to connect patients with their care team
HealthGrid	Allscripts	May	Patient engagement solutions
messagebeam	mPulse mobile	June	Patient engagement healthcare platform
caradigm	inspirata	June	Solutions for population health management
wellpass	Welltok	September	Messaging platform to connect payers and providers
HealthLoop	getwell:)network	November	SaaS to connect patients with their care team

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Automotive

Seller: WirelessCar [Volvo Group] [Sweden]
Acquirer: Volkswagen [Germany]
Transaction Value: $121.4M (2.2 x EV/Sales)
- Telematics services to the automotive industry

Seller: Parkmobile [USA]
Acquirer: BMW [Germany]
- Mobile payment solutions for on-street and off-street parking

Public Valuation Multiples

	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
EV/EBITDA	18.01 x	18.88 x	18.64 x	19.04 x	17.90 x	16.90 x	17.76 x	17.72 x	17.35 x	19.07 x	16.25 x	15.86 x	15.92 x
EV/S	3.89 x	3.93 x	3.46 x	4.04 x	3.56 x	3.30 x	3.21 x	3.08 x	3.12 x	3.22 x	2.84 x	2.89 x	3.05 x
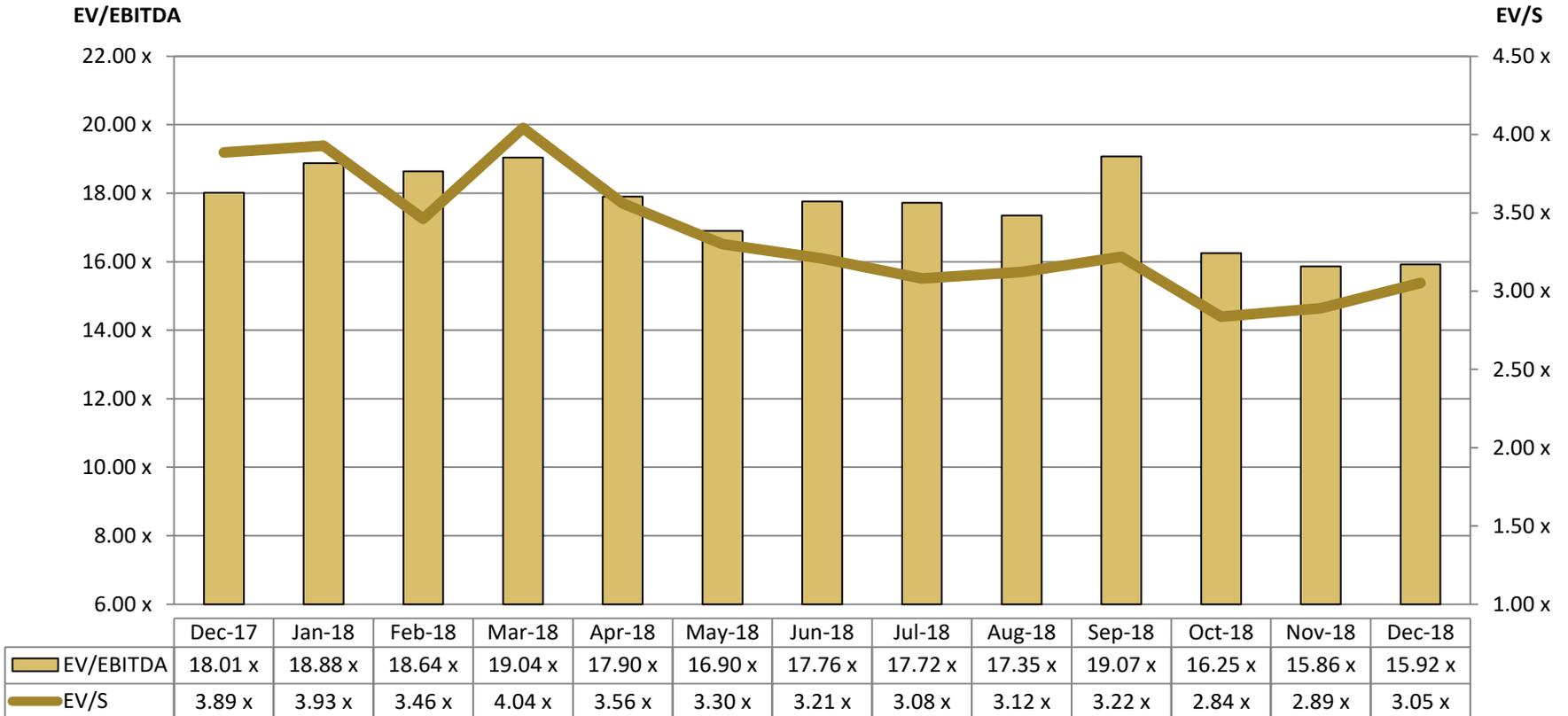
Subsector		Sales	EBITDA	Examples		
Casual Gaming	▼	**3.03x**	**21.29x**	glu	Nintendo	zynga
Core Gaming	▼	**3.24x**	**11.98x**	ACTIVISION	EA	UBISOFT
Other	▲	**2.48x**	**N/A**	GoPro	NETFLIX	Spotify

THQ Nordic Deals

KOCH MEDIA — SOLD TO → **THQNORDIC**

Seller: Koch Media [Germany]
Acquirer: THQ Nordic [Sweden]
Transaction Value: $112.3M
- Digital entertainment software

BUGBEAR ENTERTAINMENT — SOLD TO → **THQNORDIC**

Seller: BugBear Entertainment [Finland]
Acquirer: THQ Nordic [Sweden]
Transaction Value: $1.1M
- Action racing games developer

Coffee Stain — SOLD TO → **THQNORDIC**

Seller: Coffee Stain Holding [Sweden]
Acquirer: THQ Nordic [Sweden]
Transaction Value: $43M
- Video game developer & publisher

