

ServiceNow Partner Ecosystem

February 2024



Equiteq

Growing equity, realizing value

Key takeaways



Driven by positive market dynamics...

- ServiceNow operates in the ESM⁽¹⁾ and ITSM⁽²⁾ markets, both of which are forecast to expand driven by positive market trends
- Factors driving growth encompass heightened expenditures in the IT sector, a shift toward cloud migration, and an amplified emphasis on enterprise digital transformation



...ServiceNow has scaled quickly...

- ServiceNow is maximising its market potential by broadening its scope beyond legacy IT to encompass non-IT workflows
- The Company estimates its total TAM is over \$220bn, with GenAI⁽³⁾ accounting for an additional \$1tn



...creating a thriving partner ecosystem...

- ServiceNow has established a program numbering over 2,000 partners
- North America accounts for the majority of partners, followed by Europe and APAC



...and a strong M&A consolidation wave...

- Deal volume in the ServiceNow partner ecosystem saw a 41% CAGR between '17 and '21 before tapering off in '22 and '23 due to macroeconomic conditions
- Both strategic and financial acquirers have demonstrated activity in this sector, with financial sponsors pursuing buy-and-build strategies, as seen in companies like GlideFast, Thirdera and New Rocket



...at evolving valuation levels

- As of Dec-23, valuations of IT Services companies are in the 10-15x NTM EBITDA range, down from the highs of 2021 which saw assets trading as high as 40x NTM EBITDA
- Private markets have remained resilient, with valuation ranging between 15x – 20x EBITDA

I. ESM and ITSM Market Overview

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ServiceNow has emerged as an ESM leader, expanding beyond ITSM to tap into a broader market opportunity, with further upside from GenAI

A

ServiceNow has become a recognised leader in the ESM market, having replicated service management principles to function beyond ITSM



B

ESM consists in providing organisational strategy to enhance efficiency across enterprise functions, improving overall business performance



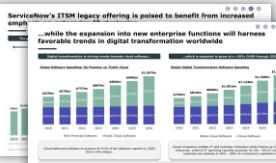
C

The ESM market enjoys sustained favorable trends expected to persist in the medium and long term



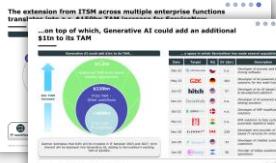
D

ServiceNow's ITSM legacy offering is poised to benefit from increased emphasis on enterprise IT strategies while the expansion into new enterprise functions will harness favorable trends in digital transformation worldwide



E

The extension from ITSM across multiple enterprise functions translates into a c. \$150bn TAM increase for ServiceNow on top of which, Generative AI could add an additional \$1tn to its TAM



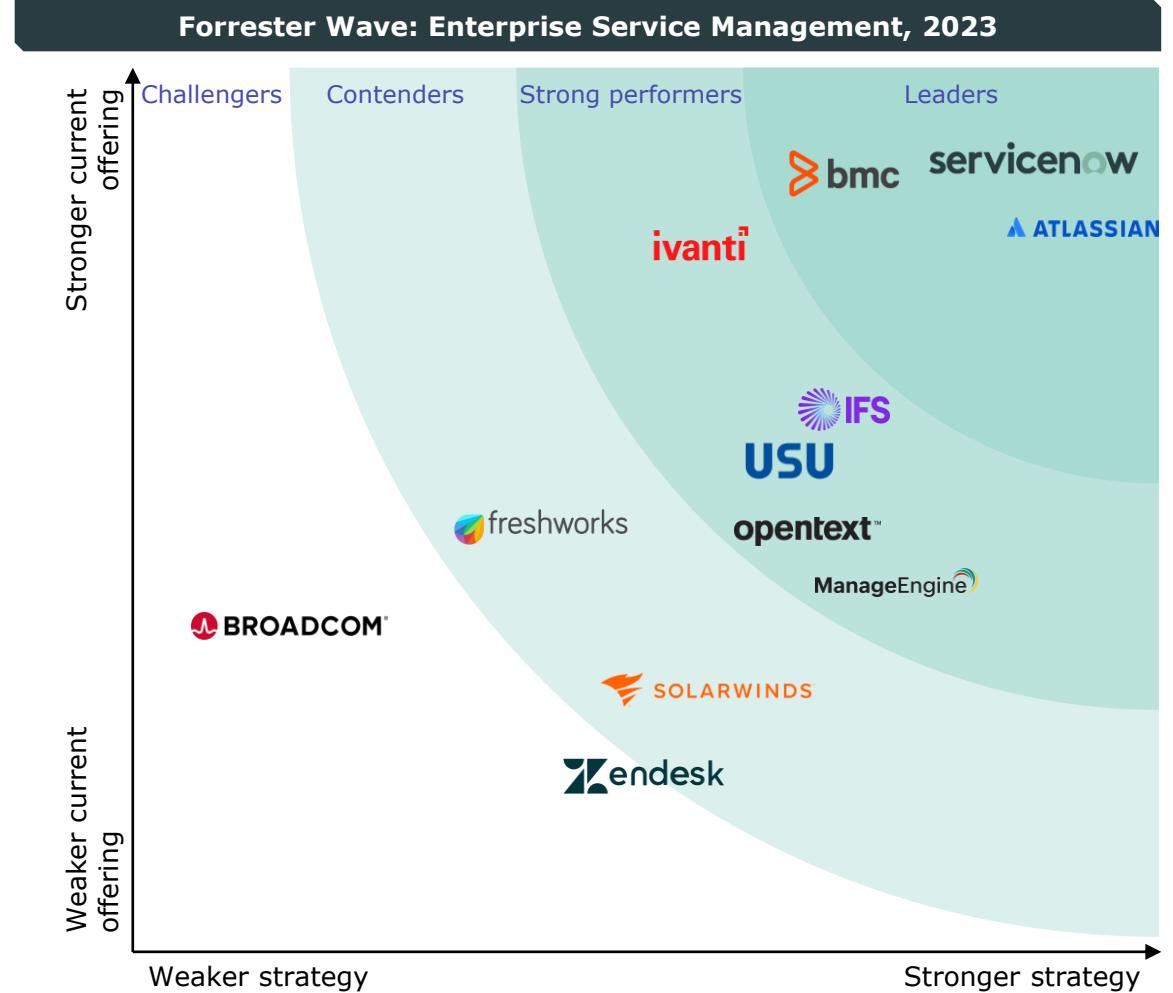
ServiceNow has become a recognised leader in the ESM market, having replicated service management principles to function beyond ITSM

Select Forrester perspectives

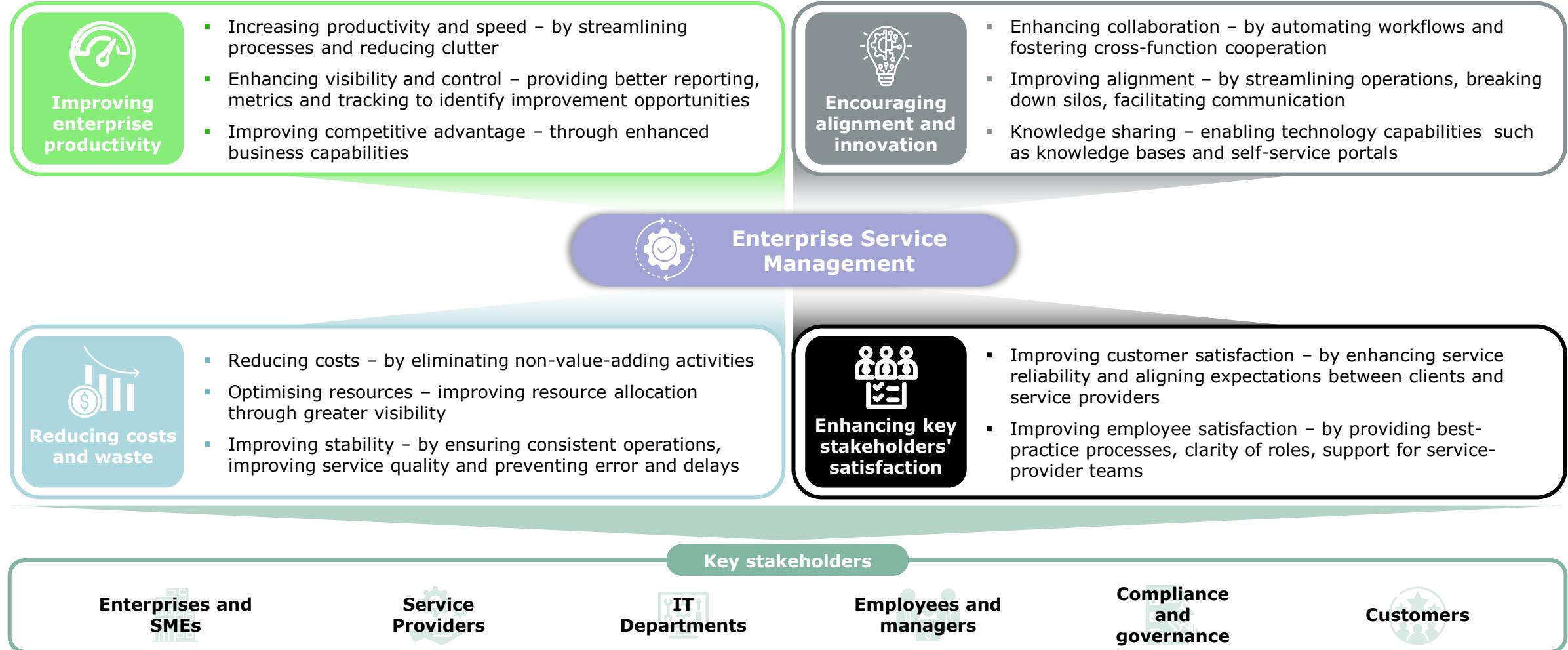
"ESM platforms increasingly occupy positions of business criticality at adopting organizations, and leaders in the space have continued to introduce new functionality and integrations to allow them to surpass customer expectations"

"ServiceNow remains the most ambitious ESM vendor in the market, seeking to further the automation, employee services and employee experience enhancements it brings to customers"

"ServiceNow remains a leading choice for larger organizations looking to fully adopt ESM"



ESM consists in providing organisational strategy to enhance efficiency across enterprise functions, improving overall business performance



The ESM market enjoys sustained favorable trends expected to persist in the medium and long term



ITSM practices have been expanded across the enterprise

- ESM was once considered an afterthought to ITSM. However, ESM capabilities are increasingly in demand in their own right
- ITSM tools have improved and adapted to the needs of Enterprise Service Management as demand has grown



AI and automation

- AI is automating routine tasks, improving decision-making, and enhancing the efficiency of enterprise service delivery
- Chatbots and virtual assistants are used for both IT and non-IT service interactions



Holistic digital transformation

- ESM is playing a pivotal role in holistic digital transformation efforts, helping organizations align business processes, workflows, and services with overarching strategic goals



Focus on customer experience and transformative solutions

- Organisations are striving to deliver exceptional customer experiences, which requires the adoption of specialised technologies, such as cloud computing, increased reliance on digital channels and more automation

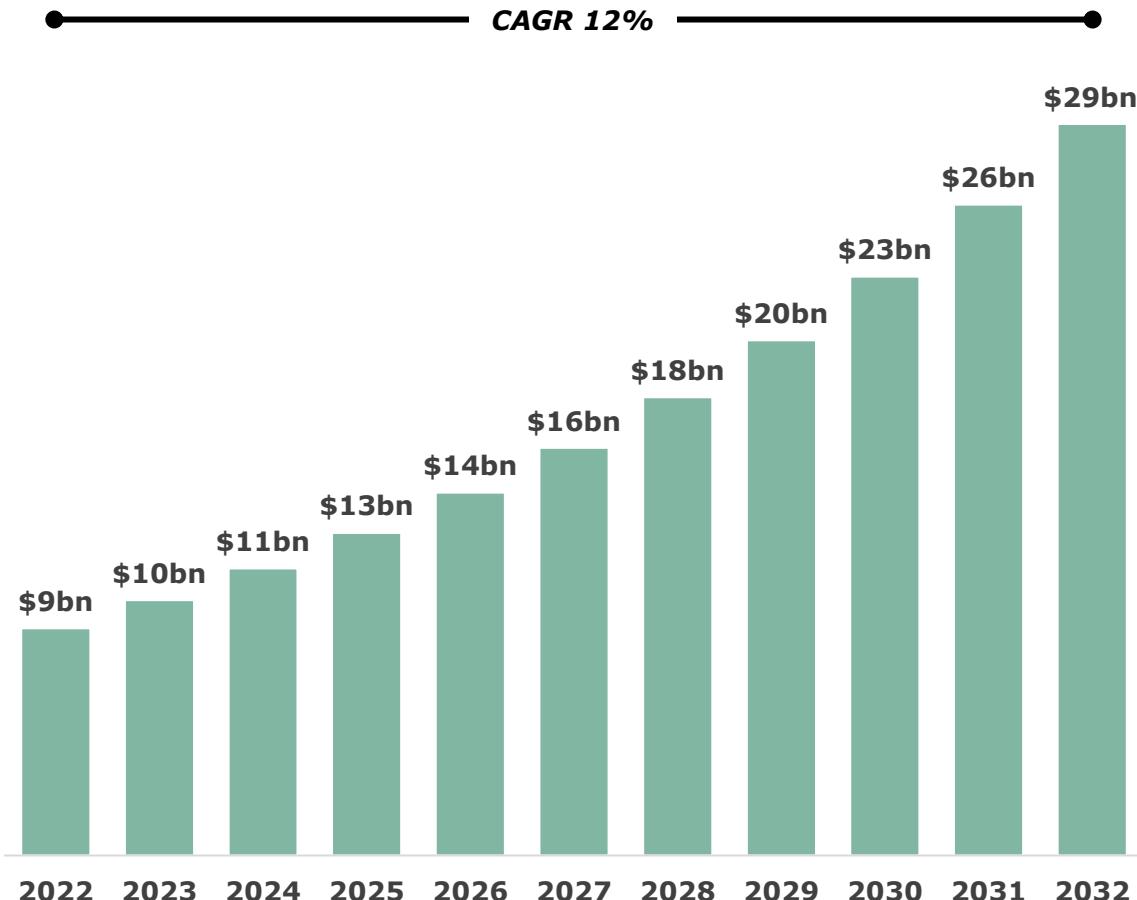


Remote and hybrid work support

- The rise of remote and hybrid work models has led to ESM solutions supporting a distributed workforce by providing remote service capabilities, virtual collaboration tools, and support for remote access

ServiceNow's ITSM legacy offering is poised to benefit from increased emphasis on enterprise IT strategies...

