



Houlihan
Lokey

Infrastructure Software Coverage Report

December 2025

Introduction

Infrastructure software is the foundation of the modern digital enterprise, enabling organizations to build, deploy, manage, and derive value from their data and applications. The sector is undergoing rapid change and growth due to the acceleration of digital transformation initiatives, the impact of AI, growing data volumes, the shift to modern architectures, and the continued migration to the cloud. Businesses that optimize their underlying IT infrastructure have the opportunity to build a durable competitive advantage in terms of both increased agility, data-driven insights, and innovation to fuel higher revenue growth and greater levels of automation, process efficiency, and resiliency to drive higher margins.

We characterize the Infrastructure Software market as comprising four primary and interconnected segments: 1) DevOps, 2) Data Infrastructure and Analytics, 3) Workflow Automation, and 4) Managed Service Provider Software; as well as overlapping and related areas such as communications, networking, and storage software. AI is shaping all of these areas, whether it's large incumbents incorporating AI into their platforms or the rise of next-generation AI-native players.

With this report, we define our coverage and provide a comprehensive analysis of the infrastructure software market, exploring key trends and themes shaping its evolution, including the implications of AI. Through market overviews and mapping, we delineate our view of the key segments within the infrastructure software ecosystem and contextualize market dynamics, growth projections, and emerging opportunities. Additionally, this report examines recent M&A and capital markets activity, highlighting the strategic moves and investments that are fueling innovation and consolidation across segments.

As Houlihan Lokey continues to be a leading advisor within infrastructure software globally, we invite you to contact us to discuss transaction activity, future opportunities, or the ecosystem more broadly. We hope that this report serves as a vital resource for industry participants seeking to understand the current state of the infrastructure software market and where it is headed.

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About Our Firm

Houlihan Lokey, Inc. (NYSE:HLI) is a leading global investment bank with expertise in mergers and acquisitions, capital solutions, financial restructuring and financial and valuation advisory.

CORPORATE FINANCE

2024 M&A Advisory Rankings
All Global Transactions

	Advisor	Deals
1	Houlihan Lokey	415
2	Rothschild	406
3	Goldman Sachs	371
3	JP Morgan	342
5	Morgan Stanley	309

Source: LSEG (formerly Refinitiv).
Excludes accounting firms and brokers.

No. 1
Global M&A Advisor

Leading
Capital Solutions Group

FINANCIAL RESTRUCTURING

2024 Global Distressed Debt &
Bankruptcy Restructuring Rankings

	Advisor	Deals
1	Houlihan Lokey	88
2	PJT Partners	59
3	Rothschild	48
4	Lazard	44
5	Perella Weinberg Partners	40

Source: LSEG (formerly Refinitiv).

No. 1
Global Investment Banking
Restructuring Advisor

1,800+
Transactions Completed Valued at
More Than \$3.8 Trillion Collectively

FINANCIAL AND VALUATION ADVISORY

2000–2024 Global M&A
Fairness Advisory Rankings

	Advisor	Deals
1	Houlihan Lokey	1,243
2	Duff & Phelps, A Kroll Business	1,045
3	JP Morgan	1,020
4	UBS	792
5	Morgan Stanley	698

Source: LSEG (formerly Refinitiv).
Announced or completed transactions.

No. 1
Global M&A Fairness Opinion
Advisor Over the Past 25 Years

2,000+
Annual Valuation Engagements



Learn more about how
our advisors can serve
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- Corporate Finance →
- Financial Restructuring →
- Financial and Valuation Advisory →
- Our Industry Coverage →



Houlihan Lokey Is the Trusted Advisor to More Top Decision-Makers Than Any Other Independent Global Investment Bank

NO. 1 GLOBAL M&A ADVISOR

2024 M&A Advisory Rankings—
All Global Transactions⁽¹⁾

Rank	Investment Bank	Deals
1	 Houlihan Lokey	415
2	 Rothschild & Co	406
3	 Goldman Sachs	371
4	J.P.Morgan	342
5	Morgan Stanley	309

2,778
Global Employees




33
Locations Worldwide

\$12.59B
Market Capitalization⁽³⁾

\$2.6
Annual Revenue⁽⁴⁾

NO. 1 TECH M&A ADVISOR

2024 M&A Advisory Rankings—
All Global Technology Transactions⁽¹⁾

Rank	Investment Bank	Deals
1	 Houlihan Lokey	101
2	 Goldman Sachs	98
3	J.P.Morgan	93
4	Morgan Stanley	81
5	 Rothschild & Co	65

140+
Tech Financial Professionals



30+
Subsectors Covered

14
Technology Offices

100+
2024 Global Tech Deals

NO. 1 PRIVATE EQUITY ADVISOR

2024 Most Active Advisor to
Private Equity—Globally⁽²⁾

Rank	Investment Bank	Deals
1	 Houlihan Lokey	232
2	 Rothschild & Co	189
3	Jefferies	175
4	William Blair	150
5	Morgan Stanley	147

35+
Coverage Team

1,900+
Sponsors Covered

600+
Sellside Mandates From
Financial Sponsors in the
Past Five Years

850+
Companies Sold to
Financial Sponsors in
the Past Five Years

Unparalleled Investor and Buyer Access

STRATEGIC BUYERS



FINANCIAL SPONSORS
























INDEPENDENT ADVICE + DEEP SECTOR COVERAGE = HIGH-TOUCH EXECUTION



Defining Our Coverage

01

How We Cover Infrastructure Software

	DevOps	Data Infrastructure and Analytics	Workflow Automation	Managed Service Provider Software
Summary	Includes software development and IT operations, often connected in a unified and automated manner to accelerate innovation and improve reliability for customers.	Software that enables the collection, storage, processing, management, integration, analysis, and delivery of data across an organization.	Software to design, execute, manage and optimize IT processes in an automated fashion by connecting systems, applications, and tasks.	Provides managed service providers (MSPs) with software solutions to monitor, manage, and secure their end customers' IT infrastructure.
Key Segments	Plan and Code Build, Test, and Integrate CI/CD Release and Deploy Operate and Monitor	Databases Data Warehouses/Lakes Data Integration Data Governance BI/Visualization Enterprise ML/AI Platforms	Process Automation Work Management ITSM/ITAM Intelligent Document Processing Process Intelligence	Professional Services Automation Remote Management and Monitoring Data Protection Security Operations
Representative Vendors	<div>    </div> <div>    </div> <div>    </div> <div>    </div>	<div>    </div> <div>    </div> <div>    </div> <div>    </div>	<div>    </div> <div>    </div> <div>    </div> <div>    </div>	<div>    </div> <div>    </div> <div>    </div> <div>    </div>



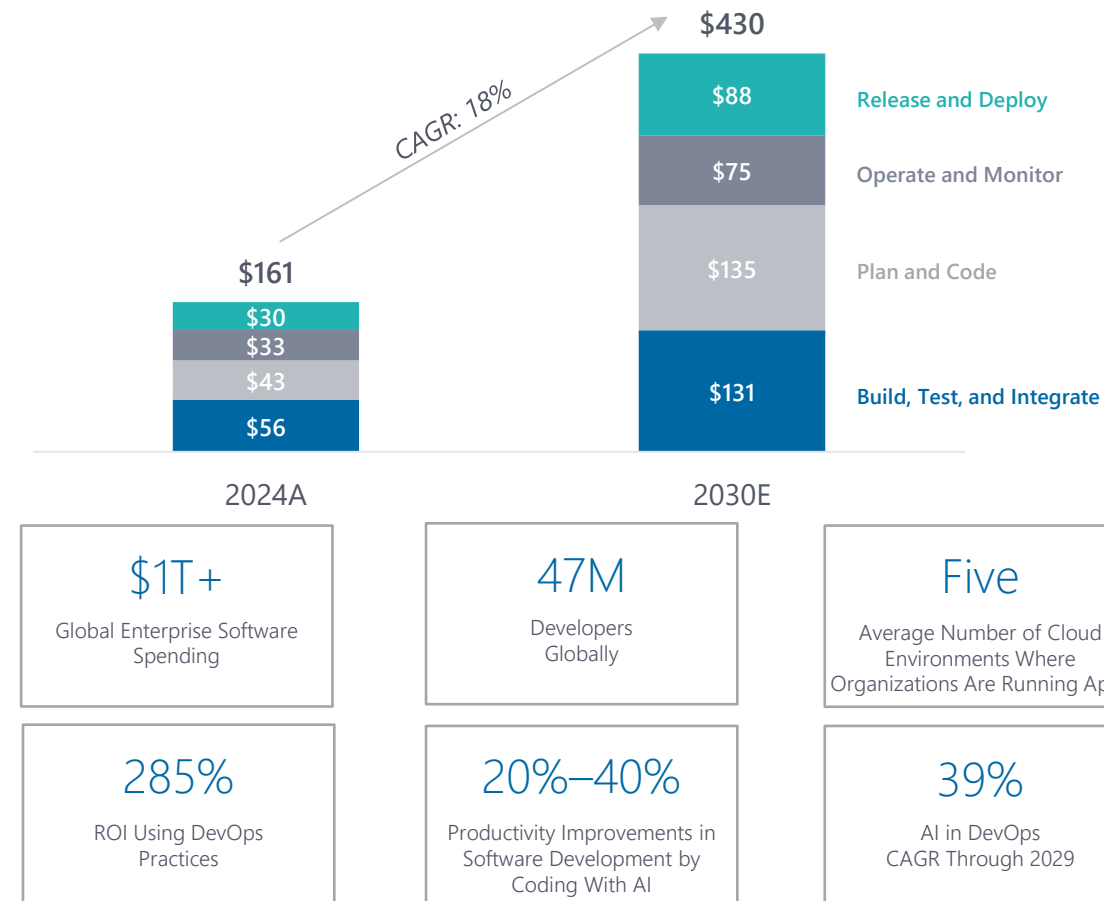
Market Overview

DevOps

Market Size

(\$ in Billions)

Digital transformation puts software at the core of every enterprise, driving outsize growth in DevOps, the practice of unifying software development and IT operations, through automation, collaboration, and continuous delivery.



Growth Drivers and Dynamics



Software at the Core of Every Enterprise

- **Every company is now a “software company”** with a digital-facing market experience, as well as an operational technology backbone.
- The category is accelerating delivery, ensuring reliability and **seamless integration of development and operations** across the enterprise.



Rise of Microservices and APIs

- **Monolithic applications are being replaced with microservices**, demanding more complexity in terms of orchestration, monitoring and pipeline automation.
- The explosion of APIs further increases the need for CI/CD, observability and automated testing tools, as **over half of internet traffic is driven by API calls**.



Increasing Prevalence of Open Source

- Open source has become a ubiquitous licensing and delivery model across infrastructure software, particularly in software development, with **~95% of enterprises using OS within their production code bases**.
- The “open core” model, **which wraps proprietary/advanced features and support around an OS core**, has been highly successful with prominent examples, including GitLab, Elastic, HashiCorp and JFrog.



Transformational Impact of AI

- AI is **expanding the addressable market** for DevOps software beyond traditional developers to **AI/ML teams**.
- AI is upending the DevOps market, creating a class of **hyper-growth and extremely well-funded startups**, while also presenting both **significant opportunities and risks for incumbents**.



Investment Themes

DevOps

There is an AI arms race within DevOps, where incumbents are investing heavily in adding AI capabilities to their platforms to keep pace with high-profile AI-native disruptors.

Themes Driving Investment in DevOps

AI Coding

- Coding is one of the most natural and high-impact use cases for AI and LLMs due to its inherent structure, the massive corpus of available training data, clear feedback loops and the high economic value of productivity gains.
- Evolving range of AI-powered developer tools from AI coding assistants to AI-integrated IDEs with full-stack capabilities.
- Software is being rewritten for a world where AI agents and human developers are simultaneously both end users and collaborators.

Observability

- System complexity is rising, given the increasing technologies in use, the scale of the number of computing assets, the frequency of software releases, and the number of IT professionals involved.
- Organizations are pushing for fewer, more integrated platforms that provide a unified view across their entire IT estate.
- Acquirers and investors are targeting capabilities that create sticky data platforms, provide essential visibility in cloud-native and AI systems, and enable AI-driven automation and remediation.

Experimentation

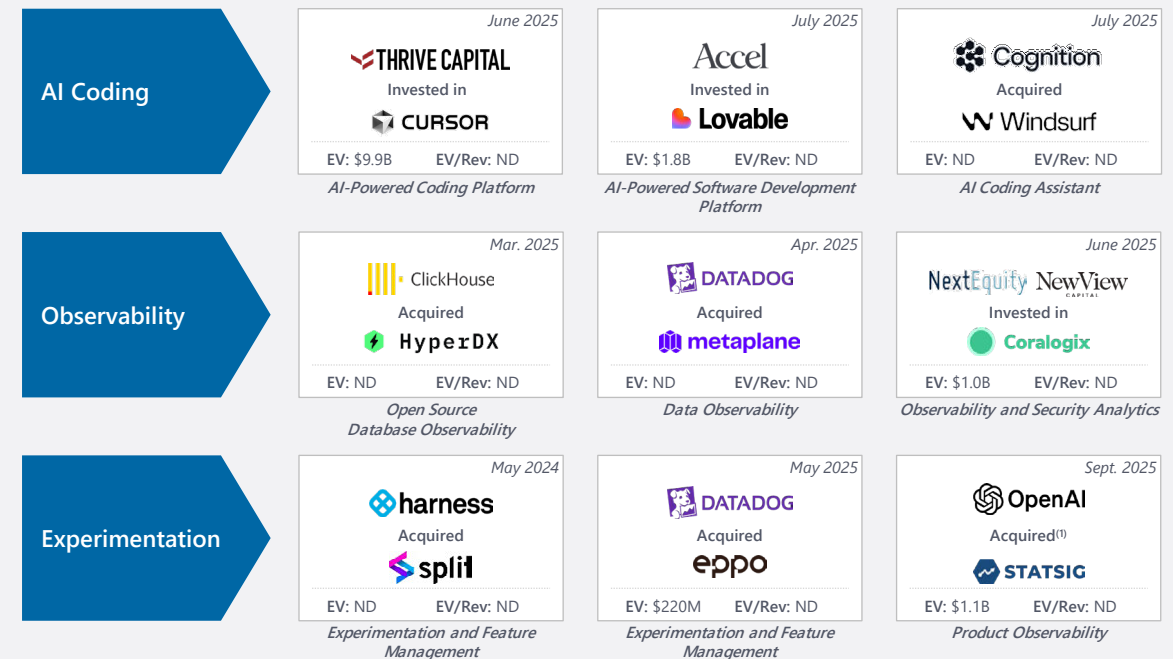
- The DevOps ecosystem is shifting fully to a CI/CD workflow structure.
- As the prevalence of continuous, iterative deployment continues to grow, experimentation solutions have moved from a “nice-to-have” to a core part of the release pipeline and product strategy.
- Acquirers are targeting experimentation software to strengthen release management within CI/CD workflows, empower developers with flexible feature controls and improve monitoring, testing, and product iteration.

The AI Coding Boom

Explosive Adoption of Agents Signals New Era for Software Development



Representative Market Transactions



(1) Transaction pending.

Sources: Coatue, PitchBook, S&P Capital IQ, 451 Research, press releases.



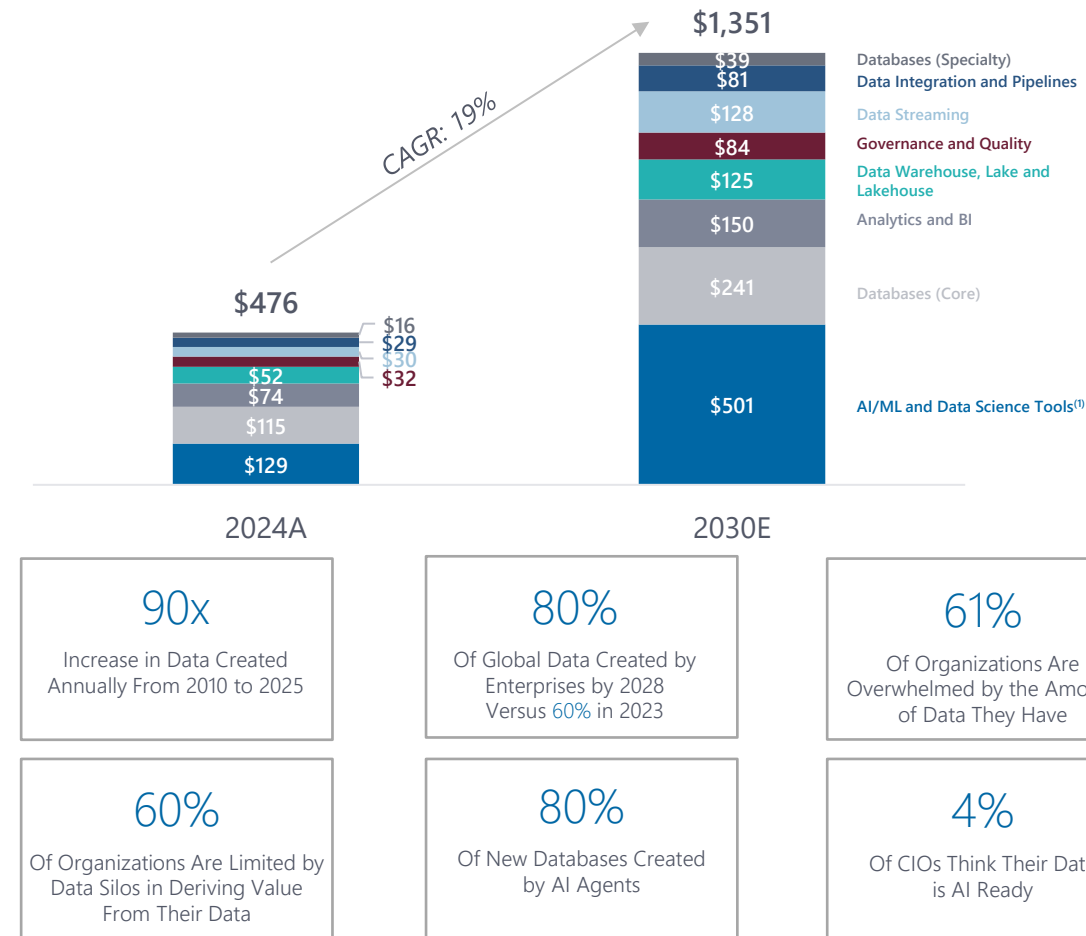
Market Overview

Data Infrastructure and Analytics

Market Size

(\$ in Billions)

The proliferation of data and its criticality in enabling business outcomes is driving strong market growth.