Rest of World Gaming Deals

Seller	Acquirer	Seller Country	Acquirer Country	Value	Description
SMALL GIANT	zynga	Finland	USA	$560M	Online role playing games for iOS and Android
SEISMIC GAMES	NIANTIC	USA	USA	-	Console, mobile and VR games
Nextwave Multimedia	Nazara	India	India	-	Web-based game and video developer
Pixowl	animoca BRANDS	USA	China	$4.8M	Mobile world builder and blockchain games
FUELPOWERED	animoca BRANDS	USA	China	-	Mobile game software

MICROSOFT SOFTWARE ACQUISITIONS 2018

CORUM
MERGERS & ACQUISITIONS

Microsoft

**Ranked #3 Strategic
18 Total Acquisitions**

Education	Horizontal	Gaming	AI	Infrastructure

Seller: Sky Bet [United Kingdom]
Acquirer: The Stars Group [Canada]
Transaction Value: $4.7B (5.6x EV/Sales)
- Sports, casino, bingo and poker gaming website

clarion / faurecia	$1.3B
pandora / SiriusXM	$3.2B
SHANDA GAMES / CHT·世纪华通	$4.4B
SimpliSafe / HELLMAN & FRIEDMAN	$1.0B
sky BETTING & GAMING / THE STARS GROUP	$4.7B
SNAITECH / playtech SOURCE OF SUCCESS	$1.1B
mobike / 美团 meituan.com	$3.7B

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Betting/Gambling

ORYXGAMING → SOLD TO → BREAKING DATA

Seller: Oryx Gaming [Slovenia]
Acquirer: Breaking Data [Canada]
Transaction Value: $8.7M
- Online gaming platform

MRG → SOLD TO → William HILL

Seller: Mr Green & Co [Sweden]
Acquirer: William Hill [United Kingdom]
Transaction Value: $308.5M
- Live and virtual casino games

Streaming

RLJ | Entertainment → **SOLD TO** → **AMC NETWORKS** 万达 WANDA

Seller: RLJ Entertainment [USA]
Acquirer: AMC Networks [USA]
Transaction Value: $274M
- Digital, television video on demand, broadcast, streaming

Qello CONCERTS → **SOLD TO** → **STINGRAY**

Seller: Qello Concerts (assets) [USA]
Acquirer: Stingray Digital Media Group [Canada]
Transaction Value: $12.1M
- OTT streaming service for full-length, on-demand concerts and music documentaries

pulselocker → **SOLD TO** → **beatport**

Seller: Pulselocker (assets) [USA]
Acquirer: Beatport [USA]
- DJ streaming platform

CORUM
MERGERS & ACQUISITIONS

Carpooling and Ridesharing

SOLD TO

Seller: LUXI [South Korea]
Acquirer: Kakao [South Korea]
Transaction Value: $23.2M
- Ride-sharing platform that connects drivers and passengers

SOLD TO

Seller: BeepCar [Mail.Ru] [Belgium]
**Acquirer:** BlaBlaCar [France]
- Online travel ridesharing services

SOLD TO

Seller: 99 [Brazil]
Acquirer: Didi Chuxing [China]
- Transport app that offers car booking services

Public Valuation Multiples
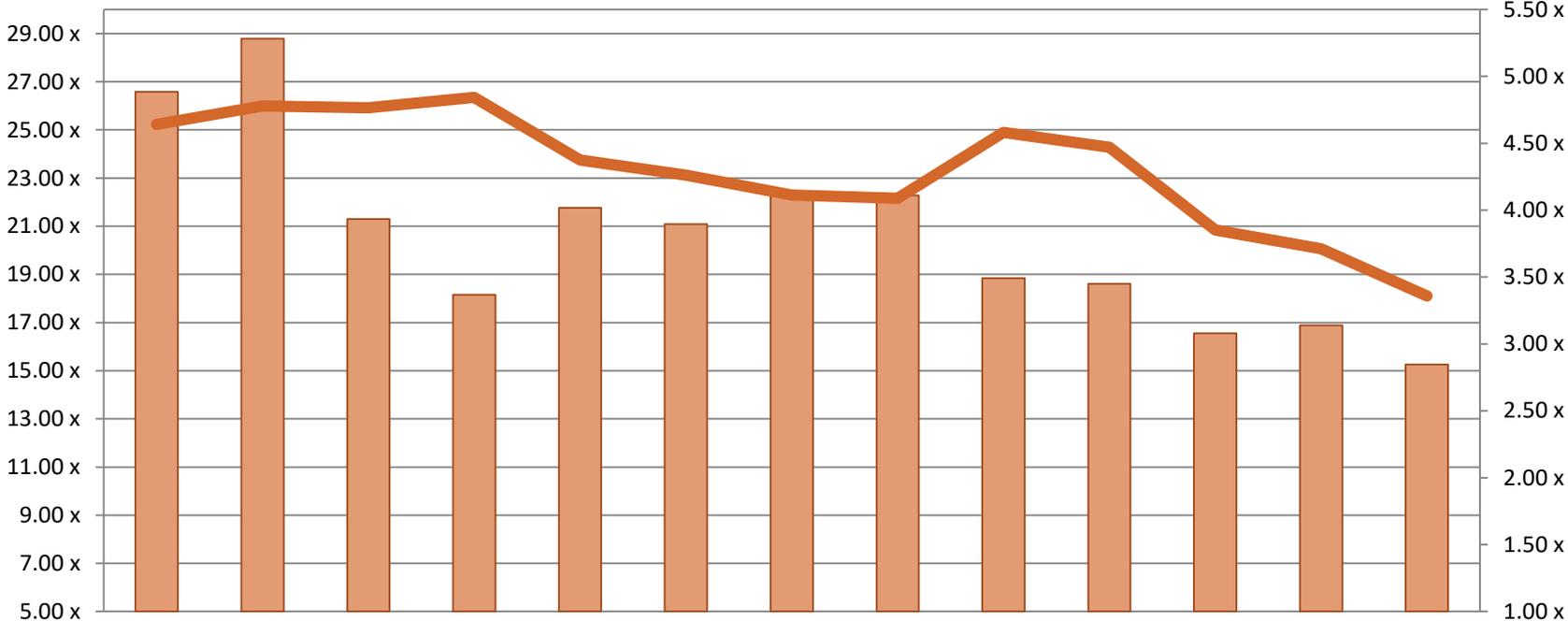
	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
EV/EBITDA	26.58 x	28.79 x	21.30 x	18.16 x	21.77 x	21.09 x	22.44 x	22.28 x	18.84 x	18.61 x	16.55 x	16.88 x	15.26 x
EV/S	4.64 x	4.78 x	4.76 x	4.84 x	4.37 x	4.26 x	4.11 x	4.09 x	4.58 x	4.47 x	3.85 x	3.71 x	3.36 x