The global ITSM market is expected to grow to \$29b in 2032...



...driven by fundamental shifts in how enterprises plan for IT

1

Business leaders are realizing strategic and operating advantages from IT systems in an increasingly interconnected and data-driven world



2

IT projects are shifting from a focus on external facing deliverables, such as revenue and customer experience, to more inward facing efforts focused on optimisation



3

Generative AI is top of mind for many business and IT leaders, which companies will gradually incorporate through add-ons and upgrades to existing tools



4

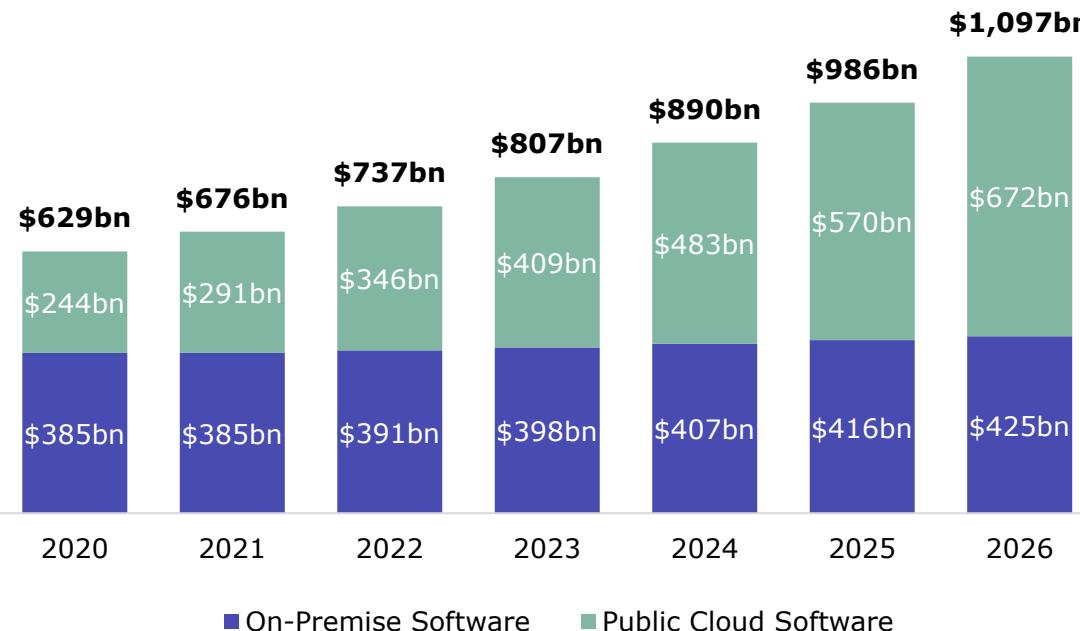
Compliance with industry regulations and a heightened focus on cybersecurity drive the need for IT solutions that can ensure adherence to standards and enhance security



...while the expansion into new enterprise functions will harness favorable trends in digital transformation worldwide

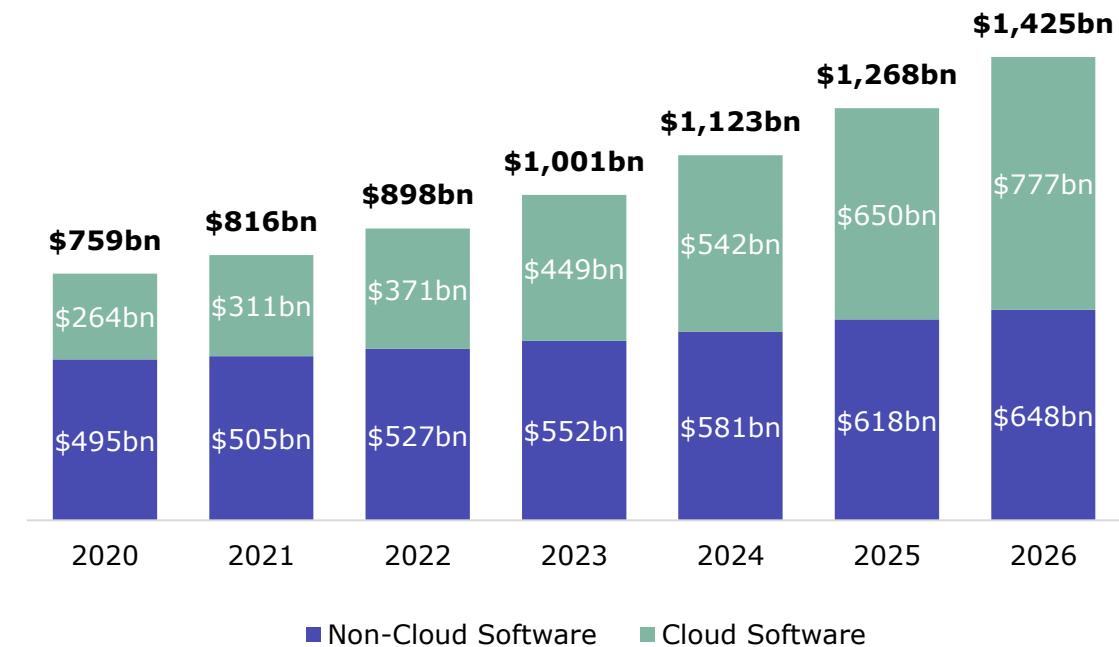
Digital transformation is driving trends towards cloud software...

Global Software Spending: On-Premise vs. Public Cloud



...which is expected to grow at a ~20% CAGR through 2026

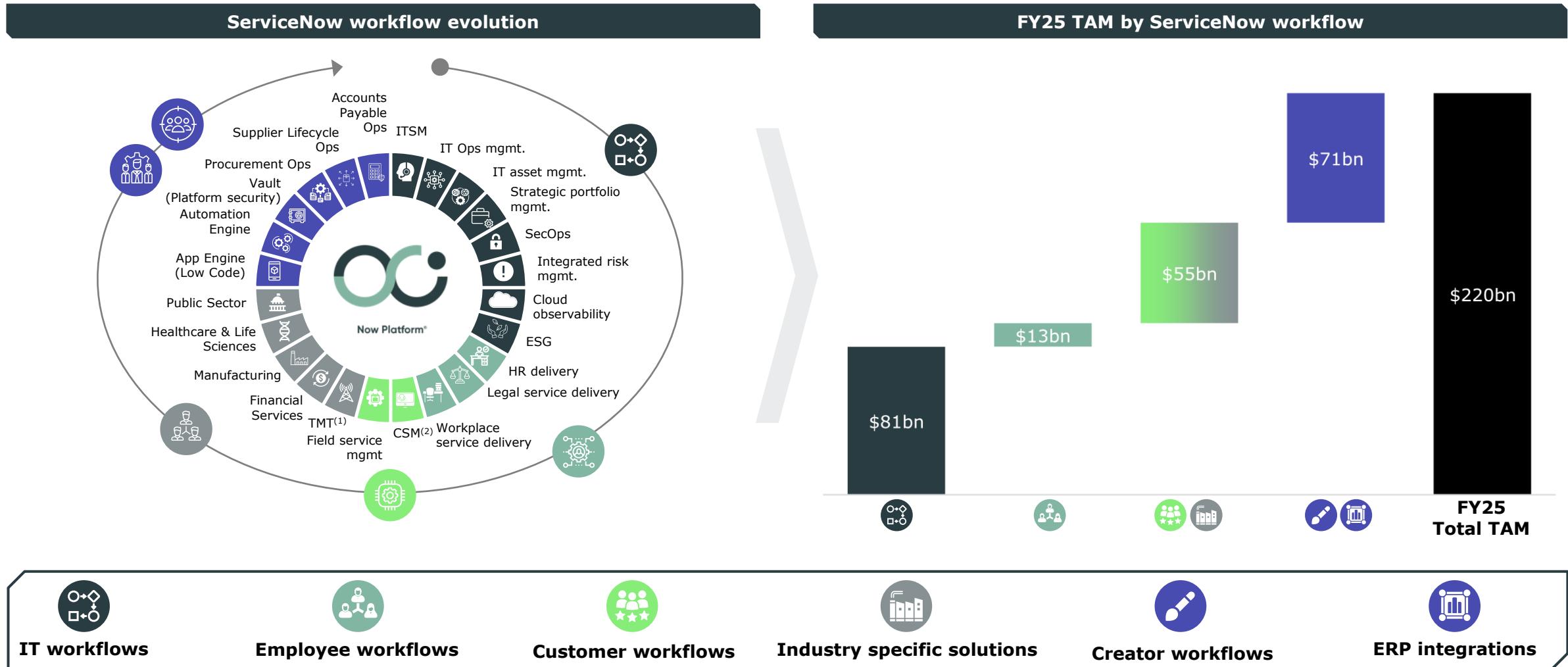
Global Digital Transformation Software Spending



Cloud-delivered software to account for 61% of the software market by 2026 (from 43% today).

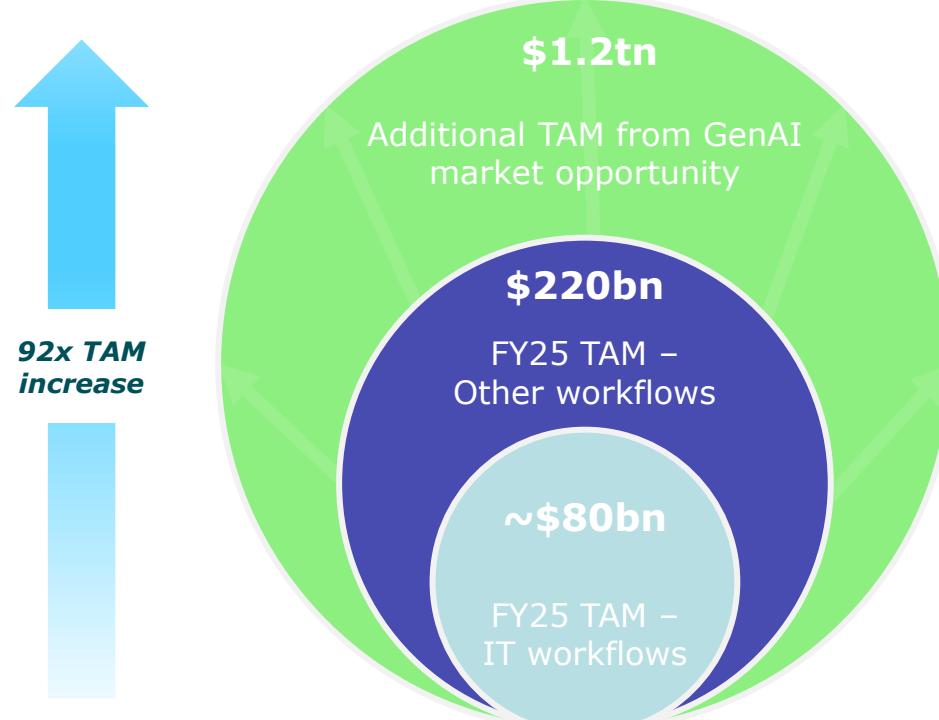
Cloud computing enables IT and business innovation while freeing up Company resources; external IT spending typically accounts for 2% - 5% of company expenses but extends to 50% - 90% of a Company's operations.

The extension from ITSM across multiple enterprise functions translates into a c. \$150bn TAM increase for ServiceNow...



...on top of which, Generative AI could add an additional \$1tn to its TAM

Generative AI could add \$1tn to its TAM...



Gartner estimates that \$3tn will be invested in IT between 2023 and 2027, \$1tn thereof will be deployed into Generative AI, adding to ServiceNow's existing TAM of \$220bn.

... a space in which ServiceNow has made several acquisitions

Date	Target	HQ	EV (\$m)	Description
Dec-23	ultimate.suite	🇨🇿	n.a.	Developer of process and task mining software
May-23	G2K	🇩🇪	464	Developer of AI-powered data solutions for the retail industry
Jun-22	hitch™	🇺🇸	57	Developer of an AI-based learning & development platform
Nov-21	Dot•Walk	🇺🇸	n.a.	Developer of AI-powered app testing solutions
Oct-21	qekkobrain	🇩🇰	n.a.	Developer of ERP modification solutions
Mar-21	IB.	🇮🇳	n.a.	RPA solutions to help customers automate repetitive tasks
Nov-20	ELEMENT ^{AI}	🇨🇦	228	Developer and provider of AI-based IT services for enterprises
Jan-20	Passage AI	🇺🇸	33	Developer of chatbot solutions for customers
Jan-20	loom Systems	🇮🇱	58	Provider of AIOps solutions for IT operations

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ServiceNow's strong growth has been underpinned by cross-functional platform and strategic expansion and investment from SNEV⁽¹⁾

A

ServiceNow has demonstrated segment-leading growth whilst ensuring strong fundamental metrics



B

ServiceNow has effectively leveraged relationships within enterprises to build a cross-functional software platform underpinned by a deliberate land & expand go-to-market strategy



C

ServiceNow's successful positioning and expansion across the enterprise creates an exciting opportunity for its ecosystem



D

To fuel the growth of the landscape, ServiceNow Ecosystem Ventures has committed to invest \$1bn by 2026 across three core strategies



ServiceNow has demonstrated segment-leading growth whilst ensuring strong fundamental metrics



Equity research perspectives

J.P.Morgan
October 2023

"As ServiceNow's core IT Service Management product scales and further penetrates, continued development of complementary IT solutions as well as non-IT Workflow offerings will be key drivers of future growth in ServiceNow's path to \$11B in subscription revenue."