Growth Drivers and Dynamics



Proliferation of Data

- Global data creation is compounding at more than 24% annually, driven by the explosion of connected devices and the resulting increased digitization of business and consumer activities.
- Synthetic data creation and the output of generative AI are further turbocharging data growth.



Data Infrastructure for AI

- Data quantity or quality issues are a primary impediment to AI adoption for enterprises.
- To take full advantage of the potential of AI, especially agentic AI, the data infrastructure requires accessibility, real-time context, memory, orchestration, governance, and feedback loops.



Evolving Architectures

- Core data infrastructure is being reimagined, with a clear example being the data lakehouse—a unified platform that combines the scalability/flexibility of a data lake with the performance/governance of a data warehouse.
- The data lakehouse enables new capabilities in AI-driven applications, real-time analytics, and enterprise intelligence, with 65% of organizations already running the majority of their analytics workloads on lakehouses.



Democratization of Data

- 84% of business users report a significant efficiency gain in accessing the data they need without technical intermediaries supported by AI.
- Data is no longer locked in SQL or dashboards.
- Although it is still early, an AI-driven shift is underway as business users take advantage of conversational access to data, automated insights, embedded data, and generative interfaces.

(1) Excludes Commercial AI Research.

Sources: Gartner, Grand View Research, MarketsandMarkets, IDC, Verified Market Reports, KBV Research, MMR, Future Market Insights, Mordor, Valuables Reports, Fortune Business Insights, Statista, LEK, McKinsey, Riverty, Wall Street Research.



Investment Themes

Data Infrastructure and Analytics

Massive growth in data volume and the existential importance of getting AI “right” are creating a positive feedback loop that is driving a strong and durable investment and acquisition cycle.

Themes Driving Investment in Data Infrastructure and Analytics

AI Enablement

- Effective, enterprise-grade AI requires more than just a robust data foundation—it demands data transparency, deep contextual understanding, and a rigorous set of controls.
- Leading market players are aggressively acquiring missing pieces in their data infrastructure stack to build end-to-end platforms that enable agentic AI workloads.
- Acquisition targets are typically earlier-stage, cloud-native, and developer-friendly, offering both innovative solutions and scarce talent.

Data Integration

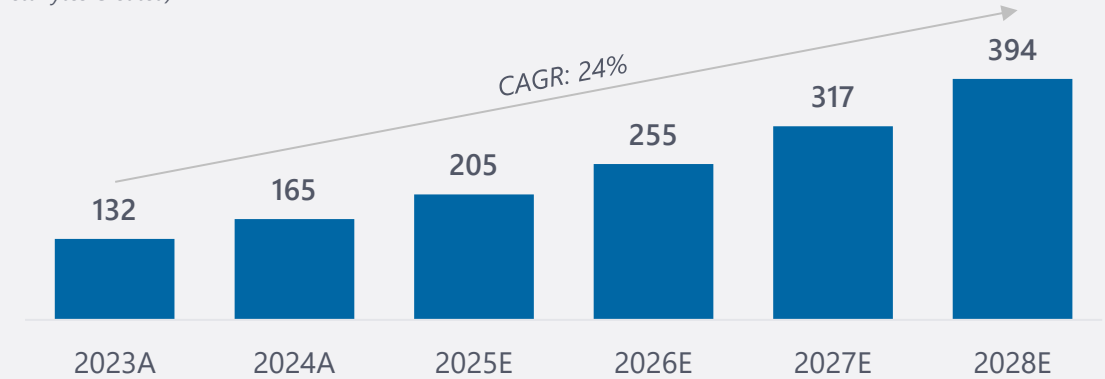
- Massive volumes of siloed data make it difficult for organizations to gain a unified view, slowing decision-making and limiting AI adoption.
- Integrating disparate data sources reduces manual processes, lowers costs, and provides a holistic view of the business, enabling the adoption of AI.
- Data platform leaders are looking to create complete, agent-ready data technology suites to differentiate themselves in the market.

Data Governance

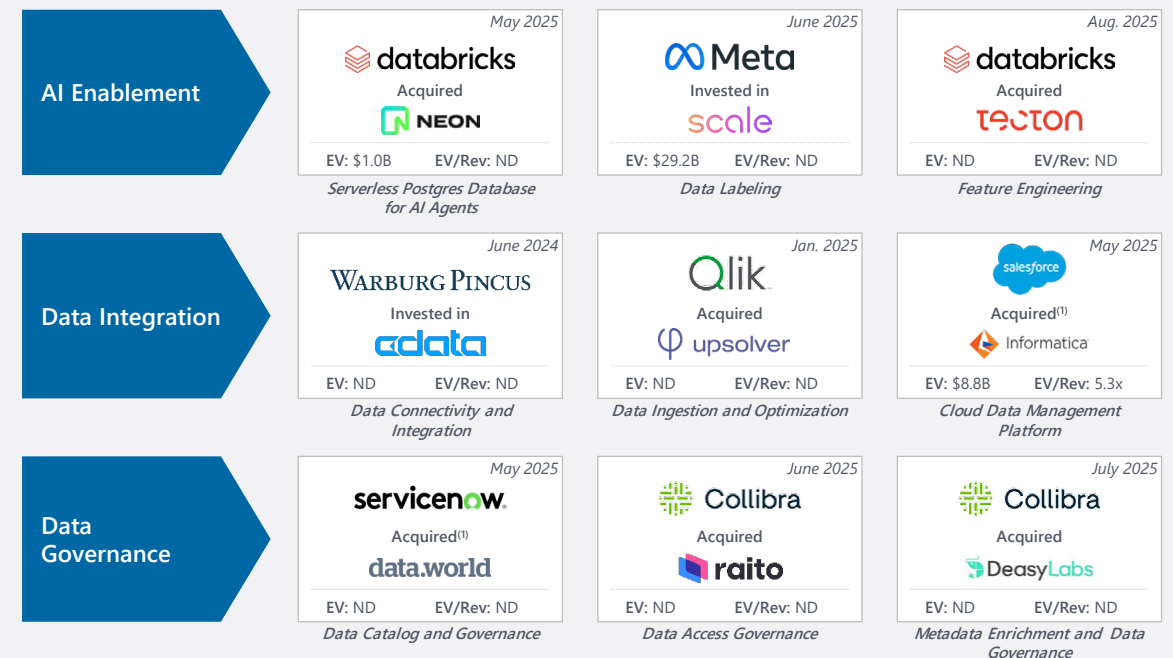
- Data governance solutions enable both the extraction of value and the enforcement of compliance and regulatory policies.
- Adding data governance functionalities is a near-universal cross-sell opportunity for many vendors in the ecosystem—a high-priority category for all enterprises.
- Built-in master data management, data quality controls, and policy management ensure that all data driving AI is standardized, accurate, consistent, and secure.

Size of the Global DataSphere

(ZetaBytes Created)



Representative Market Transactions



(1) Transaction pending.

Sources: IDC, S&P Capital IQ, 451 Research, PitchBook.



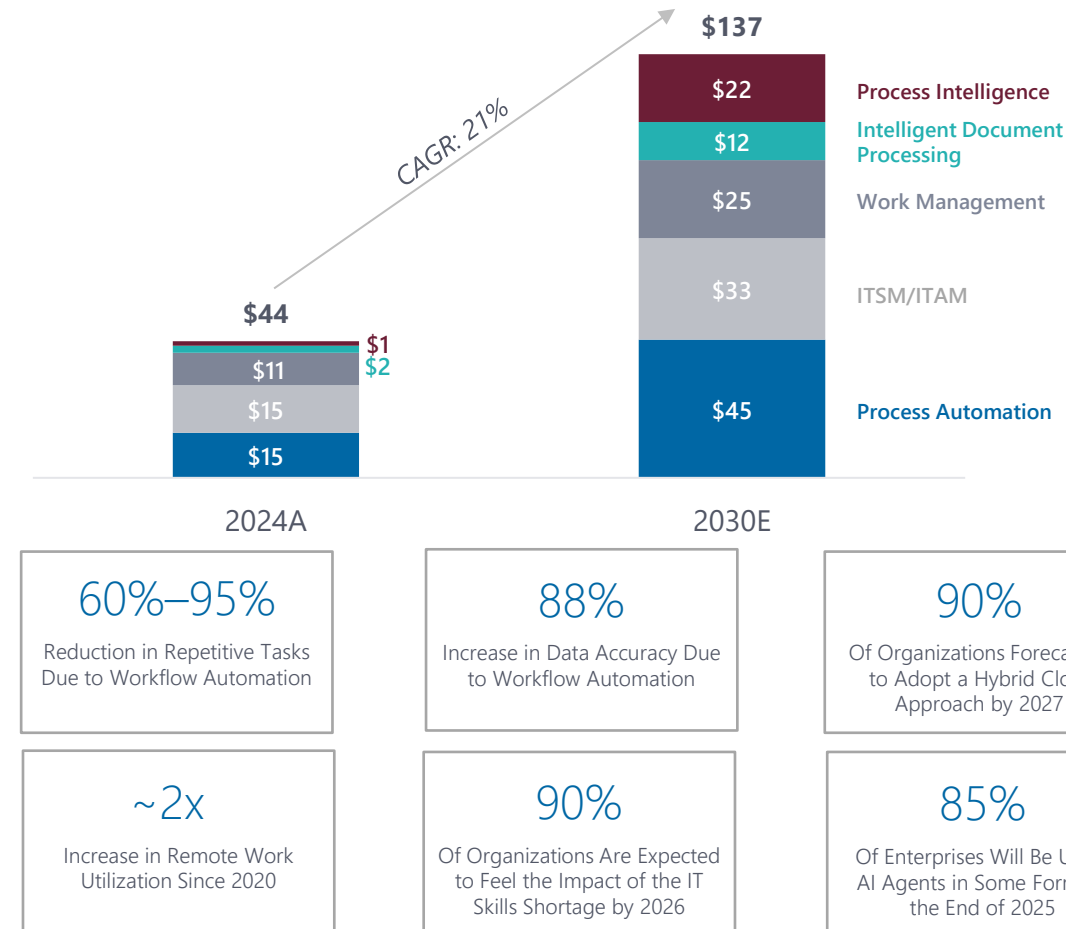
Market Overview

Workflow Automation

Market Size

(\$ in Billions)

Accelerating digital transformation initiatives are driving sustained growth in workflow automation.



Growth Drivers and Dynamics

Rising Complexity of IT and Business Environments



- As companies **increasingly operate across hybrid and multi-cloud environments**, automation tools play a critical role in integrating and orchestrating these fragmented systems, reducing the need for manual oversight.
- With adoption accelerating, **workflow automation, including AI agents**, has become the essential glue that **connects disparate platforms and ensures seamless operations**.

Cost and Productivity Pressures



- Technological innovation is pushing enterprises toward continuous improvement cycles powered by workflow automation, creating **pressure to do more with fewer resources**.
- McKinsey reports **workflow automation can reduce costs by 15% to 20%** within 12 to 18 months.
- By lowering costs, reducing human error and freeing up staff for higher-value work, automation **enables organizations to operate with greater efficiency and resilience**.

Remote and Distributed Workforces



- The shift to hybrid and remote work has accelerated demand for automated processes—organizations now need tools that keep **workflows seamless across dispersed teams**.
- Average **remote-work utilization has more than doubled since 2020** (rising from ~20% to ~45% in 2024).
- This surge makes automation and collaboration tools not just beneficial but **essential for sustained productivity and reduced reliance on manual coordination**.

Labor Shortage/Workforce Optimization



- As businesses face challenges in hiring and retaining skilled workers, they are turning to **automation to maintain productivity, ensure operational efficiency, and continue meeting customer demand**.
- Automation reduces reliance on highly specialized skills by **standardizing and automating complex processes**.
- Although still in its early stages, the **deployment of AI agents will accelerate this optimization process**.



Investment Themes

Workflow Automation

Enterprises are increasingly looking to reduce costs and boost efficiency by automating manual processes, integrating and orchestrating disparate systems, and applying AI-driven insights to streamline complex workflows.

Themes Driving Investment in Workflow Automation

AI Orchestration

- Traditional workflow tools and chatbots lack adaptability and autonomy, limiting their ability to address dynamic business processes.
- AI orchestration solutions provide more autonomous, context-aware execution of workflows and tasks, enabling enterprises to streamline operations and unlock new automation potential.
- As ROI use cases grow and adoption accelerates, acquirers and investors see AI orchestration as a next-generation automation layer that can disrupt multiple workflow categories.

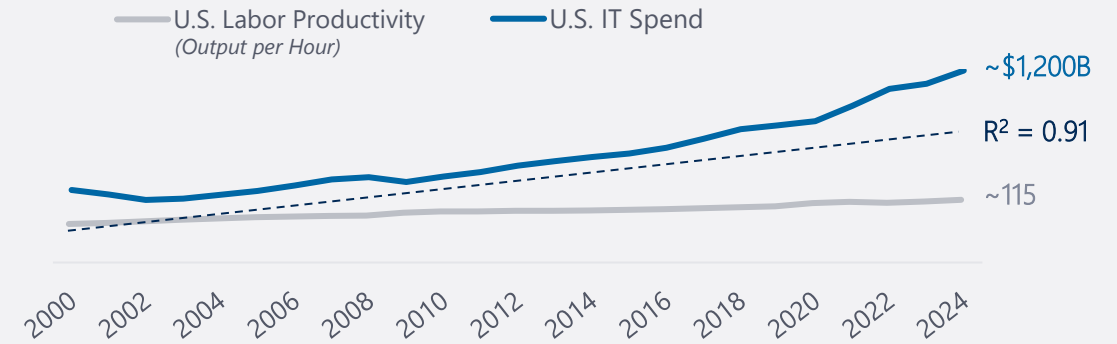
Workload Automation

- The primary buyers of workload automation platforms are large, complex enterprises that are grappling with a hybrid IT reality that spans legacy systems, data pipelines, and cloud-native applications.
- These organizations expect a unified platform to provide centralized control and orchestrate processes end-to-end, ensuring reliability, efficiency, and business continuity across their entire landscape.
- Workload automation providers are rapidly expanding beyond IT task automation by embedding intelligent automation into their platforms.

Work Management

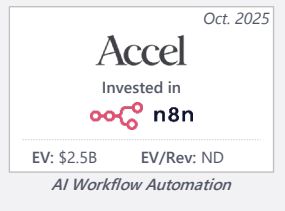
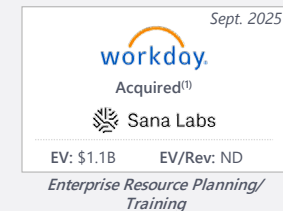
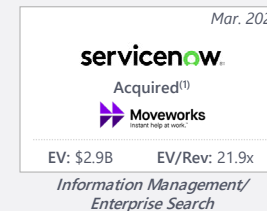
- Knowledge workers face increasing complexity in managing tasks, projects, and collaboration across distributed, hybrid workforces.
- Work management platforms centralize workflows, standardize execution, and provide visibility across teams, improving productivity and reducing coordination overhead.
- M&A activity is rising in this space as enterprises view these platforms as mission-critical infrastructure for digital collaboration and operational resilience.

Clear, Long-Term Correlation of IT Investment Driving Labor Productivity

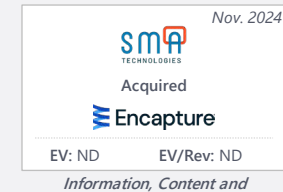


Representative Market Transactions

AI Orchestration



Workload Automation



Work Management



(1) Transaction pending.

Sources: Federal Reserve Bank of St. Louis, Forrester, S&P Capital IQ, 451 Research, PitchBook.



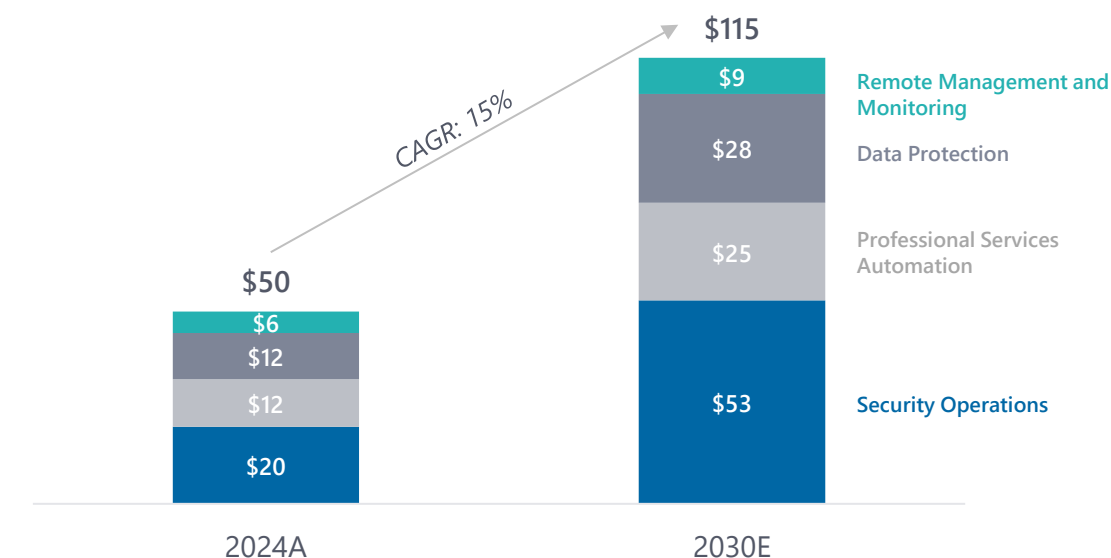
Market Overview

Managed Service Provider Software

Market Size

(\$ in Billions)

MSP software is seeing strong, continued growth driven by a myriad of factors, which are downstream from SMB digital transformation.



