

# Industry report

# IT

## Developments in the IT industry June 2017 edition

### “Facts speak louder than words.”

That’s why in this newsletter, you’ll find samples of M&A WW’s ability to help its clients to become more globally focused by completing acquisitions to build their international dimension.

This issuance opens with an interview with the CEO of Esker plc, which explains how the company has accelerated its growth via cross border transactions and how the M&A WW network has helped its achieve its strategy to date.

[...] Then six M&A WW network members (Bulgaria, Israel, France, the Netherlands, Portugal and the UK) network provide an update on their respective IT markets and recent experience with clients.

In the third section, the expert corner, you’ll find an article written by George Shea, Focus Banking USA, dedicated to the growing IT managed services market, along with a summary of key market drivers and valuation experiences based on transactions.

**Bernard LECHAT**  
IT Sector Group Leader – MBA Capital, France

### M&A Worldwide - The Network for Mergers and Acquisitions

Established in 2004, M&A WW is a leading global alliance of midmarket merger & acquisition specialists. M&A WW presently has 42 member firms operating in over 41 different countries.

All members work closely together in a global alliance to advise clients on mergers, acquisitions, divestitures, joint ventures, capital raising, and other strategic partnerships. Collectively, we closed 641 transactions in 2016, representing a cumulative deal value in excess of \$3.7bn.

# Client's voice

## Esker on becoming a World Class Player



*Emmanuel Olivier, Esker SA COO*

*Emmanuel OLLIVIER (CEO of Esker plc) speaking to Bernard LECHAT (M&AWW IT Group Leader)*

### **Please tell us what ESKER is at a glance?**

Esker is a worldwide leader in B-to-B cloud-based document process automation software. Esker's software helps organizations of all sizes to improve efficiencies, accuracy, visibility and costs associated with business processes. Esker solutions automate processes like accounts payable, order processing, accounts receivable, purchasing and more. Founded in 1985, Esker operates in North America, Latin America, Europe and Asia Pacific with global headquarters in Lyon, France. In 2016, Esker generated 66 million euro in total sales revenue.

### **Your company has been growing at a significant rate during the past few years...What has been the key driver behind this?**

Esker's growth over the past years is the tip of the iceberg. It is really coming from a strategic technology and business model change that we initiated in 2005 when we launched our first cloud solution. Transitioning from the traditional license model to a SaaS (Software as a Service) model is costly and success takes a long time to be visible. Esker is well over that pain now and can enjoy the regular growth coming from recurring revenue and plan its investments accordingly. The beauty is in the model.

### **As a software vendor, what will be the critical success factors in the coming years?**

As always in software, success comes with helping your customers achieve measurable improvements in their businesses. We do not sell concrete products that can be physically appreciated, assessed or measured. We get our revenue from human intelligence packaged to be used for generating real results with our customers. In a way, technology per se does not matter. What matters is addressing real pain that our customers experience in the way that they do business and make those situations better, more efficient, less painful. That's our real value on the market.

### **Your growth is backed by your success as leader in invoices dematerialization process, what will come next?**

What comes next is more of the same and better! The idea that businesses can be run more efficiently with less paper and more automation still has a lot of potential in the world today. Esker keeps adding functionalities to its solutions to better respond to customer's demand. We also add new solutions either



# Client's voice

through development or through acquisitions to complement our product portfolio. To name a few, we recently acquired a company called TermSync in the United States that helps our customers accelerate collection of their accounts receivable. We also acquired two EDI (Electronic Data Interchange)

companies (one in France, one in Germany) to complement our technology skills and customer access in those markets.

## **Already present in several countries, where are your next priorities in terms of geography?**

We will continue to focus on our newest areas like Asia (Singapore, Honk Kong, and Malaysia) or Latin America, where we will probably establish a local direct presence in the next few years.

## **You finished the 2016 year with a strong balance sheet allowing you to reward shareholders and financing acquisitions; how do you plan to balance this?**

We believe that shareholders need to be rewarded in a consistent manner through a dividend policy that rewards their long time trust in Esker and its success. However, we also believe that the best rewards for our shareholders come from the growth that our company has been and will be able to generate in the future. This will translate into a higher share price and create value both for the company and its shareholders.

## **You had the opportunity to collaborate with M&A WW members in France and Germany; how do you rate the relationship and contribution?**

It was a pleasure to work with the members of your organization both in France and in Germany. We felt that our needs were understood and that real quality work allowed us to achieve the acquisitions that we wanted. So much so, that we have also decided to work with your organization for a future possible acquisition in the UK.



