

Sector insights

H1-2026



The Office of the CFO

MARKET PERSPECTIVES AND COVERAGE

CONTENTS - WHAT WE COVER IN THIS REPORT

1 AI-impact on the OCFO

Where AI is landing across the OCFO stack

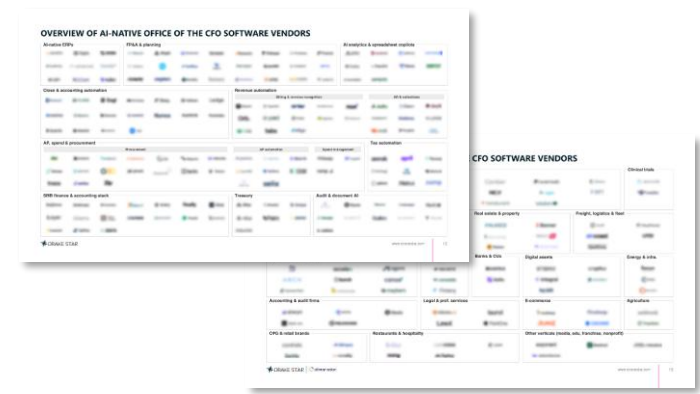
~50% AI-native CAGR

- ▶ Market demand drivers and adoption tailwinds
- ▶ Three vendor cohorts and their automation ceilings
- ▶ Where the ROI comes from across workflows
- ▶ Four investment strategies across the cohorts

AI-native platforms hold only ~5% of software spend¹ today but are growing at ~50% CAGR. In cooperation with Altman Solon, we map where AI creates value, which cohort captures it, and over what timeframe.

2 AI-native OCFO software maps

Overview of horizontal and vertical solutions



Two dedicated AI-native market maps – horizontal solutions across the OCFO stack and vertical, industry-specific finance tools, capturing the fast-growing set of AI-first vendors gaining share from incumbents.

3 Valuation trends & deal activity

H1-2026 OCFO deal activity globally²

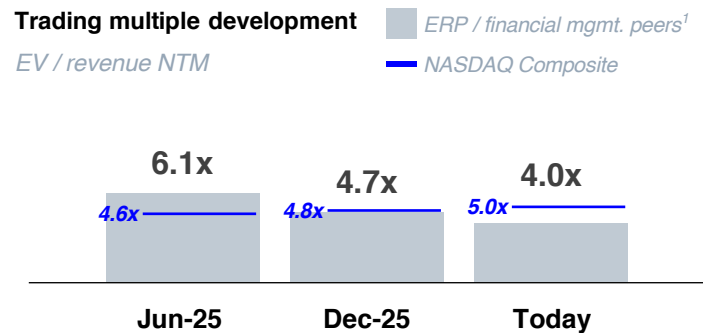
#220+ M&As & fundings



#100+ M&A deals and #120+ fundings in H1-2026. Sponsor-led platforms and AI-driven add-ons dominated M&A, while funding concentrated on AI-native finance software.

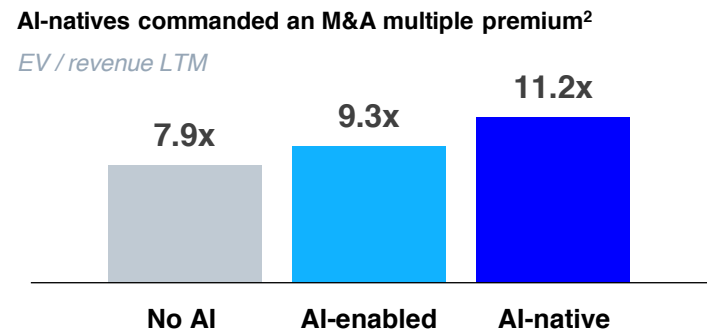
THE OCFO QUICK READ – KEY TAKEAWAYS

1 Public OCFO peers de-rated



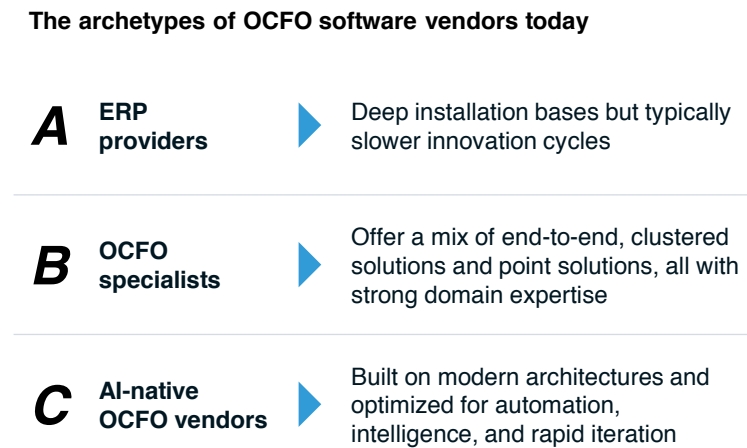
OCFO multiples have contracted over the LTM and now sit below the NASDAQ, albeit a recovery from Q2-26 lows has started. The Q1-26 sell-off feared AI as a threat to incumbents. Fundamentals did not change (double-digit growth and expanding margins intact).

2 Private markets AI-premium

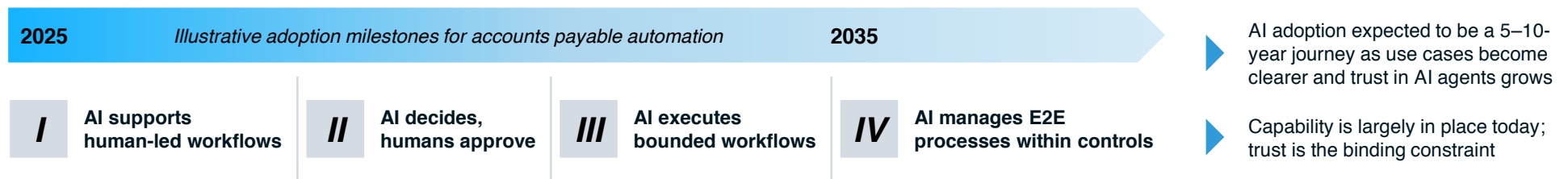


Buyers pay ~40% multiple premium for AI-native assets vs. those with no AI theme, while AI-enabled premium is far less significant. We observe that buyers overweighted architecture vs. AI-features in recent valuations.

3 Three OCFO cohorts



4 AI adoption path



**INTRODUCTION TO
DRAKE STAR PARTNERS
AND ALTMAN SOLON**



DRAKE STAR IS A PARTNER-LED GLOBAL INVESTMENT BANK, 100% TECH-FOCUSED

Full-suite advisory offering

► **M&A advisory** ► **Growth financings**

Deep expertise across 9 core tech sub-sectors

B2B Software

Fin Tech

HR Tech

Artificial Intelligence

Digital Services

Industrial Tech

Mobility & Sustainability

Consumer & Retail Tech

Digital Media

Leading track-record in global technology deals

► **500+ transactions** completed



>60%

of our sell-sides were founder exits



>70%

of our deals were cross-border

Global reach with deep local execution expertise and relationships

• New York, US
• San Francisco, US
• Los Angeles, US
• West Palm Beach, US

• Munich, DE
• Berlin, DE
• London, UK
• Paris, FR
• Dubai, AE

9 offices
across 5 countries

14 partners
with decades of experience

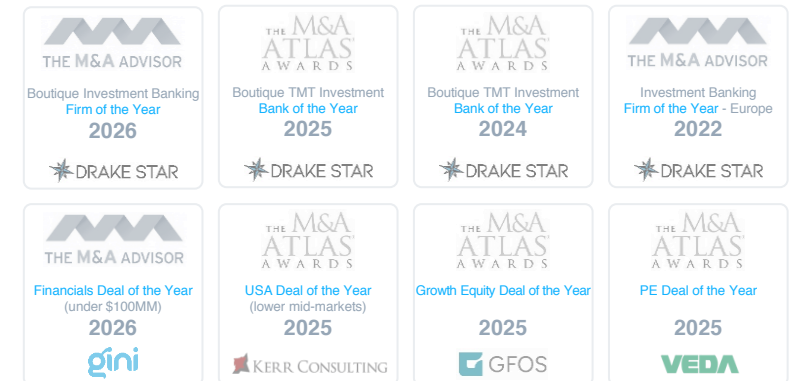
~100 professionals
with pure tech focus



Trusted partner with award-winning industry recognition

13x
Bank of the Year

52x
Deal of the Year



A CROSS-SECTORAL OCFO TEAM WITH DEEP DOMAIN EXPERTISE AND CONNECTIVITY

THE DRAKE STAR TEAM HAS DEEP EXPERTISE ACROSS OCFO AND RELEVANT ADJACENT AREAS – WE PROVIDE DIFFERENTIATED PERSPECTIVES AND LEVERAGE AN EXTREMELY BROAD NETWORK GLOBALLY

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...highly connected across the OCFO landscape

Select relationships with OCFO software vendors...