CORUM
MERGERS & ACQUISITIONS

Subsector	Sales	EBITDA	Examples
Diversified Internet	▼ 3.68x	15.79x	Alphabet · Bai du 百度 · Tencent 腾讯
eCommerce	▼ 0.55x	12.65x	ebay · JD 京东.COM · zalando
Social Network	— 6.47x	11.82x	f · mixi GROUP · Twitter
Travel & Leisure	▼ 5.76x	19.22x	JUST EAT · Expedia · BOOKING HOLDINGS

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MERGERS & ACQUISITIONS

Delivery Hero / Takeaway $1.1B	Pill Pack / amazon $1.0B	Flipkart / Walmart $16B	glassdoor / RECRUIT $1.2B
饿了么 / Alibaba.com $5.4B	THOMSON REUTERS Financial Markets Business / The Blackstone Group $17B	YOOX NET A PORTER GROUP / RICHEMONT $3.4B	

Delivery Hero SOLD TO **Takeaway**

Seller: Delivery Hero (German food delivery business) [Germany]
Acquirer: Takeaway.com [Netherlands]
Transaction Value: $1.1B (8.9x EV/Sales)
- Online food ordering and delivery

Thoughts? Questions? Let us know!
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Composite Commerce – Food

Seller	Acquirer	Seller Country	Value	Description
HOME CHEF	Kroger	USA	$200M	Meal kit and food delivery platform
chefs plate	Hello Fresh	Canada	-	Groceries and meal kit delivery services
GREEN CHEF	Hello Fresh	USA	$13M	Meal kit delivery services
Cornershop	Walmart	USA	-	Grocery-delivery marketplace
QUI TOQUE	Carrefour	France	-	Groceries and meal kit delivery services
FAVOR	H-E-B	USA	-	Food delivery platform
wellio	Kraft Heinz	USA	-	AI-enabled meal preparation website

Composite Commerce – Beauty & Apparel

| Seller	Acquirer	Seller Location	Description
STYLE NANDA	L'ORÉAL	Seoul	Online retail of women's clothing, accessories and cosmetics
MODIFACE	L'ORÉAL	Toronto	AR solutions for beauty brands
QM SCIENTIFIC	ULTA BEAUTY	San Jose	AI-enabled retail analytics and optimization platform
GLAM ST	ULTA BEAUTY	San Francisco	Customer engagement via AI-enabled AR makeover visualization
Message yes	NORDSTROM	Seattle	Mobile messaging platform to engage with brand audience
bevyUp	NORDSTROM	Seattle	Social shopping experience platform
BLUEPRINT REGISTRY	DAVID'S BRIDAL	Seattle	Gifting platform

Pet Care

Seller	Acquirer	Month	Description
Wamiz	Nestlé	March	Digital media platform for pet owners
Tails.com	PURINA Nestlé	April	Online pet nutrition service
Petzi	Wagz	June	Cloud based pet products
link AKC	Wagz	September	Dog smart-collar, smartphone app with location tracking
AGL Technology	Hill's COLGATE-PALMOLIVE	October	Motion tracking sensors
DogBuddy	Rover	October	Online pet sitter and dog walker booking platform
Antelliq	MERCK	December	$2.4B; animal tracking and care systems

Seller: Flipkart [India]
Acquirer: Walmart [USA]
Transaction Value: $16B (4.5x EV/Sales)
- India's largest online retailer

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E-commerce - Strategic

trendyol.com → SOLD TO → Alibaba.com

Seller: Trendyol Group [Turkey]
Acquirer: Alibaba Group Holding [China]
Transaction Value: $728M
- E-commerce platform for retailing fashion products

daraz → SOLD TO → Alibaba.com

Seller: Daraz Group [Rocket Internet] [Pakistan]
**Acquirer:** Alibaba Group Holding [China]
- Branded clothing online store

Qoo10 → SOLD TO → ebay

Seller: Giosis [aka Qoo10] (Japan business) [Japan]
Acquirer: eBay [USA]
Transaction Value: $572M
- Seven e-commerce websites for Asian consumers

ezbuy → SOLD TO → LightInthebox.com

Seller: EZbuy Holding [Singapore]
Acquirer: LightInTheBox Holding [China]
Transaction Value: $85.55M (1.8x EV/Sales)
- Asian consumer goods retailer

E-commerce – Private Equity

NETSHOES
Mexico operations

SOLD TO

Sierra Capital

Seller: Netshoes (Mexico operations) [Brazil]
Acquirer: Grupo Sierra Capital [Guatemala]
- Online retailer of sporting goods

NORDICFEEL

SOLD TO

verdane capital

Seller: NordicFeel [Sweden]
Acquirer: Verdane Capital [Norway]
- Online beauty store

MOA

SOLD TO

CLSA
Capital Partners

Seller: Moa Co [South Korea]
Acquirer: CLSA Capital Partners [China]
- Online household appliance retailer

Leyou

SOLD TO

WARBURG PINCUS

Seller: Leyou.com [China]
Acquirer: Warburg Pincus [USA]
- Infant apparel retailer