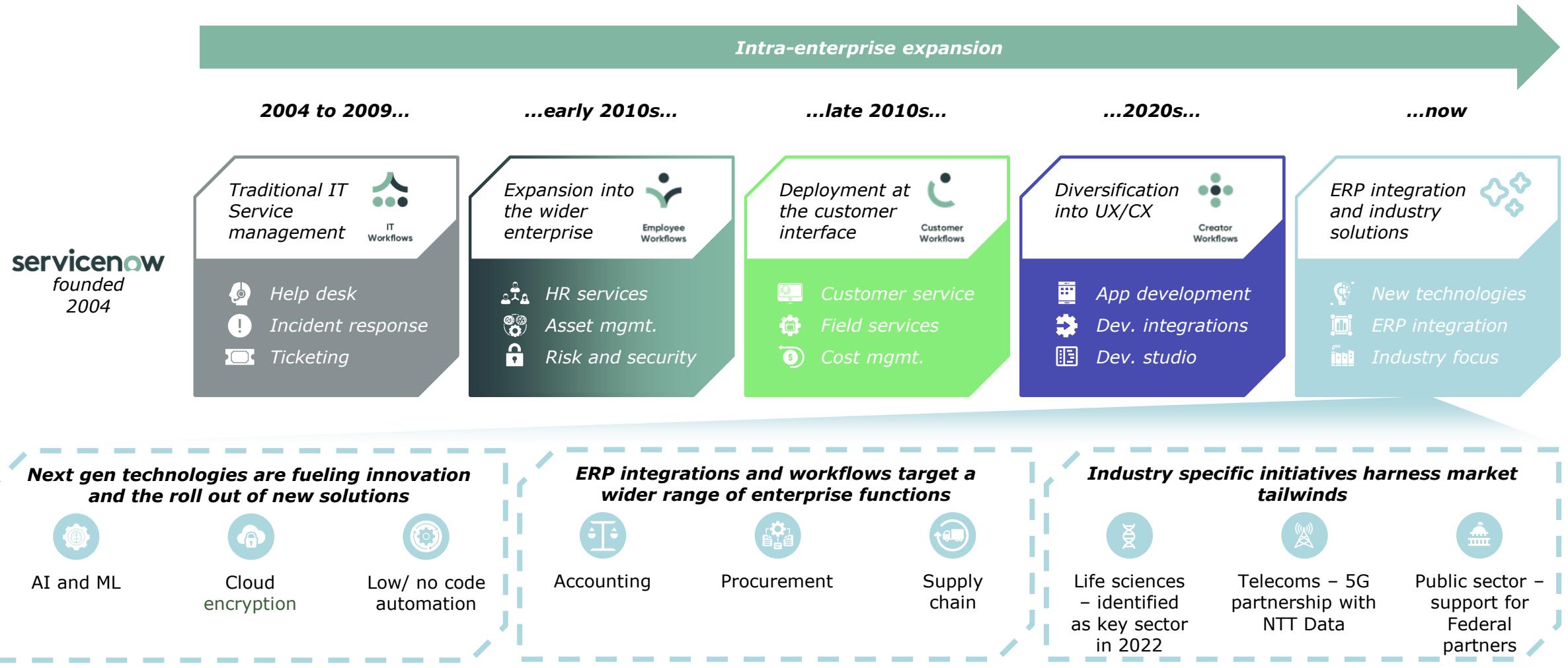
Key fundamental metrics for ServiceNow

	Q3'23 (realized)	CY23 (guidance ⁽²⁾)	CY24 (guidance ⁽²⁾)
Subscription YoY growth	+27%	+26%	+22%
Gross margin	78%	81%	81%
EBITDA margin	36%	33%	33%
Close to rule of 60	63%	59%	55%

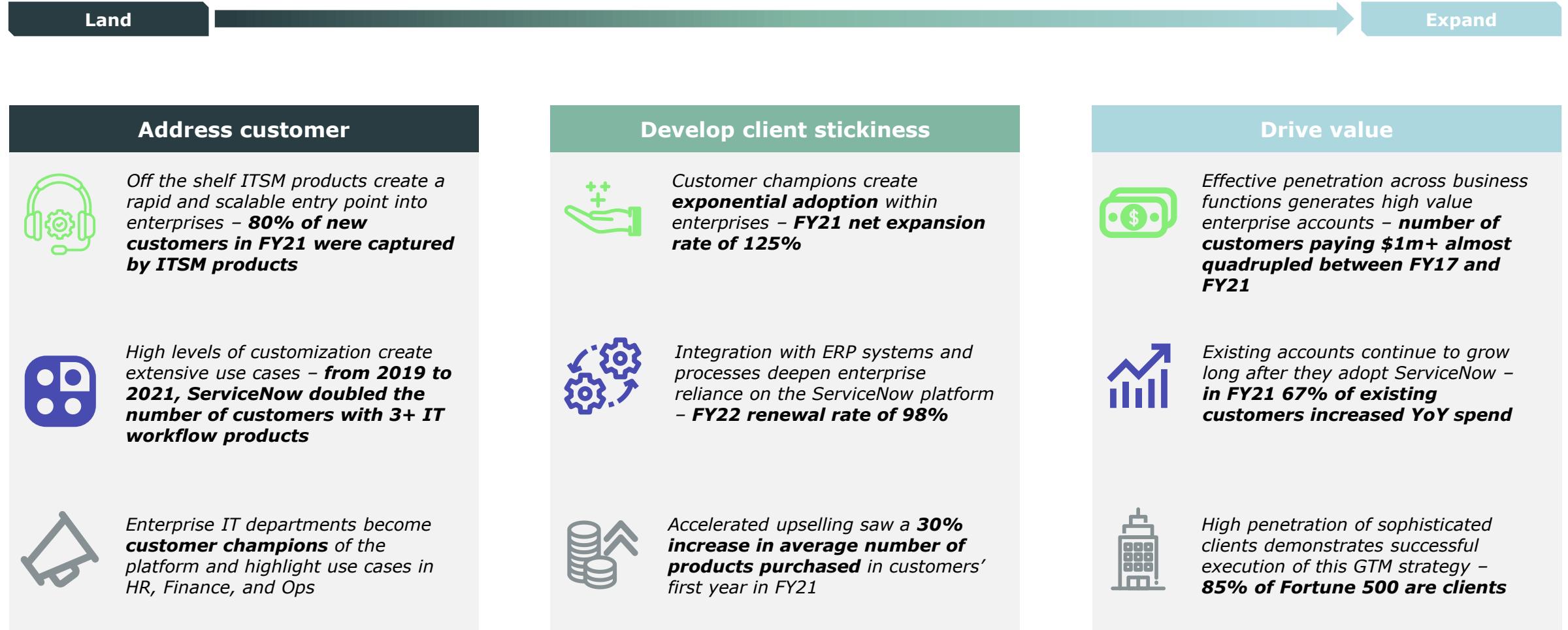
BARCLAYS
October 2023

"Due to its strong platform story, ongoing innovation like the new AI SKU (Plus) and limited competition, it is able to deliver very solid results despite all the macro uncertainties. Strong federal business but also healthy new logo activity in Q3 show that NOW is executing well despite the macro headwinds."

ServiceNow has effectively leveraged relationships within enterprises to build a cross-functional software platform...



...underpinned by a deliberate land & expand go-to-market strategy



ServiceNow's successful positioning and expansion across the enterprise creates an exciting opportunity for its ecosystem

Key trends



ServiceNow's revised partner strategy includes a new designation system along with initiatives to drive partner innovation and growth



ServiceNow partner opportunity

Partners are able to better differentiate themselves and rely on ServiceNow's ongoing support in delivering services to customers



ServiceNow has recently pushed into the ERP market with its Procurement Service Management tool



There is an opportunity for the partners to capitalize on global supply chain woes and cross-sell ERP and legacy ServiceNow solutions



ServiceNow continues to invest in its industry solutions, which include Telco, Manufacturing, Media, Tech, Financial Services, Public Sector, and Healthcare/Life Sciences



Buyers see value in firms focusing on marketing to specific industry segments and building out products and services that target these industries



ServiceNow's 2022 revenue grew at an impressive YoY rate of 29%, reflecting robust performance across the core IT business as well as emerging areas such as creator, employee, and customer workflows



Dynamic growth across all segments should support partners and provide ample cross-sell opportunities

To fuel the growth of the landscape, ServiceNow Ecosystem Ventures has committed to invest \$1bn by 2026 across three core strategies



Emerging company



Ecosystem investment



Venture fund investment

- Investing in emerging companies with innovative technologies that add value across ServiceNow's platform*
- Core areas of focus include: AI, Machine Learning, hyper automation, distributed cloud, total experience and data intelligence*

Craft

Tenon

veza

PLAT4MATION

NEWROCKET

SMITH POINT

- Strategic balance sheet investments to grow talent capacity and accelerate business objectives and capabilities with go-to-market partners that are helping drive customer adoption of the NowPlatform globally*

- Indirect fund investments to partner with venture capital investors who share SNEV's operational-centric investment strategy*

SNEV has already deployed over \$300m across 45 portfolio companies

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ServiceNow partner ecosystem dynamics: an overview of the landscape

A

ServiceNow has an established partner program with over 2,000 partners globally categorized across five partner statuses and the partner ecosystem is fairly fragmented across all scales



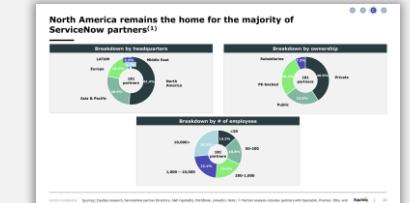
B

There are tangible benefits to using a ServiceNow partner, but also potential drawbacks to consider



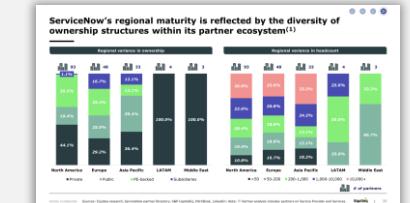
C

North America remains the home for the majority of ServiceNow partners

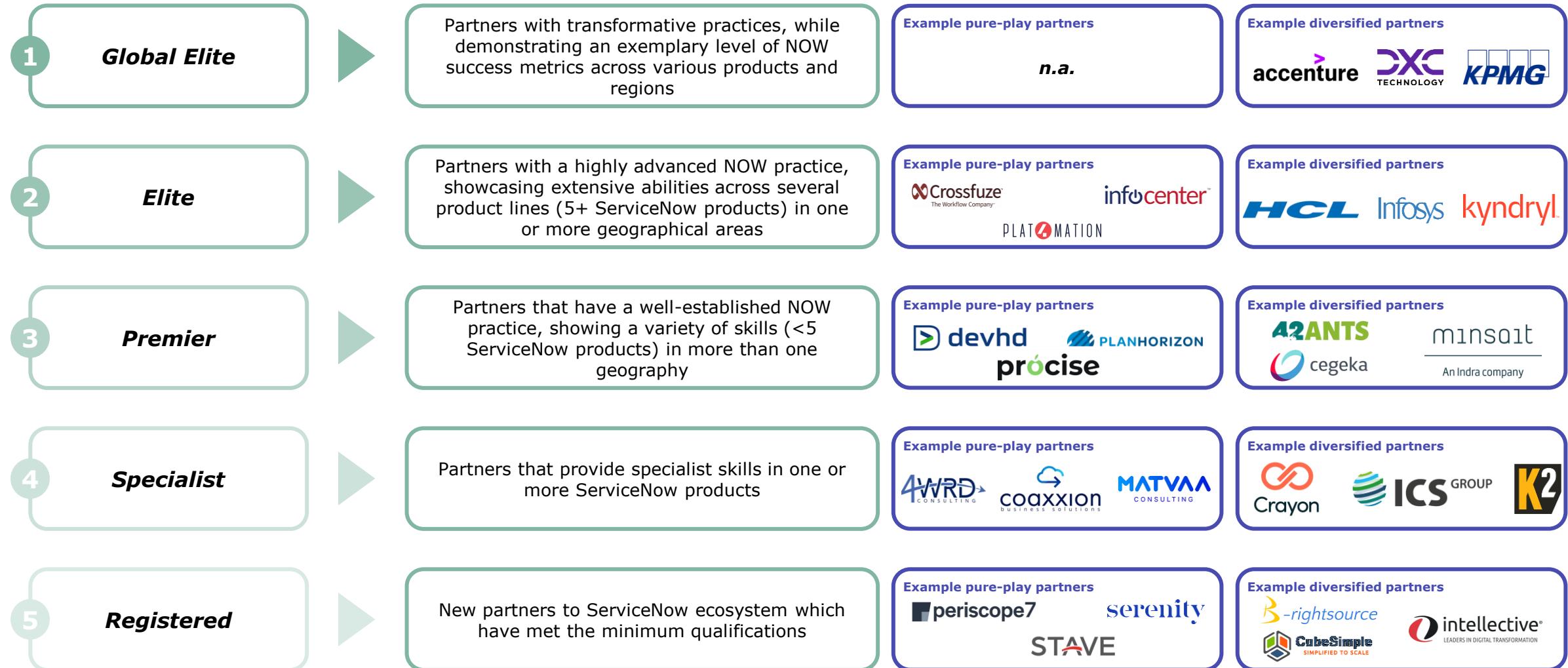


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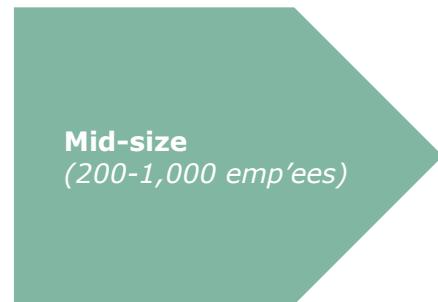
ServiceNow's regional maturity is reflected by the diversity of ownership structures within its partner ecosystem



ServiceNow has an established partner program with over 2,000 partners globally categorized across five partner statuses...