...and ongoing dialogue with leading high-conviction OCFO investors

DRAKE STAR HAS A PROVEN TRACK RECORD ACROSS THE OCFO SOFTWARE STACK

THE TEAM ADVISED ON SOME OF THE MOST PROMINENT TRANSACTIONS ACROSS THE CFO ECOSYSTEM

Pure-play OCFO advisory track-record						Broader offerings / adjacent to OCFO ecosystem		
 ACQUISITION BY¹  Financial management / procure-to-pay	 INITIAL PUBLIC OFFERING¹ Financial management / CPM	 FINANCING¹ Financial management / ERP	 STRATEGIC INVESTMENT IN¹  Financial management / treasury & cash	 SALE TO  Financial management / CPM	 SALE TO  Financial management / CPM	 SALE TO  OCR / invoice processing and smart banking	 SALE OF  A PORTFOLIO COMPANY OF  MSP / value-added ERP reseller	 SALE TO  MSP / value-added ERP reseller
 SALE TO  Financial management / CPM	 PRIVATE PLACEMENT  Financial management / AP and invoice automation	 PRIVATE PLACEMENT  Financial management / ERP	 A portfolio company of INVESTCORP ACQUISITION OF  Employee management / payroll & compensation	 MAJORITY RECAP BY INVESTCORP Employee management / payroll & compensation	 MAJORITY RECAP BY  Employee management / workforce planning	 MAJORITY RECAP BY  Data integration incl. SCM and AR/billing tools	 SALE OF IntelliCorp TO  A PORTFOLIO COMPANY OF  Corporate secretary / GRC	 SALE TO¹  Corporate secretary / GRC
 SALE TO  Employee management / payroll & compensation	 SALE TO¹  Employee management / payroll & compensation	 MAJORITY RECAP BY  Employee management / workforce planning	 MAJORITY RECAP BY  Corporate secretary / document management	 SALE TO¹  Corporate secretary / GRC	 STRATEGIC INVESTMENT IN¹  Corporate secretary / GRC	 SALE TO  A PORTFOLIO COMPANY OF  ERP / PSA with financial modules	 STRATEGIC INVESTMENT BY  Business process mgmt. / GRC	 COMBINATION WITH  Banking APIs / smart data



Additional information on Altman Solon in the appendix

OVERVIEW OF ALTMAN SOLON

ALTMAN SOLON IS THE LEADING GLOBAL STRATEGY FIRM FOCUSED ON TELECOMMUNICATIONS, MEDIA, AND TECHNOLOGY (TMT), WHICH HAS DEEP EXPERIENCE ACROSS FINTECH / FS

We support our clients in all aspects of value creation

M&A



Strategy



Product /
go-to-market



Performance
improvement



Our value proposition

Passionate about TMT

Exclusive TMT focus – we ramp up quicker and solve problems faster than generalist firms.

An alternative viewpoint

Not tied down by decades of big-firm legacy: solutions built for tomorrow, not yesterday.

Pragmatic & flexible

Many of us are former TMT operators – we solve problems rather than deliver presentations.

Data + expertise = results

AI, data and proprietary analytics combined with a deep real-world understanding of TMT.

Global reach and trusted C-level advisory relationships

18

Offices worldwide

700+

TMT professionals

500+

Engagements p.a.

100+

Countries served

Americas (6)

San Francisco · Los Angeles · Boston · New York · Mexico City · São Paulo

EMEA (10)

London · Paris · Zurich · Munich · Milan · Amsterdam · Stockholm · Warsaw · Dubai · Riyadh

APAC (2)

Singapore · Sydney

We work for leading players in the technology, media and telecom industries

Technology

6 of the top 10 global technology firms

Software & SaaS · FinTech and FS software · Semiconductors, devices and consumer electronics · Cloud and web services · Network infrastructure · IT services & channel · Cybersecurity

Media & digital

4 of the top 10 global media companies

Studios and content creation · Sports · Broadcasters and cable networks · Digital and print media · Advertising and video technology · eCommerce and digital platforms

Telecom

7 of the top 10 global telecom operators

Wireless carriers · Cable companies · Telcos · Satellite operators · Fiber providers · Tower companies

Investors

+90% of major global TMT investors

Top-tier private equity and debt investors · Mid-market and growth equity investors



ALTMAN SOLON COMBINES DEEP EXPERIENCE AND THOUGHT LEADERSHIP ACROSS THE OCFO

A DEDICATED TEAM COVERING OCFO SOFTWARE, WITH A BROAD SET OF FIRM-WIDE ADVISORY CREDENTIALS, AND ONGOING MARKET RESEARCH FOR OPERATORS AND INVESTORS

Altman Solon's OCFO coverage team



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Technology

OCFO

Selected Office of the CFO software credentials *Non-exhaustive*

FP&A & performance management



Source-to-pay, AP & expense



Order-to-cash, treasury & working capital



R2R, tax & core finance systems



Whitepaper on impact of AI on OCFO & investment opportunities



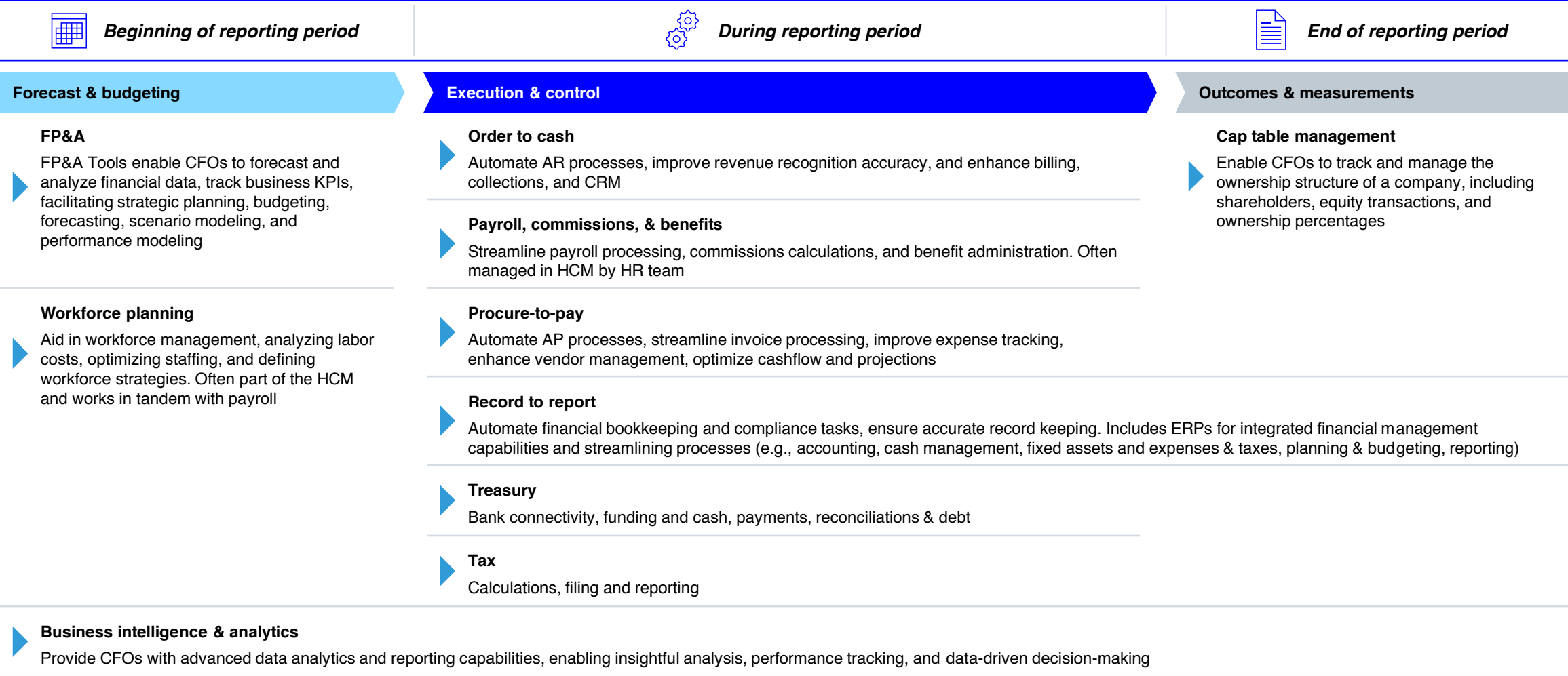
[Check out the latest white paper here¹](#)

HOW AI IS MODERNIZING THE OFFICE OF THE CFO

1

THE OCFO ECOSYSTEM

THE “OFFICE OF THE CFO” ECOSYSTEM CONSISTS OF MULTIPLE PROCESSES THAT CAN BE TACKLED BY SOFTWARE VENDORS



MARKET DEMAND DRIVERS

THERE ARE ROBUST TECHNOLOGICAL, OPERATIONAL, AND REGULATORY TAILWINDS SUPPORTING CONTINUED DEMAND FOR, AND ADOPTION OF, OCFO SOFTWARE