# COUNTRIES ON THE RADAR



## BULGARIA

Despite its modest population, Bulgaria has become to one of the Europe's leading IT destinations in the last couple of years. The IT industry is one of the fastest growing sectors in the country:

- a double-digit growth rate every year
- In 2016 total sector revenue reached €1.2bn, a six-fold increase compared to 2006
- 6% of Bulgaria's GDP
- 3,500 IT graduates every year
- 20,000 IT specialists employed
- 70% of IT revenue is generated from export-oriented software businesses
- Bulgaria has already become a hub for high value added and R&D IT services. Hewlet Packard, SAP, Johnson Controls, VMware, Atos have all established a significant presence in the country.

### Recent M&A Activity

In Bulgaria, inbound and outbound M&A activity has remained robust in 2017, including the following 3 notable acquisitions:

Bulpros, a Bulgaria based IT solutions, Products & Services corporation acquired the Germany based GBS, which is a leading vendor in messaging security and workflow management solutions for the IBM and Microsoft collaboration platforms.

The France-based IT company Atos acquired 100% of InfoPartners, a leading provider of specialist SAP services in Bulgaria.

The largest TMT specialist in Bulgaria Nova Broadcasting Group acquired 20% of eBag.bg, which is an online supermarket.

The biggest deal in the sector in recent history came in 2014. Progress, a global software company acquired the Bulgaria based Telerik, a provider of tools and technologies that address the entire application development lifecycle, for consideration of c.\$260m.

Recently, Innimmo acted as a consultant for the Bulgarian gaming company Casualino in raising a growth capital. The funds raised have subsequently assisted the company in expanding into France, USA and the Middle East, to develop new games and to grow its users substantially.



M&A | Corporate Finance Advisory

Innimmo, established in 2004, grew to become the leading independent mid-market M&A and Corporate Finance advisory firm in Bulgaria, having closed some landmark deals during the last decade.

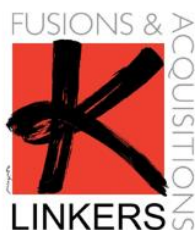
We assist our clients in identifying investment opportunities, merger and acquisition targets or partners.

We undertake the management of each stage of the process, from developing a proper initial introduction through due diligence to the successful closing of the deal. We facilitate FDI, management buy-outs, divestments or acquisition of separate assets or fully operational businesses.



## FRANCE

# COUNTRIES ON THE RADAR




Linkers is a French independent M&A advisory firm founded in 2000 in Paris composed of a talented team of 10 experts in M&A operations.

Linkers benefits from a strong experience in negotiating alongside shareholders and SME entrepreneurs in all sectors, with 2 areas of sectorial expertise: Energy - Cleantech and Linkers IT.

Linkers IT focuses on IT (ISV, services providers...) and Internet (platforms, digital marketing...) assignments with 3 dedicated persons who manage approximatively 10 deals per year.

Linkers has already closed 5 deals in 2017 within the IT sector (3 of which were with international counterparts). 2 of those deals perfectly illustrate its sectors focus and know how in managing divestiture assignments on a global scale:

1. METNEXT   sold to WEATHERNEWS 

Metnext, a European leader in climate business intelligence, is specialized in providing medium-long term weather forecasts and relative decision making tools to assist companies in optimizing the impact of weather conditions on their activities (energy, industry, retail, agribusiness and insurance).

Linkers IT acted as sole financial advisor to the vendors (management and private equity funds) in the sale of Metnext to Weathernews (€120m revenue), a Japan based group specializing in weather-related information and services.

Weathernews has developed weather risk management support services, with a particular focus on the transportation sector. Thanks to Metnext, Weathernews will expand its product lines and boost its development on the European and American markets.

2. CAMPING & CO   sold to CAMPSY 

Founded in 2012, Camping & CO has rapidly become the French leading campsite (a \$9 billion market within Europe) booking platform. The company has also developed activities in Spain and Italy and was previously backed by major French private equity funds (Newfund and Otium).

Linkers IT and Active M&A (Germany) successfully joined forces to sell the company to Campsy, a market leader in Germany, the Netherlands and Belgium. Campsy is backed by Rocket Internet, a well-known German VC that has previously to develop Internet leaders like Zalando and HelloFresh.

With the acquisition, Campsy now have 100,000 customers and 2,000 listed campsites in France, Italy, Spain, Germany, Belgium and the Netherlands. The company aspires to a booking value of around €20 million for 2017 and is now the pre-eminent player in the sector in Europe.



## ISRAEL

# COUNTRIES ON THE RADAR

## MnA Team

MnA Team is an Israeli independent, dynamic, cross-border oriented M&A group. It is composed by 4 partners; M&A experienced experts that are former senior executives of leading corporations. The team initiated, led and serviced tens of transactions with total value of a few hundred million Dollars.

MnA Team is closely involved with Israel technology sectors – TMT, Medical, Advanced Materials and more. MnA Team works with tens of clients from these sectors supporting them in their M&A activities.