Ticketing

Seller	Acquirer	Seller Country	Month	Description
asiaboxoffice.com	ALLiED	Singapore	January	$30M; online entertainment event ticket service
songkick	LIVE NATION	United Kingdom	January	Concert ticketing website
ticketea	Eventbrite	Spain	April	$11M; online ticketing platform
moviefone	Helios + Matheson	USA	April	$8.6M; searching & booking movie tickets online platform
kukkus	TickPick	USA	July	Mobile ticketing platform
sportstadion	motorsport.com	Netherlands	July	Online sport tickets and sport arrangement booking
Picatic	Eventbrite	Canada	August	$2.5; crowd-funding platform for event ticket sales
UPGRADED	ticketmaster	USA	October	Blockchain-based ticketing management software

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Travel Booking

| Seller	Acquirer	Seller Country	Acquirer Country	Description
pagfare	seii	China	China	$3.6M; online flight search engine
Tablet.	MICHELIN A BETTER WAY FORWARD	USA	France	Online hotel booking services
Flyin.com	cleartrip	Saudi Arabia	India	Online travel agency
tropo	dnata	Germany	UAE	Travel customer engagement SaaS
bd4travel	dnata	Germany	UAE	Online vacation booking
umapped	FLIGHT CENTRE TRAVEL GROUP	Canada	Australia	Itinerary & travel documentation management software
Sunweb Group	Triton	Switzerland	Germany	Online booking of packaged travel
travel counsellors	VITRUVIAN PARTNERS	United Kingdom	United Kingdom	Online travel consulting & booking service

Travel Booking

Seller	Acquirer	Seller Country	Description
Hotels Combined	BOOKING HOLDINGS	Australia	$140M; online hotel metasearch engine
FareHarbor	BOOKING HOLDINGS	USA	$249.8M; online experience booking SaaS
BÓKUN	tripadvisor	Iceland	Experience business management SaaS
ApartmentJet	expedia group	USA	Short-term rental management SaaS
Pillow	expedia group	USA	Multifamily short-term rental platform
triphappy	trivago (expedia group)	USA	Online travel comparison & booking
HRG	AMERICAN EXPRESS	United Kingdom	$524M; corporate travel management services & software
mezi	AMERICAN EXPRESS	USA	Travel assistant mobile application

Public Valuation Multiples

	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
EV/EBITDA	18.15 x	18.22 x	16.23 x	15.90 x	16.39 x	17.13 x	16.92 x	17.06 x	17.75 x	17.67 x	17.75 x	16.45 x	15.27 x
EV/S	4.44 x	4.78 x	4.84 x	5.02 x	4.98 x	4.87 x	4.80 x	4.78 x	4.88 x	5.01 x	4.43 x	4.57 x	4.23 x

INFRASTRUCTURE
SOFTWARE VALUATIONS
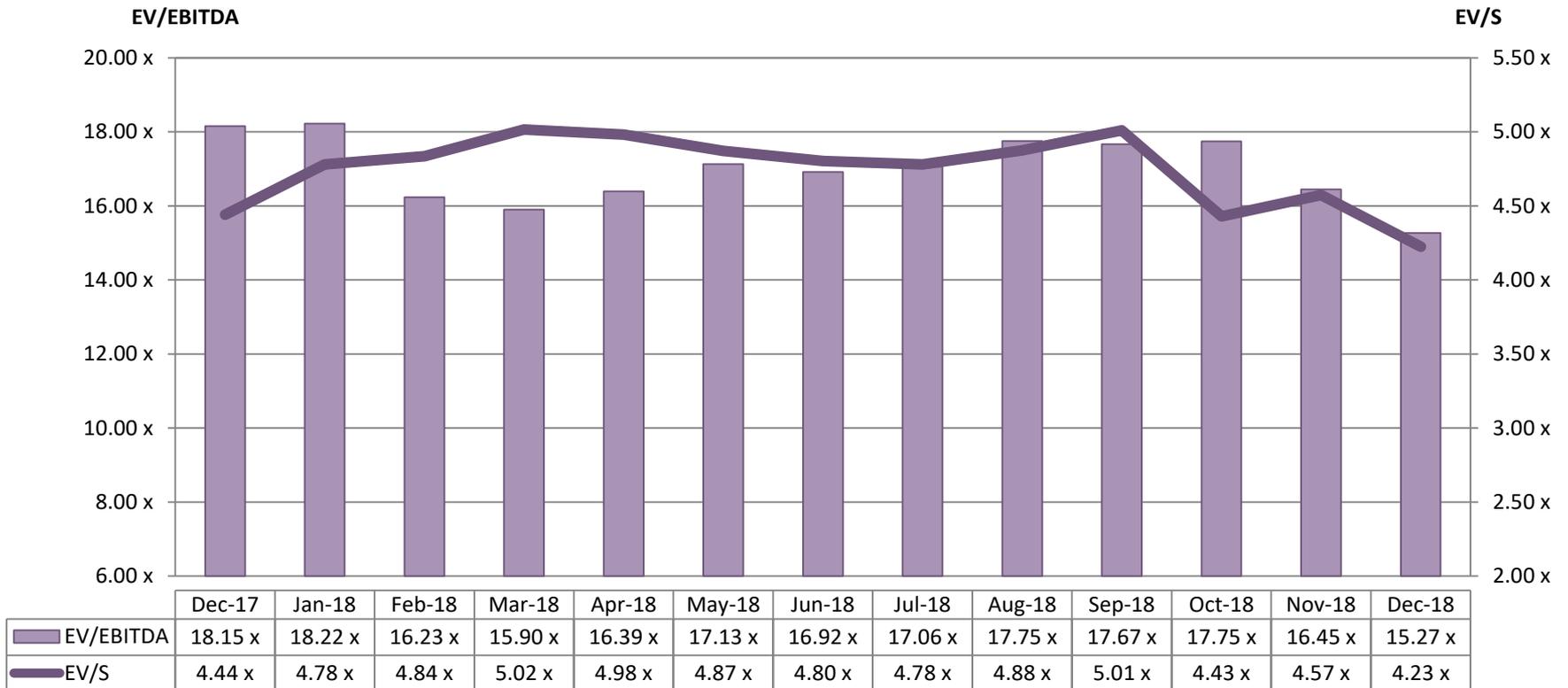
Subsector		Sales	EBITDA	Examples		
Application Lifecycle	▼	**5.84x**	**11.17x**	ATLASSIAN	New Relic.	Progress
Endpoint	▼	**3.60x**	**15.49x**	CITRIX	Opera	vmware
IT Services Management	▲	**8.08x**	**32.30x**	APPTIO	redhat.	servicenow
Network Management	—	**3.54x**	**12.53x**	ARISTA	CISCO	JUNIPEr NETWORKS
Security	▲	**5.89x**	**34.54x**	paloalto NETWORKS	Check Point SOFTWARE TECHNOLOGIES LTD.	FireEye
Storage & Hosting	▲	**2.83x**	**42.24x**	box	COMMVAULT	NetApp
Other	▼	**3.91x**	**11.17x**	splunk>	mongoDB	elastic