	Trends	Past	Future	Description
Regulatory	1 EU-wide regulation driving rollout of E-invoicing			EU's 2014/55/EU and initiatives such as PEPPOL and ViDA1 ¹ to standardize e-invoicing roll out (over next 10 years)
	2 Pressure to reduce spend / achieve cost-savings within AP / OCFO functions			Automating routine invoice-capture and validation tasks frees up significant staff capacity and hence cuts AP operating costs for organizations – recognized as important ROI by CF function
Operational	3 C-suite pressures to adopt (and be seen to adopt) AI solutions within enterprises			Executive stakeholders mandate AI pilots in finance to drive digital transformation and demonstrate innovation – significant expectation of increased AI / GenAI solution adoption
	4 Increased pressure / demand for integrated planning / financial solutions			Finance teams increasingly requesting AP data to feed directly into FP&A workflows , enabling real-time forecasting, budgeting, and scenario planning
Technological	5 Expectation by users of improved visibility / value of data captured leading to increased demand for better analytics			Captured invoice and payment data must surface actionable insights via dashboards and alerts , not just in archived documents – integrating into other systems (as above)
	6 Continued rollout of cloud ERP / core systems and simplified integration of other cloud-first solutions via APIs			Buyers, who migrate from on-premise to cloud-native ERP platforms, demand modular SaaS stacks with open APIs for seamless ERP integrations; greater adoption currently in Nordics than the rest of Europe
	7 Generative AI catalyzing AI-native tools			Early GenAI pilots focused on chatbots and workflow automation ; emerging LLM foundation models driving deeper automated invoice extraction and matching

COMPETITIVE LANDSCAPE

THREE COHORTS, SEPARATED BY ARCHITECTURE RATHER THAN FEATURE SET. M&A ACTIVITY ACROSS ALL THREE IN H1-2026: INCUMBENTS BUYING WHAT THEY CANNOT REBUILD AND BUYERS PAYING UP FOR THE ARCHITECTURE ITSELF

	AERP providers	BOCFO specialists	CAI-native OCFO vendors
Cohort definition	- Incumbent ERP - Offer broad OCFO functionality across most processes - Often lack specific capabilities needed in each process	- Incumbent specialist tooling - Use legacy technology to solve specific processes across OCFO use cases - Will typically be used alongside a broader suite solution	- AI-first automation vendors that achieve 90%+ straight-through processing - Use advanced machine learning and self-learning algorithms without template dependencies
Automation ceiling	Legacy rule-based, with AI add-ons	AI-enabled (rule-based + AI)	AI-driven
Selected players	Acumatica, cegid, EPICOR, EXACT, infor INTUIT, Dynamics 365, odoo, ORACLE NETSUITE, Sage SAP, UNIT4, VISMA, workday, xero	basware, billtrust, BLACKLINE, coupa, ESKER highradius, ivalua, JAGGAER, Kyriba, medius moss, onestream, SERRALA, SIDETRADE, tipalti	Atlar, campfire, Embat, fonoa, LENSING numeric, Orb., ORO, PIGMENT, Rillet ROSSUM, runway, stacks, xelix, Zip
H1-26 M&A references	cegid, Shine IEQT, DOUZONE Pan-European SMB distribution and embedded banking front end Take-private to migrate an on-premise base to cloud, w/o public scrutiny	coupa, ROSSUM SERRALA, cevimio Extraction accuracy for agentic AP, which breaks if an invoice is misread Driven by regulation, not AI: ViDA and national mandates force replacements	Norvestor, Debtist Capital One, Brex A sponsor underwriting the conversion of a labor cost base into software margin A bank buying the software that routes corporate spend at strategic scale

AI-NATIVE MARKET OPPORTUNITY

AI-NATIVE SPEND REPRESENTS A SMALL (~5%) BUT FAST-GROWING SEGMENT (~50% CAGR) WHICH HAS THE POTENTIAL TO ADDRESS A MUCH LARGER SHARE OF THE MARKET

TAM \$65-75bn <i>OCFO execution, control and planning software market today</i>	~10% <i>Annual market growth, with the mid-market still under-penetrated</i>	~50% <i>CAGR in AI-native spend</i>
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Typical spend on OCFO software by competitor type (represents % spent on AR/AP across enterprises in 2025)



AI-DRIVEN EFFICIENCY GAINS IN ACCOUNTS PAYABLE AUTOMATION

AI-NATIVE ADOPTION DRIVES EFFICIENCY GAINS – BOTH DIRECT COST SAVING PLUS PROCESS EFFICIENCY – CREATING ROI FOR CUSTOMERS

Customer / competitor perspectives on ROI & value

Area	Topic	Description	ROI impact
Quantitative impact / financial benefits	Replacing manual labor	- Customers / competitors view the ROI for automation primarily through direct cost savings e.g., replacing manual labor - They view the annual cost of ~€15,000 as easily justified by saving a single full-time position; the high cost of labor in the major economies is a key driver for this focus on automation	 Very high
	Cash flow optimization	- A secondary financial benefit comes from cash flow optimization, as a faster invoice process creates a larger window to manage payments - However, “quantifying” the value of a faster or more accurate month-end close is considered challenging	 High
	Savings from reduced penalties	- Automation drives a more efficient process, which results in accounts payable being settled in a timely manner - This in turn reduces potential penalties that firms would have to pay to vendors from payments being past overdue	 Very high
Qualitative impact	Process efficiency & quality	- Automation addresses the pain points e.g., time-consuming data entry, risk of human error and workflow delays - One firm achieved a 68% touchless rate for incoming invoices, where they are automatically coded and sent for approval (no manual intervention), while another firm completely automated handling of PDF invoices that previously required manual data entry	 Moderate
	Strategic value	- For organizations with high purchase order (PO) volume, PO matching is the key to automation savings - For those with low PO coverage, AI is effective for automating non-PO invoices - Strategically, organizations are increasingly interested in analytics for spend visibility and supplier performance management	 Moderate

AI USAGE IN ACCOUNTS PAYABLE AUTOMATION

USE OF AI / ML ENHANCES EFFICIENCY AND ACCURACY ALONG THE AP AUTOMATION JOURNEY BY LEVERAGING OCR¹, NATURAL LANGUAGE PROCESSING AND PREDICTIVE MODELS

AI functionalities along the AP automation journey

	Invoice submission	Invoice processing	Approval workflow	Reconciliation & reporting
				
How AI / ML adds value	▪ OCR¹ + natural language processing to extract invoice data ▪ Models trained on invoice layouts ▪ Transformer-based sequence models map synonyms ▪ Use similarity search ▪ Self-supervised models search for duplication detection	▪ Probabilistic matching models flag anomalies, e.g., price vs. PO ▪ AI improves automated matching rates in complex 2-way and 3-way matching ▪ PO number match confidence, line-item description similarity (via embeddings), quantity tolerances, price variance	▪ AI can recommend optimal approver(s) based on historical behavior and org chart using graph neural networks or collaborative filtering models ▪ Gradient boosting or RNN² models to predict likelihood of approval delay; trigger proactive reminders or reroute workflow	▪ AI-based auto-reconciliation of payment confirmations and bank statements ▪ LLM-based bots can surface root cause analysis for mismatches ▪ Enhance analytics: payment timing (predictive models), automated line-item categorization (NLP), and real-time metrics
Benefits / pain points addressed	+ Accelerated consolidation of intake + Reduce manual effort of CFO teams + Reduce duplication	+ Automate data extraction + Reduce error rate	+ Optimize workflows reducing compute costs, manual intervention, and delays + Improve cash conversion and accuracy + Reduce rate of fraud	+ Reduce manual effort and error rate + Identify cost savings through analytics + Enhance resolution efficiency & accuracy

AI USAGE IN ACCOUNTS RECEIVABLE AUTOMATION

AI CAN BE USED TO DRIVE EFFICIENCY, IDENTIFY ISSUES, AND RECOMMEND OPTIMIZATIONS THROUGH A COMBINATION OF ML ALGORITHMS AND NLP OF CUSTOMER DATA

AI functionalities along the AR automation journey

	Order management	Revenue recognition	Billing & invoicing	Reconciliation & reporting
				
How AI / ML adds value	▪ AI-powered contract analysis to extract key terms, pricing, etc. ▪ Dynamic pricing models using ML to optimize margins ▪ Predictive analytics for demand forecasting and inventory ▪ Credit risk scoring using ML ▪ NLP to automate order validation ▪ Anomaly detection for fraud	▪ Automated revenue recognition using ML models ▪ Smart billing triggers ▪ Template generation using AI to create customized invoices ▪ Multi-currency handling ▪ Subscription billing optimization ▪ Invoice accuracy validation through doc cross-referencing	▪ Predictive scoring to assess likelihood of on-time payment ▪ Intelligent dunning workflows with AI-optimized timing ▪ Sentiment analysis of comms ▪ Dynamic collection strategies ▪ AI assistants for customer comms ▪ Dispute prediction to analyze customer feedback and payment	▪ AI-powered matching of payments to invoices automatically ▪ Exception handling for short pays, overpays, and unapplied cash ▪ Real-time AR aging analysis ▪ Automated variance analysis to identify unusual patterns ▪ Predictive DSO modeling ▪ Auto-generated insights & recon.
Benefits / pain points addressed	+ Reduce compliance risk + Reduce manual effort + Optimize ROI of business + Reduce rate of fraud	+ Optimize processes improving margins + Reduced manual effort + Increased accuracy / reduced error rate	+ Improve cash collection times and accuracy + Enhance customer relationships + Reduce error rate + Reduce staff overhead	+ Improve documentation + Optimize workflows and processes, improving margins + Reduce error rate