2024A

2030E

90%

Of SMBs Currently Use an MSP to Handle Some of Their IT Needs or Are Considering It

66%

Of SMBs Saw Revenue, Quality, and Competitiveness Decline Due to the IT Skills Shortage

55%

Of IT Professionals Say They Struggle to Manage IT Sprawl

60%

Of SMB Owners State That Cybersecurity Is a Top Concern

85%

Of Ransomware Attacks Target SMBs

24%

Projected CAGR in Global Data Volume From 2024 to 2028

Growth Drivers and Dynamics

Rising IT Complexity



- Many businesses lack the in-house expertise needed to navigate digital transformation and modernize their operations in today's data-driven world.
- With IT systems increasingly and intrinsically linked to business outcomes, a heightened focus on IT optimization is driving adoption of MSP software.
- MSP software provides the cloud resource optimization and data/analytics programs needed for today's IT environment.

Lack of IT Staff and Expertise



- SMBs generally lack the requisite IT resources and expertise to navigate an increasingly complex ecosystem and keep up with evolving technology requirements.
- According to an IDC SMB survey, outdated IT skillsets were the top challenge for SMBs.
- MSP platforms consolidate core IT functions into a single system, reducing reliance on scarce in-house resources and simplifying ongoing management.

Rising Security and Compliance Risks



- Cyberattacks remain a growing threat, with 73% of businesses reporting ransomware incidents.
- MSP software embeds risk assessments, compliance frameworks and security monitoring, giving organizations the tools needed to manage vulnerabilities and safeguard operations in a high-risk IT landscape.

Data Management Burden



- Fueled by increasing data volumes and the critical need for organizations of all sizes to ensure reliable data backup and restoration capabilities, data management is becoming increasingly pivotal to IT operations.
- MSP software provides users with the necessary capabilities to secure their data and reduce downtime, saving time and money.



Investment Themes

Managed Service Provider Software

The MSP software market is characterized by continued consolidation from scaled incumbents, as well as investment into higher-growth, next-generation players.

Themes Driving Investment in Managed Service Provider Software

Cybersecurity

- Cyberattacks are growing in frequency and sophistication, putting SMBs and enterprises at risk and creating demand for stronger security.
- Cybersecurity solutions equip MSPs with real-time monitoring, detection, and response capabilities to mitigate risks and protect client environments.
- Strategic buyers and investors are targeting these solutions as cybersecurity becomes a differentiator for MSPs and a must-have feature for long-term client retention.

Data Protection

- Clients increasingly require assurances regarding backup, disaster recovery, and compliance as data volumes expand and regulatory pressure grows.
- Data protection tools allow MSPs to offer secure backup, restore, and continuity services, ensuring resilience against outages, ransomware, and data loss.
- Investors view data protection as a critical and sticky revenue stream for MSPs, driving consolidation among vendors to capture market share and expand offerings.

Management and Monitoring

- MSPs face mounting pressure to manage increasingly complex, hybrid IT environments across distributed client bases while minimizing downtime.
- Management and monitoring platforms provide centralized visibility and automated oversight of endpoints, networks, and infrastructure, enabling proactive issue resolution and efficient service delivery.
- Investors view management and monitoring as foundational to the MSP software stack, with strong recurring revenue potential and consolidation opportunities driving active M&A.

Global MSP Market Growth

The MSP market shows strong, sustained growth as structural shifts reshape how businesses operate and manage technology.



Representative Market Transactions

Cybersecurity	N-ABLE Acquired adlumin Nov. 2024 EV: \$266M EV/Rev: ND <i>Security Operations</i>	liongard Acquired DARK LIGHT June 2025 EV: ND EV/Rev: ND <i>AI-Based Continuous Threat Exposure Management</i>	Kaseya Acquired INKY Oct. 2025 EV: ND EV/Rev: ND <i>Email Security</i>
	CONNECTWISE Acquired ⁽¹⁾ Axcient Sept. 2024 EV: \$400M EV/Rev: 5.3x <i>Data Protection and Disaster Recovery</i>	ninjaOne Acquired DropSuite Jan. 2025 EV: \$249M EV/Rev: 9.6x <i>Data Backup and Recovery</i>	webpros Acquired Comet June 2025 EV: ND EV/Rev: ND <i>Data Backup and Disaster Recovery</i>
	ICONIQ Invested in ninjaOne Feb. 2025 EV: \$5.0B EV/Rev: ND <i>Endpoint Management Platform</i>	GENERAL ATLANTIC Invested in nerdic Mar. 2025 EV: \$1.0B EV/Rev: ND <i>Network Management Platform</i>	Kaseya Acquired Pulseway May 2025 EV: ND EV/Rev: ND <i>IT Management and Remote Monitoring</i>

(1) Transaction pending.

Sources: Grand View Research, Gartner, Statista, S&P Capital IQ, 451 Research, PitchBook.





Market Perspectives

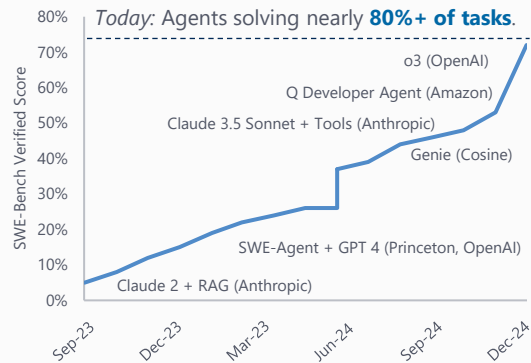
02

AI Driving Generational Disruption Across Enterprise Infrastructure

Software Development

Advancements in AI Coding Has Already Reached Viable Levels to Drive Human Replacement

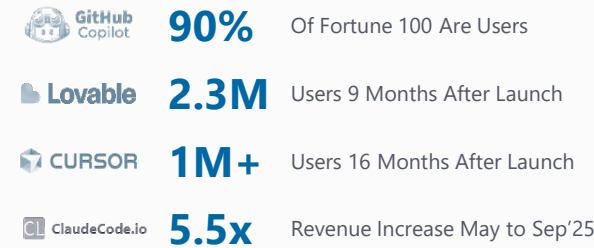
% of Real-World Coding Tasks Solved by Coding Agents



The Nature of Coding Makes it Ripe for Disruption

- 1 Deterministic with comprehensive datasets.
- 2 Continuously verifiable with clear benchmarks.
- 3 Historical trend of developer talent shortage.

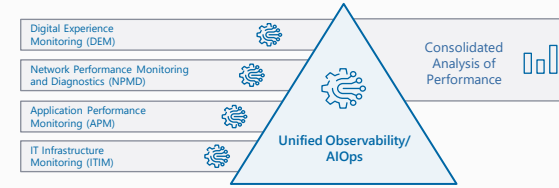
Solutions Are Experiencing Hypergrowth



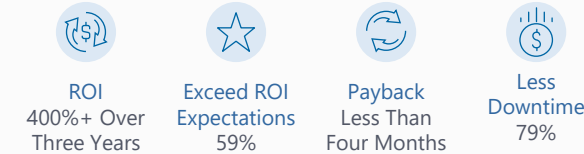
Observability

The Vision Is Set as Enterprises Aspire to AIOps

Leveraging AI and machine learning for observability by automating the detection, analysis, and resolution of IT performance issues in real-time.

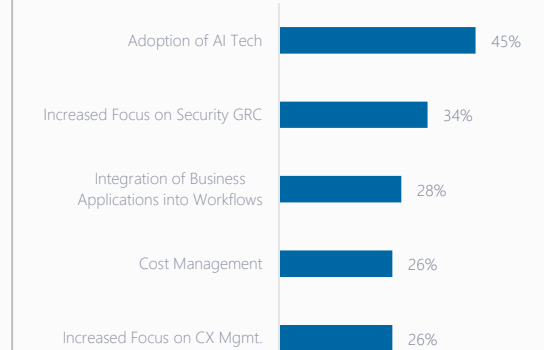


Impact Has Been Meaningful for Adopters



Top Drivers of Observability Demand

AI adoption is driving demand for observability as systems grow too complex for humans to track alone.



Data Infrastructure

AI Driving Data Volume and Technology Demand

8 Months

For AI Datasets to Double Since ChatGPT Launched

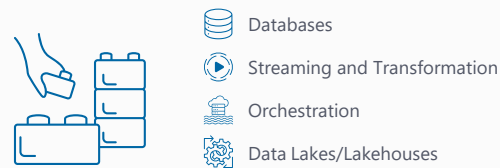
690%

Growth of AI Data Movement in 2024

80%

Of New Databases Created by AI Agents

Data Infra Comprises the Building Blocks for AI



AI Adoption in Data Infrastructure and Analytics Drives Recursive Improvements



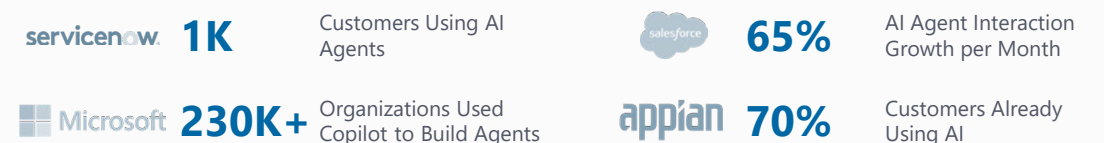
Workflow Automation

Agentic Workflows Represent a Step-Change in Workflow Automation Software

A transformative leap in workflow automation, enabling systems to autonomously make decisions, adapt, and optimize processes end-to-end.



Incumbents Are Responding to Competition From Emerging Solutions

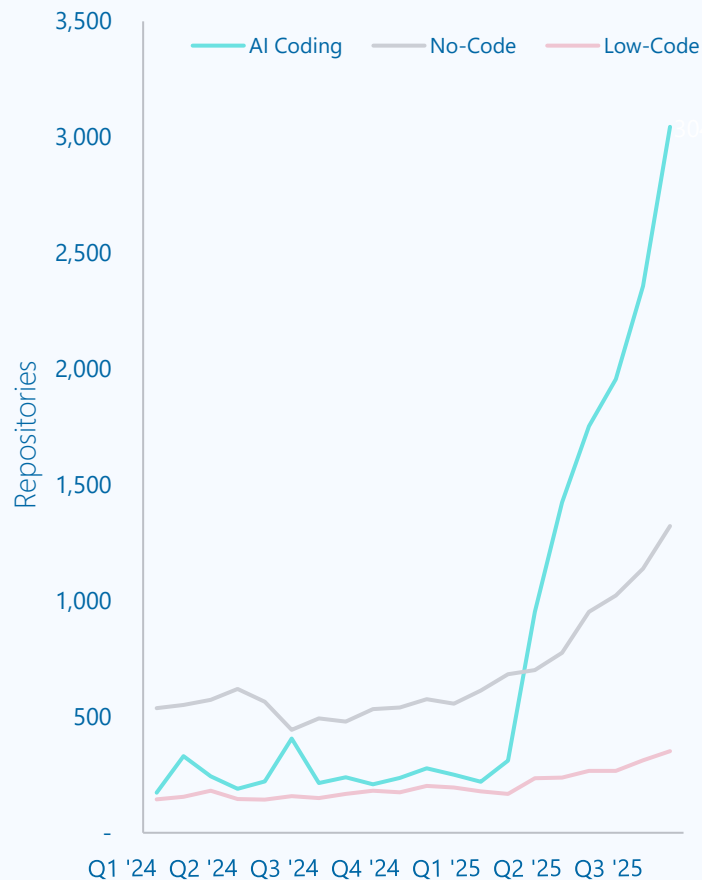


Software Development in the Crosshairs of AI Disruption

AI is reshaping the software development landscape, driving some of the highest adoption rates among all enterprise AI use cases.

Parabolic Growth in AI Coding Agents

Vibe coding repositories on GitHub have grown parabolically in 2025, surpassing all other coding automation disciplines.



The AI-Driven Shift Is Requiring the Industry to Adapt Accordingly

RISKS



AI Taking Developer Jobs

AI tools are automating routine coding tasks, reducing demand for entry-level developers and reshaping programming roles toward higher-level problem-solving.

35%

Fewer Software Engineering Job Postings Than Five Years Ago

~25%

Of Google and Amazon's Code Is Written/Generated by AI



Feature Commoditization

Core DevOps activities, such as code writing/maintenance and testing, are beginning to be addressed by AI platforms, thereby devaluing legacy stand-alone tools that perform only these functions.

~75%

Of Software Developers' Tasks Can Be Impacted by AI

52%

Of Large Organizations Actively Deploy AI in Testing Workflows



AI Disrupting SDLC, Boosting AI-Native Startups Over Incumbents

AI-native startups offer "one-click" deployment platforms that automate much of DevOps, threatening legacy vendors not built with AI at their core.

~100%

Median ARR Growth Versus ~23% for Traditional SaaS Firms 4x Growth Advantage Over Incumbents

MITIGANTS



AI Coding Expands TAM as Developers Grow but Roles Evolve

More pervasive AI adoption is creating new applications, expanding the developer base, and shifting responsibilities into new AI/ML roles.

7x

Increase in Job Postings for GenAI Engineers

78%

Of GitLab Customers Expect Developer Headcount to Rise



AI Code Quality Gaps and the Need for Human-in-the-Loop

While AI accelerates coding, it often produces flawed outputs; human review is essential for reliability and security.

~75%

Accuracy for AI Coding Assistants

45%

Of AI-Generated Code Contains Security Flaws



Introduction of Consumption/Outcomes-Based Pricing

DevOps vendors to move away from seat-based pricing to usage and outcomes, capturing the value of AI development.

59%

Of Software Companies Expect Usage-Based Approaches to Grow This Year

Incumbents Have Begun to Respond



Microsoft integrated Anthropic's AI agent into GitHub, giving developers more choices and intensifying competition in coding assistants.



Google launched Jules, an AI coding agent that detects and fixes bugs to accelerate development.



Datadog launched three specialized AI agents: Bits AI SRE, AI Dev Agent, and AI Security Analyst, aimed at helping engineering, development, and security teams.

We expect the winners to be those platforms that can orchestrate collaboration between humans and the growing set of AI tools that are powering the next wave of applications.



Low-Code/No-Code and AI Coding Agents Are Distinct Segments—Both Benefiting From Tailwinds

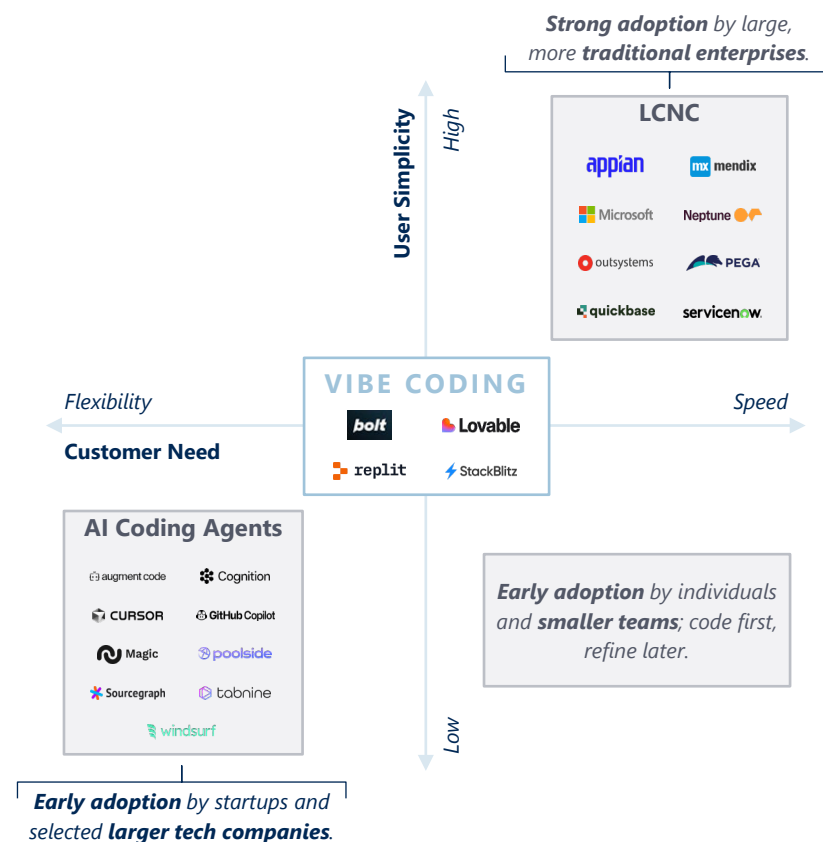
LCNC platforms and AI coding agents address different user needs, use cases, and technology stacks.

AI Coding Agents Cater to Distinct Users Compared to LCNC Platforms...