...and the partner ecosystem is fairly fragmented across all scales



- The largest ServiceNow services providers are a mixture of digital IT companies (e.g. Accenture, DXC Technologies, Nagarro) and large, diversified IT & BPO providers (e.g. Infosys, Larsen and Toubro, Wipro)
- This market has become attractive to large and diversified technology consultancies, highlighted by NTT Data's acquisition of Acorio (August 2020)
- Mid-size companies are largely comprised of private equity backed, ambitious digital transformation companies (e.g. Crossfuze, Newrocket) that have grown organically and through acquisition
- Notable investors in this space include Keensight Capital (Plat4Mation), Gryphon Investors (Newrocket) and RLJ Equity Partners (Crossfuze)
- The smaller, emerging firms typically focus on agility and innovation, either through specific verticals or geographic niches
- Firms can sometimes come from a consulting or managed services standpoint and evolve into an end-to-end cloud service provider

There are tangible benefits to using a ServiceNow partner, but also potential drawbacks to consider

Major benefits include access to talent, flexibility and cost savings



Deep know-how

ServiceNow partners understand complications and best practices and can offer valuable insights and recommendations based on past implementations



Adaptable level of services

ServiceNow partners provide adaptable solutions tailored to an organisation's fluctuating requirements and can deliver the required solutions



Customisation and tailoring

ServiceNow partners can customise solutions to meet the specific needs and requirements of an organisation. Implementation is closely aligned with the business processes, goals and unique challenges



Innovation

ServiceNow partners follow the latest technology trends and industry best practices and help their clients fully exploit the benefits of ESM technology



Streamlining costs

Leveraging ServiceNow partners, organisations can realise significant cost savings, by avoiding the need for extensive internal training and reducing the burden on in-house teams

Downsides consist of partner dependency and lack of control



Dependency on outsourcing

An organisation's success could become reliant on the partner for key business functions. The potential loss of an outsourcing partner could result in considerable operating challenges



Reduced internal know-how

ServiceNow partner dependency may lead to a reduction in internal expertise. Over time, this loss of in-house knowledge and skills could impact the organisation's ability to independently manage its workflows



Outsourcing challenges

There may be limitations to how precisely ServiceNow partners can meet clients' internal requirements. Organisations with highly specific or complex processes may struggle to achieve all their objectives



Integration challenges

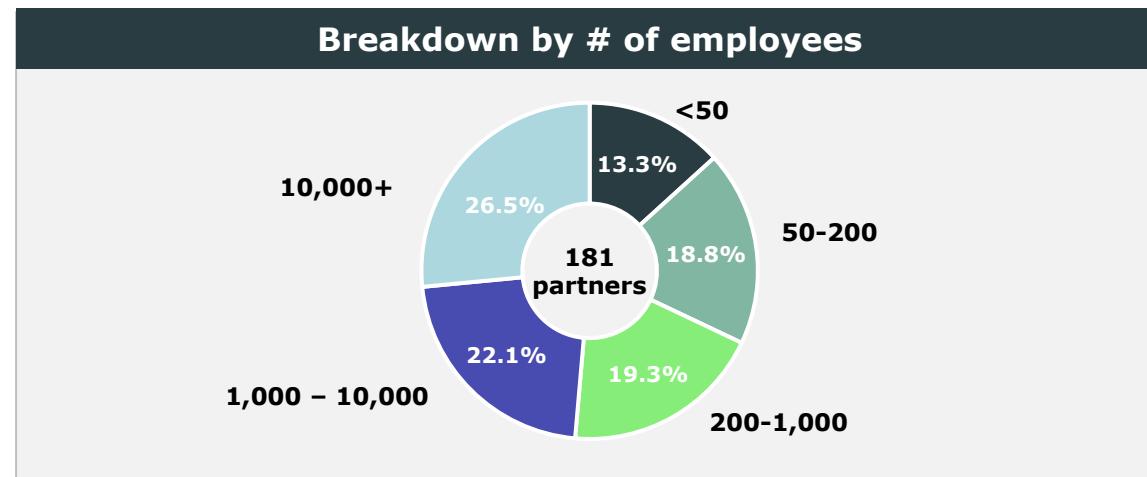
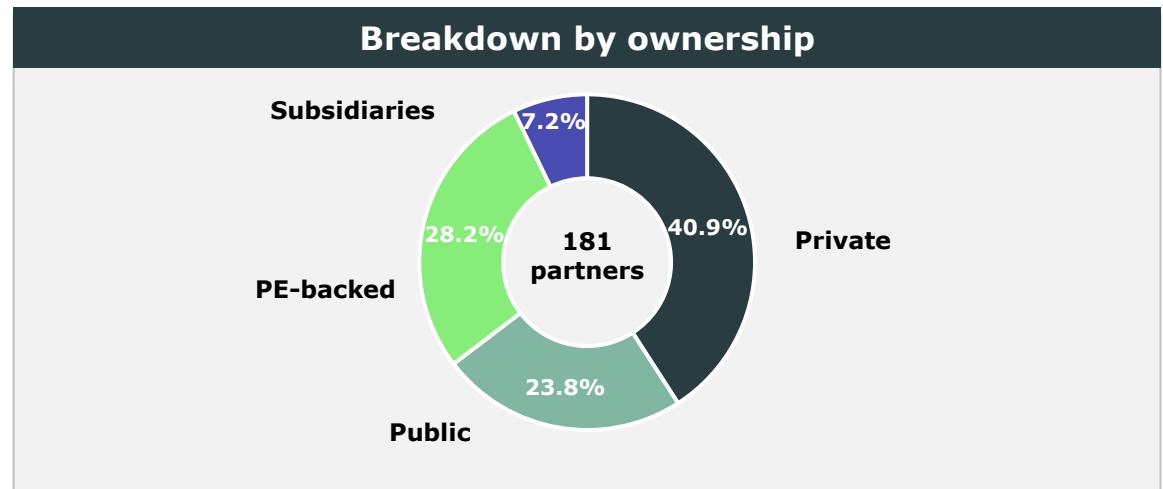
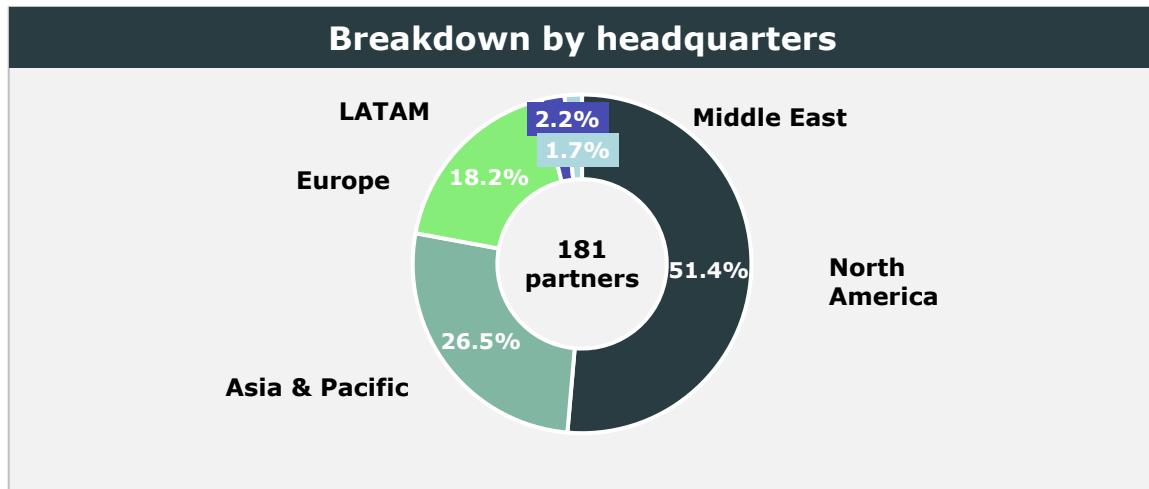
Integrating external processes and solutions with existing systems can be complex. Incompatibility issues, data migration challenges, and disruptions may arise during the integration process



Lack of control

As organisations become increasingly reliant on ServiceNow partners, they are at risk of loss of direct control over certain aspects of their workflows and operations

North America remains the home for the majority of ServiceNow partners⁽¹⁾



ServiceNow's regional maturity is reflected by the diversity of ownership structures within its partner ecosystem⁽¹⁾



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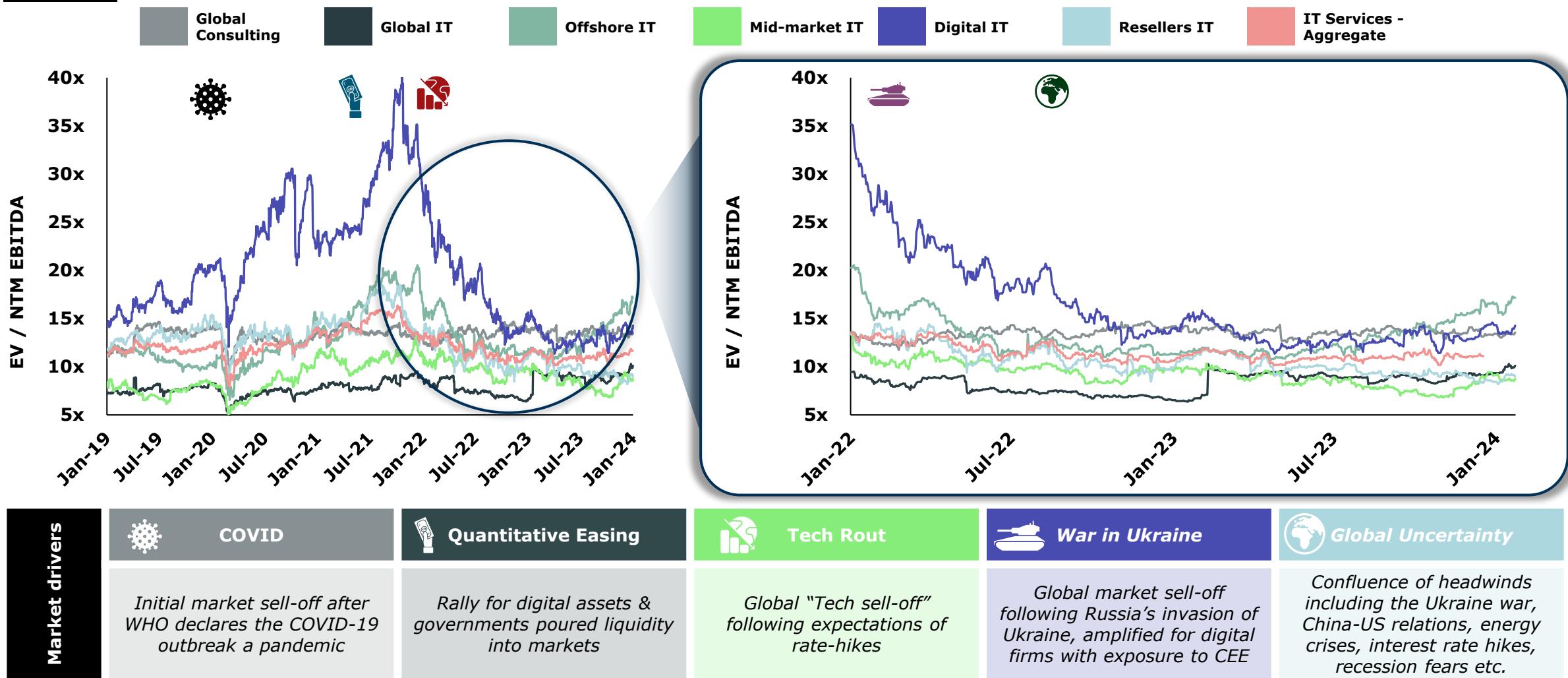
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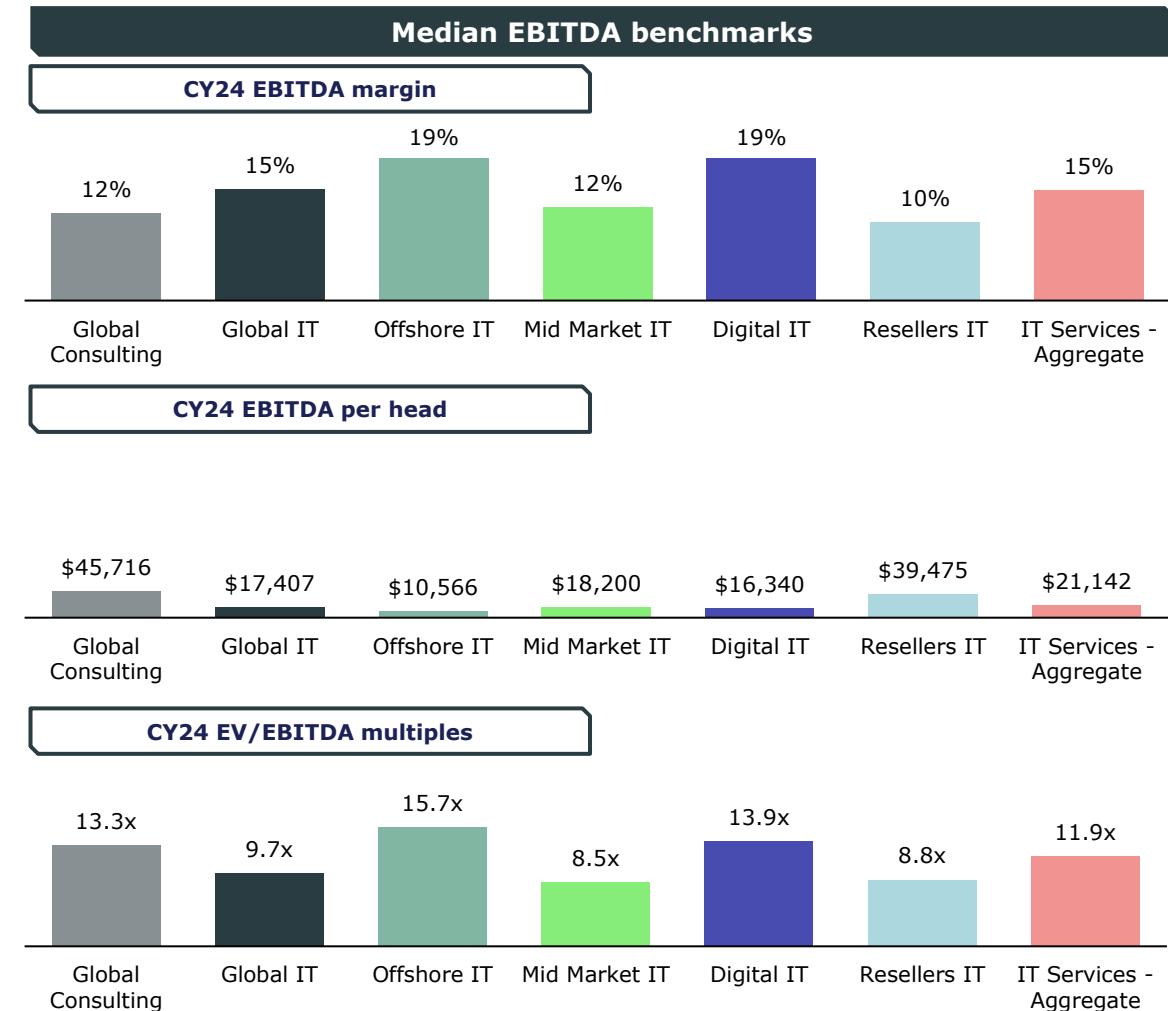
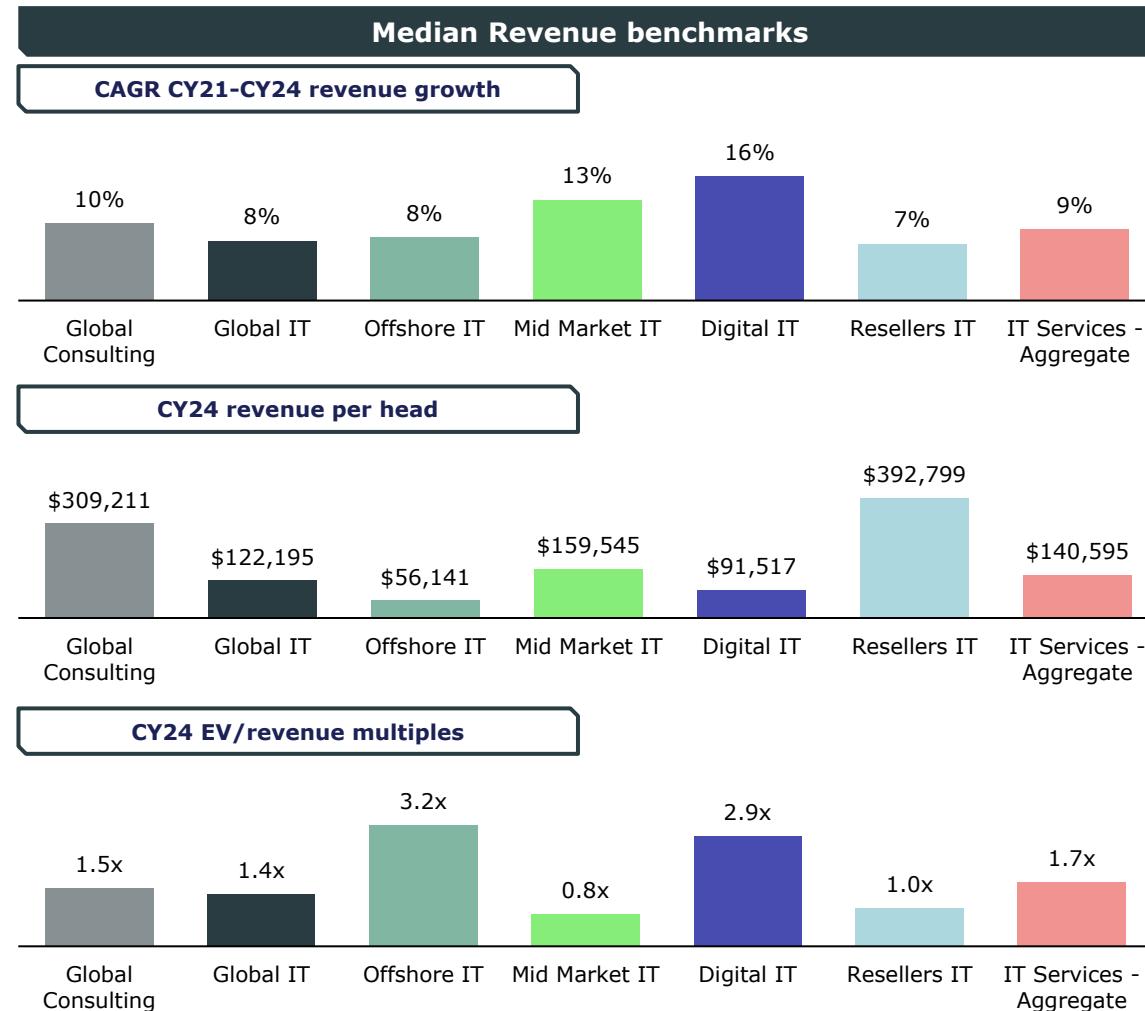
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After peaking in late 2021, digital IT firms have broadly reduced to pre-COVID levels