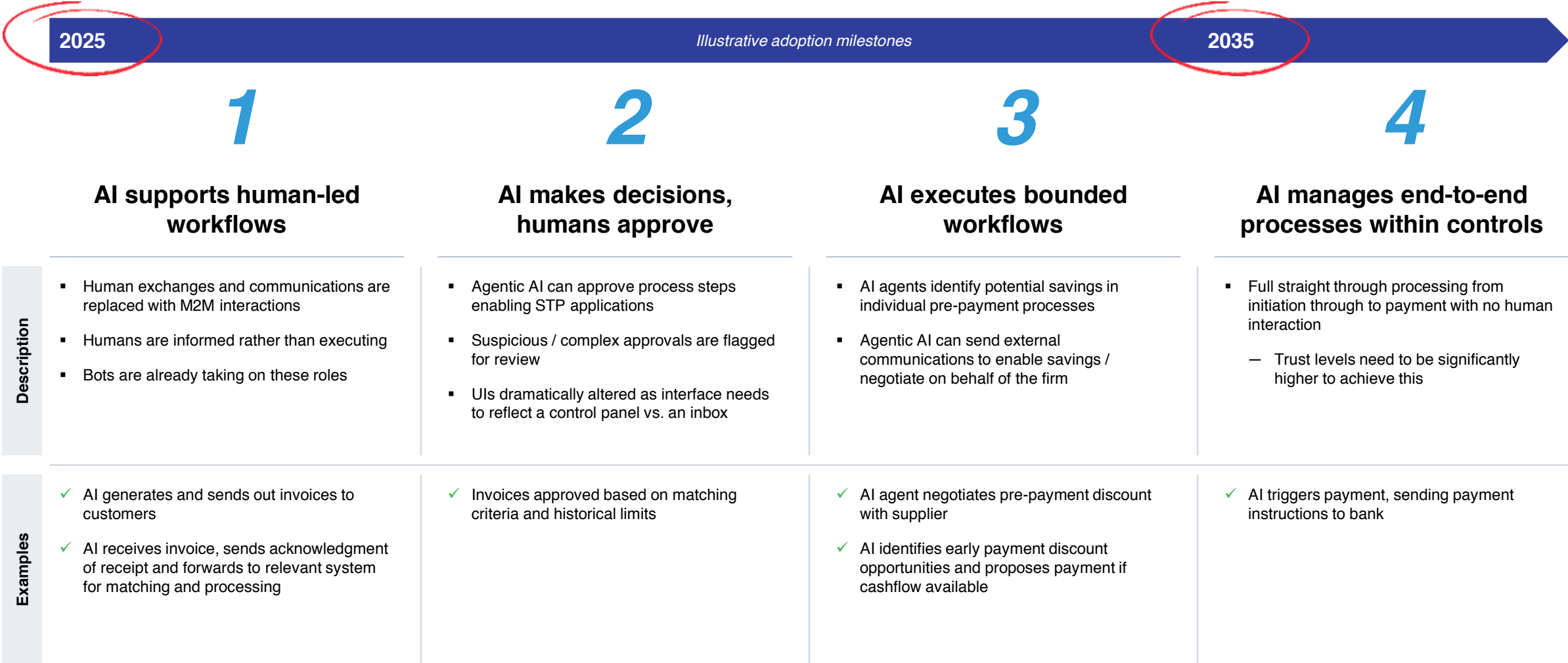
APPROACH TO INTEGRATE AI BY COMPETITOR SEGMENT

WHILE IT IS COMPELLING TO DEVELOP AI-NATIVE MODULES, ERP PROVIDERS AND OCFO SPECIALISTS FACE RESTRICTIONS THAT REDUCE THEIR AI CAPABILITIES VS AI-NATIVE VENDORS

	AERP providers	BOCFO specialists	CAI-native OCFO vendors
AI delivery model	Incrementally introduce AI into existing modules	Creating AI modules to work alongside existing solution	All functionality designed with AI-native tooling and UX
Upsides 	✓ Broadest data access ✓ Large installed base ✓ Low adoption friction ✓ Strong enterprise trust	✓ Deep functional expertise ✓ Embedded in key workflows ✓ Access to relevant data ✓ Strong cross-sell potential	✓ AI-first product and UX ✓ Greater automation potential ✓ Faster product iteration ✓ No legacy constraints
Downsides 	✗ Slower innovation cycles ✗ Less depth by use case ✗ Complex legacy estates ✗ Harder to transform workflows	✗ Constrained by legacy architecture ✗ AI may remain incremental ✗ Existing UX limits innovation ✗ Risk of added complexity	✗ Limited proprietary data ✗ Narrower functionality ✗ Greater integration burden ✗ Limited enterprise proof

THE AI ADOPTION PATH WILL BE A 5–10-YEAR JOURNEY FOR ACCOUNTS PAYABLE

THE ADOPTION OF AI IS EXPECTED TO BE A 5–10-YEAR JOURNEY AS CAPABILITIES AND TRUST GROW IN AI AGENTS



INVESTMENT STRATEGIES

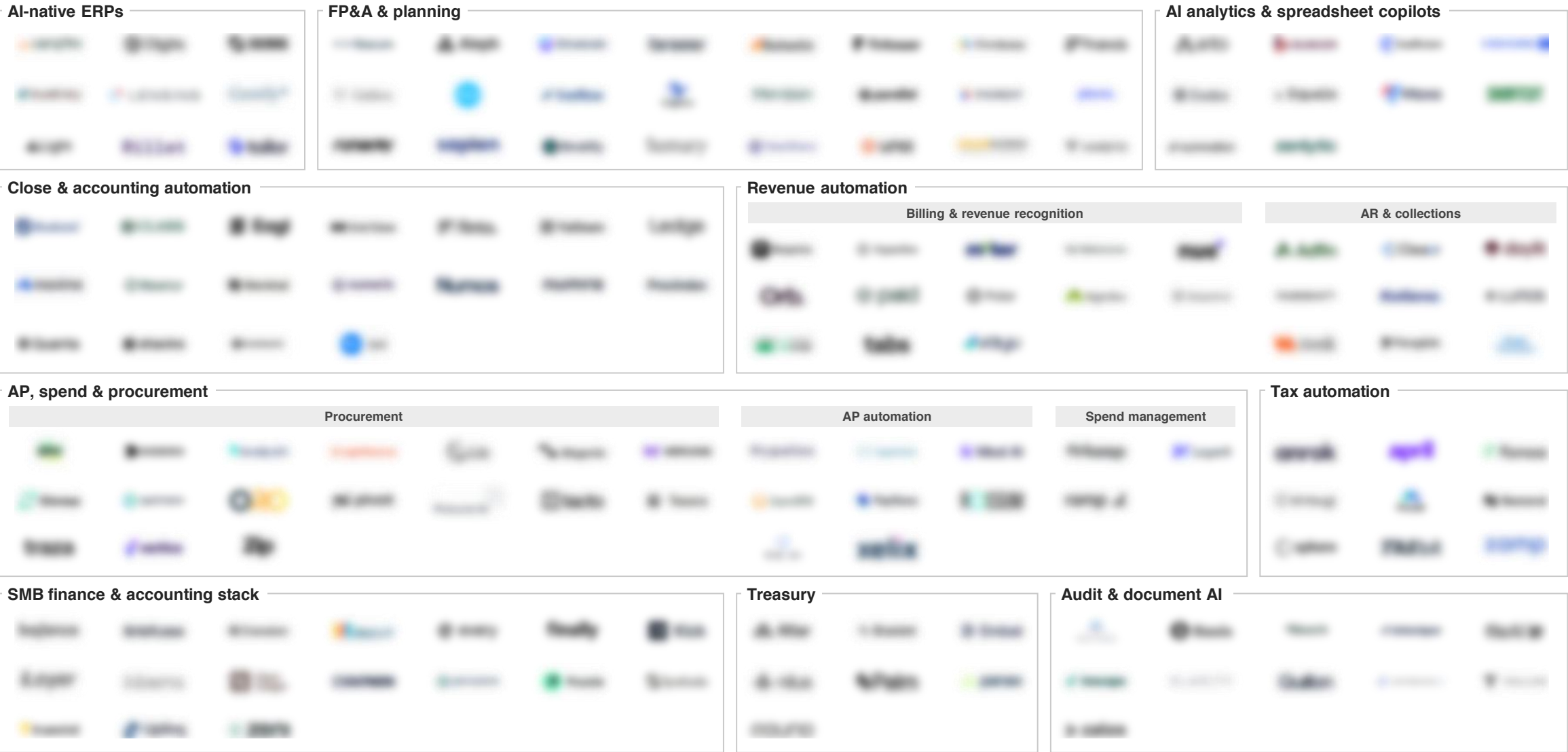
OPTIONALITY EXISTS FOR INVESTMENTS IN EACH TYPE OF PLAYER WITH OPPORTUNITIES TO GROW MARKET SHARE AND SHARE OF WALLET FOR EACH