	LCNC Platforms	AI Coding Agents
Who is it for?	<ul style="list-style-type: none"> Citizen Developers: IT generalists, business users, SAP analysts, and fusion teams. 	<ul style="list-style-type: none"> Professional Developers: Frontend, backend, and infrastructure.
Core Value	<ul style="list-style-type: none"> Visual, drag-and-drop app creation. Abstracts complexity—allows business users to contribute directly. 	<ul style="list-style-type: none"> Speeds up traditional coding via AI (e.g., suggestions, completions). Still relies on developer expertise.
Primary Use Cases and Benefits	<ul style="list-style-type: none"> Rapidly build internal business apps, workflows, forms, portals, and dashboards. Time-to-value for operational apps. 	<ul style="list-style-type: none"> Build or enhance custom codebases, APIs, and integrations. Accelerate pro-code work, not replace it.
Citizen Developer Fit	<ul style="list-style-type: none"> High: Designed so non-programmers can succeed (visual logic, guardrails, low learning curve). 	<ul style="list-style-type: none"> Low: Pro devs still needed to write, review, and debug code (AI is an assistant, not a replacement).
IT/Developer Involvement	<ul style="list-style-type: none"> Optional for simple apps—needed for complex enterprise-grade apps or policies. 	<ul style="list-style-type: none"> Always required—AI doesn't replace the need for dev expertise, code review, or security.
Tech Approach	<ul style="list-style-type: none"> GUI builders, flowchart logic, and visual workflows. Proprietary engines and pre-built connectors. Some pro-code extensions are possible. 	<ul style="list-style-type: none"> Native codebases (e.g., Python, JS, Java, etc.). AI tools embedded in IDEs (e.g., VS Code, JetBrains). Full code control stays with dev.
Extensibility and Control	<ul style="list-style-type: none"> Some ability to extend with custom code/scripts where needed. 	<ul style="list-style-type: none"> Full pro-code flexibility, full control stays with dev.
AI Role	<ul style="list-style-type: none"> Transformational—smart suggestions/templates, workflow automation, and predictive insights. 	<ul style="list-style-type: none"> Core value—generates code, suggests patterns, and speeds up coding.

DIFFERENT USERS | DIFFERENT USE CASES | DIFFERENT TECH APPROACH

Creating Significant Space for Co-Existence and Growth

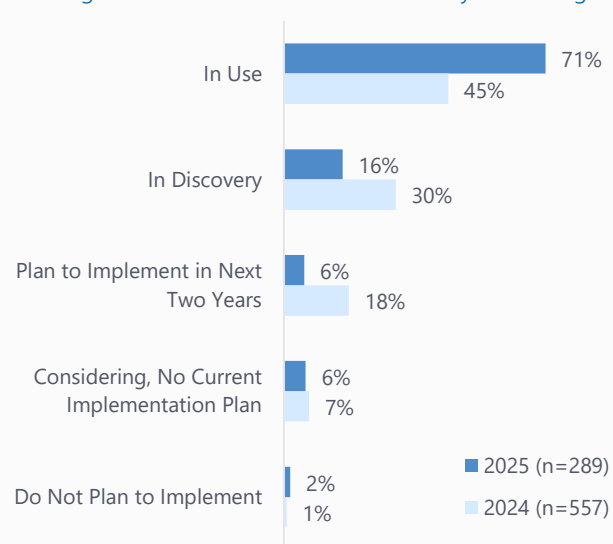


AI Transforms Observability From Reactive to Autonomous

AI is transforming observability from reactive monitoring into proactive, automated operations through anomaly detection, causal analysis, and predictive insights. The next evolution, agentic AIOps, envisions self-healing systems that can act autonomously to maintain reliability and performance.

The Future of Observability Is Inextricably Linked to These AI-Driven Capabilities






Organizations' AI Use With Observability Is Growing



Key Forces Shaping the Shift:

- Explosion of **telemetry data** from cloud-native architectures.
- The complexity and dynamism of distributed systems exceed human scale.
- **26% YoY growth** in AI-powered observability adoption (2025 versus 2024).
- Confidence in AI tools is growing across IT teams.

Large Incumbents Differentiating on the Sophistication and Breadth of Their AI Capabilities

Vendor/ Core AI Engine	Key AI/ML Features	Key Differentiator
 Datadog Watchdog	ML-based anomaly detection, outlier detection, and automated root-cause analysis insights.	Focus on automated anomaly detection across billions of data points and a growing emphasis on serving "AI-native" companies.
 dynatrace Davis AI	Causal AI root-cause analysis, predictive analytics, and auto-adaptive baselining.	Focus on deterministic AI that provides precise, reproducible root causes rather than correlations.
 LogicMonitor Edwin AI	Agentic AIOps, dynamic thresholding, root-cause analysis, and forecasting.	Push toward Agentic AIOps, aiming for AI agents that can not only detect but also autonomously act on insights.
 new relic New Relic AI	Generative AI assistant for natural language querying and ML-powered anomaly detection.	Using generative AI to democratize observability, making it accessible to all engineers via a chat interface.
 splunk Splunk AI	Generative AI assistant for Splunk Processing Language, ML tool kit for custom models and security-focused analytics.	Deep integration of AI for both security and observability, leveraging its strength in log analytics.

AI Applications in Observability Represent a Significant Leap in Capability, Far Beyond Simple Automation

Intelligent Anomaly Detection



- AIOps platforms use unsupervised ML models to learn dynamic baselines from time-series data, **replacing static threshold alerts**.
- These models automatically flag anomalies based on deviations from learned "normal" behavior, **adapting to seasonality, trends, and system changes**.

Root-Cause Analysis



- Earlier AIOps tools relied on correlations that identified related events but **not the true causes of failures**.
- Modern platforms use **causal inference models and dependency graphs** to trace anomalies back to their originating event, revealing why an issue occurred rather than just what failed.

Predictive Analytics and Capacity Planning



- Predictive AIOps uses **deep learning on historical metrics** to forecast future workloads, performance issues, and failures before they occur.
- This enables **automated, proactive capacity planning, and resource scaling**, optimizing reliability and cloud spend.

NLP and GenAI for Unstructured Data and User Interaction





































































- NLP and GenAI enable the **analysis of previously difficult-to-process unstructured log data** programmatically.
- Large language models now power conversational interfaces for observability, **allowing users to query and interpret system data in natural language**.

DevOps Is Increasingly Relevant for Applications Built Around Ecosystem Platforms

Vendors are specializing in DevOps for packaged application software ecosystems in environments like Atlassian, Salesforce, and SAP.

DevOps Software Partners in Packaged Application Software Ecosystems

Select Players	Plan/Develop	Test	Release	Operate	Secure
 Adaptavist					
 appfire	 				
 auroRabit					
 AVANTRA					
 basis					
 COPADO	 	 			
 Flosum					
 Gearset					
 Neptune					
 opkey		 	 	 	
 OPSERA					
 Prodly					
 provar		 			
 Refined					
 SMARTBEAR					
 Tempo					
 Tricentis		 			
 WORKSOFT					

Industry Drivers Behind Integrated Ecosystem Applications



Rising Demand for Ecosystem-Centric Development

As enterprises increasingly build on top of large platforms like Atlassian, Salesforce or SAP, there is a growing demand for development tools that are secure, scalable, and embedded within these ecosystems.



Modernization Without Displacement

The sector is shifting toward solutions that enable agile, app-centric development while minimizing disruption and preserving investment in existing enterprise platforms.



Deep Ecosystem Integration

The ability to integrate legacy enterprise systems with modern development frameworks is becoming essential for organizations aiming to modernize without disrupting core infrastructure.



Limited Competition for DevOps Within App Ecosystems

While many DevOps solutions cater to general-purpose cloud-native environments (e.g., AWS, Azure), few address the specific needs of enterprises looking to modernize workflows within software ecosystems such as Atlassian, Salesforce, and SAP.

Lakehouses Are Transforming Data and Analytics

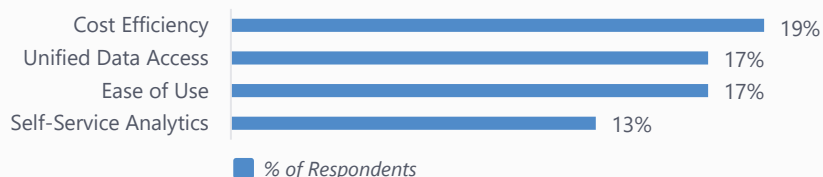
Data lakehouses merge the scalability and flexibility of data lakes with the governance, performance, and transactional reliability of data warehouses.

Why Organizations Are Shifting to Lakehouses

1 AI/ML Demand and Unstructured Data <ul style="list-style-type: none"> AI workloads need structured, semi-structured, and unstructured data. As warehouses are less suited for these data types, the demand for real-time, composable processing is growing. 	5 Interoperability Across Engines/Compute <ul style="list-style-type: none"> With lakehouses, many compute/query engines can operate over a unified data store, and the compute/query landscape is expected to reshape around this coexistence.
2 Redundancy and Data Duplication Costs <ul style="list-style-type: none"> Shuttling data to warehouses duplicates storage, adds pipeline work, and causes governance issues—a lakehouse can reduce such duplication. 	6 Rise of Actionable Metadata/Metadata as a Control Plane <ul style="list-style-type: none"> Metadata is becoming the source of truth. The metadata layer helps drive query optimization, governance, and cross-system interoperability.
3 Governance, Lineage, and Compliance Needs <ul style="list-style-type: none"> AI-based and product-facing use cases may require audit trails, lineage, access control, and versioning—areas where older lakes fall short. Governance must move from “bolted on” to built into the infrastructure. 	7 Real-Time/Streaming and Hybrid Workloads <ul style="list-style-type: none"> AI systems often require mixing historical and live signals—areas where batch-only setups struggle. Lakehouses support both batch and streaming ingestion and processing.
4 Vendor Lock-In Concerns and Portability <ul style="list-style-type: none"> Open table formats (Delta Lake, Iceberg, Hudi) help decouple storage and compute, allowing portability and avoiding being locked into monolithic vendor ecosystems. 	8 Economic/Cost Pressure <ul style="list-style-type: none"> Lakehouses lower storage costs, cut redundant movements, and reduce total cost of ownership. Substantiated cost efficiencies will continue to drive adoption.

Adoption by the Numbers

Why Are Organizations Adopting Data Lakehouse Architectures?



85%

Of organizations using lakehouses are doing so to support AI/ML model development.

67%

Of organizations are redefining their data strategies toward lakehouses, given the performance, consolidation, and infrastructure efficiencies.

67%

Of organizations plan to adopt lakehouses as their primary analytics platform by 2027.

Enterprise Architecture Is Constantly Evolving

Late 1980s—Data 1.0: Data-Driven

Enterprise Data Warehouse

- IBM researchers first introduced the term “business data warehouse.”
- This concept was intended to provide an architectural model for the flow of data from operational systems to decision support environments.

Late 2000s—Data 2.0: Cloud

Cloud Data Warehouse

- Cloud unlocked a virtually infinite supply of elastic computing resources that could be scaled up/down and purchased in increments.
- Enterprises could leverage the cloud’s scale-out architecture to deploy massive parallel processing compute clusters for huge datasets.

Early 2010s—Data 2.1: Big Data

Enterprise Data Lake

- The explosion in data volumes and growing interest in the value of data outside of a structured format fueled the emergence of data lake architecture—a centralized system to house raw data in a variety of formats.

2020s—Data 3.0: AI/ML

What’s Next?

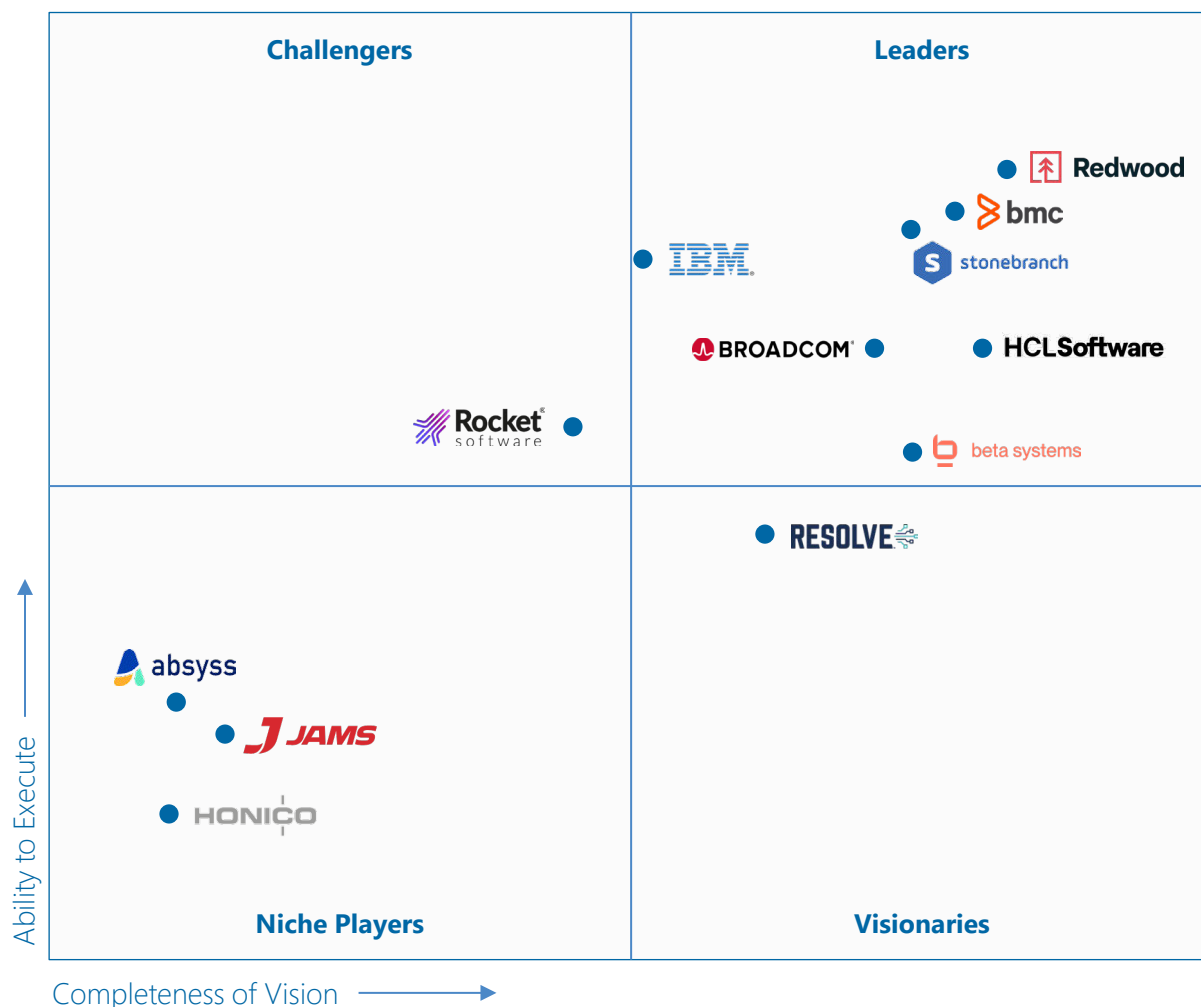
- We’re quickly moving beyond the modern data stack, jumpstarted by:
 - The AI paradigm shift.
 - A tectonic architectural revolution with the rise of interoperability through the data lakehouse.



Spotlighting Service Orchestration and Automation Platforms (SOAP) Within Workflow Automation

SOAPs are empowering infrastructure and operations leaders to streamline and accelerate the delivery of business services.

Service Orchestration and Automation Platforms Landscape



Market Description



- Encompasses platforms that **automate and orchestrate workloads, workflows, resource provisioning, and data pipelines** across hybrid IT environments.
- Streamlines service delivery by integrating these capabilities to **improve efficiency, deployment, and reduce costs**.
- Extends automation to modern use cases, such as cloud-native infrastructures and data pipelines, **integrating with DevOps toolchains to drive agility, standardization, and continuity**.

Growth and Forecast



- The SOAP market continues to grow, as more businesses seek a **single tool to orchestrate workflows, automate workloads, and provision resources**.
- The SOAP market grew from **\$3.3 billion in 2023 to \$3.8 billion in 2024**, maintaining double-digit growth.
- Expected to reach **\$4.9 billion by 2028 with an 8% CAGR**, driven by demand for unified automation.

Direction and Expectations

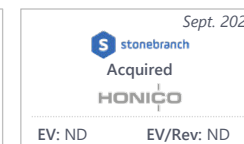
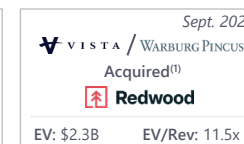
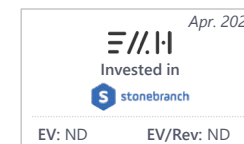


- SOAP vendors are evolving from IT automation to **intelligent, AI-driven platforms with GenAI assistants and agentic capabilities** for proactive issue resolution and workflow orchestration.
- Growing AI integration enables SOAPS to **automate complex business processes across IT and operations**.
- Large **enterprises seek unified, reliable platforms** that centralize control, standardize processes, and ensure efficiency and continuity.