Israel is known as the “start-up nation”. This creates a very dynamic financial market, with venture capital funding and acquisitions commonplace. On the other hand young Israeli companies that are looking for rapid growth, prioritize international acquisitions in their market as an important tool to growth. As we see, M&A is always in the air and IT is the largest sector of this scene.

Inbound and domestic M&A combined achieved record values in 2016 in Israel, with 99 deals worth US\$20 billion, and 2017 is already on course to be another strong year—there were 19 deals worth US\$15.3 billion in the first quarter alone. IT remains the most active sector, notching up 45 deals worth US\$7 billion in 2016 and the first quarter of 2017 combined (*source: White&Case*). The inbound M&A activity is predominantly led by US and Chinese buyers, while on the outbound front US and UK companies are the most popular targets for Israeli companies.

A few notable IT sales (to US and Chinese buyers) of the last year were – SintecMedia, QualiTest and Playtika, while on the other hand there were the acquisitions of the US companies StoneRiver, Operative Media and InContact, by Israeli players.

The leading branches of IT that draw attention in Israel in the recent and current time are: CyberSecurity; Fintech; Internet of Things (IOT) and cloud technology. M&A activity in traditional defense applications and AdTech was particularly high in 2013-2014, but appears to have waned more recently.

The outlook for 2017 and future years remains optimistic, the IT sector is expected to grow and lead the Israeli economy, bringing with it high levels of M&A activity.

MnA Team, the Israel member firm of M&A Worldwide, is quite IT oriented. A significant part of its team are ex-TMT executives and many of its transactions, accumulated to hundreds of millions of dollars, are in this sector.

# COUNTRIES ON THE RADAR



Aeternus is an independent corporate finance house with subsidiaries in Eindhoven and Venlo, the Netherlands. Founded in 2006, working both nationally and internationally. Our clients include mid-sized and mid corporate businesses. We have a strong expertise in international IT and TMT transactions with a specific focus on software companies.

Aeternus is specialized in all topics related to company value: determining value, increasing value, and creating value. "Focus on Value" is our distinctive approach.

#### Contact details:

Pedro Mol  
p.mol@aeternuscompany.nl

## the NETHERLANDS

### Valuation of a SaaS Company: Limitless recurring revenues?

Software-as-a-Service (SaaS) providers are companies that license software on a recurring subscription basis. Customers pay for the subscription with a, usually fixed, monthly or annual fee.

Over the last few years, the popularity of subscription based business models and the interest in SaaS companies has increased rapidly, leading to (sometimes) extremely high company valuations. Whereas traditionally investors prefer to value companies based on a multiple of their EBITDA or profitability using a discounted cash-Flow method, recurring revenues seem to be the holy grail for SaaS companies. We have seen the so-called ARR (annualized recurring revenues) multiple leading to astronomically high valuations, even for loss-making businesses.

But why? And how can these valuations possibly be explained?

If a SaaS company generates €20 million in recurring revenues, but still has a yearly net loss of €1 million, why would an acquirer pay an ARR Multiple of e.g. 1.5x leading to a purchase price of €30 million? We believe there can only be one logical explanation: future potential.

The basic reasoning is that for growing SaaS businesses, net income takes a long time to materialize. Sales and marketing expenses are recognized up front, while revenues from a contractually recurring customer base last many years. This makes new customer contracts unprofitable in the short term, even though they will be profitable over their lifetime. The larger the potential market, the more opportunities for creating profitable customers over time exists. So instead of looking at (historic) profitability, a strategic buyer of a SaaS company will be much more interested in specific SaaS value drivers including:

- TAM: Total Addressable Market (how many clients can it possibly reach?)
- LTV: Lifetime Value of customers (how much revenues can it generate per customer over time?)
- CAC: Customer acquisition costs (what are the upfront expenses to acquire a new client?)
- The overall growth rate of the ARR

So here's something to think about: will the limitless potential for recurring revenues keep driving valuations of SaaS companies to higher levels? Or are investors at some point going to stop paying for potential and start looking for profitable businesses that actually do generate cash from the outset?



## PORTUGAL

# COUNTRIES ON THE RADAR

Portugal played an important role ever since in the navigation technologies field giving the world the astrolabe. Five centuries later, the country delivers another extraordinary and usefull navigating tool – a Portuguese company created the world’s first GPS navigation system with aerial photographs. Ndrive os just an example of a growing number of **Portuguese companies that are delivering cards in the High Tech world and giving a strong contribution to the business growth in the sector. Portuguese ICT market has an estimated turnover of 18.5 billion euros and generates an added value of about 5.7 billion euros. The sector has over 14 thousand companies employing a total labour force of 79 thousand people.**

From financial services, to software, hardware and telecommunications, Portuguese companies have achieved a high level of excellence and international recognition with state-of-the-art products and services. Portugal is also the homeland of Via Verde, an innovative electronic system that allows to pay highway tolls and car parks or even pay gas at petrol stations without having to leave your car. Via Verde processes 500 thousand transactions per day.