	Buy & grow AI-native	Buy a traditional specialist, enhance AI and expand	Transform a legacy platform	Consolidate solutions
Acquire 	Acquire a true “AI-native” specialist that focuses on a niche use case	Acquire a traditional specialist with strong coverage of a specific process (e.g. AR & AP)	Acquire a legacy suite solution that has a broad coverage of a process stream (e.g. accounting, S2P, O2C)	Acquire, ideally, AI-native solutions covering a range of value streams
Build 	Develop AI-led functionalities to tackle a wider range of pain points within the given process (e.g., AR or AP)	- Enhance AI-capabilities to remain competitive - Expand solution to rest of stream (e.g., S2P or AP+AR)	- Transform the solution integrating AI functionality into the core modules - Gradually replace legacy code	Integrate solutions onto a single platform to optimize performance, data usage and training capabilities
Grow 	Leveraging sustained advantages of AI-native tech, take market share from traditional specialists and take share of wallet from legacy suites	Leverage existing customer base and data to train differentiated AI capabilities, take share of wallet from suites and market share from traditional specialists	- Migrate customers to cloud to consolidate data and enable stronger tech offerings - Grow share of wallet from trad. specialists as AI enables faster development cycles	Cross-sell solutions between consolidated customers and gain share by reducing technological complexity for CFOs
Recent precedents 	  AI-native receivables and collections, from pre-court dunning through to monitoring. Collections is still billed per case by agencies, so the sponsor is buying a services market as it converts into software	  Enterprise CPM specialist with deep close and planning coverage. Private ownership allows investment in AI-rollout backed by proprietary customer data	  Delisted so it can move a locked-in on-premise base to cloud, which will cut license revenue before subscription replaces it	  PE-owner Silver Lake is assembling the European Intuit: Cegid bought pan-European SMB reach plus an embedded banking front end

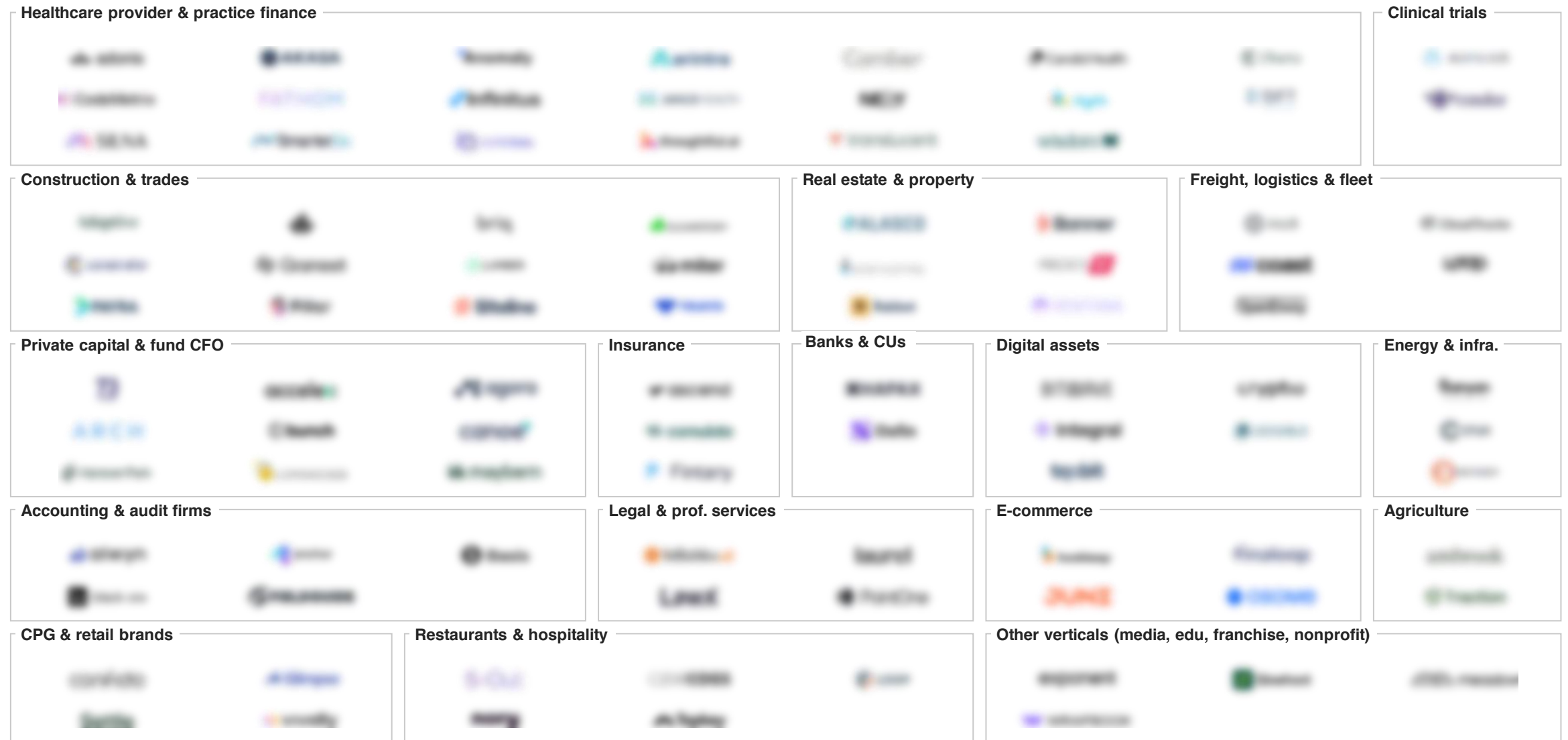
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**AI-NATIVE
OCFO SOFTWARE
MARKET MAPS**

OVERVIEW OF AI-NATIVE OFFICE OF THE CFO SOFTWARE VENDORS



OVERVIEW OF VERTICAL AI-NATIVE OFFICE OF THE CFO SOFTWARE VENDORS



3

VALUATION TRENDS & DEAL ACTIVITY

OCFO VALUATION AND FINANCING ACTIVITY DASHBOARD

M&A PRICING CONTINUES TO COMMAND A MARKED PREMIUM TO PUBLIC TRADING MULTIPLES ACROSS BOTH OCFO SEGMENTS. FUNDING MARKETS REMAINED CONSTRUCTIVE WITH H1 OCFO FUNDING VOLUME UP +22% YEAR-ON-YEAR

Topic	ERP / financial management		Employee management	
I Public peers¹ (EV / revenue 2026E)	Public peer group	EV / revenue 2026E ¹	Public peer group	EV / revenue 2026E ¹
	                	75th percentile 4.5x Median 4.1x 25th percentile 3.1x	     	75th percentile 5.4x Median 4.8x 25th percentile 4.5x
II Precedent M&A (LTM period deals)	Selection	EV / revenue LTM ²	Selection	EV / revenue LTM ²
	               	75th percentile 10.9x Median 8.5x 25th percentile 5.6x	               	75th percentile 7.6x Median 5.7x 25th percentile 3.9x
III Funding volume (LTM period deals)	Selection	LTM	Selection	LTM
	               	No. of deals 483 Volume raised (\$bn) 4.0	               	No. of deals 377 Volume raised (\$bn) 3.1

Source(s): S&P Capital IQ; PitchBook; MergerMarket; company filings, press releases, Drake Star intelligence per 10-Aug-2026
Note(s): Median multiples exclude EV/revenue >30x which are deemed as not meaningful; 1) Represents valuation relevant median (grayed logos excluded) - refer to the appendix for a definition of the relevant peer groups; 2) Based on Drake Star proprietary deal database comprising available statistics from 600+ OCFO transactions (long term median, pre and post SaaS apocalypse)

/ PUBLIC VALUATION ENVIRONMENT (1/2)

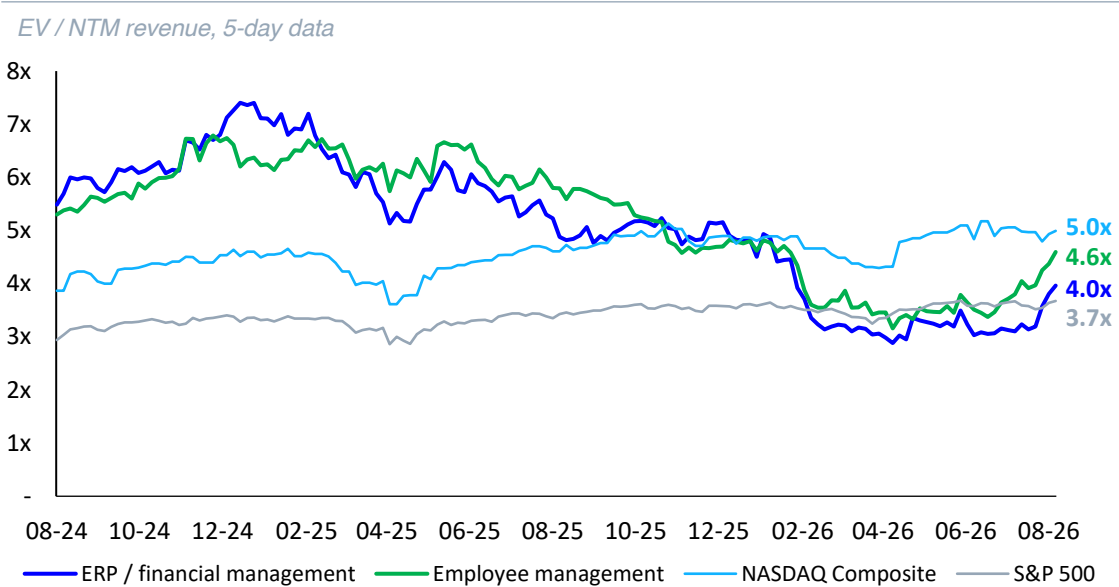
DOUBLE-DIGIT GROWTH AT ~80% GROSS MARGINS DRIVES ERP / FINANCIAL MANAGEMENT PEERS' VALUATIONS, WHILE MATURE EMPLOYEE MANAGEMENT PEERS ARE VALUED ON ~40% EBITDA MARGINS