CORUM
MERGERS & ACQUISITIONS

IBM Select Software Products **HCL** $1.8B			
CYLANCE **BlackBerry** $1.4B	**APPTIO** **VISTA** EQUITY PARTNERS $1.9B	**VERACODE** THOMA BRAVO	
IMPERVA THOMA BRAVO $2.1B	**Rocket** **BainCapital** $2.0B	**DUO** CISCO	
SUSE **EQT** $2.5B	**GitHub** **Microsoft** $7.5B	**bmc** **KKR** $8.3B	**Mitel** SEARCHLIGHT $1.4B
Polycom **plantronics** $2.0B	**MuleSoft** **salesforce** $6.6B	**orbotech** **KLA-Tencor** $3.4B	**avigilon** **MOTOROLA SOLUTIONS** $1.0B

CYLANCE → SOLD TO → **BlackBerry**

Seller: Cylance [USA]
Acquirer: BlackBerry [USA]
Transaction Value: $1.4B (10.8x EV/Sales)
- AI-enabled antivirus and endpoint protection solutions

Thoughts? Questions? Let us know!
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Security

Seller	Acquirer	Month	Deal Value	Description
wombat security	proofpoint	February	$225M	Cybersecurity and compliance assessment solutions
Vaultive	CYBERARK	March	$19M	Cloud data encryption solutions
evident.io	paloalto NETWORKS	March	$300M	Enterprise security management SaaS, including risk and compliance services
SECDO	paloalto NETWORKS	April	$100M	Cyber solutions for detection, investigation of advanced threats
ataata	mimecast	July	$25M	Cybersecurity training platform and security awareness solutions
solebit	mimecast	July	$96M	SaaS for detection and prevention of advanced persistent threats, zero-day attacks

Identity and Access Management

| Seller	Acquirer	Seller Location	Value	Description
BOMGAR	FP FRANCISCO PARTNERS	Mississippi	-	Enterprise remote support solutions
Avecto	BOMGAR	United Kingdom	-	Privileged access management
BeyondTrust	BOMGAR	Arizona	-	Privileged account management
InfoArmor	Allstate	Arizona	$525M	Identity SaaS theft protection
Cyberinc Identity and access management assets	KPMG	California	$34M	IDM solutions and security products
uXp SYSTEMS Inc.	amdocs	Canada	$80M	MINT Digital Experience Engine
CYBER DEADBOLT	rivetz	California	-	Cyber security services utilizing social encryption
VIX VERIFY	GBG	Australia	$27M	Identity verification software

Open Source

Seller: CoreOS [USA]
Acquirer: Red Hat [USA]
Transaction Value: $250M (16.7 x EV/Sales)

- Open source projects for Linux Container

- Builds on Red Hat's Kubernetes and container-based portfolio
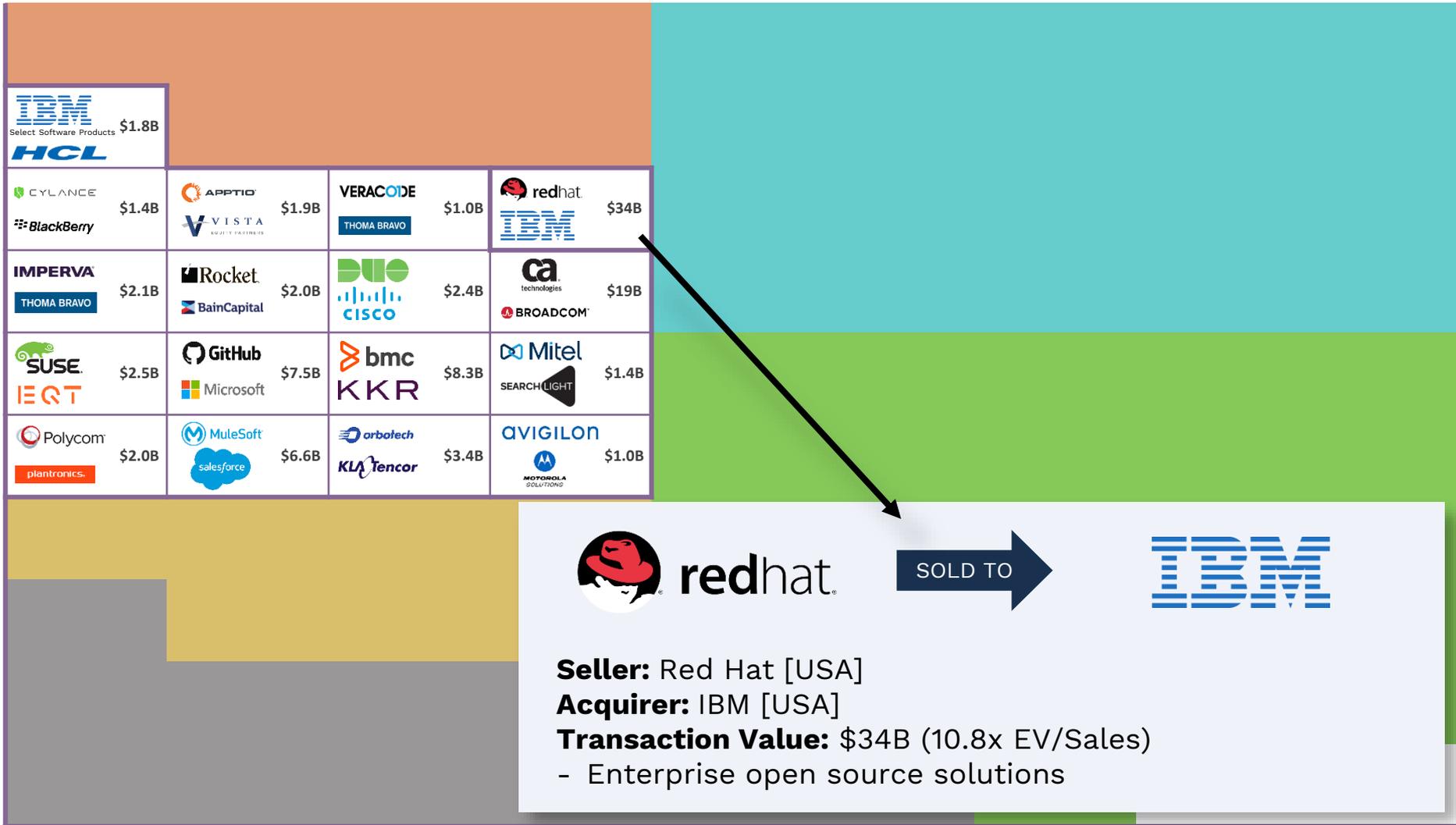
Business Continuity