Some Portuguese companies are players at International scope, in several services like SaaS, Mobile, Digital Face Recognition, Digital Marketing, Digital Call Centres, Cloud, Contact Centres, Virtual PBX, IoT, Gamification. Companies like Bold International, Novabase, Talkdesk, Glint, VirtualBox just to give few examples are world-wide players with a world class process of value creation.

**The M&A activity in this areas are quite hot and relevant in Portugal** as companies identify the M&A process as a much more competitive, efficient and quick process than organic and from-the-scratch growth.

Just to give an example of M&A Value Creation, Cisco, the world’s largest maker of networking equipment, has grown from two employees in 1984 to more than 70,000 people, 200 worldwide offices and revenues of \$43 billion in 2011 through a best-class-process of M&A. Only in the 1990s it bought and efficiently integrated about 70 entrepreneurial firms when new Technologies appear on the market.

**Bottom line:** why loose a time opportunity when you can buy it? Why not but when you can finance it? If you don’t growth is it possible have an alternative sustainable strategy in IT sector in the long-run?



**Fingeste**  
Business Development

Based in Lisbon is one of the PT’s leading independent corporate finance advisers.

The team have been delivering lead corporate finance advisory services for over 15 years and have collective corporate finance experience. We’ve successfully executed all forms of corporate transactions, on behalf of the shareholders of private companies, management teams, entrepreneurs and equity investors.

Our experience, independence and partner-delivered approach allows us to ability to deliver intelligent corporate finance advisory solutions to our clients, achieving the best outcomes on their behalf.





# COUNTRIES ON THE RADAR



**Rickitt Mitchell**  
CORPORATE FINANCE

Based in Manchester, Rickitt Mitchell is one of the UK's leading independent corporate finance advisers.

We have been delivering lead corporate finance advisory services for over 40 years, have over 100 years of collective corporate finance experience and we've successfully executed all forms of corporate transactions, ranging from >£500m to £1m in value, on behalf of the shareholders of private and public companies, management teams, entrepreneurs and equity investors.

Our experience, independence and partner-delivered approach allows us to ability to deliver intelligent corporate finance advisory solutions to our clients, achieving the best outcomes on their behalf.

One of the hottest areas in M&A currently is cyber security, globally as well as locally. Reflecting Manchester's significant and growing status as a high technology leader, there have been a number of interesting deals where cyber security businesses have been bought by Manchester based corporates. We already have a strong cyber security presence in Manchester in the form of NCC Group plc, which was transformed from a software escrow business to a cyber security and risk mitigation business, in large part through 23 acquisitions across North America and Europe, which Rickitt Mitchell partner Stuart Moss advised on.

There has also been a move from the concept of 'Software as a Service' (SaaS) to the provision of 'Anything-as-a-Service', as businesses look for the value enhancing holy grail of high margin recurring contracted revenues. Combining cyber security and a Managed Services or 'Cyber Security as a Service' offering potentially makes for great value enhancement.

An evolution to a higher value managed service offering seems to be what Morson Group Limited is aiming for with its acquisition of ESP, rebadged as Morson Cyber Security and offering 'a military grade managed service with predictable monthly costs'. Morson is looking to deploy its cyber security offering through multiple Security Operations Centres across the UK. Sitting in the cyclical and often commoditised world of recruitment, Morson has rightly identified that higher value offerings are needed to drive value. There is an increasing demand for limited human capital in the cyber security arena and as a human capital expert with significant scale (and client base) it is well placed to service the demand, but now with in-house skills rather than competing with all the other recruiters to place itinerant contractors available to anyone who knows where to look.

Also buying in high value skills, clients and perhaps most vitally, accreditations is UKFast.net Limited and Lawrence Jones as he looks to build value added services around a core hosting platform. Jones's Secarma business acquired PenTest Limited in July 2016 and UKFast acquired Secure Information Assurance ('S-IA') in February this year. SIA 'gives UKFast access to IL3 and IL4/Official-Sensitive accreditations as well as the UK's highest security rated hosting, known as List-X. With an investment in a dedicated cyber security research hub in Manchester, UKFast appears determined to become a significant player in this market.

# Expert's corner

## The Managed Services Market Today

By **George M. Shea**, *Partner and Information Technology Team Leader, FOCUS Investment Banking LLC*



A Managed Services Provider (MSP) is an information technology services provider that delivers and manages enterprise network services and applications for businesses, consumers, and other service providers.