/ PUBLIC VALUATION ENVIRONMENT (2/2)

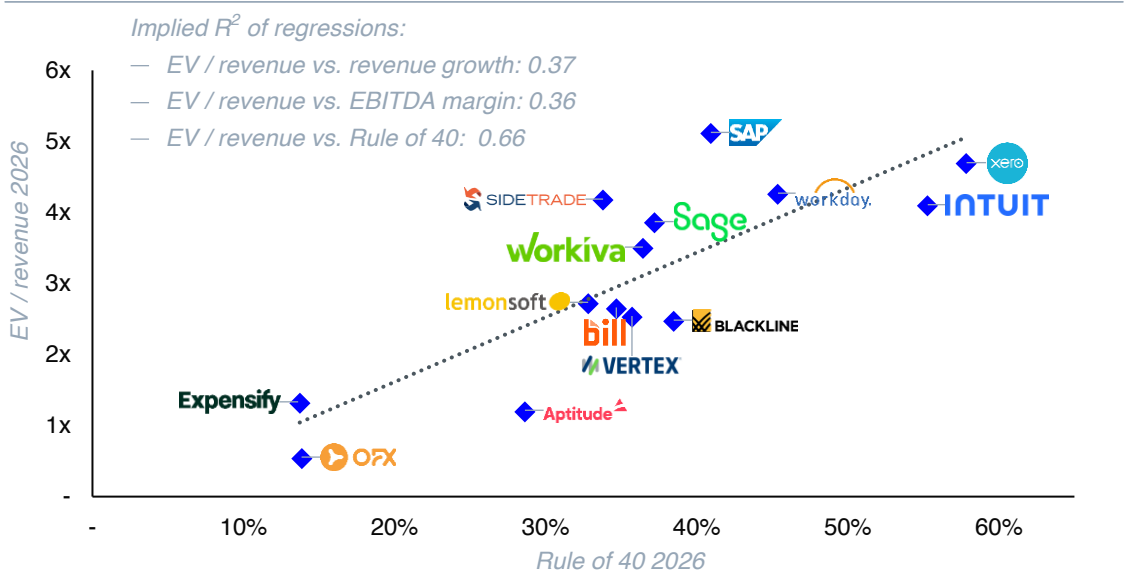
OCFO PEERS DE-RATED THROUGH 2025 ON MODERATING GROWTH AND SOLD OFF SHARPLY IN Q1-26 ON AI-DISRUPTION FEARS. RECOVERY IS UNDERWAY BUT MULTIPLES REMAIN WELL BELOW L24M AVG., WHILE BROADER TECH TRADES NEAR ITS HIGHS

Public market valuation environment – peer groups over time



Over time statistics	Last 24 months			10/08/26
	Low	High	Avg.	
ERP / financial management	2.9x	7.4x	5.1x	4.0x
Employee management	3.2x	6.8x	5.2x	4.6x
NASDAQ Composite	3.6x	5.2x	4.6x	5.0x
S&P 500	2.9x	3.7x	3.4x	3.7x

EV / revenue vs. Rule of 40 (2026E)¹



Cohort of OCFO peers delisted via PTOs:

Anaplan Avalara avidxchange basware
billtrust coupa dayforce DOUZONE
ESKER Fortnox Heeros onestream
PAGERO Paycor signIP ZUORA

Potential OCFO IPO candidates:

ERP / financial management
Airwallex Avalara Payhawk PEO
ramp Senior tipalti Tena VISMA
Employee management dailypay.
deel. HBob Oyster RIPPLING gusto

Source(s): S&P Capital IQ and company filings per 10-Aug-2026
Note(s): Peer group median multiple excludes EV/revenue >30x which are deemed as not meaningful; represents valuation relevant median - refer to the appendix for a definition of the relevant peer groups; multiples over time based on rolling NTM revenue, driving the minor difference to EV/revenue '26E multiple on the prior page; 1) Regression peer set (n=14) set adds back subscale/operationally challenged peers but excludes CN/JP peers, Navan, Technology One and Tyler Technologies (lack of broker estimates and comparability)

// H1-2026 M&A AND GROWTH EQUITY DEAL ACTIVITY IN REVIEW

ANOTHER VERY BUSY HALF YEAR FOR OCFO DEAL ACTIVITY



#220+ OCFO deals in H1-2026



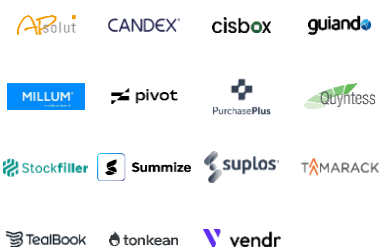
#100+ M&A deals, o/w 45% sponsor-led /-backed



Median¹ EV multiples: 8.0x revenue, 19.4x EBITDA

Procurement and spend

Source-to-pay



AP / invoice automation



nimbello ROSSUM

Expense management

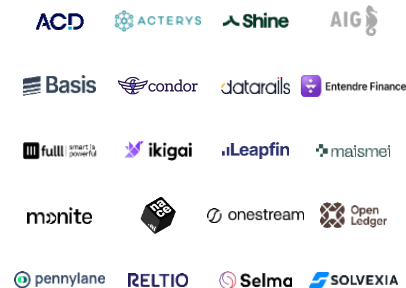


Core systems

ERP



Financial management and accounting



BI / analytics



Order to cash

AR / billing automation and RevOps



Treasury, tax and payments

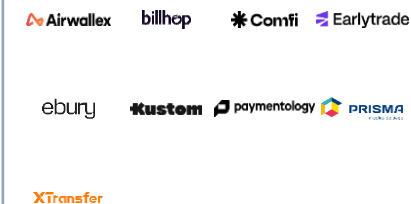
Treasury / cash management



Tax management

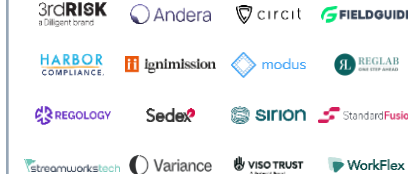


B2B payments



Corporate secretary et al.

GRC



WORTH

Equity management



Employee mgmt.

Payroll, compensation and benefits



// NOTABLE H1-2026 M&A TRANSACTIONS ACROSS THE OCFO SOFTWARE ECOSYSTEM (1/2)

FINANCIAL SPONSOR PLATFORM INVESTMENTS

ERP / financial management / Employee management / Corporate secretary

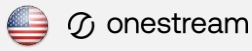



08-Jan-2026

EV: \$ 1,000m

EV / revenue: n/d

- AI-native enterprise contract lifecycle management platform covering drafting, negotiation, obligation management and analytics across 7m+ contracts in 100+ languages.
- Six crossover and VC holders exit into one control sponsor - evidence the AI-native cohort can now attract long term financing structures rather than mere equity fundings. Haveli buys a category leader whose backers had no realistic IPO path.

01-Apr-2026

EV: \$ 5,805m

EV / revenue: 8.6x¹

- Hg already owns insightsoftware and Prophix; OneStream is the enterprise tier neither reaches, completing a CPM stack by customer size.
- Less than two years after the KKR-backed IPO, Hg underwrites to growth potential the public market discounted. GAAP profitability was heavily burdened by stock compensation, while cash flow stayed positive.




24-Apr-2026

EV: \$ 2,705m

EV / revenue: 7.9x¹

- Korea's leading SME ERP and business software vendor (cloud and on-premise ERP plus accounting, e-tax invoicing, groupware and security). Founded 1977, KOSPI-listed.
- EQT bought out the founder-chairman and Shinhan in full, then squeezed out the float to delist. It has said it will favor internal investment over near-term profit: migrating a captive on-premise SME base onto WEHAGO cannibalizes license revenue, which is hard to justify to public shareholders.




28-Apr-2026

EV: n/d

EV / revenue: n/d

- Procure-to-pay platform for hospitality back-of-house (purchasing, inventory, recipe costing and AI invoice capture) used by Accor, IHG, Marriott and Landmark Group.
- Vertical P2P defends itself because recipe-level costing is not something a generalist suite will build. Strattam buys deep workflow integration in an under-digitized APAC estate, with roll-up optionality.