ContinuityLogic **SOLD TO** FISION

Seller: Continuity Logic [USA]
Acquirer: Fision Corporation [USA]
Transaction Value: $7.5M
- Integrated business continuity and risk management software

STRATEGIC BCP® **SOLD TO** SAI GLOBAL

Seller: Strategic BCP [USA]
Acquirer: SAI Global [Australia]
- Business continuity management and disaster recovery software

Assurance **SOLD TO** RESURGENS TECHNOLOGY PARTNERS

Seller: Assurance Software [Sungard] [USA]
Acquirer: Resurgens Technology Partners [USA]
- Business continuity management software

Mobile Asset Management

TELULAR → SOLD TO → AMETEK

Seller: Telular Corporation [Avista Capital Partners] [USA]
Acquirer: AMETEK [USA]
Transaction Value: $525M (3.2x EV/Sales)

- Products for wireless networks utilization

- Forms a part of AMETEK's Electronic Instruments Group

Incident & Application Monitoring

OpsGenie SOLD TO **ATLASSIAN**

Seller: OpsGenie [USA]
Acquirer: Atlassian [Australia]
Transaction Value: $295M
- Cloud based alert management services

NETSIL SOLD TO **NUTANIX**

Seller: Netsil [USA]
Acquirer: Nutanix [USA]
Transaction Value: $70M
- Monitoring solution and application programming

**COSCALE** SOLD TO **New Relic**

Seller: CoScale [Belgium]
Acquirer: New Relic [USA]
- Containerized application monitoring