Offshore IT and digital IT firms command elevated valuations due to heightened profitability and growth prospects respectively



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ServiceNow partner transactions: market trends and consolidation dynamics

A

The ServiceNow partner ecosystem has seen accelerated consolidation from strategic acquirers and financial investors



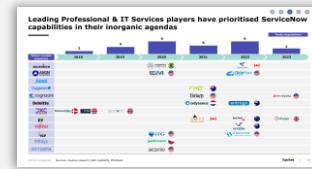
B

The mature North American ecosystem has driven global deal volume, while the UK has seen the most activity in Europe



C

Leading Professional & IT Services players have prioritised ServiceNow capabilities in their inorganic agendas



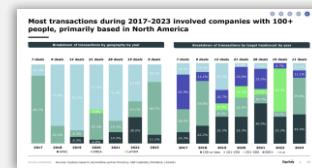
D

Private Equity firms have been active in rolling-up the North American landscape through buy-and-build strategies



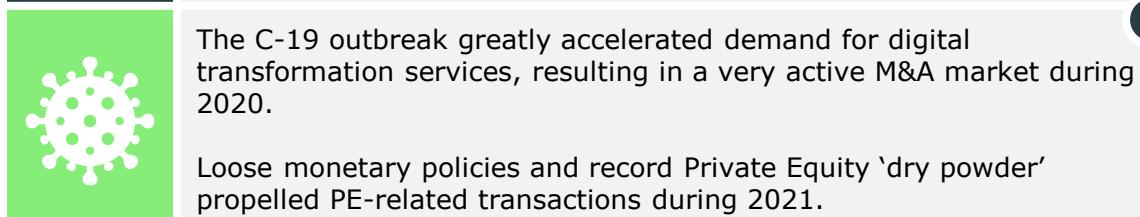
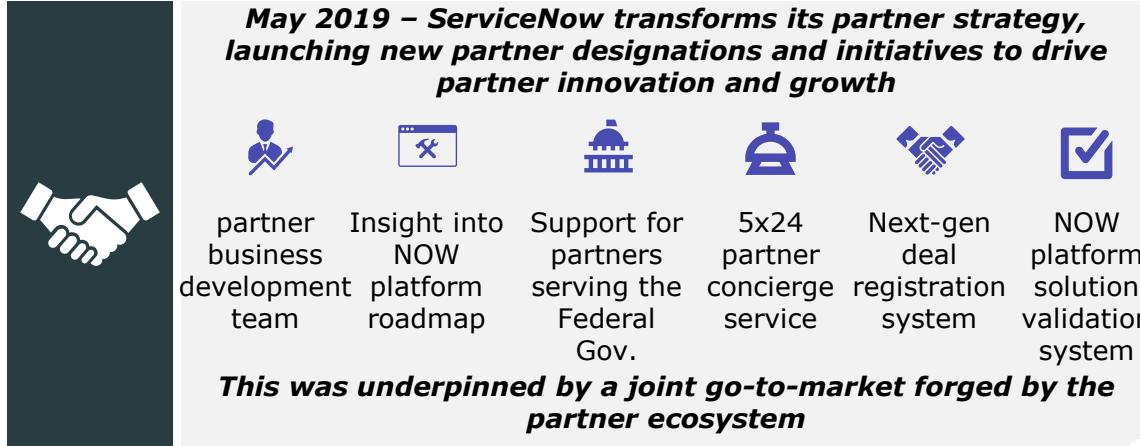
E

Most transactions during 2017-2023 involved companies with 100+ people, primarily based in North America

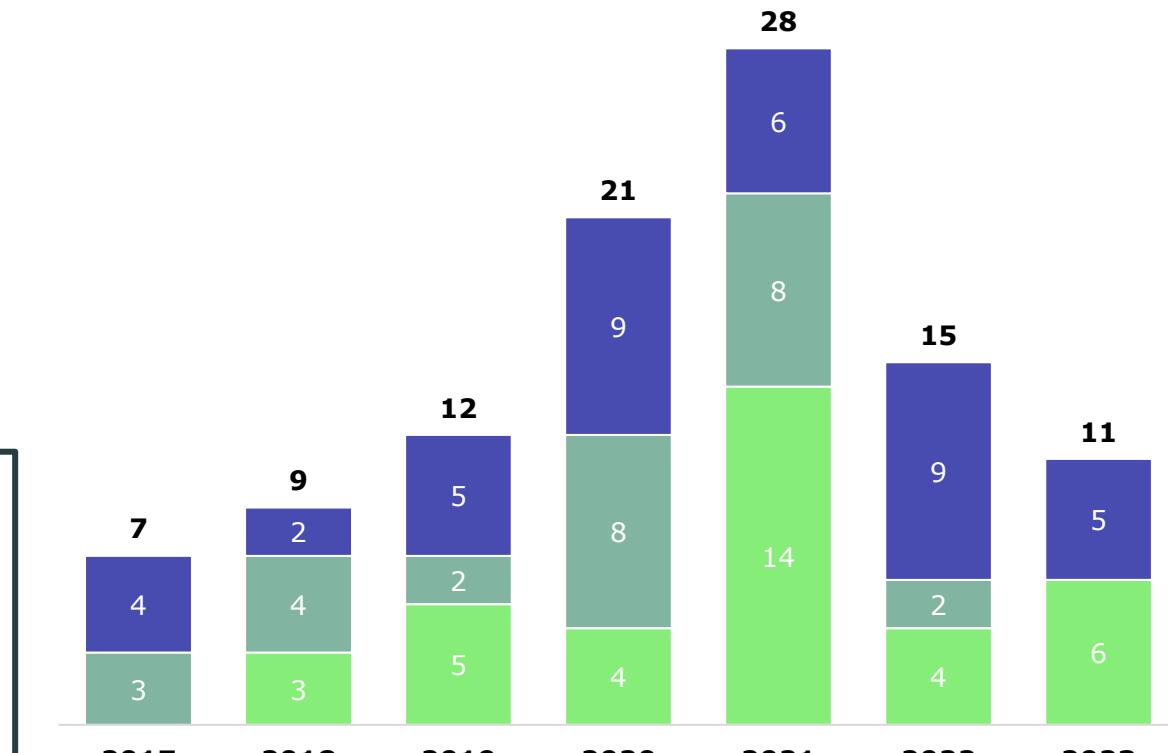


The ServiceNow partner ecosystem has seen accelerated consolidation from strategic acquirers and financial investors

External factors have influenced the ServiceNow partner M&A market



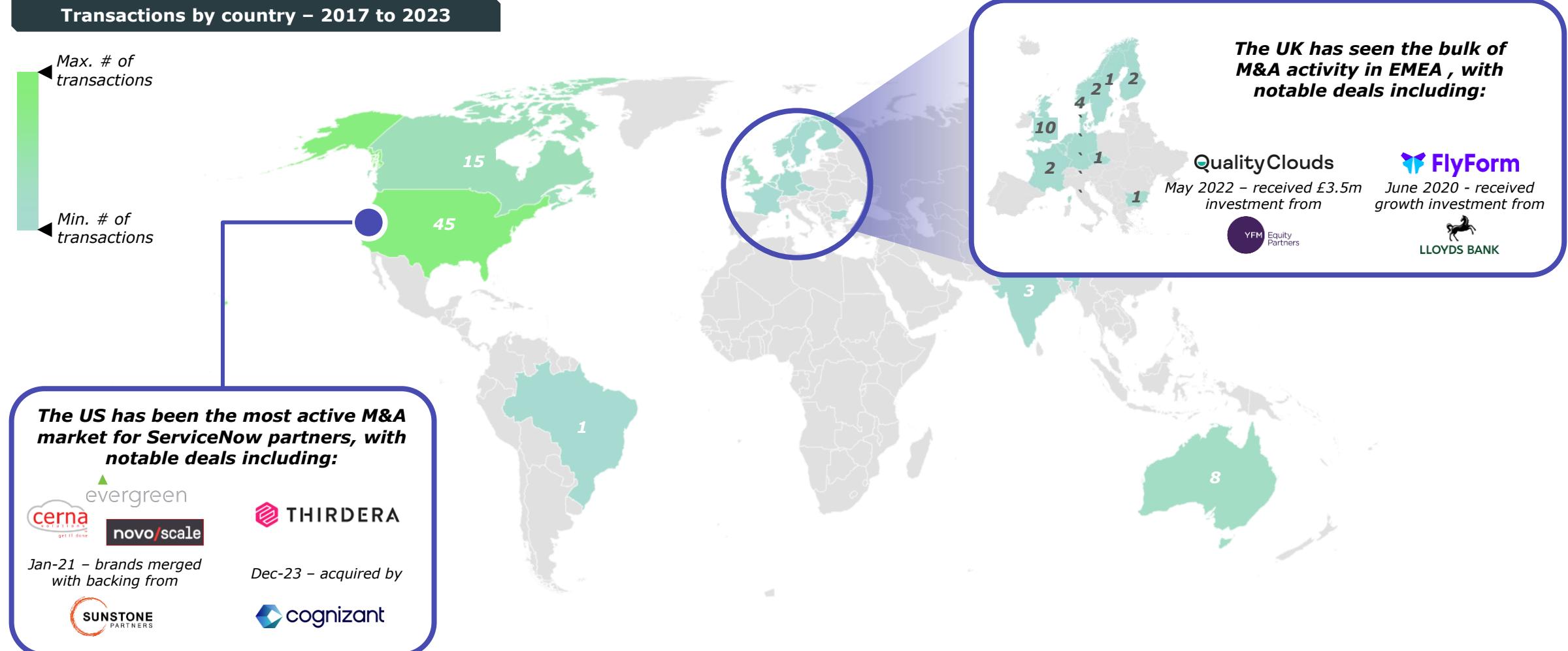
Breakdown of ServiceNow partner transactions by strategy