M&A and Capital Raising



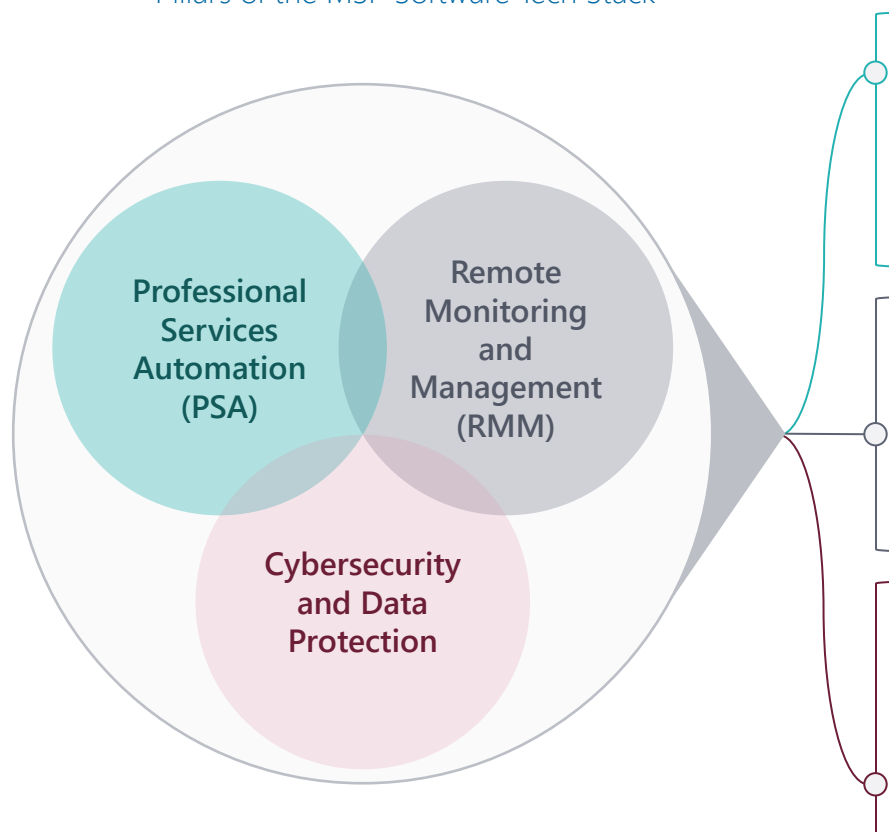
- The market has seen continued investment and undergone ownership changes since 2024:



Deconstructing the MSP Software Market

Comprehensive IT solutions purpose-built for MSPs and their end customers.

Pillars of the MSP Software Tech Stack



Purpose

Professional Services Automation

Software that provides the business operations platform for MSPs, offering a single system of record for ticketing, billing, project management, and SLA tracking.

Remote Monitoring and Management

Software offered to MSPs that enables them to proactively monitor, manage, and support their customers' IT environments without having to be on-site.

Cybersecurity and Data Protection

Software that protects client data and ensures rapid recovery from outages or cyberattacks to maintain business continuity.

It also offers layered security software for networks, endpoints, applications/cloud, and emails.

Key Features

- Project Management
- Sales and Marketing
- Inventory and Procurement
- Help Desk and Service Desk
- Time and Billing
- Reporting and Documentation

- Endpoint Management
- Monitoring
- Asset Discovery
- Remote Desktop
- Automation

- Managed Detection and Response
- Security Information and Event Management
- Vulnerability Management
- Business Continuity and Disaster Recovery
- Cloud Backup
- Cloud Security Posture Management
- Email and SaaS Security

Emerging Capabilities:



AI-Powered Automation/
AI Agents (Managed AI)



Cloud
Marketplaces



Proactive Cybersecurity
and Threat Intelligence



Customer
Success



Embedded
Payments





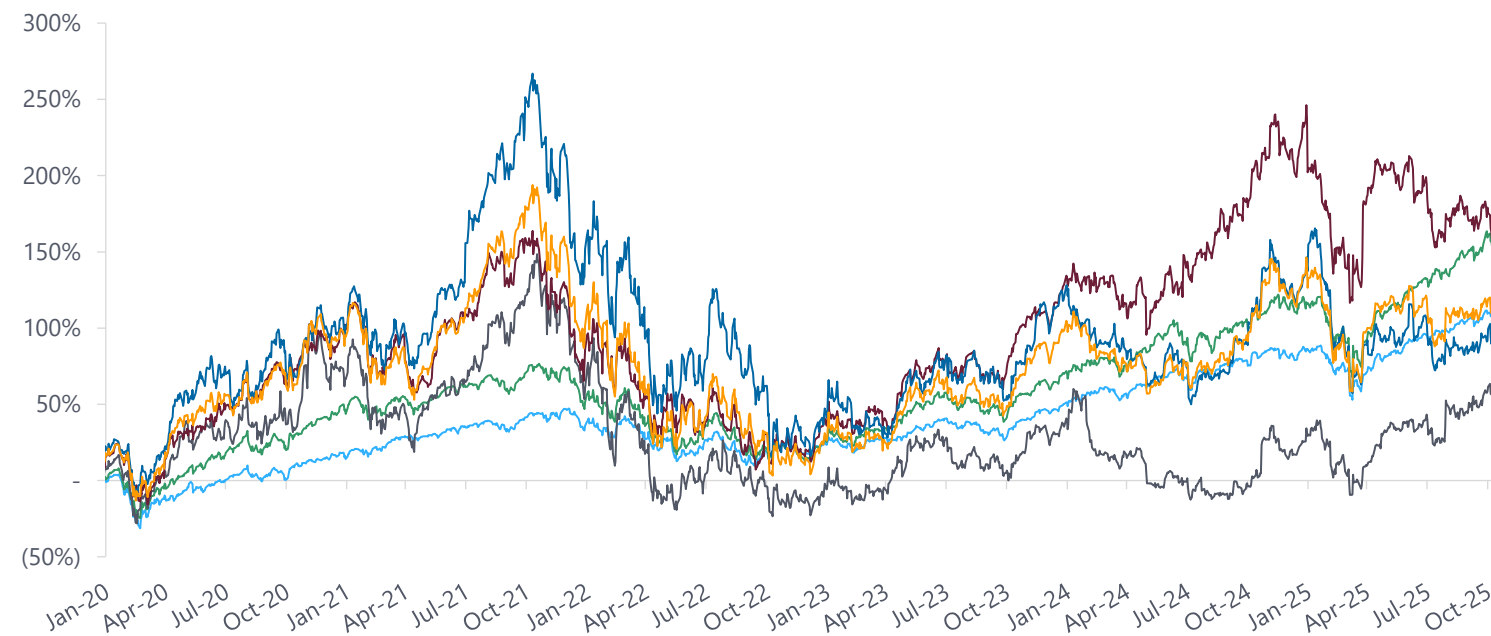
Market Activity

03

Public Company Valuations: Historical Trends

Infrastructure software outperformed through the COVID-19 period but has experienced multiple contractions and underperformance since.

Indexed Share Price Performance Since January 2020



Index	Since Jan. '20	Since Jan. '23	YTD '25
S&P 500	107%	76%	15%
Nasdaq	153%	121%	19%
Total Infrastructure Software ⁽¹⁾	114%	91%	(1%)
DevOps	109%	67%	(5%)
Data Infrastructure	57%	86%	36%
Workflow Automation	159%	117%	(17%)

DevOps



Data Infrastructure

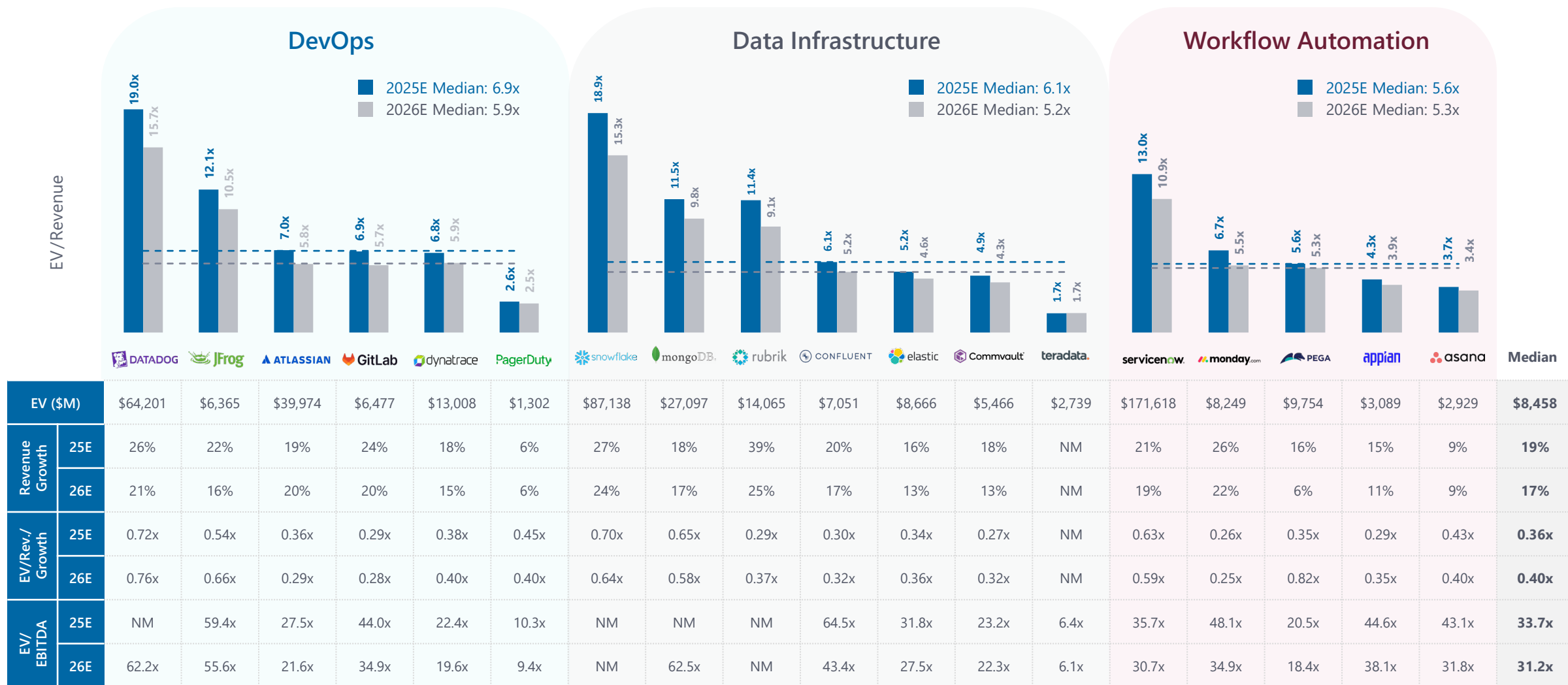


Workflow Automation



Infrastructure Software Public Company Valuation Summary

Players trade at a range of multiples based on a host of factors, including market position, growth, and profitability.



Sources: S&P Capital IQ, company information.

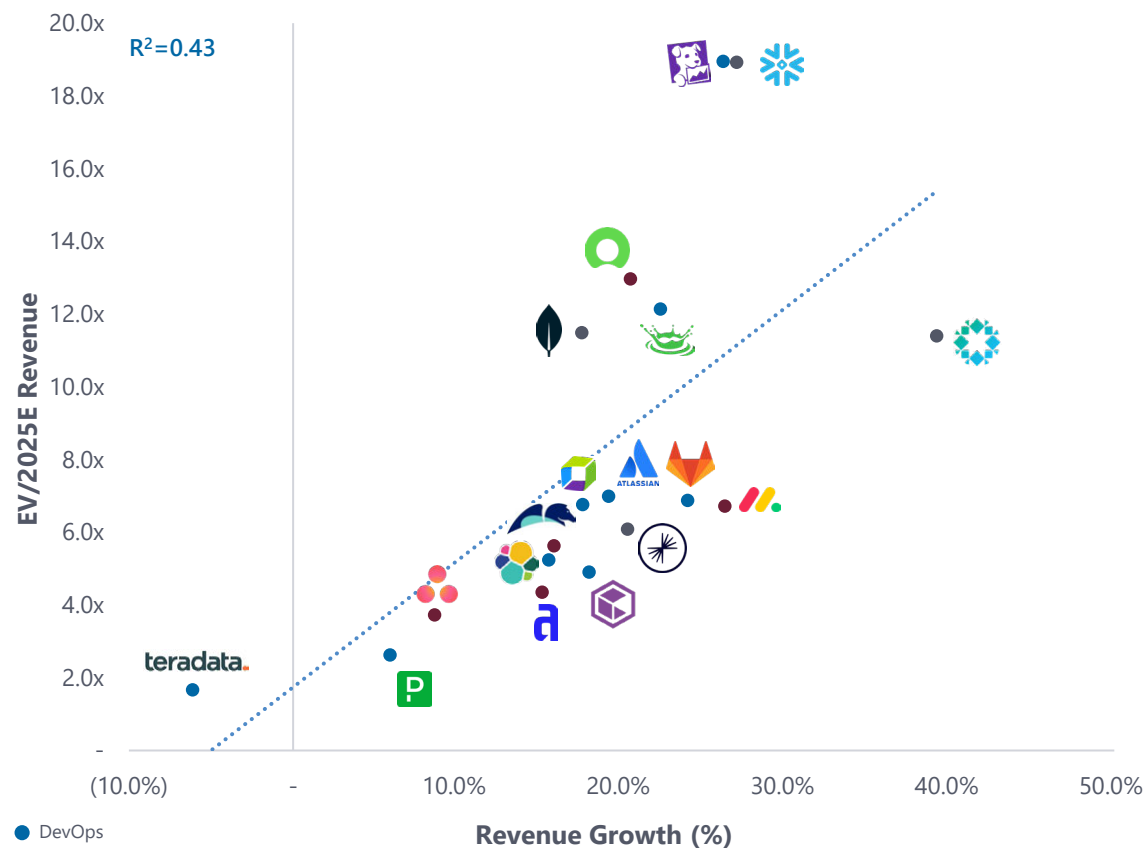
Notes: Trading multiples are based on share price, other market data, and broker consensus future earnings estimates from S&P Capital IQ as of November 7, 2025. All financials are calendarized to a December year-end. "NM" if EV/Revenue Multiples are more than 50x and EV/EBITDA Multiples are more than 75x.



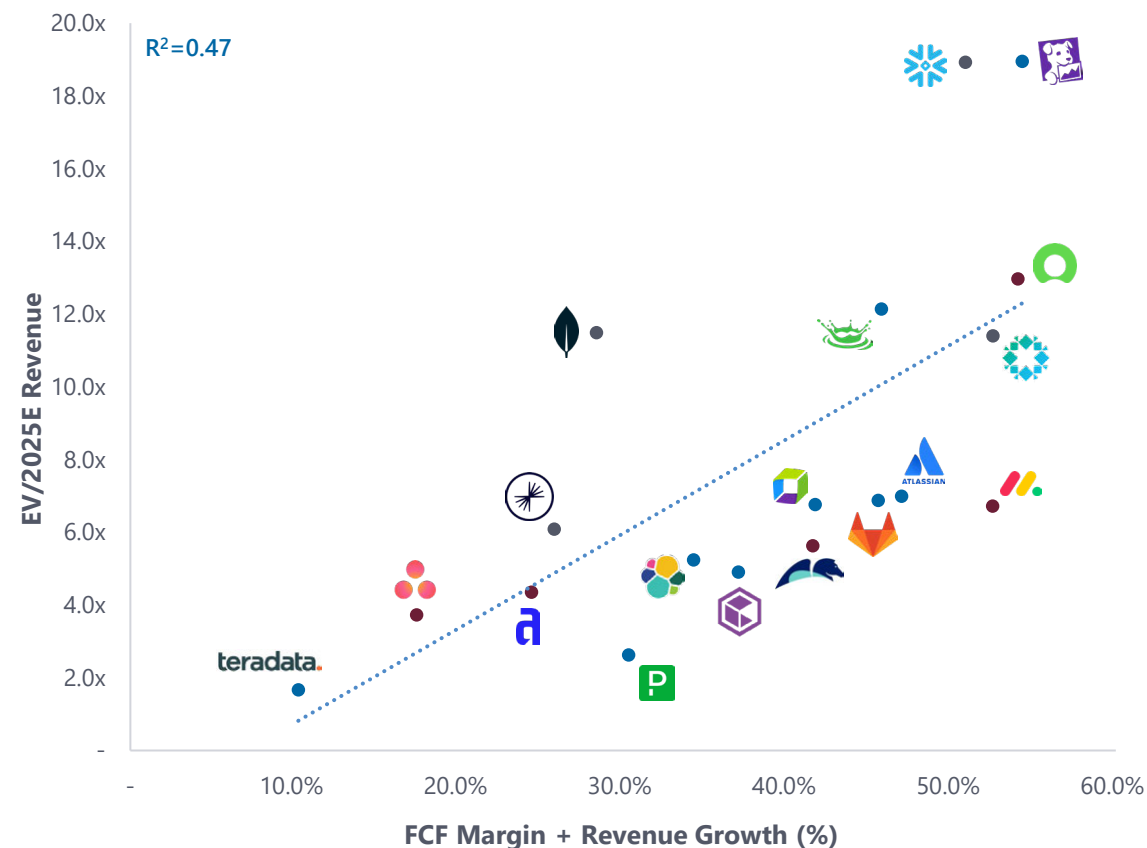
Public Investors Continue to Value a Balance of Growth and Profitability

Investors continue to reward growth, as long as it is delivered with an element of profitability.

Revenue Growth⁽¹⁾ vs. EV/2025E Revenue



Rule of 40⁽²⁾ vs. EV/2025E Revenue



Sources: S&P Capital IQ, company information.

Notes: Trading multiples are based on share price, other market data, and broker consensus future earnings estimates from S&P Capital IQ as of November 7, 2025. All financials are calendarized to a December year-end.

(1) Revenue Growth relates to 2025E figures.

(2) Calculated as 2025E Revenue Growth + 2025E FCF margin (Cash Flow from Operations – CapEx).