Public Valuation Multiples
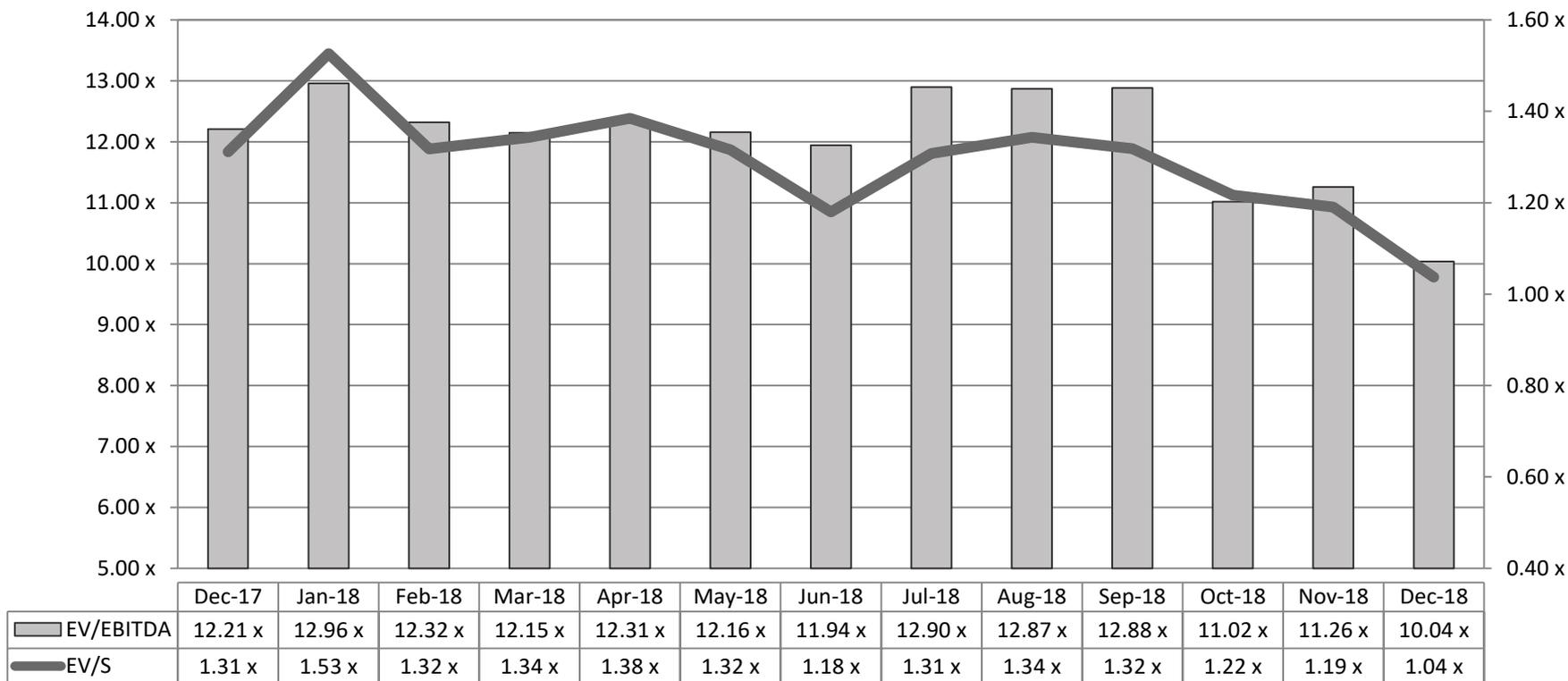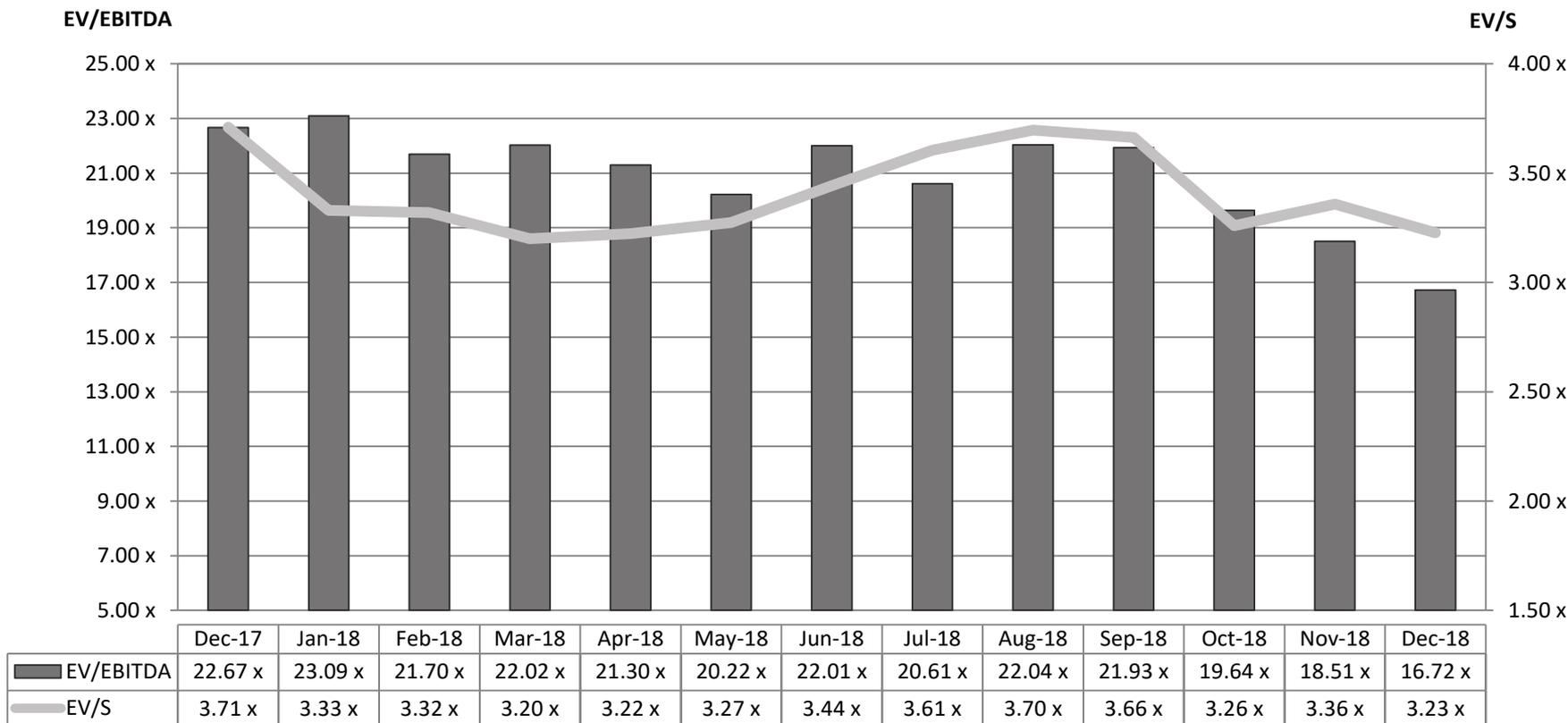
EV/EBITDA · **EV/S**

	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
EV/EBITDA	12.21 x	12.96 x	12.32 x	12.15 x	12.31 x	12.16 x	11.94 x	12.90 x	12.87 x	12.88 x	11.02 x	11.26 x	10.04 x
EV/S	1.31 x	1.53 x	1.32 x	1.34 x	1.38 x	1.32 x	1.18 x	1.31 x	1.34 x	1.32 x	1.22 x	1.19 x	1.04 x

Public Valuation Multiples

EV/EBITDA

EV/S

	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
EV/EBITDA	22.67 x	23.09 x	21.70 x	22.02 x	21.30 x	20.22 x	22.01 x	20.61 x	22.04 x	21.93 x	19.64 x	18.51 x	16.72 x
EV/S	3.71 x	3.33 x	3.32 x	3.20 x	3.22 x	3.27 x	3.44 x	3.61 x	3.70 x	3.66 x	3.26 x	3.36 x	3.23 x

Focused Systems Integrators

Microsoft

cardinal   **SOLD TO**   Insight

Seller: Cardinal Solutions [USA]
Acquirer: Insight Enterprises [USA]
Transaction Value: $79M
- Microsoft solutions integrator

ORACLE®

cedar CONSULTING   **SOLD TO**   VERSION 1

Seller: Cedar Consulting [United Kingdom]
Acquirer: Version 1 [Ireland]

- Oracle HCM-based systems integration

salesforce

CloudinIT   **SOLD TO**   Deloitte.