An MSP takes over the day-to-day IT management responsibilities of the services and applications. The MSP also functions as a strategic partner for improving operations and cutting expenses. Here is a breakdown of the current MSP market and the potential attractions for buyers and investors:

### **MSP Offerings**

The traditional MSP role started out with remote monitoring, patch management, and basic PC and server maintenance. A January 29, 2014 post entitled Five Drivers of Change for MSPs in 2014 on MSPMentor, a cloud industry-focused blog, cites five change agents

for MSPs including:

- New competitors/convergence;
- Rapid commodization;
- Mobile computing;
- IT Anywhere, and
- The fact the cloud is here to stay.

MSPs keep pace with the latest technology trends and their services now include cloud-based monitoring and applications management services. Currently, a major MSP play is integrating cloud solutions and managed services through converting in-house infrastructure and applications to an MSP model. Some examples of this play include:

- Software as a Service (SaaS) including web conferencing, collaboration, and project management applications;
- Platform as a Service (PaaS) including data management systems, application middleware, and application development; and
- Infrastructure as a Service (IaaS) including compute and storage solutions.

Security offerings also are starting to grow in the MSP market, including:

- Managed security
- Secure Wi-Fi
- End-point security
- Web server security
- Email security
- Secure branch office connectivity



# Expert's corner

Another hot area for MSPs is enterprise mobility with the addition of Mobile Device Management (MDM), Enterprise Mobility Management (EMM), and mobile security product offerings. These offerings target businesses and government organizations with a mobile workforce that lacks the security expertise in-house to secure a Bring Your Own Device (BYOD) or other mobile initiative.

## Typical MSP Pricing Structure

The typical MSP pricing structure is an upfront setup fee and ongoing flat monthly fee, often under multi-year contract arrangements, thereby providing customers with predictable IT support costs. Bundled solutions and support are the norm.

There has been a lot written about the challenges of MSP pricing structure. However, the MSP industry body of knowledge around pricing to achieve profitability per contract has grown significantly in recent years. Pricing Managed Services like Pros by Rich Freeman on the Channel Pro Network website cites two MSP industry-pricing methods:

- Top Down - an intuitive assessment of how much customers are willing to pay
- Bottom Up - focusing on an analysis of what services cost to deliver

## MSP Market Conditions

The MSP market continues to be a very fragmented market with many smaller players, very few “pure play” MSPs, many Value Added Resellers (VARs), Interconnects, and project-based IT services firms transitioning to the MSP model.

There is an element of “friendly competition” in the MSP market with organized peer-to-peer networking groups to share MSP best practices and industry trends. The sharing of MSP best practices and trends in this manner can only benefit the MSP market as a whole.

*Threatening Skies: Cloud Computing and the Managed Service Provider*, published on CloudTweaks, a cloud industry website, gives an optimistic view of an MSP market growth. The post cites a recent Gartner, Inc. analysis estimating that global spending on public cloud services will almost double in size from 2012 to 2016 reaching \$210B in 2016. The analysis also projects Infrastructure as a Service (IaaS) to grow at over 40 percent CAGR. Much of the market growth is due to come from small to medium businesses.

## Value Drivers

MSP value drivers for investors include:

- Recurring revenue
- Contract length
- Growth rate and vertical market focus (especially healthcare IT and financial services)
- Total devices managed
- Revenue per employee

## Conclusion

The MSP market while ever changing offers attractive acquisition and investment opportunities as MSP providers mature their service portfolios and pricing as businesses and government organizations move infrastructure and applications increasingly to the cloud.

# Expert's corner

## Valuation

Chart 1: Company Comparables Managed Service Providers

Company Name	Total Enterprise Value Latest (\$ millions)	LTM Total Revenue (\$ millions)	LTM EBITDA (\$ millions)	TEV/Total Revenues LTM--Latest	TEV/EBITDA LTM--Latest
Melbourne IT Ltd.	\$61.50	\$95.90	\$8.50	0.6X	7.2X
Infinite Group Inc.	\$3.10	\$8.60	\$0.30	0.4X	10.3X
SMS Management & AGC Networks Limited	\$260.40	\$266.40	\$19.30	1.0X	13.5X
Tieto Oyj (HLSE:TIE1V)	\$50.20	\$126.30	\$(27.10)	0.4X	N/A
Synectics plc (AIM:SNX)	\$1,920.80	\$2,142.10	\$284.60	0.9X	6.7X
PCS Technology Limited	\$101.90	\$123.80	\$4.00	0.8X	25.5X
Glodyne Technoserve	\$9.90	\$16.40	\$1.60	0.6X	6.2X
Mykris Limited	\$151.30	\$200.00	\$(34.60)	0.8X	N/A
Mykris Limited	\$6.80	\$6.20	\$1.20	1.1X	5.7X
<b>Summary Statistics</b>					
High	\$1,920.8	\$2,142.1	\$284.6	1.1X	25.5X
Low	\$3.1	\$6.2	-\$34.6	0.4X	5.7X
Mean	\$285.1	\$331.7	\$28.6	0.7X	10.7X
Median	\$61.5	\$123.8	\$1.6	0.8X	7.2X