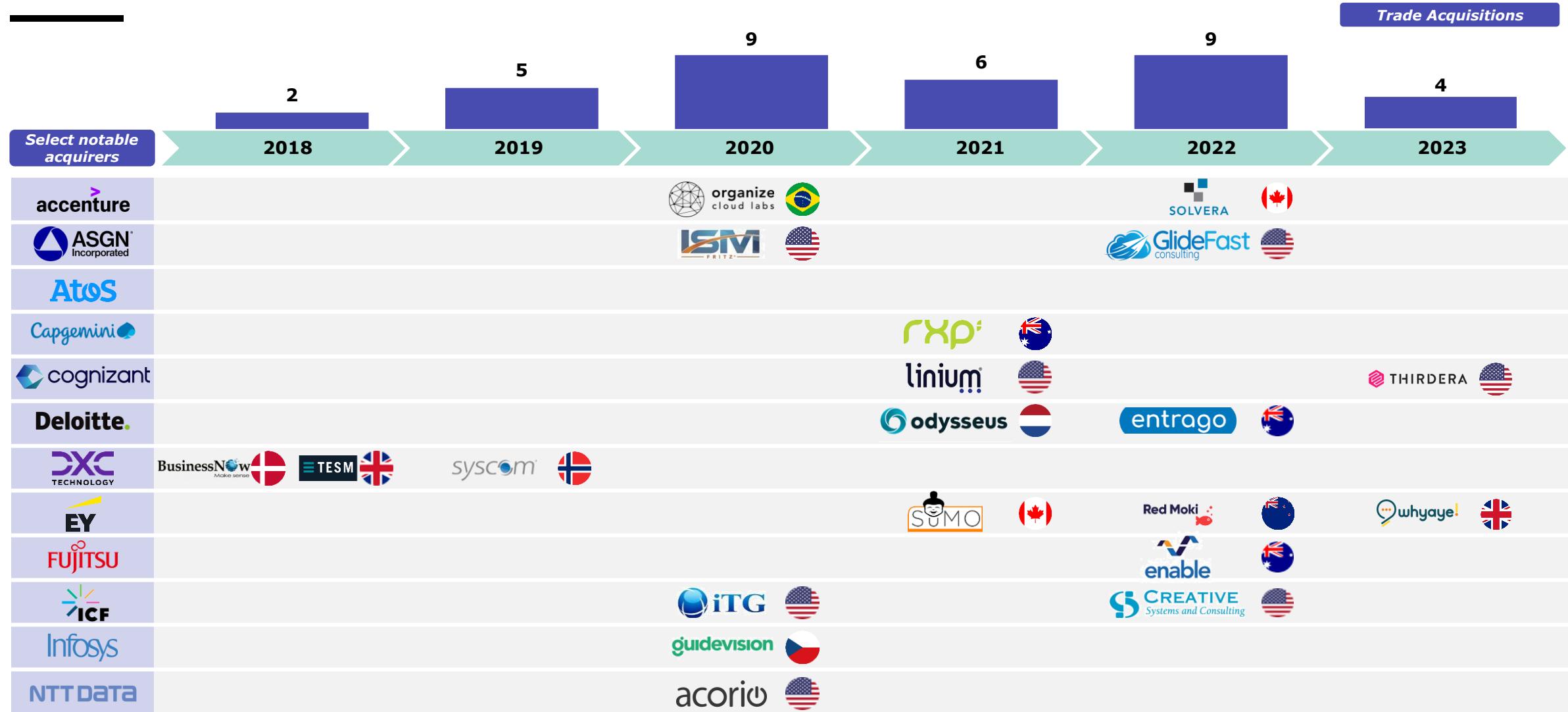
Notable events:



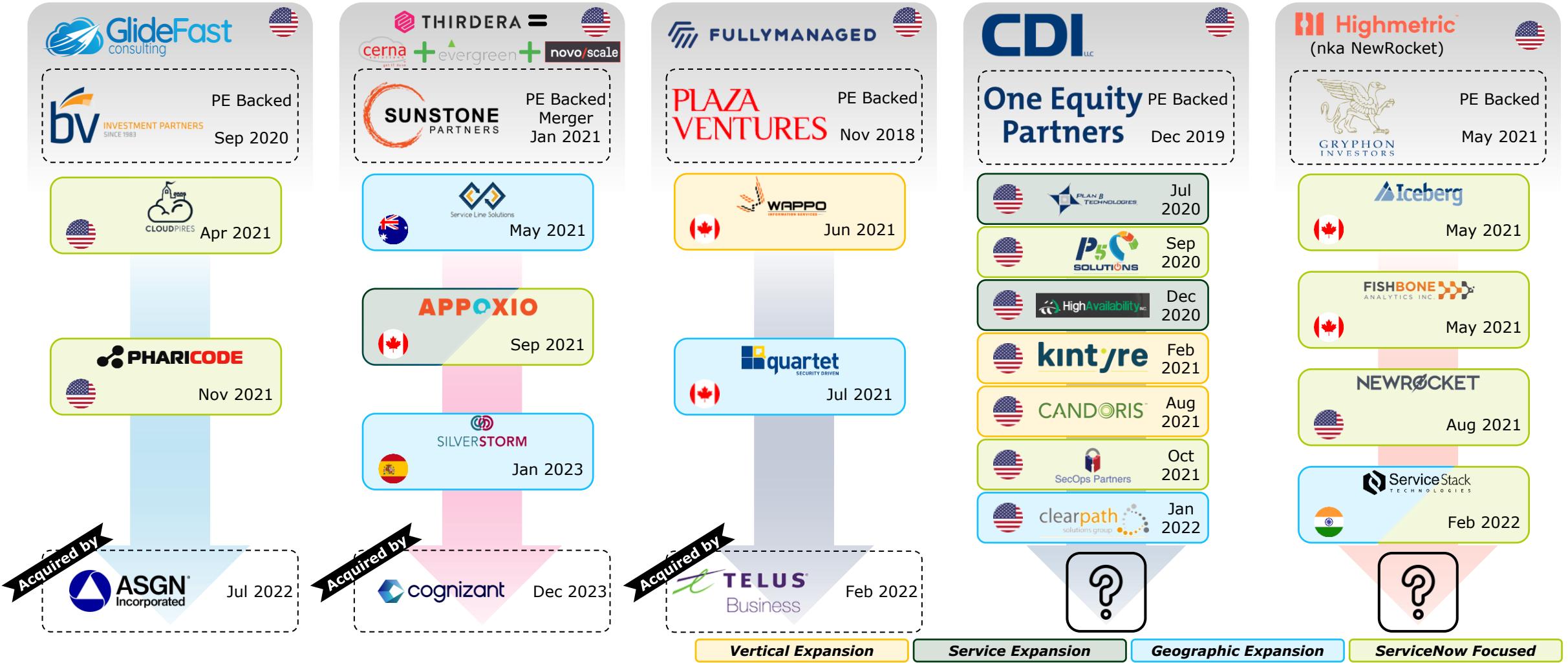
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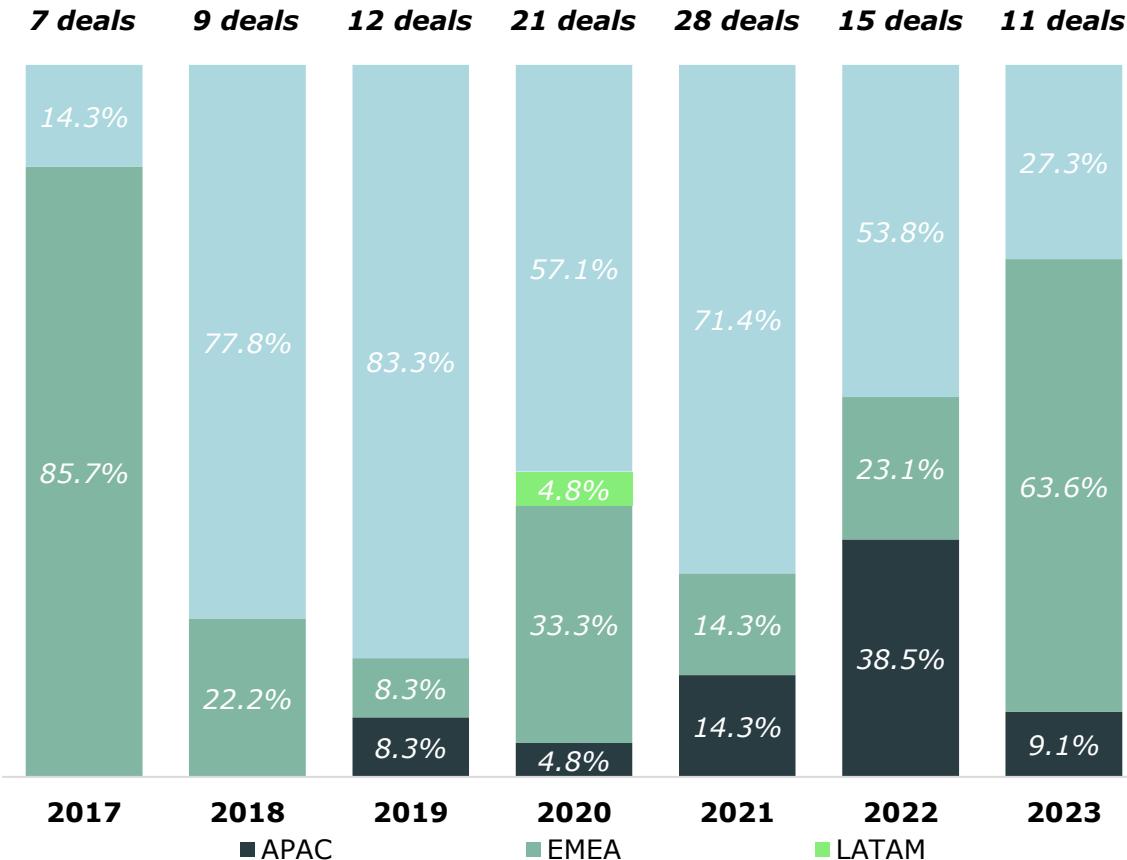


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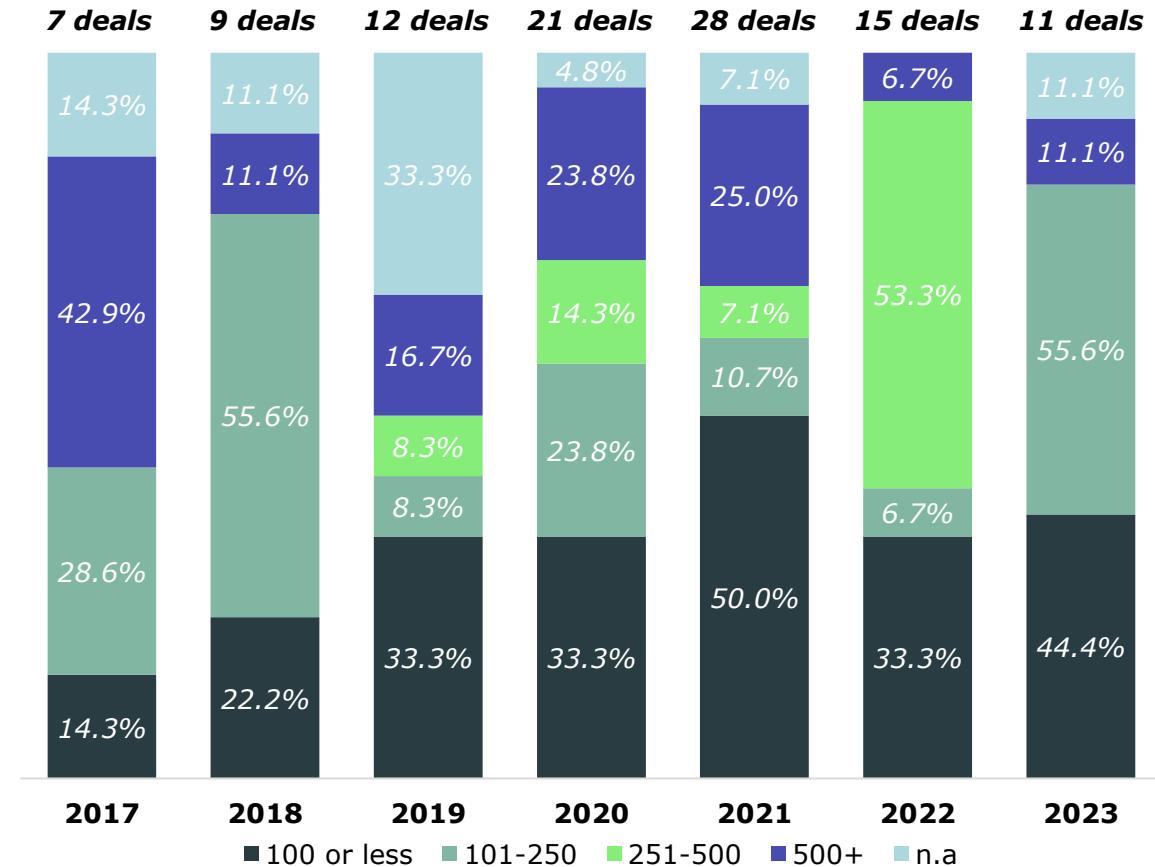