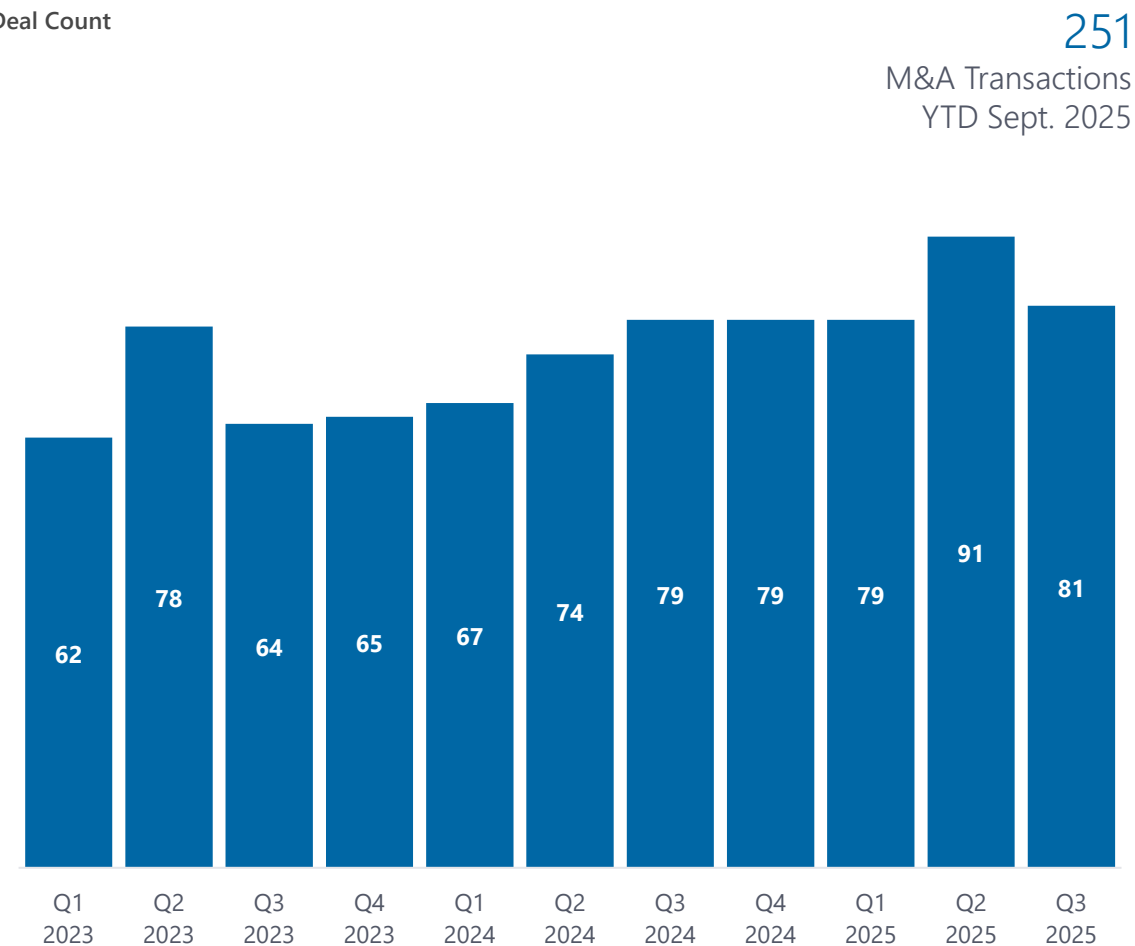
Strategics Have Become More Active—Going on Offense Given AI

Featured Infrastructure Software M&A

Date	Target	Acquirer	Enterprise Value	EV/ LTM Revenue	Primary Capability
10/2025 ⁽¹⁾	nexthink	VISTA	\$3.0B	ND	ITSM/ITAM
9/2025	DX	ATLASSIAN	\$1.0B	ND	Engineering Optimization
9/2025	STATSIG	OpenAI	\$1.1B	ND	Experimentation
6/2025	Couchbase	HAVELI	\$1.4B	6.5x	NoSQL Databases
5/2025	Informatica	salesforce	\$8.8B	5.3x	Data Integration
3/2025	Moveworks	servicenow	\$2.9B	21.9x	AI-Ops and Incident Response
3/2025	Weights & Biases	CoreWeave	\$1.4B	ND	LLMOPS
2/2025	solarwinds	TURN RIVER	\$4.4B	5.5x	Observability
11/2024 ⁽²⁾	Tricentis	GTCR	\$4.5B	11.0x	Testing
9/2024	smartsheet	Blackstone VISTA	\$7.7B	7.4x	Work Management
9/2024	Redwood	VISTA WARBURGPINCUS	\$2.3B	11.5x	Process Automation
4/2024	HashiCorp	IBM	\$6.4B	11.0x	Infra./Env. Provisioning

Infrastructure Software Quarterly M&A Activity

Deal Count










































Sources: PitchBook, S&P Capital IQ, 451 Research, press releases.

(1) Represents a majority investment for a controlling stake.

(2) Represents a \$1.33 billion investment by GTCR for co-control with Insight Partners.

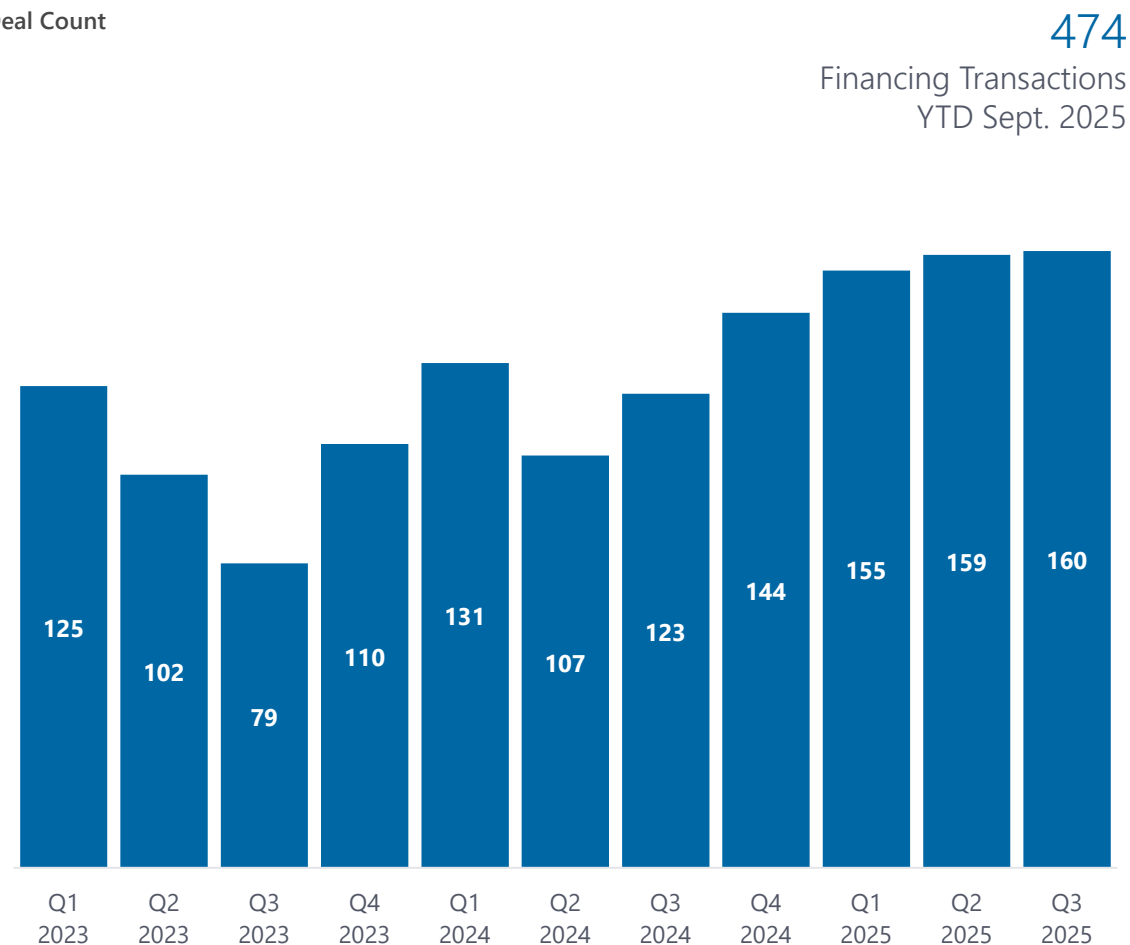
Recent Financing Activity Has Been Primarily Driven by AI

Featured Infrastructure Software Financings

Date	Company	Selected Investor(s)	Amount Invested	Post-Money Valuation	Primary Capability
10/2025	 ClickHouse	khosla ventures	\$350M	\$4.0B	 Real-Time Databases
10/2025	 OpenAI	 DRAGONAIR  SoftBank	\$6.6B	\$500B	 Commercial AI Research
10/2025	 supabase	 Accel  peakxv	\$100M	\$5.1B	 Cloud Application Platforms
9/2025	 Vercel	 Accel  GIC	\$300M	\$9.3B	 Cloud Application Platforms
9/2025	 perplexity	 ALPHA PARTNERS	\$200M	\$20.0B	 Commercial AI Research
9/2025	 databricks	 andreessen horowitz  INSIGHT PARTNERS	\$1.1B	\$100B	 Data Lakehouse
9/2025	 Cognition	 FOUNDERS FUND	\$400M	\$10.2B	 Dev Platforms and AI Coding Agents
9/2025	 ANTHROPIC	 ICONIQ  Lightspeed	\$13B	\$183B	 Commercial AI Research
7/2025	 Lovable	 Accel	\$200M	\$1.8B	 Dev Platforms and AI Coding Agents
6/2025	 CURSOR	 THRIVE CAPITAL	\$900M	\$9.9B	 Dev Platforms and AI Coding Agents
2/2025	 ninjaOne	ICONIQ	\$732M	\$5.0B	 MSP Software
8/2024	 Grafana	 Lightspeed	\$328M	\$6.6B	 Observability

Infrastructure Software Quarterly Financing Activity


















































































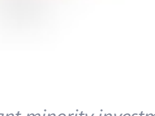

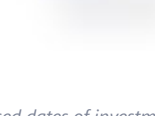
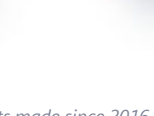

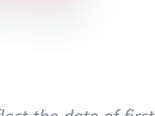

Deal Count



Most Active Sponsors for Platform Investments



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Acquirer	# of Investments (Since Jan. 1, 2016)	Selected Infrastructure Software Transactions									
	34										
	19										
	18										
	17										
	13										
	12										
	10										
	9										

Sources: Company filings, S&P Capital IQ, PitchBook.
Note: Based on Infrastructure Software Buyouts (excluding Add-Ons) and significant minority investments. Dates represent closed dates of investments made since 2016 and do not necessarily reflect the date of first investment.

Most Active Sponsor-Backed Platform Consolidators



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Acquirer	# of Acquisitions (Since Jan. 1, 2016)	Selected Infrastructure Software Transactions
	27	
	27	
	22	
	17	
	17	
	15	
	14	
	12	
	12	
	12	
	10	
	9	
	5	

Sources: Company filings, S&P Capital IQ, PitchBook.

Notes: # of Acquisitions represents total Infrastructure Software acquisitions. Reflects closed dates. (1) Cloud Software Group (CSG) includes acquisitions by Tibco and CSG but not Citrix prior to the merger.

Most Active Publicly Traded Strategic Acquirers



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Acquirer	# of Acquisitions (Since Jan. 1, 2016)	Selected Infrastructure Software Transactions									
	41										
	39										
	20										
	20										
	17										
	12										
	10										
	9										
	8										
	5										

Sources: Company filings, S&P Capital IQ, PitchBook.
Notes: # of Acquisitions represents total Infrastructure Software acquisitions. Reflects closed dates.



Market Mapping

04

DevOps Landscape



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Plan and Code

Agile Planning

Documentation and Knowledge Mgmt.

Dev Platforms and AI Coding Agents

Engineering Optimization

Low-Code/No-Code

Modernization

Source Code/Binary Mgmt. and Code Collaboration

Continuous Integration

Build, Test and Integrate

Build Tools

Quality Scanning

Code Scanning

APSM/SCA/SAST/MAST

DAST/RASP

Debugging

ADA

API

Testing

Functional

Performance

Image/Artifact Mgmt.

Test Analytics

Test Data

Test Management

UAT/Crowdsourcing

Unit

Continuous Delivery

AIOps and Incident Response

Chaos Engineering

Error Tracking

Infrastructure Optimization/FinOps

Observability

Operate and Monitor

API Delivery

Cloud Application Platforms

Container Management

Core Infrastructure

Experimentation

Infrastructure and Environment Provisioning

Edge Infrastructure

Release and Deploy



Data Infrastructure and Analytics Landscape



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Infrastructure

RDBMS



NoSQL Databases



NewSQL Databases



Real-Time Databases



Graph Databases



Vector Databases



Data Lakes/Lakehouses



Data Warehouses



Master Data Management



Data Streaming



Data Transformation/ETL and ELT



Data Integration



Data Governance



Data Orchestration



Data Quality and Observability



Data Protection



Analytics and Machine Learning/AI

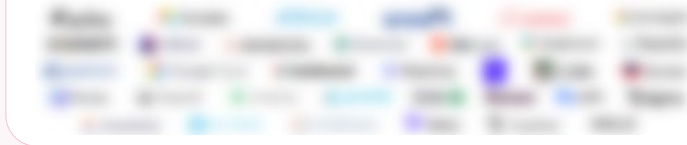
BI Platforms



Visualization and Dashboarding



Data Analyst Platforms



Log Analytics



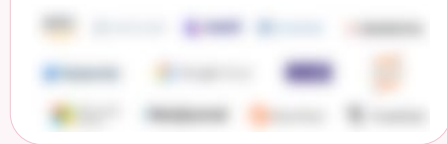
Enterprise Search/Knowledge Analytics



Data Science Platforms



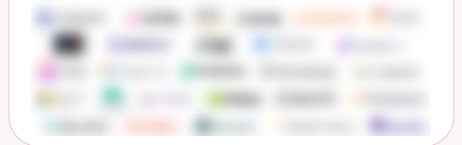
Data Science Notebooks



Enterprise ML/AI Platforms



LLMOPS



Commercial AI Research



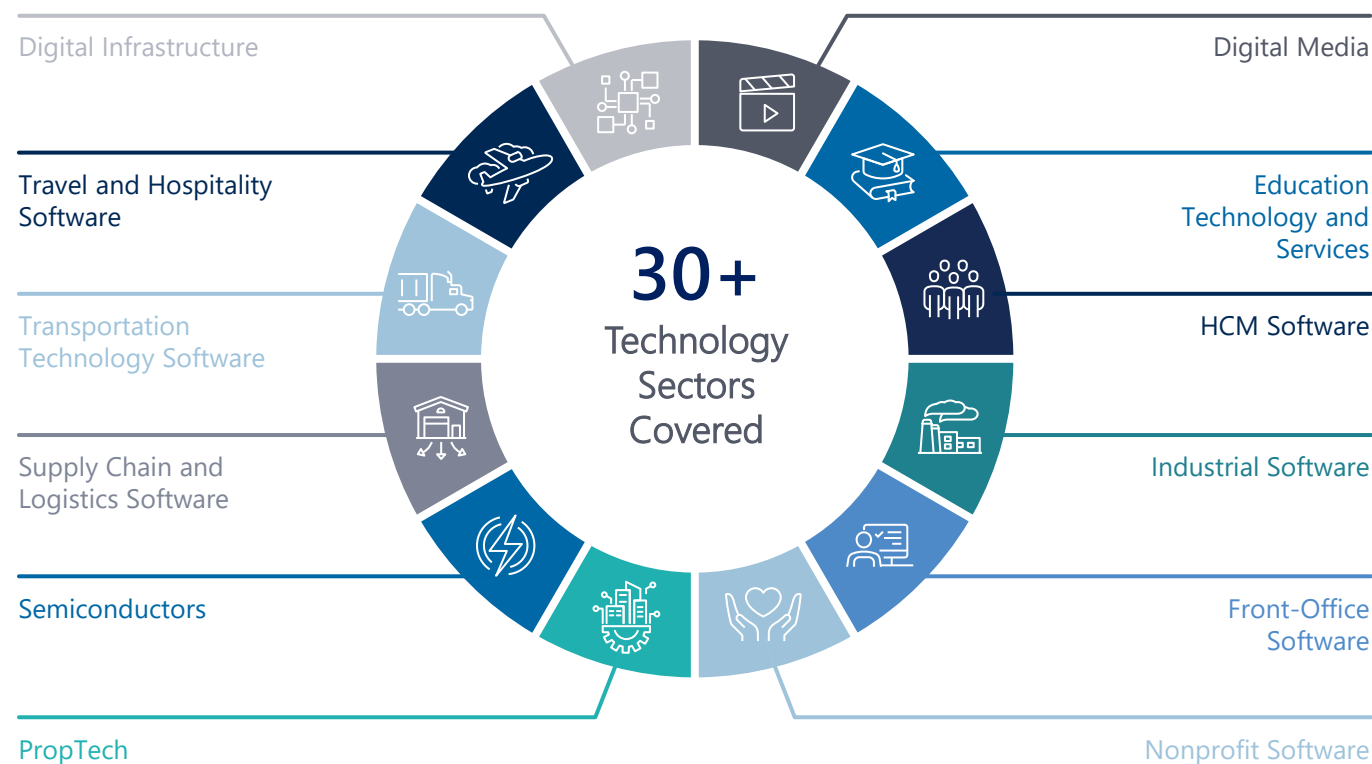


Houlihan Lokey's Credentials

05

Global, Market-Leading Technology Group

Houlihan Lokey's global Technology Group is arranged around deep end-market expertise with dedicated senior-level financial professionals across every vertical.