Source: Capital IQ

# Expert's corner









Chart 2: Trailing Three-Year Managed Service Providers M&A Activity






Date	Target	Buyer	Brief Description	Enterprise Value	EV/Revenue	EV/EBITDA
Jul-22-2014	JCurve Solutions Ltd.	—	JCurve Solutions Limited offers managed services from administration and reporting to outsourced options. Jcurve Solutions Limited is based in St Leonards, Australia.	\$11.70	1.2x	61.3x
Apr-28-2014	I-Cubed, Inc.	KPIT Technologies Limited	I-Cubed, Inc. focuses on consulting, Web experience management, and managed services. The company is based in Raleigh, NC.	\$24.20	2.4x	—
Apr-08-2014	Groupe Steria SCA	Sopra Group	Groupe Steria S.C.A. provides managed services, including supervision/administration and network infrastructures. Groupe Steria S.C.A. is headquartered in Issy-les-Moulineaux, France.	\$1,328.80	0.5x	8.4x
Dec-09-2013	Accel Frontline Ltd.	CAC Corporation	Accel Frontline Limited provides managed IT services to small, medium, and large enterprises. The company is headquartered in Chennai, India.	\$36.00	0.6x	8.5x
Nov-18-2013	InTechnology Managed Services Ltd.	Redcentric plc	InTechnology Managed Services Limited provides infrastructure services, data backup/recovery, data hosting, and voice over IP services. The company is based in Harrogate, UK.	\$104.70	1.6x	7.8x
Nov-04-2013	Know Technology, LLC	Enables IT, Inc.	Know Technology, LLC provides managed services, including monitoring, maintenance, and support. The company is based in Camden, ME.	\$1.50	0.5x	—
Sep-25-2013	The Birchman Group Asia Pacific Pty Ltd	SMS Management & Technology Ltd.	The Birchman Group Asia Pacific Pty Ltd. provides SAP managed services and applications support. The company is based in Sydney, Australia.	\$28.10	0.9x	—
Aug-23-2013	Hexaware Technologies Ltd.	Canada Pension Plan, Baring PE Asia, Baring Asia PE Fund V	Hexaware Technologies Limited provides managed services from security to network administration. The company is headquartered in Navi Mumbai, India.	\$548.90	1.7x	8.3x
Aug-23-2013	Hexaware Technologies Ltd.	HT Global IT Solutions Holdings Ltd.	Hexaware Technologies Limited provides managed services from security to network administration. The company is headquartered in Navi Mumbai, India.	\$557.40	1.6x	7.6x
Aug-19-2013	Spacenet, Inc.	SageNet, Inc.	Spacenet, Inc. designs, implements, and manages communications networks. The company is based in Tulsa, OK.	\$16.00	0.2x	8.0x
Jul-17-2013	A-HOST Company Ltd.	Arcadia Asia Company Ltd.	A-HOST Company Limited provides managed services for OracleE-Business Applications and is based in Bangkok, Thailand.	\$3.80	0.2x	—
Jul-08-2013	Shougang Concord Technology Holdings Ltd.	HNA Group Co., Ltd.	Shougang Concord Technology Holdings Limited provides management services and system design services. The company is based in North Point, Hong Kong.	\$343.20	8.8x	—
Apr-17-2013	BLACKIRON Data ULC	Rogers Business Solutions, Inc.	BLACKIRON Data ULC offers managed services from server administration/monitoring to managed network services. The company is based in Etobicoke, Canada.	\$194.90	5.9x	15.4x
<p>M&amp;A Worldwide has specialized M&amp;A consultants in a variety of industries who are willing share their knowledge and insights on various sectors. For more information about its sector specialisms and related industry reports, please visit <a href="http://www.m-a-worldwide.com">www.m-a-worldwide.com</a></p>						

# Expert's corner

Sep-17-2012	Maxima Holdings plc	Redstone plc	Maxima Holdings plc provides infrastructure services, such as security, networks, and database administration. Maxima Holdings plc is based in	\$18.90	0.4x	5.8x
Sep-05-2012	24Tech Corporation	VRDT Corporation	24Tech Corporation provides custom managed services plans for clients with IT and network needs. The company is based in Rancho	\$0.60	2.0x	—
Aug-16-2012	Melbourne Server Hosting Ltd.	iomart Group plc	Melbourne Server Hosting Ltd. provides services, from server OS management to backup/DR services. The company is based in Melbourne, UK.	\$10.50	2.3x	10.6x
Aug-21-2011	Attenda Ltd.	Darwin PE LLP, Darwin PE Fund I	Attenda Limited provides managed services and cloud platforms for business critical applications. The company is based in Staines, UK.	\$82.80	1.8x	—
Summary Statistics						
High				\$1,328.8	8.8X	61.3X
Low				\$0.60	0.2X	5.8X
Mean				\$194.8	1.9X	14.2X
Median				\$28.10	1.6X	8.4X