Most transactions during 2017-2023 involved companies with 100+ people, primarily based in North America

Breakdown of transactions by geography by year



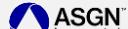
Breakdown of transactions by target headcount by year



Recent ServiceNow partner M&A activity (1/5)

Buyer	Target	Date	Type	Commentary
 KEENSIGHT CAPITAL 	 PLAT4MATION 	Feb-24	PE Platform	<i>Investing alongside ServiceNow Ecosystem Ventures, Keensight are looking to support Plat4mation in their journey of growth and help with geographic expansion</i>
 cognizant 	 THIRDERA 	Dec-23	Trade	<i>The acquisition of Thirdera will enable Cognizant to offer clients one of the most comprehensive experiences in the ServiceNow ecosystem, with robust capabilities in prof. services and GenAI</i>
 inetum <small>positive digital flow</small> 	 unifii 	Dec-23	PE Bolt-on	<i>The acquisition enables Inetum to strengthen its presence in the United Kingdom & Ireland and become a leading European partner for ServiceNow</i>
 RGP 	 CloudGo 	Nov-23	Trade	<i>The acquisition will accelerate the growth of RGP's global digital consulting business, both from a strategic capabilities' perspective as well as regional positioning</i>
 inetum <small>positive digital flow</small> 	 Proceed 	Sep-23	PE Bolt-on	<i>The acquisition helps Inetum reinforce its leadership in Europe and strengthen its ServiceNow capabilities</i>
 THE CLOUD PEOPLE 	 nuvolax 	Aug-23	PE Bolt-on	<i>The acquisition enables The Cloud People to expand on its current service offering and increase specialisation in different parts of the ServiceNow platform</i>
 Bell 	 FX INNOVATION 	Jun-23	Trade	<i>The acquisition helps Bell bolster its service offerings for customers looking to improve application performance and streamline their operations</i>
 one 	 Beniva 	May-23	Trade	<i>The acquisition adds deep process automation and service management specialization to SoftwareOne's existing market-leading IT Asset Management (ITAM) services</i>
 EY 	 whyaye! 	May-23	Trade	<i>The acquisition will support the growth of EY Technology Consulting services by expanding capacity, capabilities and market presence around the ServiceNow technology platform</i>
 brillio 	 CLOUD STRUXURE 	May-23	PE Bolt-on	<i>The acquisition will enhance Brillio's presence in the UK and Europe, strengthen Brillio's consultative client engagement model and expand its offerings for BFSI clients</i>
 n_value basics 	 MEDIA SOLUTIONS 	Jan-23	PE Bolt-on	<i>The acquisition enables the n_value Group to bolster its ServiceNow capabilities</i>

Recent ServiceNow partner M&A activity (2/5)

Buyer	Target	Date	Type	Commentary
 THIRDERA 	 SILVERSTORM 	Jan-23	PE Bolt-on	<i>The acquisition will add 160+ consultants to the team, positioning Thirdera to better respond to growing interest in the ServiceNow platform among European businesses</i>
 	 Red Moki 	Oct-22	Trade	<i>The acquisition will enable EY to expand its footprint and expertise in the region and deliver valuable client outcomes</i>
 ACCSCIENT 	 DxSherpa 	Aug-22	PE Bolt-on	<i>The acquisition will expand Accscient's global presence in addition to expanding its reach into the markets of Asia, Europe, Middle East and Australia</i>
 accenture 	 SOLVERA 	Jul-22	Trade	<i>The acquisition of Canada's largest independent ServiceNow partner will help Accenture meet high levels of demand in the rapidly growing Canadian ServiceNow consulting ecosystem</i>
 FUJITSU 	 enable 	Jul-22	Trade	<i>The acquisition of APAC's largest, independent ServiceNow partner deepens Fujitsu's ServiceNow expertise and exposure to specific industries across the region</i>
  inetum <small>positive digital flow</small>	 doitwise 	Jun-22	Trade	<i>The acquisition will strengthen Inetum's position as a leader in Enterprise Service Management and Digitisation as Do IT Wise bring significant ServiceNow and low-code automation expertise</i>
  ASGN Incorporated	 GlideFast consulting 	Jun-22	Trade	<i>The acquisition adds in-demand ServiceNow expertise to ASGN's growing Apex Consulting Services team</i>
 YFM Equity Partners 	 QualityClouds 	May-22	PE Platform	<i>The £3.5m investment will help QualityClouds scale their growing footprint in the US and expand the availability of their ServiceNow governance protocol</i>
 Deloitte. 	 entrago 	Apr-22	Trade	<i>The acquisition further strengthens Deloitte's position in healthcare sector in Australia</i>
  insource BE DATA CONFIDENT	 BECK 	Apr-22	Trade	<i>The acquisition deepens Insource's expertise in Security Ops and Integrated Risk Management</i>
  Deutsche Beteiligungs AG	 akquinet 	Mar-22	PE Platform	<i>The PE-backed MBO will see DBAG help Akquinet scale and capture the opportunities of the rapidly expanding German IT services market</i>

Recent ServiceNow partner M&A activity (3/5)

Buyer	Target	Date	Type	Commentary
NEWROCKET	 ServiceStack TECHNOLOGIES 	Feb-22	PE Bolt-on	<i>The acquisition enhances Newrocket's global footprint and expertise across IT Workflows, Customer Workflows and Employee Workflows</i>
TELUS International	 FULLYMANAGED 	Feb-22	Trade	<i>The acquisition helps Telus to offer ServiceNow managed services as well as IT services for senior care organizations in the health care sector</i>
OCTO	 B3 GROUP 	Jan-22	PE Bolt-on	<i>The acquisition adds valuable ServiceNow and low/no-code automation expertise to Octo's service offering</i>
VAREN TECHNOLOGIES	 savligroup 	Jan-22	PE Bolt-on	<i>The acquisition will see Savli join Godspeed's US Defence-focussed, IT services platform consisting of Varen Technologies and Exceptional Software Strategies</i>
ICF	 CREATIVE Systems and Consulting 	Jan-22	Trade	<i>The acquisition further strengthens ICF's offering of cloud development and expands its qualifications in the federal IT modernization/digital transformation arena</i>
Synoptek	 RAPID Technologies 	Dec-21	PE Bolt-on	<i>The deal reinforces a growing worldwide trend that matches MSPs (managed IT services providers) with ServiceNow consulting, deployment and management expertise</i>
CDI	 SecOps Partners Experts in Security Operations 	Oct-21	PE Bolt-on	<i>Backed by One Equity partners, CDI acquires SecOps to strengthen its expertise in ServiceNow Security Operations and Integrated Risk Management</i>
Deloitte.	 odysseus 	Sep-21	Trade	<i>The acquisition strengthens Deloitte's service expertise in ServiceNow and Project Portfolio Management</i>
THIRDERA	 APPOXIO Go beyond. 	Sep-21	PE Bolt-on	<i>Backed by Sunstone partners, Thirdera acquires Appoxio to build niche expertise in both UX/UI design and ServiceNow</i>
CARLYLE	 HEXWARE 	Aug-21	PE Platform	<i>The ~\$3bn transaction saw Carlyle invest in Hexaware's highly profitable and scalable portfolio of cloud automation services that utilise the ServiceNow platform</i>
Highmetric	 NEWROCKET 	Aug-21	PE Platform	<i>Backed by Gryphon Investors, Highmetric acquires Newrocket's ITSM, security & user experience expertise and united the platform under the Newrocket brand</i>

Recent ServiceNow partner M&A activity (4/5)

Buyer	Target	Date	Type	Commentary
NEXON 	CSA  	Jul-21	PE Bolt-on	<i>Backed by EQT, Nexon expands its international footprint across Australia</i>
LONGSHIP 	THE CLOUD PEOPLE  	Jul-21	PE Platform	<i>The investment will help realise The Cloud People's plan to become the leading Nordic GCP and ServiceNow through both organic and inorganic growth</i>
Highmetric 	FISHBONE <small>ANALYTICS INC</small>  	May-21	PE Bolt-on	<i>The acquisition adds Fishbone's Elite ServiceNow partner expertise in Integrations to the newly created Highmetric platform</i>
Highmetric 	Iceberg  	May-21	PE Bolt-on	<i>The acquisition adds Iceberg Network's leading ServiceNow SecOps, risk, and governance expertise to the newly created Highmetric platform</i>
EY 	SUMO  	May-21	Trade	<i>The transaction expands EY's delivery footprint with expertise across the ServiceNow platform including IT and customer service management and asset management</i>
BitTitan  <small>An Idera, Inc. Company</small>	Perspectium  <small>An Idera, Inc. Company</small>	May-21	PE Bolt-on	<i>The acquisition expands BitTitan's service offering with end-to-end ServiceNow data integration capabilities</i>
THIRDERA 	Service Line Solutions  	May-21	PE Bolt-on	<i>The acquisition positions Thirdera for growth in the Asia-Pacific region and adds to its technical capabilities</i>
CapMan 	SOFIGATE  	May-21	PE Platform	<i>The investment will help Sofigate achieve its target of €500m by 2025 via organic growth and M&A</i>
Peraton 	perspecta  	May-21	PE Bolt-on	<i>The ~\$7bn acquisition sees the creation of a leading, next-generation IT services provider for the national security environment</i>
RSM 	regoconsulting  	May-21	Trade	<i>The acquisition further expands RSM's capabilities beyond financial consulting services into IT business management (ITBM) implementations services</i>
iON 	Wirefire  	May-21	Trade	<i>The acquisition enhances iON's reach in the Canadian cybersecurity market</i>

Recent ServiceNow partner M&A activity (5/5)

Buyer	Target	Date	Type	Commentary
abry partners	SDI	May-21	PE Platform	<i>The significant minority investment will help SDI scale their service offering and penetration of the public and private sector across the US</i>
GlideFast consulting	CLOUDPIRES	Apr-21	PE Bolt-on	<i>The acquisition further expands GlideFast's ServiceNow capabilities and positions it as the largest partner in the ecosystem to be 100% dedicated to ServiceNow</i>
Capgemini	rxp group	Mar-21	Trade	<i>The transaction further broadens Capgemini's expertise in a digital, data and cloud IT consulting firm with Microsoft, Salesforce and ServiceNow</i>
U.S.T	abhra automation realized	Feb-21	PE Bolt-on	<i>The deal helps UST meet demand for the matured capabilities of the platform and increasing user adoption</i>
Goldman Sachs Asset Management	advania	Feb-21	PE Platform	<i>The majority investment sees GSAM capitalising on Advania's strong growth and tailwinds in the Nordic IT Services market</i>
BPEA PRIVATE EQUITY	virtusa	Feb-21	PE Platform	<i>The take private transaction will help Virtusa focus on innovation in its cloud transformation practice</i>
cognizant	linium	Jan-21	Trade	<i>The acquisition helps Cognizant execute its pivot into cloud strategy by adding significant ServiceNow workflow expertise to its portfolio</i>
THIRDERA	cerna	Jan-21	PE Bolt-on	<i>The acquisition forms an immediate add-on to the newly created Thirdera platform, adding initial scale to help Thirdera become the largest pure-play ServiceNow partner in the world</i>
THIRDERA	NOVO	Jan-21	PE Bolt-on	<i>The acquisition forms an immediate add-on to the newly created Thirdera platform, adding initial scale to help Thirdera become the largest pure-play ServiceNow partner in the world</i>
SUNSTONE PARTNERS	evergreen / THIRDERA	Jan-21	PE Platform	<i>The acquisition sees Evergreen rebranded as Thirdera, a Sunstone partners roll-up with the ambition of becoming the largest pure-play ServiceNow partner in the world</i>
H.I.G. CAPITAL	GDT	Jan-21	PE Platform	<i>The minority investment will see General Databech drive further growth and expand the range of services available to its blue-chip and Government clients</i>

I. ESM and ITSM Market Overview

II. ServiceNow Overview

III. Partner Ecosystem Dynamics

IV. Valuation Trends

V. Select ServiceNow Partner Transactions

VI. About Equiteq and case studies



About Equiteq

We are a global integrated team of passionate and specialised M&A transaction advisors.

Our goal is to shed the right light on and deliver outstanding transaction outcomes for owner-managers and private equity that are heavily invested across various segments of the technology services, consulting & outsourcing industry.