08-May-2026

EV: n/d

EV / revenue: n/d

- Membership-based supply-chain sustainability platform running the industry-standard SMETA social audit; 100,000 members.
- Apax is buying a regulated data network, not a product (CSDDD and CSRD make supplier due diligence statutory, and 540,000 on-platform audits are a dataset no rival can rebuild).
- Ownership also passes from a body whose members were its own customers, removing a structural brake on pricing.




19-May-2026

EV: n/d

EV / revenue: n/d

- AI-native receivables and collections platform, from pre-court dunning to long-term monitoring, for mid-market clients in Germany, the Nordics and the UK.
- Collections is where AI substitutes most directly for headcount. Norvestor is underwriting the conversion of a labor cost base into software margin, against incumbents still billing per case handled.

// NOTABLE H1-2026 M&A TRANSACTIONS ACROSS THE OCFO SOFTWARE ECOSYSTEM (2/2)

STRATEGIC AND SPONSOR-BACKED ADD-ON ACQUISITIONS

ERP / financial management / Employee management / Corporate secretary




acquired

12-Feb-2026	EV: n/d	EV / revenue: n/d
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- AI and RPA-driven invoice processing and e-invoicing platform for enterprise accounts payable, headquartered in the Netherlands.
- Acquisition driven by regulation: EU ViDA and national mandates convert a compliance deadline into a forced replacement cycle. Serrala is acquiring local mandate coverage rather than building to 27 specifications.




acquired

12-Feb-2026	EV: n/d	EV / revenue: n/d
-------------	---------	-------------------

- Decision intelligence platform combining data preparation, analytics and generative BI over a governed semantic layer spanning ERPs, CRMs and cloud warehouses.
- Every agentic roadmap hits the same wall: where does the agent get numbers it can defend? A governed semantic layer is what separates an assistant from a system of record, and buying trust is faster than earning it.




acquired

07-Apr-2026	EV: \$ 5,150m	EV / revenue: n/d
-------------	---------------	-------------------

- AI-native corporate card, spend management and business banking platform serving 25,000+ startup, mid-market and enterprise customers; ~\$700m net revenue run-rate.
- A bank paying \$5.15bn (58% below Brex's 2022 private market valuation) for the software that decides where corporate spend is routed. Interchange follows the workflow, so Capital One is buying distribution, not a card book.




acquired

05-May-2026	EV: n/d	EV / revenue: n/d
-------------	---------	-------------------

- Cologne-based AI-driven SaaS procurement and spend platform giving IT, procurement and finance visibility into software and cloud spend, with automated renewals and price benchmarking.
- Deel's tenth acquisition since 2022 and its clearest move from payroll into the CFO's budget. Renewal data also hands Deel a live pricing signal on the vendors it competes with.




acquired

12-May-2026	EV: n/d	EV / revenue: n/d
-------------	---------	-------------------

- AI-first intelligent document processing with a proprietary transactional LLM automating complex invoice and AP capture; a Coupa partner since 2024.
- Agentic spend management fails at the document boundary, misread an invoice and nothing downstream is safe. Thoma Bravo is buying the accuracy layer that makes Coupa Navi sellable and denying it to competitors.




acquired

08-Jun-2026	EV: \$ 1,545m	EV / revenue: 13.4x ¹
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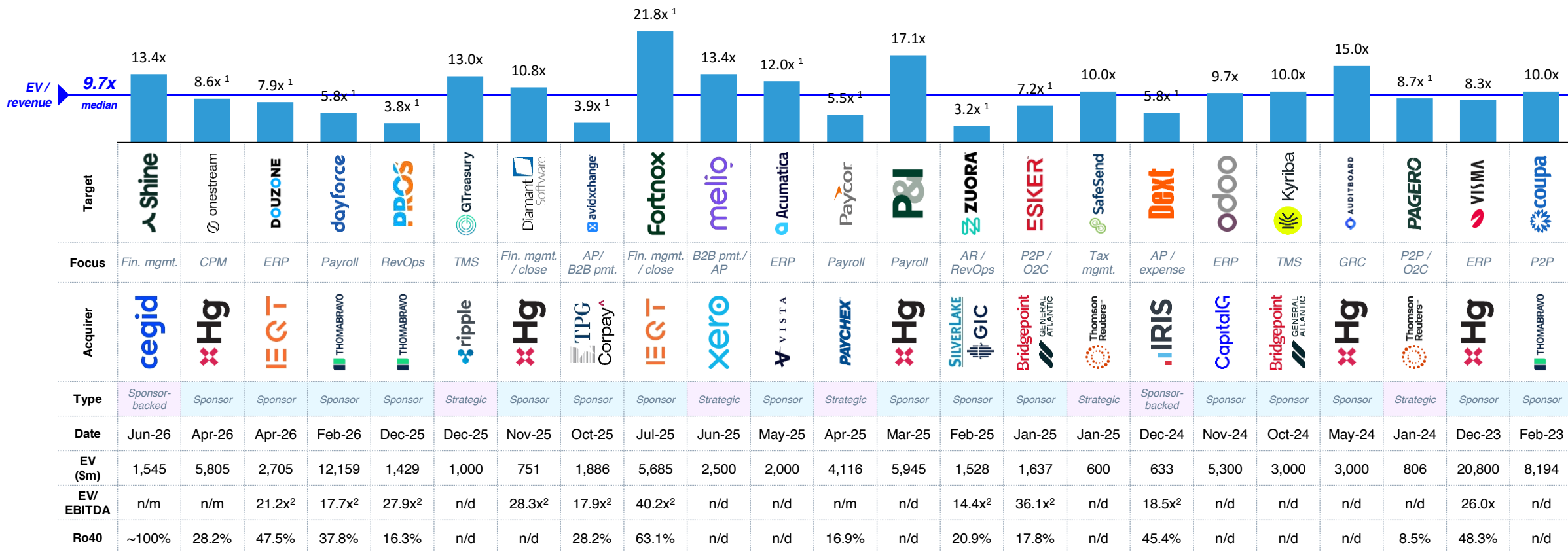
- Copenhagen-based cloud financial platform for European SMBs and accountants spanning company formation, e-invoicing, daily banking, payments, tax and payroll.
- Cegid is buying distribution it cannot build in-house: pan-European SMB reach outside France, plus an embedded banking front end. Silver Lake is assembling the European answer to Intuit before Intuit builds it.

// VALUATION MULTIPLES OBSERVED ACROSS NOTABLE OCFO DEALS SINCE 2023

RECENT PRECEDENTS CONFIRMED ATTRACTIVE VALUATION ENVIRONMENT ACROSS THE OCFO ECOSYSTEM

Implied valuation metrics observed in recent OCFO transactions

Multiples on LTM basis, unless noted otherwise



// DRAKE STAR OCFO DEAL VALUATION DASHBOARD – BY FINANCIAL WORKFLOW

VARYING VALUATION LEVELS OBSERVED ACROSS OCFO CATEGORIES / BY FUNCTION AND BREADTH OF OFFERING

Systems of record



CPM (close + consolidation / FP&A)