## RECENT SUCCESS STORIES ADVISED BY M&A WORLDWIDE MEMBERS

This announcement appears as a matter of record only	This announcement appears as a matter of record only	This announcement appears as a matter of record only
<p>In 2016</p> <p><b>CLIMPACT - METNEXT</b>  <b>Climpact-Metnext</b>  <i>Leverage climate impact. Improve performance.</i></p> <p>has sold a share package to  <b>WEATHERNEWS INTERNATIONAL</b></p>  <p>Transaction Industry: Information technology</p> <p>Linkers, France acted as a consultant for  <b>WEATHERNEWS INTERNATIONAL</b></p>  <p>member of  <b>M&amp;A WORLDWIDE</b>  <small>THE NETWORK FOR MERGERS &amp; ACQUISITIONS</small></p>	<p>In 2017</p>  <p>Has reorganized its share with a new  shareholder</p>  <p>Transaction industry: Information technology</p> <p>MBA Capital acted as Digora advisor</p>  <p>member of  <b>M&amp;A WORLDWIDE</b>  <small>THE NETWORK FOR MERGERS &amp; ACQUISITIONS</small></p>	<p>In 2017</p> <p>Campsy.com (Rocket Internet)  Berlin, Germany</p>  <p>has acquired the majority of  <b>Camping-and-Co.com</b>  Saint-Malo, France</p>  <p><b>Camping and co</b>  <i>L'expert des vacances camping</i></p> <p>Transaction industry: Information technology</p> <p>Active M&amp;A acted as the Sellers advisor</p>  <p>Business   Transactions   Improvement</p> <p>member of  <b>M&amp;A WORLDWIDE</b>  <small>THE NETWORK FOR MERGERS &amp; ACQUISITIONS</small></p>

This announcement appears as a matter of record only	This announcement appears as a matter of record only
<p>In 2017</p> <p><b>ESKER S.A.</b>, Lyon, France</p>  <p>Document Process Automation</p> <p>has acquired the majority of  <b>e-integration GmbH</b>, Ratingen, Germany</p> <p>Transaction industry: Information technology</p> <p>Active M&amp;A acted as sole M&amp;A Advisor to  <b>ESKER S.A.</b></p>  <p>Business   Transactions   Improvement</p> <p>member of  <b>M&amp;A WORLDWIDE</b>  <small>THE NETWORK FOR MERGERS &amp; ACQUISITIONS</small></p>	<p>In 2017</p> <p><b>MADISON GURKHA</b>, Eindhoven, Netherlands</p>  <p>Your Security is Our Business</p> <p>has acquired  <b>ITSX</b></p>  <p>Transaction industry: Information technology</p> <p>Aeternus acted as sole M&amp;A Advisor to  <b>Madison Gurkha</b></p>  <p>corporate finance</p> <p>member of  <b>M&amp;A WORLDWIDE</b>  <small>THE NETWORK FOR MERGERS &amp; ACQUISITIONS</small></p>

M&A Worldwide has specialized M&A consultants in a variety of industries who are willing share their knowledge and insights on various sectors. For more information about its sector specialisms and related industry reports, please visit [www.m-a-worldwide.com](http://www.m-a-worldwide.com)