We are custom-built to deliver optimized transaction outcomes for consulting entrepreneurs

Why Equiteq is best-placed to deliver value to our clients

Focused

Exclusively focused advisory business for consulting M&A

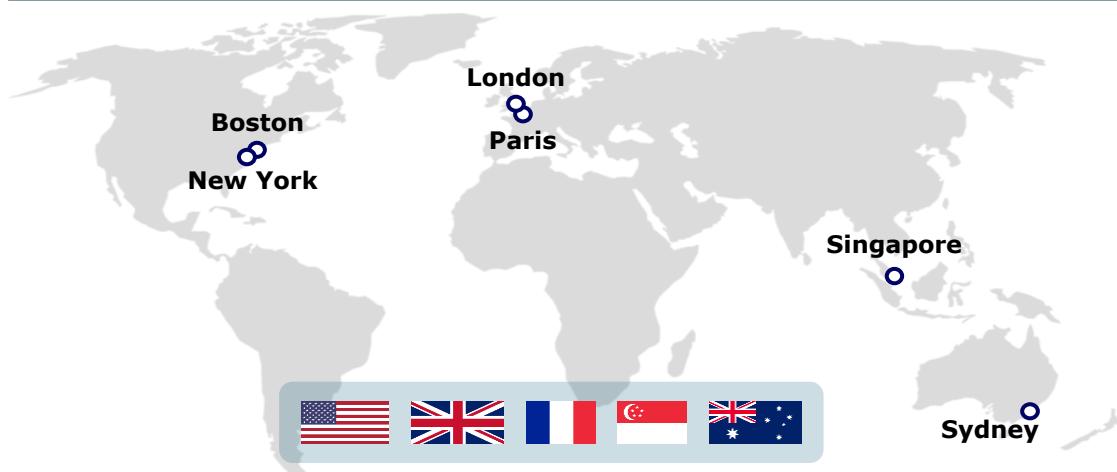
Honest

Hands-on, straightforward advice

Global

A truly integrated global team and network

Growing equity, realising value



Equiteq results

170+

Completed transactions in consulting and technology services segments

85%+

Sell-side vs buy-side

~40

Average number of active mandates

€20-250m

Average deal size range

6

Global offices - London, New York, Paris, Singapore, Boston, Sydney

20-50

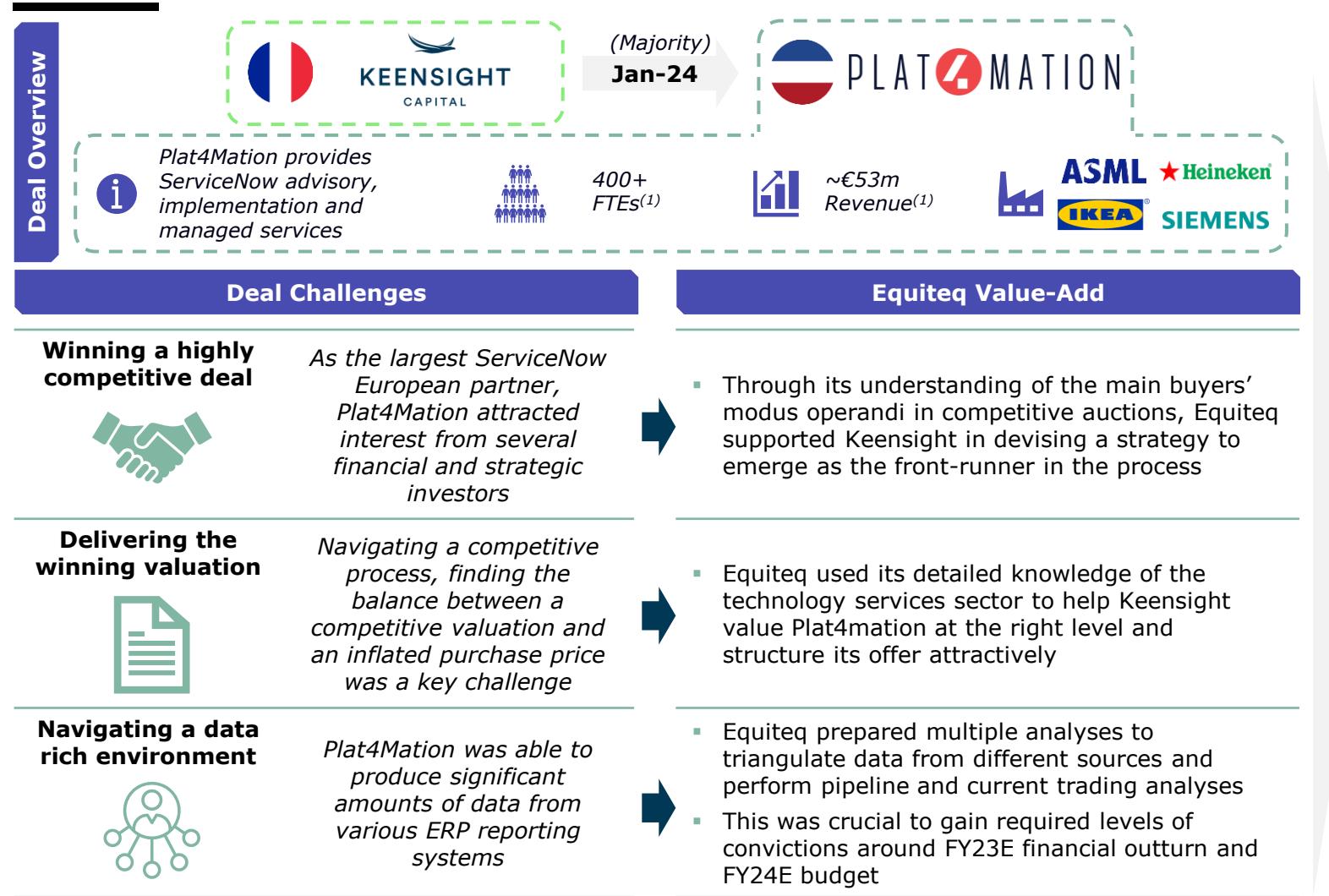
Average range of consulting specialist buyers engaged for each process

We are the most active M&A advisor for the Knowledge Economy worldwide

Selected Completed Transactions

INFINITIUM Digital Payments Specialist Sold to Euronet Advised on the sale February 2024	KEENIGHT CAPITAL Private Equity invested in PLATFORMATION Advised on the investment February 2024	lumeri Strategic Consulting Firm Sold to ankura Advised on the sale January 2024	evolv Data-Driven Digital and Business Consulting Firm Received Investment from INTERLOCK Advised on the sale January 2024	K R E S K DEVELOPPEMENT Venture Capital and Private Equity Firm Invested In Citwell Advised on the acquisition January 2024	oligos Pegasystems Solutions Consultancy Sold to Magellan Partners Advised on the sale January 2024	onebridge Premier Data & Analytics Sold to marlabs Advised on the sale January 2024	ADIVO Global Healthcare consultancy Sold to Herspiegel DFW CAPITAL PARTNERS Advised on the sale December 2023	solnet IT Services Partner Sold to accenture Advised on the sale November 2023	ProcureAbility Procurement Services Specialist Sold to JABIL Advised on the sale November 2023
Apax Acquired	tquila Intelligent Automation Consultancy Acquired	bizanalytica Data Management Solutions Provider Sold to Mastek Advised on the sale August 2023	INTERLOCK Private Equity Firm Invested into Lovelytics Advised on the investment June 2023	aquient Salesforce Gold Partner Sold to DGA Advised on the sale June 2023	TSA Project Management and Advisory Firm Acquired	zebu Web3 Technology-Focused Marketing Agency Sold to flightstory Advised on the acquisition May 2023	TSA Project Management and Advisory Firm Acquired	nvm Private Equity Invested in leadingresolutions Advised on the investment April 2023	cg consus Procurement and Supply chain solutions provider Sold to YCP Holdings Advised on the sale April 2023
KIN+CARTA Advised on the acquisition October 2023	elementBlue Advised on the acquisition September 2023	Talan Digital Transformation Specialist Acquired	BAIN & COMPANY Management Consultancy (ET) Acquired	CLEARTELLIGENCE Data & Analytics Consultancy Recapitalized by ALIGN CAPITAL PARTNERS Advised on the acquisition January 2023	Delivery Associates Public Sector Impact Consultancy Sold to TRILLIMPACT Advised on the sale November 2022	HBR CONSULTING Legal Consultancy Sold to RENOVUS CAPITAL Advised on the sale November 2022	BIOS Managed Cloud Provider Sold to ZAIN TECH Advised on the sale October 2022	VALUE POINT Cybersecurity Solutions & Services Sold to softline Advised on the sale October 2022	LEXICON Digital Consultancy Sold to endava Advised on the sale October 2022
HelloTech Software CPaaS firm company Sold to soprano Advised on the sale April 2023	MML Private Equity Firm Invested in KICKMAKER Advised on the investment February 2023	Gemserv Advised on the acquisition January 2023	Enterprise Blueprints PART OF BAIN & COMPANY Management Consultancy (ET) Acquired	CLEARTELLIGENCE Data & Analytics Consultancy Recapitalized by ALIGN CAPITAL PARTNERS Advised on the acquisition January 2023	TRILLIMPACT Advised on the sale November 2022	RENOVUS CAPITAL Advised on the sale November 2022	BIOS Managed Cloud Provider Sold to ZAIN TECH Advised on the sale October 2022	softline Advised on the sale October 2022	LEXICON Digital Consultancy Sold to endava Advised on the sale October 2022
ALLATA CSD & Digital Transformation Consultancy Received investment from CIVIC PARTNERS Advised on the investment September 2022	NOVATIO RPA Consultancy Received investment from KEYSTONE CAPITAL Advised on the investment August 2022	SOLVERA Digital Transformation Services Sold to accenture Advised on the sale July 2022	risUAL Azure Partner & Cloud Specialist Sold to NODE4 Advised on the sale July 2022	SCANOMI Anaplan Gold Partner Sold to VISEO Advised on the sale June 2022	Pexlify Platinum Salesforce Partner Sold to dentsu group Advised on the sale June 2022	BEDFORD Consulting Anaplan Gold Partner Received investment from KEENIGHT CAPITAL Advised on the investment May 2022	grit. Design & Innovation Consultancy Sold to CYIENT Advised on the sale April 2022	infrata Infrastructure Consultancy Receives majority investment Lonsdale Capital Partners Advised on the investment April 2022	ist CX Tech Consultancy Sold to majorel Advised on the sale March 2022

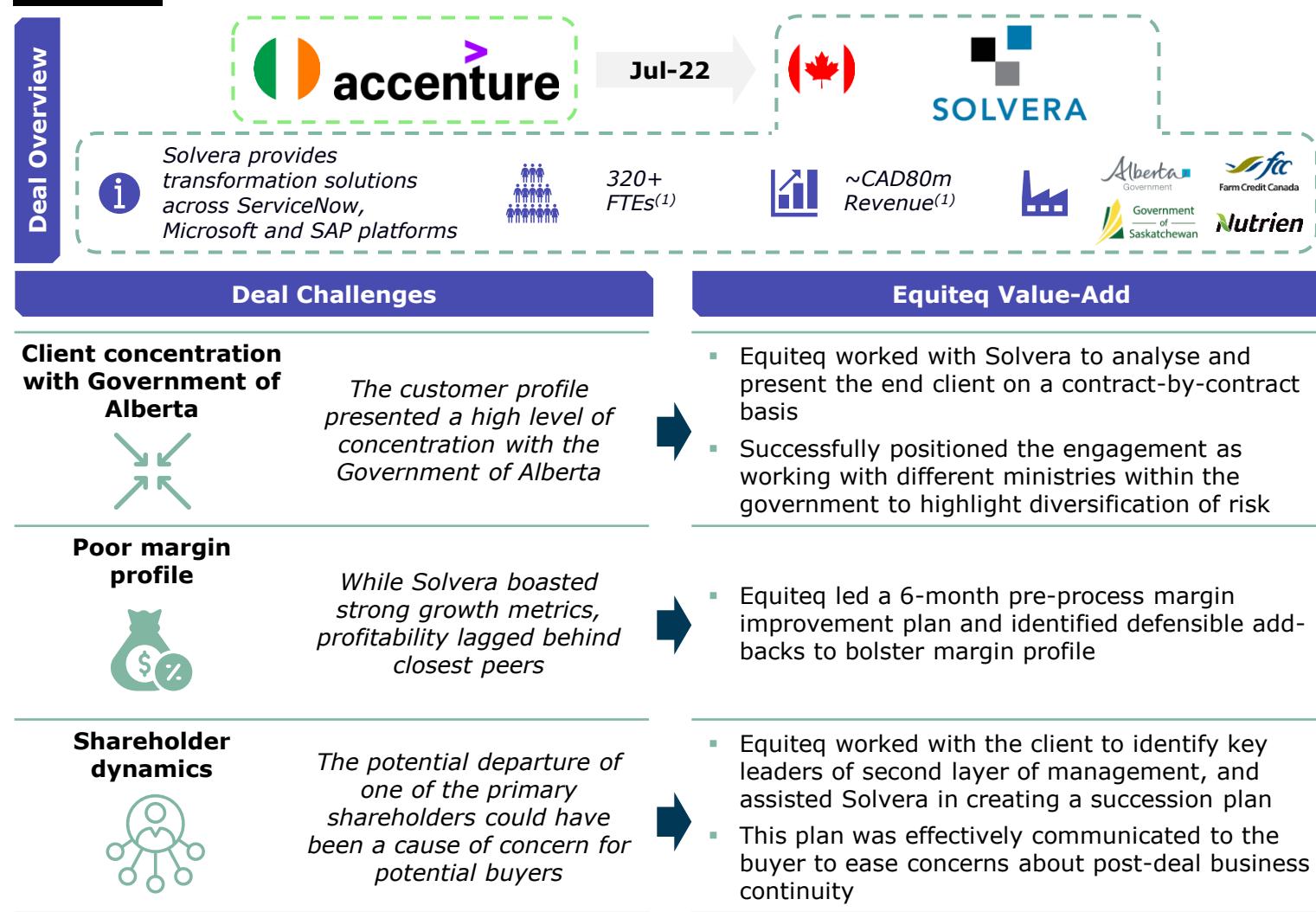
Case Study: investment by Keensight Capital into Plat4mation



Outcome

- Transaction was executed within 3 months from the engagement of the DD advisors
- Keensight Capital emerged as the winner of a highly competitive auction
- ServiceNow Ventures invested alongside Keensight Capital, a first for ServiceNow's investment vehicle in Europe, to enable a go-to-market strategy to increase the ecosystem growth with an emphasis on Germany
- The transaction provides one of the largest ServiceNow players in Europe with financial firepower and network to throttle it into the next phase of growth
- Keensight plans to support Plat4mation's international development both organically and via acquisitions

Case Study: acquisition of Solvera Solutions by Accenture



Outcome

- Ran an accelerated sale process which optimized transactions terms and achieved a premium valuation with a buyer that aligned with Solvera's cultural and management succession objectives
- Managed a highly effective bidding process with drove competitive tension and ran an efficient confirmatory due diligence process leading to a successful transaction close
- Equiteq highlighted several investment merits which resonated with the strategically selected group of buyers that ensured a desired outcome

As we embarked on our journey to find a strategic advisor for our ownership succession plans, it became clear early on that Equiteq was the best fit for our firm. Their knowledge of the technology services sector, combined with their global reach and relationships, gave us confidence that we would find the right strategic partner to take our company to the next level. It was an absolute pleasure to work with the Equiteq team.

Solvera Team

We will be delighted to speak with you. Please contact us

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