Seller: CloudinIT [New Zealand]
Acquirer: Deloitte [USA]
- Salesforce-based systems integration

aws

REĀN CLOUD   **SOLD TO**   Hitachi Vantara

Seller: REAN Cloud [USA]
Acquirer: Hitachi Vantara [USA]
Transaction Value: $120M (3.4x EV/Sales)
- AWS cloud integrator

Custom Software Development

Seller	Acquirer	Seller Location	Value	Description
northgate PUBLIC SERVICES	NEC	UK	$644M	Software and outsourcing services
i2N	northgate PUBLIC SERVICES	UK	-	Justice and security products and services
APD	northgate PUBLIC SERVICES	UK	-	Software and infrastructure for the Emergency Services
continuum IT management platform	epam	USA	$50M	ERP and CRM software solutions
BLACK PIXEL	HYPER GIANT	USA	-	Software applications for startups and brands
IT SONIX XPURE	data respons	Germany	$114M	Developer of software-based solutions
intive	MIDEUROPA PARTNERS	Germany	-	Research services and software development
SOLITA	Apax PARTNERS	Finland	-	Digital business consulting and software development

Internet of Things

Seller: Softweb Solutions [USA]
Acquirer: Avnet [USA]
- AI software development for IoT applications

Seller: Trusource Labs [USA]
Acquirer: Everise [Singapore]
- IoT and Apple devices technical support services

Seller: Essential Design [USA]
Acquirer: PA Consulting Group [The Carlyle Group] [United Kingdom]
- Product design, engineering, & IoT software development

Seller: Ntsika ICT Security [South Africa]
Acquirer: 4Sight Holdings [South Africa]
- IoT security software development & systems integration

Automotive

Seller	Acquirer	Month	Description
bluegrasscoms	OEC	October	Automotive business consultancy and service provider
H&D	HCL	June	Integrated IT and engineering service provider
genius Alles Außer Gewöhnlich	NTT DaTa	June	Automotive sales and after-sales specialist
GRUPO DETECTOR	VIASAT	September	Automotive safety and telematic engineering
FAIR CONNECT	Palamon Capital Partners	August	Connected services for insurers in Europe
AS AUTONOMOUSTUFF Bringing Together the World's Best Technologies™	HEXAGON	June	Autonomy-enabling services

Outsourced Software Development

LUXOFT SOLD TO **DXC.technology**

Seller: Luxoft Holding [Switzerland]
Acquirer: DXC Technology Company [USA]
Transaction Value: $2B (2.1x EV/Sales and 13.7x EV/EBITDA)

- Digital strategy consulting and engineering services

- Enables access for DXC to world-class digital talent

- 86% premium on Luxoft's public valuation

Elon Gasper
EVP, Research

Amber Stoner
Director of Research

Yasmin Khodamoradi
Director, Client Services

Amanda Tallman
Senior Analyst

Becky Hill
Research Analyst

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Reese Jones
@Reese_Jones

SINGULARITY UNIVERSITY

Inventor, venture investor, and business strategist Reese Jones has engaged in over a dozen companies' start up, financing, development, IPO and acquisitions. They include Netopia, where he served as CEO until its acquisition by Motorola in 2006, after having founded it as Farallon Computing, then taken it public in 1996. Other notable technology endeavors in which he's applied his leadership include Convergence, Mediabolic, and Jobvite, as well as Venture Partnerships at Accel, August, and TelesoftVC. He is a Fellow in Innovation and Entrepreneurship at UC Berkeley, where as a grad student in the 1980s he started and ran BMUG, which became the largest nonprofit computer user group of its kind. Reese is an Associate Founder and active Trustee of Singularity University. His current interests include network theory, human/Internet interfaces, phones as synapses, and Internet evolution.

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MERGERS & ACQUISITIONS

Peter Coffee
@petercoffee

salesforce

Peter Coffee is VP for Strategic Research at salesforce.com inc. He has been with the company for seven years, following nineteen years as a columnist and editor with the industry publications PC Tech Journal, PC Week and eWEEK. He works with IT managers and application developers to build a global community on the Salesforce1 cloud platform, combining the Force.com, Heroku1 and ExactTarget Fuel service portfolios. Peter holds an engineering degree from MIT and an MBA from Pepperdine University, with subsequent faculty appointments in IT management at Pepperdine; expert-systems programming at UCLA; and business analytics at Chapman College. He is the author of two books, "How To Program Java" and "Peter Coffee Teaches PCs". He is a winner of the Neal Award for excellence in business journalism and the McGan "Silver Antenna" Award for service to amateur radio. In recent years, Peter has worked with customers and partners throughout the Americas and in Australia, India and EU countries as well as lecturing at MIT, Harvard, Stanford, the CalTech/MIT Enterprise Forum and UCLA.

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MERGERS & ACQUISITIONS

Henry Hu
@HenryMHu

IBM

Henry develops M&A strategies, evaluates acquisition opportunities, leads strategic projects to formulate new business models, international joint ventures, and innovation programs. He also leads the preparation of M&A forums for IBM senior executives. Prior to his current role, Henry was the CFO of IBM Systems Strategic Imperatives (e.g. Cloud and Analytics). His professional background spans IBM, A.T. Kearney and Ford Motor Company. In 2017 he became the CT/Westchester chapter co-President of Ascend, the largest non-profit organization for Asian Professionals in North America. Henry holds a B.S. in International Trade & Computer Science from Shanghai Jiao Tong University, an M.S. in Engineering Management from Stanford, and an Executive MBA from Columbia University.

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We welcome your questions!

- Use Q&A chat box on your screen
- Submit to queue at any time

UPCOMING CONFERENCE SCHEDULE

CORUM
MERGERS & ACQUISITIONS

MERGE BRIEFING

CORUM
SELLING UP
SELLING OUT

90-minute industry update and overview of the M&A process

Half-day tech M&A bootcamp – a deep dive on selling your company

MERGE BRIEFING	
Jan. 22	Hong Kong
Jan. 25	Santa Cruz, CA
Feb. 5	Nantes
Feb. 7	Melbourne
Feb. 11	Brisbane
Feb. 27	Nashville
Feb. 28	Boston

SELLING UP, SELLING OUT	
Jan. 21	Singapore
Feb. 5	Sydney
Feb. 5	Victoria
Feb. 8	Houston
Feb. 13	Vancouver
Feb. 27	Atlanta

www.corumgroup.com/events

After the Deal – Celebration

www.corumgroup.com