Representative Recent Transactions



July 2025



July 2025



June 2025



May 2025



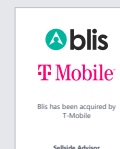
May 2025



Mar. 2025



Mar. 2025



Mar. 2025



Feb. 2025



Jan. 2025

Deep Industry Coverage and Broad Product Capabilities

No. 1 Global Tech M&A Advisor

2024 M&A Advisory Rankings
All Global Technology Transactions⁽¹⁾

	Advisor	Deals
1	Houlihan Lokey	101
2	Goldman Sachs	98
3	JP Morgan	93

No. 1 U.S. Tech M&A Advisor Under \$1 Billion

2024 M&A Advisory Rankings
U.S. Technology Transactions Under \$1 Billion

	Advisor	Deals
1	Houlihan Lokey	50
2	Moelis	43
3	William Blair	38

14 Technology Offices
Boston, Houston, Los Angeles, Miami, New York, San Francisco, Frankfurt, London, Manchester, Paris, Stockholm, Mumbai, Sydney, and Tokyo.

30+ Technology Managing Directors

140+ Dedicated Technology Professionals

Houlihan Lokey Positioning: Deep Sector Focus With Large-Cap Capabilities

Large-Cap Transaction Expertise



CEO-level relationships with leading technology companies.



Large senior team with unparalleled transaction experience.



Broad network, including Fortune 500 relationships.



Highest-quality client service.



M&A advisory and capital-raising expertise.



Middle-Market Growth Sector Focus

Unique global access to venture capital, private equity and strategic investors.



Growth company focus.



Deep sector expertise and domain knowledge.



Extensive capital markets access.



Late-stage, private-through-public company orientation.



Our clients
benefit from
our local presence
and global reach.

AMERICAS

Atlanta	Los Angeles
Baltimore	Miami
Boston	Minneapolis
Charlotte	New York
Chicago	San Francisco
Dallas	São Paulo
Houston	Washington, D.C.

**EUROPE
AND
MIDDLE
EAST**

Amsterdam	Milan
Dubai	Munich
Frankfurt	Paris
London	Stockholm
Madrid	Zurich
Manchester	

**ASIA-
PACIFIC**

Beijing	Shanghai
Gurugram	Singapore
Hong Kong SAR	Sydney
Mumbai	Tokyo

33
Locations Worldwide

~2,000
Total Financial Professionals

345
Managing Directors⁽¹⁾

2,000+
Clients Served Annually

\$12.59B
Market Cap⁽²⁾

\$2.6B
Annual Revenue⁽³⁾

(1) As of September 30, 2025.

(2) As of October 31, 2025.

(3) LTM ended September 30, 2025.



Houlihan Lokey Has the Most Active Financial Sponsors Coverage Team on Wall Street...

By the Numbers

30+

Coverage officers globally, including 18 senior coverage officers in the U.S., 10 in Europe, one in Japan, and one in Hong Kong SAR.

600+

Discrete financial sponsors that have hired Houlihan Lokey as a sellside advisor over the past five years.

1,900+

Financial sponsor firms covered across private equity, credit, family offices, and other institutional investors.

850+

Companies that Houlihan Lokey has sold to financial sponsors over the past five years.

Most Active Advisor to Private Equity in 2024... And in Every Year Prior

2024 Most Active Advisor to Private Equity – Globally

Advisor		Deals
1	Houlihan Lokey	232
2	Rothschild	189
3	Jefferies	175
4	William Blair	150
5	Morgan Stanley	147

Source: The Deal.

2021 Most Active Investment Banks to Private Equity – Globally ⁽¹⁾		
2022 Most Active Investment Banks to Private Equity – Globally ⁽¹⁾		
1		
2		
3	2023 Most Active Investment Banks to Private Equity – Globally	
4	2	Advisor Deals
5	3	1 Houlihan Lokey 217
Source	4	2 Lincoln International 156
	5	3 William Blair 112
	Source	4 Lazard 96
		5 Raymond James Financial 85
Source: PitchBook. Excludes accounting firms and brokers.		

Benefits of Working With Houlihan Lokey



Access

- Provide unparalleled access to deal flow information via our extensive network of senior financial professionals and sponsor clients.
- We know the right firms, fund strategies, contacts, and decision-makers.



Insight

- We have entrenched relationships throughout the sponsor community, with deep knowledge of sponsor behavior.
- Culturally, we understand who will make a good partner for management on any given transaction.



Influence

- We sell more companies both to and for sponsors than any other investment bank.
- We use the importance of the Houlihan Lokey brand and relationship to drive better outcomes for our clients.



And Extensive Capital Solutions Coverage

Global presence with ~170 professionals across 16 offices in seven countries and unmatched capabilities across credit, equity, and advisory.

LTM Key Facts and Figures⁽¹⁾



~\$30B
Capital Raised



120+
Transactions Closed



~40
Managing Directors



~170
FTEs



16
Offices



7
Countries

Integrated Platform With Diverse Capabilities

Private Corporate Credit <ul style="list-style-type: none"> • ABLs/FILOS • First Lien and Unitranche Loans • Second Lien and Mezzanine • HoldCo PIK Instruments 	Equity Placements <ul style="list-style-type: none"> • Growth Equity • Structured Equity • Minority Stake Sales
Asset and Structure Finance <ul style="list-style-type: none"> • Private Asset-Backed Financing and Securitization • Portfolio Leverage and Structured Asset Sales • Project Finance and Infra Debt • Fund and GP Finance 	Direct Placements <ul style="list-style-type: none"> • LP-Style Capital to Support Single-Asset Transactions • Specialty Investment Vehicles for Esoteric Asset Classes
Markets Advisory <ul style="list-style-type: none"> • Bank Commitments, Leveraged Loans, HY Bonds • IPOs, Follow-Ons, Monetization, Right Offerings, Convertibles • Privatizations, Spin-Offs 	Secondary Solutions <ul style="list-style-type: none"> • Continuation Vehicles • Fund Tender Processes With Stapled Capital • Sale of LP Interests and Strip Sales
GP Advisory <ul style="list-style-type: none"> • Strategic Advisory for Asset Managers • Firm-Level Equity Stake Sales and Debt Financings • Fund-Level NAV Loans and Preferred Equity 	Primary Capital Advisory <ul style="list-style-type: none"> • Primary Fund Placements • GP Seeding • Co-Investments

Featured Capital Solutions Transactions

 ACRES Capital Rated Term Loan & Preferred Equity Refinancing Exclusive Placement Agent	 HADRENA Senior Term Loan and Delayed-Draw Term Loan \$105,000,000 Exclusive Placement Agent	 VECTOR CAPITAL Mood Media, a portfolio company of Vector Capital Revolver and Term Loan Refinancing Exclusive Placement Agent	 VISTRIA Behavioral Health Group, a portfolio company of Vistria Group Revolver, Senior Term Loan, DDTL & HoldCo PIK Notes Refinancing Exclusive Placement Agent	 COVENTRY LILY-1 Funding LLC, an affiliate company of Coventry Capital \$250,000,000 Asset-Backed Notes Exclusive Placement Agent	 CI CAPITAL PARTNERS Mariani Premier Group, a portfolio company of CI Capital Partners Revolver, Term Loan & Delayed Draw Term Loan Refinancing & Growth Capital \$740,000,000 Exclusive Placement Agent	 AEA ThreeSixty Group, a portfolio company of AEA ABL Revolver & Senior Term Loan Refinancing \$415,000,000 Exclusive Placement Agent
 Tiptree, Inc. Secured Credit Facility General Corporate Purposes \$75,000,000 Exclusive Placement Agent	 BainCapital POST ROAD Surf Internet, a portfolio company of Bain Capital and Post Road Group Upsized Senior Secured Credit Facility Growth Financing \$300,000,000 Exclusive Placement Agent	 REVELYST Funds managed by Strategic Value Partners have acquired Revelyst ABL Revolver & Senior Term Loan Acquisition Financing Exclusive Placement Agent	 Agile IntelliBridge Enlightenment Capital has merged two portfolio companies, Agile and IntelliBridge Revolver & Unitranche Term Loan Merger Financing Exclusive Placement Agent	 piano updata Piano.io, a portfolio company of Updata Partners Senior Term Loan and Series D Equity Financing \$120,000,000 Exclusive Placement Agent	 YOU FIRST Crestview The Gersh Agency, a portfolio company of Crestview, has acquired You First Revolver, Term Loan & Delayed Draw Term Loan Refinancing & Acquisition Financing Exclusive Placement Agent	 SAGEWIND CAPITAL SOFTRAMS Tria Federal, a portfolio company of Sagewind Capital, has acquired Softrams Revolver & Unitranche Term Loan Acquisition Financing Exclusive Placement Agent
 RYAM Unitranche Term Loan Refinancing \$700,000,000 Placement Agent	 Wastequip, a portfolio company of H.I.G. Capital Revolver, Term Loan, Delayed Draw Term Loan Refinancing \$680,000,000 Exclusive Placement Agent	 PHILLIPS AXAR Phillips Pet Food Supplies, a portfolio company of Axar Capital ABL Revolver Refinancing \$110,000,000 Exclusive Placement Agent	 PLATFORM POST ROAD Glass Routes, a portfolio company of Platform Investment Partners, has received a Senior Secured Credit Facility from Post Road Group Growth Financing Exclusive Advisor & Placement Agent	 TG THURSTON GROUP Gen4 Dental Partners, a portfolio company of Thurston Group Revolver, Unitranche Term Loan & Delayed Draw Term Loan Refinancing & Acquisition Financing \$15,000,000 Exclusive Placement Agent	 SAGEWIND CAPITAL oncore consulting GCOM HoldCo, a portfolio company of Sagewind Capital, has merged with Oncore Consulting Revolver, Term Loan & HoldCo PIK Notes Merger Financing \$545,000,000 Exclusive Placement Agent	 Noble Sales Co. has acquired Federal Resources Supply Company Revolver, Term Loan & Senior Subordinated Notes Acquisition Financing & Refinancing Lead Financial Advisor & Placement Agent



How Houlihan Lokey Can Help

Our firm is extremely well-equipped to help our clients navigate uncertain times.

We respond quickly to challenging situations and are constantly helping clients analyze, structure, negotiate, and execute the best possible solutions from both a strategic and a financial perspective.

What We Offer

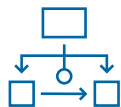
Corporate Finance



- › Mergers and Acquisitions
- › Capital Solutions
- › Board Advisory Services

We are widely recognized as a leading M&A advisor to the mid-cap and have long-standing relationships with capital providers, including commercial banks and other senior credit providers, insurance funds, asset managers and mezzanine fund investors. Few other investment banks maintain the breadth of relationships and capital markets intelligence that we do.

Financial Restructuring



- › Company Advisory
- › Special Situations
- › Distressed M&A
- › Liability Management
- › Creditor Advisory

We have the largest restructuring practice of any global investment bank. Since 1988, we have advised on more than 1,800 restructuring transactions (with aggregate debt claims in excess of \$3.8 trillion). We served as an advisor in 12 of the largest 15 bankruptcies from 2000 to 2024.⁽¹⁾

Financial and Valuation Advisory



- › Portfolio Valuation and Fund Advisory
- › Transaction Opinions
- › Corporate Valuation Advisory Services
- › Transaction Advisory Services
- › Real Estate Valuation and Advisory
- › Dispute Resolution Consulting

Over more than five decades, we have established ourselves as one of the largest financial and valuation advisory firms. Our transaction expertise and leadership in the field of valuation help inspire confidence in the financial executives, boards of directors, special committees, investors, and business owners we serve.

Why We Are Different

No. 1

For All Global Technology M&A⁽²⁾



Significant Experience With Financing Markets



Senior-Level Commitment and Dedication



Deep, Industry-Specific Expertise



Superior Work Product/Technical Abilities



Creativity, Imagination, Tenacity and Positivity



Infrastructure Software Domain Expertise



NuxtLabs has been acquired by Vercel

Sellside Advisor



Quest Software has successfully completed a liability management transaction that addressed \$3.8bn of debt and provided \$350mm of new money financing from existing lenders

Secured Creditor Advisor



Kajeet has received a growth equity investment from MWP Growth Capital

Financial Advisor



Kubecost has been acquired by IBM

Sellside Advisor



Boomi has acquired the API Management Assets formerly known as Mashery, a divestiture from Cloud Software Group

Buyside Advisor



Clearlake and Insight Partners have acquired Alteryx

\$4.4 Billion

Buyside Advisor



Symbio, a portfolio company of Fortino Capital Partners, has been acquired by Celonis

Sellside Advisor



ECM Equity Capital Management GmbH has sold PikeTec GmbH to Synopsys

Sellside Advisor



Armorblox has been acquired by Cisco Systems

Sellside Advisor



Privitar has been acquired by Informatica Software

Sellside Advisor



Riverbed Technology, Inc. has been acquired by Vector Capital

Ad Hoc Term Loan Group Advisor



MariaDB has raised \$104,000,000 in Series D equity financing

Financial Advisor & Placement Agent



Clayton Dubilier & Rice and KKR have acquired Cloudera

\$5.3 Billion

Buyside Advisor*



Neotys has been acquired by Tricentis

Sellside Advisor



Appendix

06

Selected Publicly Listed Comparables

	Company Name	Market Cap	EV	52-Week	Revenue Growth		2026E Margins			Rof40 ⁽¹⁾	EV/Revenue		EV / EBITDA		EV/Rev/Growth	
		USD M	USD M	High	2025E	2026E	Gross	EBITDA	FCF	2026E	2025E	2026E	2025E	2026E	2025E	2026E
DevOps	Datadog	\$69,029	\$64,201	98.1%	26.2%	20.6%	81.1%	25.3%	28.5%	49.1%	19.0x	15.7x	NM	62.2x	0.72x	0.76x
	Atlassian	\$41,417	\$39,974	48.4%	19.2%	20.3%	85.9%	26.9%	29.3%	49.6%	7.0x	5.8x	27.5x	21.6x	0.36x	0.29x
	Dynatrace	\$14,409	\$13,008	75.0%	17.6%	14.6%	84.8%	30.2%	25.3%	39.9%	6.8x	5.9x	22.4x	19.6x	0.38x	0.40x
	GitLab	\$7,502	\$6,477	61.4%	24.0%	20.4%	88.8%	16.4%	21.7%	42.1%	6.9x	5.7x	44.0x	34.9x	0.29x	0.28x
	Jfrog	\$6,773	\$6,365	98.9%	22.4%	16.0%	82.7%	18.8%	24.5%	40.4%	12.1x	10.5x	59.4x	55.6x	0.54x	0.66x
	PagerDuty	\$1,434	\$1,302	70.5%	5.9%	6.3%	85.0%	26.2%	27.0%	33.3%	2.6x	2.5x	10.3x	9.4x	0.45x	0.40x
Data Infrastructure	Mean			75.4%	19.2%	16.3%	84.7%	24.0%	26.1%	42.4%	9.1x	7.7x	32.7x	33.9x	0.46x	0.46x
	Median			72.7%	20.8%	18.1%	84.9%	25.7%	26.2%	41.3%	6.9x	5.9x	27.5x	28.2x	0.41x	0.40x
	Snowflake	\$87,479	\$87,138	93.7%	27.0%	23.8%	71.5%	14.1%	25.0%	48.8%	18.9x	15.3x	NM	NM	0.70x	0.64x
	MongoDB	\$28,368	\$27,097	93.7%	17.6%	17.0%	73.5%	15.7%	12.3%	29.2%	11.5x	9.8x	NM	62.5x	0.65x	0.58x
	Rubrik	\$13,854	\$14,065	70.9%	39.2%	24.8%	78.4%	NM	15.5%	40.3%	11.4x	9.1x	NM	NM	0.29x	0.37x
	Elastic N.V.	\$9,414	\$8,666	75.7%	15.6%	13.1%	77.3%	16.9%	19.2%	32.2%	5.2x	4.6x	31.8x	27.5x	0.34x	0.36x
Workflow Automation	Confluent	\$7,670	\$7,051	59.8%	20.4%	16.5%	78.3%	12.0%	11.5%	28.1%	6.1x	5.2x	64.5x	43.4x	0.30x	0.32x
	Commvault Systems	\$5,769	\$5,466	63.5%	18.0%	13.4%	81.1%	19.4%	19.4%	32.8%	4.9x	4.3x	23.2x	22.3x	0.27x	0.32x
	Teradata	\$2,673	\$2,739	83.1%	NM	NM	61.4%	27.3%	18.6%	18.2%	1.7x	1.7x	6.4x	6.1x	NM	NM
	Mean			77.2%	23.0%	18.1%	74.5%	17.6%	17.4%	32.8%	8.5x	7.2x	31.4x	32.3x	0.43x	0.43x
	Median			75.7%	19.2%	16.7%	77.3%	16.3%	18.6%	32.2%	6.1x	5.2x	27.5x	27.5x	0.32x	0.36x
	ServiceNow	\$180,517	\$171,618	71.9%	20.5%	18.5%	80.8%	35.7%	34.2%	52.7%	13.0x	10.9x	35.7x	30.7x	0.63x	0.59x
	Pegasystems	\$11,256	\$9,754	86.8%	15.9%	6.5%	77.5%	28.7%	29.7%	36.2%	5.6x	5.3x	20.5x	18.4x	0.35x	0.82x
	monday.com	\$10,037	\$8,249	55.3%	26.3%	22.4%	89.0%	15.8%	27.4%	49.7%	6.7x	5.5x	48.1x	34.9x	0.26x	0.25x
	Asana	\$3,104	\$2,929	48.0%	8.6%	8.5%	89.2%	10.8%	14.3%	22.8%	3.7x	3.4x	43.1x	31.8x	0.43x	0.40x
	Appian	\$2,968	\$3,089	96.4%	15.2%	11.2%	77.2%	10.3%	8.0%	19.2%	4.3x	3.9x	44.6x	38.1x	0.29x	0.35x
	Mean			71.7%	17.3%	13.4%	82.8%	20.2%	22.7%	36.1%	6.7x	5.8x	38.4x	30.8x	0.39x	0.48x
	Median			71.9%	15.9%	11.2%	80.8%	15.8%	27.4%	36.2%	5.6x	5.3x	43.1x	31.8x	0.35x	0.40x
Overall Mean				75.1%	20.0%	16.1%	80.2%	20.6%	21.7%	36.9%	8.2x	7.0x	34.4x	32.4x	0.43x	0.46x
Overall Median				73.4%	19.2%	16.5%	81.0%	18.8%	23.1%	38.1%	6.7x	5.6x	33.7x	31.2x	0.36x	0.40x

Sources: S&P Capital IQ, company information.