# Team & Contact

The M&A Worldwide IT team includes

<b>Bernard</b> Dr. Kai-Henrik Adam Adrian Anna Björn Carlos Fabio Cigdem Melike Dirk George Mark Manan Giovanni Jan Jérôme Jonas Jordi Kaine Kentaro Lars Pedro Marcin Marcin Michael Nicolas Paul Sang Younki Nuno Denitsa Alexander Petra	<b>Lechat</b> <b>Barth</b> <b>Redey</b> <b>Ness</b> <b>Narloch</b> <b>Voigt</b> <b>Parizotto</b> <b>Matsui</b> <b>Bicik</b> <b>Yavuz</b> <b>Meissner</b> <b>Shea</b> <b>Lerner</b> <b>Shah</b> <b>Galeazzi</b> <b>Skoien</b> <b>Luis</b> <b>Ljungström</b> <b>Blasco</b> <b>Smith</b> <b>Nanri</b> <b>Wynia</b> <b>Mol</b> <b>Duszynski</b> <b>Fraczek</b> <b>Avnimenech</b> <b>Du Rivau</b> <b>Van Tilburg</b> <b>Kang</b> <b>Wyi</b> <b>Madera</b> <b>Tileva</b> <b>Pazderski</b> <b>Srsnova</b>	<b>France</b> Germany Hungary Australia Poland Germany Brazil Brazil Turkey Turkey South Africa USA USA USA Italy Norway France Sweden Spain UK Japan Netherlands Netherlands Poland Poland Israel France Netherlands USA USA Portugal Bulgaria Bulgaria Tchecie	<b>bernard.lechat@mbacapital.com</b> <a href="mailto:barth@active-ma.com">barth@active-ma.com</a> <a href="mailto:adam.redey@intermerger.eu">adam.redey@intermerger.eu</a> <a href="mailto:adrian@johnsonscorporate.com.au">adrian@johnsonscorporate.com.au</a> <a href="mailto:a.narloch@capitalone.pl">a.narloch@capitalone.pl</a> <a href="mailto:voigt@active-ma.com">voigt@active-ma.com</a> <a href="mailto:carlos.parizotto@cypressassociates.com.br">carlos.parizotto@cypressassociates.com.br</a> <a href="mailto:Fm@cypressassociates.com">Fm@cypressassociates.com</a> <a href="mailto:cigdem.bicik@crossborder.com.tr">cigdem.bicik@crossborder.com.tr</a> <a href="mailto:melike.yavuz@crossborder.com.tr">melike.yavuz@crossborder.com.tr</a> <a href="mailto:meissner@ibn.co.za">meissner@ibn.co.za</a> <a href="mailto:george.Shea@focusbankers.com">george.Shea@focusbankers.com</a> <a href="mailto:lerner@morgenevan.com">lerner@morgenevan.com</a> <a href="mailto:mshah@focusbanker.com">mshah@focusbanker.com</a> <a href="mailto:galeazzi@avvalor.com">galeazzi@avvalor.com</a> <a href="mailto:jan.skoien@dht.no">jan.skoien@dht.no</a> <a href="mailto:jluis@linkers.fr">jluis@linkers.fr</a> <a href="mailto:jonas.ljungstrom@stockholmcorp.se">jonas.ljungstrom@stockholmcorp.se</a> <a href="mailto:jordi.blasco@arscorporate.com">jordi.blasco@arscorporate.com</a> <a href="mailto:Kaine@rickittmitchell.com">Kaine@rickittmitchell.com</a> <a href="mailto:nanri@scsglobal.co.jp">nanri@scsglobal.co.jp</a> <a href="mailto:lowynia@solcon.nl">lowynia@solcon.nl</a> <a href="mailto:P.Mol@aeternuscompany.nl">P.Mol@aeternuscompany.nl</a> <a href="mailto:m.duszynski@capitalone.pl">m.duszynski@capitalone.pl</a> <a href="mailto:m.fraczek@jpweber.com">m.fraczek@jpweber.com</a> <a href="mailto:mavnim@gmail.com">mavnim@gmail.com</a> <a href="mailto:ndurivau@linkers.fr">ndurivau@linkers.fr</a> <a href="mailto:t.en.t@tip.nl">t.en.t@tip.nl</a> <a href="mailto:kang@morgenevan.com">kang@morgenevan.com</a> <a href="mailto&gt;wyi@morgenevan.com">wyi@morgenevan.com</a> <a href="mailto:nunomadeira@fingeste.com">nunomadeira@fingeste.com</a> <a href="mailto:denitsa.tileva@innimmo.com">denitsa.tileva@innimmo.com</a> <a href="mailto:alexander.pazderski@innimmo.com">alexander.pazderski@innimmo.com</a> <a href="mailto:petra.srsnova@sauter-rentsch.com">petra.srsnova@sauter-rentsch.com</a>
--	---	---	---

## Team leader

**Bernard Lechat**

France

[bernard.lechat@mbacapital.com](mailto:bernard.lechat@mbacapital.com)

## M&A Worldwide

The next M&A Worldwide Convention will take place in Barcelona (October 26-27<sup>th</sup>).

For the IT group members this will represent a new occasion to identify opportunities for our customers.

It will also be an opportunity to share, between our network members, information about some research criteria you might have.

Please don't hesitate to contact our experts prior to this event should you wish your projects included in the discussions of this global Convention



Algeria | Argentina | Australia | Baltic Countries | Belgium | Brazil | Canada | China | Denmark | Egypt | Finland | France | Germany | Great Britain | Hong Kong | Hungary | India | Israel | Italy | Japan | Luxembourg | Malaysia | Mexico | Morocco | Netherlands | Norway | Poland | Romania | Russia | Saudi Arabia | Singapore | South Africa | Spain | Sweden | Switzerland | Tunisia | Turkey | USA

[www.m-a-worldwide.com](http://www.m-a-worldwide.com)