Notes: Trading multiples are based on share price, other market data, and broker consensus future earnings estimates from S&P Capital IQ as of November 7, 2025. All financials are calendarized to a December year-end. "NM" if EV/Revenue Multiples are more than 50x and EV/EBITDA Multiples are more than 75x.

(1) Rule of 40 = 2026E Revenue Growth + 2026E FCF Margin.



Precedent Transactions (cont.)



For full report access,
please contact: HL-InfrastructureSoftware@HL.com

Date	Transaction Type	Target	Acquirer/Investor	Primary Capability	Description	EV (\$M)	EV/LTM Rev.	EV/LTM EBITDA	Raised to Date (\$M)
2020	Acquisition	Verkada	Blackstone	Cloud Managed Network	Verkada, a cloud-managed network and video management system (VMS) provider, was acquired by Blackstone.	1,200	1.5x	1.2x	1,200
2020	Acquisition	Bluebird	Blackstone	Cloud Managed Network	Bluebird, a cloud-managed network and video management system (VMS) provider, was acquired by Blackstone.	1,200	1.5x	1.2x	1,200
2020	Acquisition	Verkada	Blackstone	Cloud Managed Network	Verkada, a cloud-managed network and video management system (VMS) provider, was acquired by Blackstone.	1,200	1.5x	1.2x	1,200
2020	Acquisition	Verkada	Blackstone	Cloud Managed Network	Verkada, a cloud-managed network and video management system (VMS) provider, was acquired by Blackstone.	1,200	1.5x	1.2x	1,200
2020	Acquisition	Verkada	Blackstone	Cloud Managed Network	Verkada, a cloud-managed network and video management system (VMS) provider, was acquired by Blackstone.	1,200	1.5x	1.2x	1,200
2020	Acquisition	Verkada	Blackstone	Cloud Managed Network	Verkada, a cloud-managed network and video management system (VMS) provider, was acquired by Blackstone.	1,200	1.5x	1.2x	1,200
2020	Acquisition	Verkada	Blackstone	Cloud Managed Network	Verkada, a cloud-managed network and video management system (VMS) provider, was acquired by Blackstone.	1,200	1.5x	1.2x	1,200
2020	Acquisition	Verkada	Blackstone	Cloud Managed Network	Verkada, a cloud-managed network and video management system (VMS) provider, was acquired by Blackstone.	1,200	1.5x	1.2x	1,200
2020	Acquisition	Verkada	Blackstone	Cloud Managed Network	Verkada, a cloud-managed network and video management system (VMS) provider, was acquired by Blackstone.	1,200	1.5x	1.2x	1,200
2020	Acquisition	Verkada	Blackstone	Cloud Managed Network	Verkada, a cloud-managed network and video management system (VMS) provider, was acquired by Blackstone.	1,200	1.5x	1.2x	1,200

Sources: Company filings, S&P Capital IQ, 451 Market Research, Mergermarket, PitchBook, press releases.
Note: Enterprise Value reflects Post Money Valuation for financings.
(1) Represents a \$125 million investment for a controlling stake.

Precedent Transactions (cont.)



For full report access,
please contact: HL-InfrastructureSoftware@HL.com

Date	Transaction Type	Target	Acquirer/Investor	Primary Capability	Description	EV (\$M)	EV/LTM Rev.	EV/LTM EBITDA	Raised to Date (\$M)
2020	Acquisition	Green	Red	Software	Acquired Green Software	100			100
2019	Acquisition	Blue	Green	Software	Acquired Blue Software	150			150
2018	Acquisition	Brown	Purple	Software	Acquired Brown Software	80			80
2017	Acquisition	Purple	Blue	Software	Acquired Purple Software	60			60
2016	Acquisition	Orange	Green	Software	Acquired Orange Software	90			90
2015	Acquisition	Blue	Green	Software	Acquired Blue Software	120			120
2014	Acquisition	Red	Orange	Software	Acquired Red Software	70			70
2013	Acquisition	Black	Black	Software	Acquired Black Software	110			110
2012	Acquisition	Black	Red	Software	Acquired Black Software	130	1.5x	1.2x	130
2011	Acquisition	Black	Orange	Software	Acquired Black Software	140			140





















Precedent Transactions (cont.)

Date	Transaction Type	Target	Acquirer/Investor	Primary Capability	Description	EV (\$M)	EV/LTM Rev.	EV/LTM EBITDA	Raised to Date (\$M)
2020-01-15	Acquisition	Target A	Acquirer A	Primary Capability A	Acquisition of Target A	100	1.5	2.0	100
2020-03-20	Acquisition	Target B	Acquirer B	Primary Capability B	Acquisition of Target B	200	1.8	2.5	200
2020-05-10	Acquisition	Target C	Acquirer C	Primary Capability C	Acquisition of Target C	300	2.0	3.0	300
2020-07-05	Acquisition	Target D	Acquirer D	Primary Capability D	Acquisition of Target D	400	2.2	3.5	400
2020-09-15	Acquisition	Target E	Acquirer E	Primary Capability E	Acquisition of Target E	500	2.5	4.0	500
2020-11-01	Acquisition	Target F	Acquirer F	Primary Capability F	Acquisition of Target F	600	2.8	4.5	600
2021-01-10	Acquisition	Target G	Acquirer G	Primary Capability G	Acquisition of Target G	700	3.0	5.0	700
2021-03-05	Acquisition	Target H	Acquirer H	Primary Capability H	Acquisition of Target H	800	3.2	5.5	800
2021-05-20	Acquisition	Target I	Acquirer I	Primary Capability I	Acquisition of Target I	900	3.5	6.0	900
2021-07-15	Acquisition	Target J	Acquirer J	Primary Capability J	Acquisition of Target J	1000	3.8	6.5	1000
2021-09-01	Acquisition	Target K	Acquirer K	Primary Capability K	Acquisition of Target K	1100	4.0	7.0	1100
2021-11-10	Acquisition	Target L	Acquirer L	Primary Capability L	Acquisition of Target L	1200	4.2	7.5	1200
2022-01-05	Acquisition	Target M	Acquirer M	Primary Capability M	Acquisition of Target M	1300	4.5	8.0	1300
2022-03-20	Acquisition	Target N	Acquirer N	Primary Capability N	Acquisition of Target N	1400	4.8	8.5	1400
2022-05-15	Acquisition	Target O	Acquirer O	Primary Capability O	Acquisition of Target O	1500	5.0	9.0	1500
2022-07-01	Acquisition	Target P	Acquirer P	Primary Capability P	Acquisition of Target P	1600	5.2	9.5	1600
2022-09-10	Acquisition	Target Q	Acquirer Q	Primary Capability Q	Acquisition of Target Q	1700	5.5	10.0	1700
2022-11-05	Acquisition	Target R	Acquirer R	Primary Capability R	Acquisition of Target R	1800	5.8	10.5	1800
2023-01-20	Acquisition	Target S	Acquirer S	Primary Capability S	Acquisition of Target S	1900	6.0	11.0	1900
2023-03-10	Acquisition	Target T	Acquirer T	Primary Capability T	Acquisition of Target T	2000	6.2	11.5	2000
2023-05-01	Acquisition	Target U	Acquirer U	Primary Capability U	Acquisition of Target U	2100	6.5	12.0	2100
2023-07-15	Acquisition	Target V	Acquirer V	Primary Capability V	Acquisition of Target V	2200	6.8	12.5	2200
2023-09-05	Acquisition	Target W	Acquirer W	Primary Capability W	Acquisition of Target W	2300	7.0	13.0	2300
2023-11-20	Acquisition	Target X	Acquirer X	Primary Capability X	Acquisition of Target X	2400	7.2	13.5	2400
2024-01-10	Acquisition	Target Y	Acquirer Y	Primary Capability Y	Acquisition of Target Y	2500	7.5	14.0	2500
2024-03-05	Acquisition	Target Z	Acquirer Z	Primary Capability Z	Acquisition of Target Z	2600	7.8	14.5	2600
2024-05-20	Acquisition	Target AA	Acquirer AA	Primary Capability AA	Acquisition of Target AA	2700	8.0	15.0	2700
2024-07-15	Acquisition	Target AB	Acquirer AB	Primary Capability AB	Acquisition of Target AB	2800	8.2	15.5	2800
2024-09-01	Acquisition	Target AC	Acquirer AC	Primary Capability AC	Acquisition of Target AC	2900	8.5	16.0	2900
2024-11-10	Acquisition	Target AD	Acquirer AD	Primary Capability AD	Acquisition of Target AD	3000	8.8	16.5	3000
2025-01-05	Acquisition	Target AE	Acquirer AE	Primary Capability AE	Acquisition of Target AE	3100	9.0	17.0	3100
2025-03-20	Acquisition	Target AF	Acquirer AF	Primary Capability AF	Acquisition of Target AF	3200	9.2	17.5	3200
2025-05-15	Acquisition	Target AG	Acquirer AG	Primary Capability AG	Acquisition of Target AG	3300	9.5	18.0	3300
2025-07-01	Acquisition	Target AH	Acquirer AH	Primary Capability AH	Acquisition of Target AH	3400	9.8	18.5	3400
2025-09-10	Acquisition	Target AI	Acquirer AI	Primary Capability AI	Acquisition of Target AI	3500	10.0	19.0	3500
2025-11-05	Acquisition	Target AJ	Acquirer AJ	Primary Capability AJ	Acquisition of Target AJ	3600	10.2	19.5	3600
2026-01-20	Acquisition	Target AK	Acquirer AK	Primary Capability AK	Acquisition of Target AK	3700	10.5	20.0	3700
2026-03-10	Acquisition	Target AL	Acquirer AL	Primary Capability AL	Acquisition of Target AL	3800	10.8	20.5	3800
2026-05-01	Acquisition	Target AM	Acquirer AM	Primary Capability AM	Acquisition of Target AM	3900	11.0	21.0	3900
2026-07-15	Acquisition	Target AN	Acquirer AN	Primary Capability AN	Acquisition of Target AN	4000	11.2	21.5	4000
2026-09-05	Acquisition	Target AO	Acquirer AO	Primary Capability AO	Acquisition of Target AO	4100	11.5	22.0	4100
2026-11-20	Acquisition	Target AP	Acquirer AP	Primary Capability AP	Acquisition of Target AP	4200	11.8	22.5	4200
2027-01-10	Acquisition	Target AQ	Acquirer AQ	Primary Capability AQ	Acquisition of Target AQ	4300	12.0	23.0	4300

Precedent Transactions (cont.)



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Date	Transaction Type	Target	Acquirer/Investor	Primary Capability	Description	EV (\$M)	EV/LTM Rev.	EV/LTM EBITDA	Raised to Date (\$M)
2020	Acquisition			Cloud Managed Network	Acquired [Target Name], a cloud managed network provider.	100	1.5	0.8	100
2020	Acquisition			Cloud Managed Network	Acquired [Target Name], a cloud managed network provider.	50	1.2	0.7	50
2020	Acquisition			Cloud Managed Network	Acquired [Target Name], a cloud managed network provider.	20	1.0	0.6	20
2020	Acquisition			Cloud Managed Network	Acquired [Target Name], a cloud managed network provider.	15	0.9	0.5	15
2020	Acquisition			Cloud Managed Network	Acquired [Target Name], a cloud managed network provider.	12	0.8	0.4	12
2020	Acquisition			Cloud Managed Network	Acquired [Target Name], a cloud managed network provider.	8	0.7	0.3	8
2020	Acquisition			Cloud Managed Network	Acquired [Target Name], a cloud managed network provider.	5	0.6	0.2	5
2020	Acquisition			Cloud Managed Network	Acquired [Target Name], a cloud managed network provider.	3	0.5	0.1	3
2020	Acquisition			Cloud Managed Network	Acquired [Target Name], a cloud managed network provider.	2	0.4	0.1	2
2020	Acquisition			Cloud Managed Network	Acquired [Target Name], a cloud managed network provider.	1	0.3	0.0	1



Precedent Transactions (cont.)



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Date	Transaction Type	Target	Acquirer/Investor	Primary Capability	Description	EV (\$M)	EV/LTM Rev.	EV/LTM EBITDA	Raised to Date (\$M)
2020	Acquisition	Bluebird	Google	AI	Google acquires Bluebird, an AI startup focused on natural language processing.	100	1.5	0.5	100
2020	Acquisition	Black	Facebook	AI	Facebook acquires Black, an AI startup focused on computer vision.	50	1.2	0.4	50
2020	Acquisition	Bluebird	Google	AI	Google acquires Bluebird, an AI startup focused on natural language processing.	100	1.5	0.5	100
2020	Acquisition	Bluebird	Google	AI	Google acquires Bluebird, an AI startup focused on natural language processing.	100	1.5	0.5	100
2020	Acquisition	Bluebird	Google	AI	Google acquires Bluebird, an AI startup focused on natural language processing.	100	1.5	0.5	100
2020	Acquisition	Bluebird	Google	AI	Google acquires Bluebird, an AI startup focused on natural language processing.	100	1.5	0.5	100
2020	Acquisition	Bluebird	Google	AI	Google acquires Bluebird, an AI startup focused on natural language processing.	100	1.5	0.5	100
2020	Acquisition	Bluebird	Google	AI	Google acquires Bluebird, an AI startup focused on natural language processing.	100	1.5	0.5	100
2020	Acquisition	Bluebird	Google	AI	Google acquires Bluebird, an AI startup focused on natural language processing.	100	1.5	0.5	100
2020	Acquisition	Bluebird	Google	AI	Google acquires Bluebird, an AI startup focused on natural language processing.	100	1.5	0.5	100

Sources: Company filings, S&P Capital IQ, 451 Market Research, Mergermarket, PitchBook, press releases.
Note: Enterprise Value reflects Post Money Valuation for financings.
(1) Represents a \$1.33 billion investment by GTCR for co-control with Insight Partners.

Date	Transaction Type	Target	Acquirer/Investor	Primary Capability	Description	EV (\$M)	EV/LTM Rev.	EV/LTM EBITDA	Raised to Date (\$M)
2024-01-15	Acquisition	Target A	Acquirer X	AI/ML	Acquired Target A, a leading AI/ML startup.	150	1.5x	1.2x	150
2024-02-01	Investment	Target B	Investor Y	Cloud	Invested in Target B, a cloud infrastructure provider.	80	2.0x	1.8x	80
2024-03-10	Acquisition	Target C	Acquirer Z	Software	Acquired Target C, a software development firm.	220	1.8x	1.5x	220
2024-04-05	Investment	Target D	Investor W	Hardware	Invested in Target D, a hardware manufacturer.	90	2.2x	2.0x	90
2024-05-20	Acquisition	Target E	Acquirer V	AI/ML	Acquired Target E, an AI/ML research lab.	180	1.6x	1.4x	180
2024-06-12	Investment	Target F	Investor U	Cloud	Invested in Target F, a cloud services provider.	110	1.9x	1.7x	110
2024-07-08	Acquisition	Target G	Acquirer T	Software	Acquired Target G, a software development firm.	130	1.7x	1.5x	130
2024-08-03	Investment	Target H	Investor S	Hardware	Invested in Target H, a hardware manufacturer.	70	2.1x	1.9x	70
2024-09-18	Acquisition	Target I	Acquirer R	AI/ML	Acquired Target I, an AI/ML research lab.	160	1.5x	1.3x	160
2024-10-05	Investment	Target J	Investor Q	Cloud	Invested in Target J, a cloud services provider.	100	2.0x	1.8x	100

Precedent Transactions (cont.)



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Date	Transaction Type	Target	Acquirer/Investor	Primary Capability	Description	EV (\$M)	EV/LTM Rev.	EV/LTM EBITDA	Raised to Date (\$M)
2020	Acquisition			Software	Acquisition of Target	100			100
2020	Acquisition			Software	Acquisition of Target	100			100
2020	Acquisition			Software	Acquisition of Target	100			100
2020	Acquisition			Software	Acquisition of Target	100			100
2020	Acquisition			Software	Acquisition of Target	100			100
2020	Acquisition			Software	Acquisition of Target	100			100
2020	Acquisition			Software	Acquisition of Target	100			100
2020	Acquisition			Software	Acquisition of Target	100			100
2020	Acquisition			Software	Acquisition of Target	100			100
2020	Acquisition			Software	Acquisition of Target	100			100
2020	Acquisition			Software	Acquisition of Target	100			100
2020	Acquisition			Software	Acquisition of Target	100			100

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