Procure-to-pay & AP / expenses, cards & spend FinTech



Treasury management systems

Order-to-cash

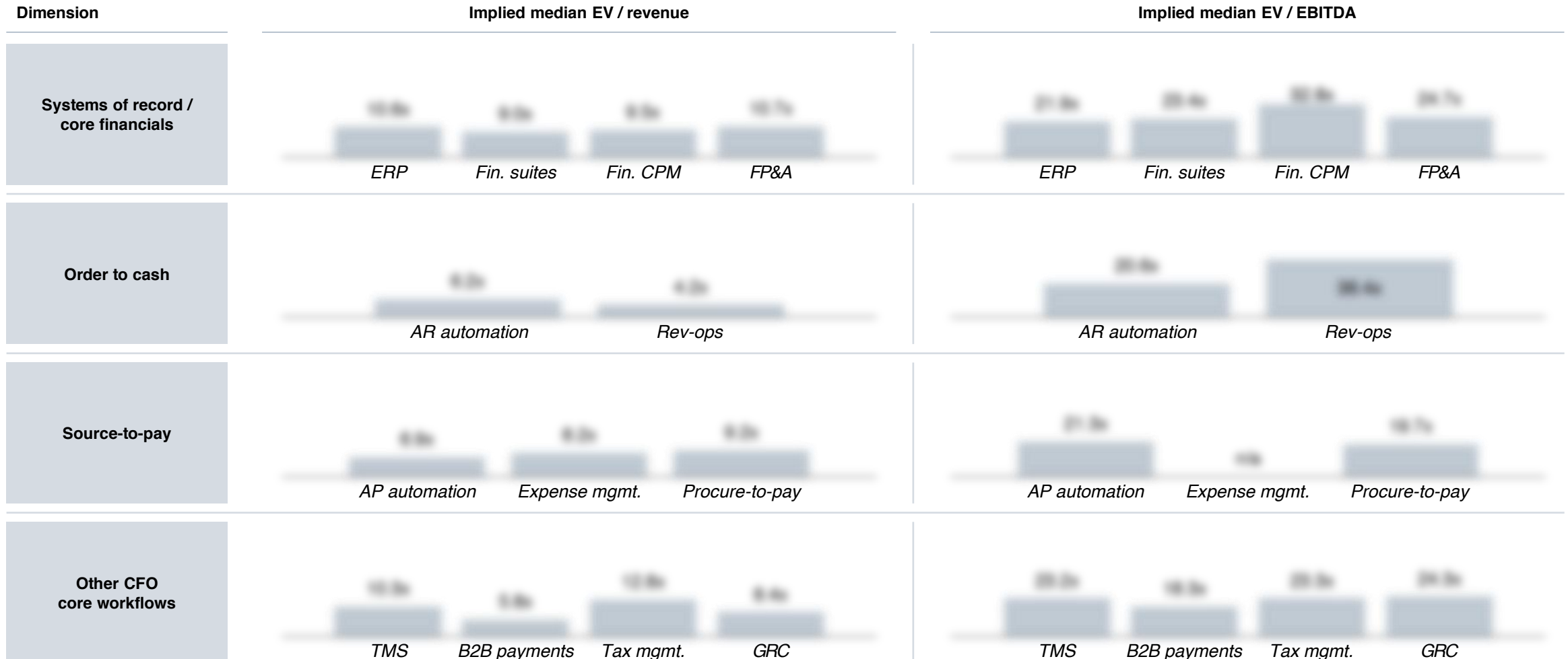


Tax management



// DRAKE STAR OCFO DEAL VALUATION DASHBOARD – BY FINANCIAL WORKFLOW

VARYING VALUATION LEVELS OBSERVED ACROSS OCFO CATEGORIES / BY FUNCTION AND BREADTH OF OFFERING



// DRAKE STAR OCFO DEAL VALUATION DASHBOARD – BY DEAL/TARGET CRITERIA

UNSURPRISINGLY, RULE OF 40 PERFORMANCE IS THE KEY VALUE DETERMINANT. HOWEVER, OTHER CRITERIA SUCH AS CUSTOMER FOCUS AND AI-POSITIONING LIKEWISE MATERIALLY DRIVE VALUATION



// OVERVIEW OF KEY PARTIES DRIVING CONSOLIDATION – MOST ACTIVE ACQUIRERS

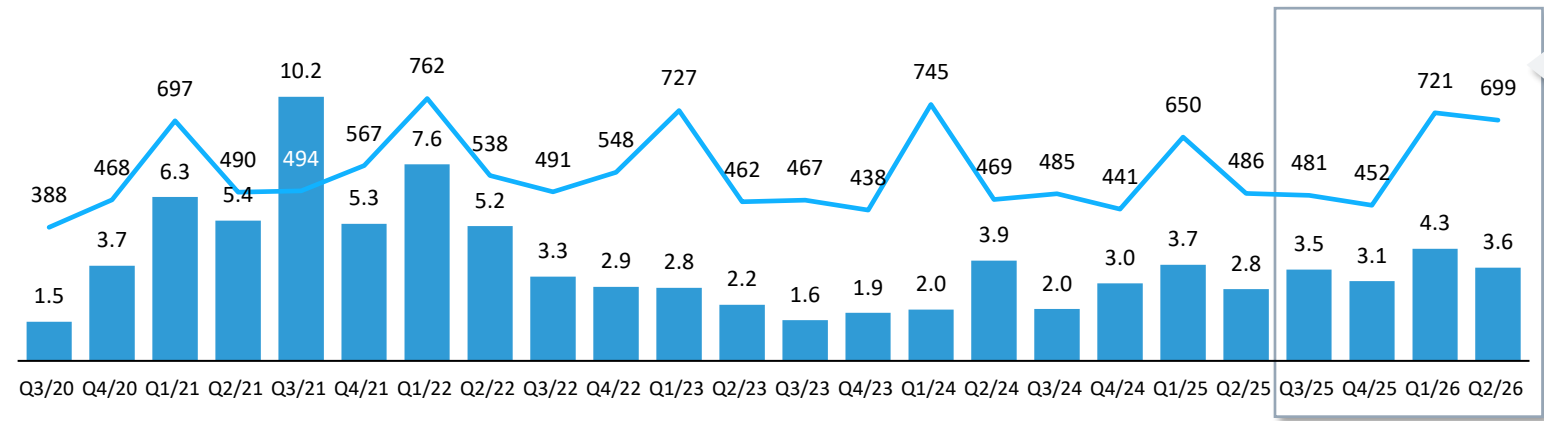
CONSOLIDATION HAS NARROWED RATHER THAN SLOWED: PLATFORM BOLT-ON VOLUME FELL SHARPLY IN H1-26, WHILE SPONSORS CONCENTRATED CAPITAL IN FEWER, LARGER NUCLEUS ASSETS

Top independent strategic buyers				Top PE-backed consolidators / platforms				Top financial investors by # of platform deals			
Buyer	Selected deals	Σ # deals ¹	Ø offer EV/rev. ²	Buyer	Selected deals	Σ # deals ¹	Ø offer EV/rev. ²	Investor	Selected deals	Σ # deals ¹	Ø offer EV/rev. ²
 ZUCCHETTI	 Piteco  MY GOVERNANCE  Ranocchi	Σ 150+	7-8x	 VISMA  Hg	 Accountable  ContaAzul+  PEN30	Σ 155+	7-8x	 Hg	 Payworks  Diamant Software  VISMA	Σ 50+	9-10x
 Wolters Kluwer	 brightflag  isabel  RASI	Σ 45+	8-10x	 TeamSystem®  H&F SILVER LAKE	 sellsy  Distritok  Fatture in Cloud.it	Σ 30	7-8x	 TA ASSOCIATES	 PairSoft  FinQuery  UNIT4 In business for people.	Σ 40+	9-10x
 Sage	 fyle  Criterion  LOCKSTEP®	Σ 45+	7-8x	 cegid  SILVER LAKE	 Shine  sevdesk  Exalog	Σ 29	13-14x	 THOMABRAVO	 PROS  dayforce  coupa	Σ 34	6-10x
 intuit.	 GoCo  ONESAAS by quickbooks  PaySuite	Σ 25	8-10x	 access  Hg  TA ASSOCIATES	 Pay360  ATO smarIdocs  Lightyear	Σ 26	3-4x	 AKKR ACCEL-KKR	 basware  AccessPay  Recurly	Σ 26	4-5x
 Thomson Reuters	 PAGERO  SafeSend  Additive	Σ 23	8-10x	 Avalara  VISTA	 DAVO  INPOSIA  ttr	Σ 22	10-11x	 MAIN CAPITAL PARTNERS	 cisbox  Bjorn Lunden  fraxion	Σ 20	n/d

/// QUARTERLY OVERVIEW OF BROADER OCFO FUNDING ACTIVITY

IN Q2-26, BROADER OCFO FUNDING VOLUME WAS UP ~30% YEAR-ON-YEAR, DEMONSTRATING THE SOLID FINANCING ENVIRONMENT, ESPECIALLY FOR AI-NATIVE CFO SOFTWARE VENDORS

Quarterly equity raise volumes since H2 2020 (■ volume raised in \$bn, — no. of deals)



Double-click on OCFO segments LTM Jun-26

Segment	Volume raised (\$bn)	No. of deals
ERP / financial mgmt.	4.0	483
Employee mgmt.	3.1	377
Corporate secretary	7.5	1,493
Total	14.6	2,353

Most active investors since 2020

Investor	Select investments	# of deals
andressen horowitz	ComplyDo CONCURSE Rillet	101
Alumni Ventures		94
SEQUOIA	Rillet	93
Accel		76
GENERAL CATALYST		75

Select recent spotlight financings in H1-26

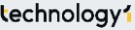
Date	Target	Country	Category	Leading investors	Volume (\$m)
01-Jun			Employee mgmt.		336
20-Jan			ERP / financial mgmt.	TCV	205
20-May			ERP / financial mgmt.	TCV	200
30-Jun			Corporate secretary	RIVERWOOD	180
25-Mar			ERP / financial mgmt.		100
24-Feb			ERP / financial mgmt.	Accel	100
23-Feb			Employee mgmt.	Kaszek	66

A

APPENDIX 1: VALUATION DETAILS

OVERVIEW OF RELEVANT OCFO TRADING PEERS – ERP / FINANCIAL MANAGEMENT

OCFO PEERS' PRICE AT MEDIAN OF 4.1X EV/REVENUE 2026E. VALUATION MULTIPLES HAVE BEGUN TO RECOVER FROM AI-FEAR DRIVEN SELL-OFF IN Q1-26 (SAASPOCALYPSE)

Company	Country (HQ)	EV (\$bn)	EV / revenue	EV / EBITDA	Revenue CAGR ('25E-'27E)	EBITDA margin	Rule of 40 ¹ (2026E)
 SAP		237.7	5.1x 4.6x	16.2x 13.9x	10.6%	31.5% 32.8%	40.9%
 INTUIT		91.6	4.1x 3.7x	9.6x 8.4x	11.9%	42.7% 43.7%	55.3%
 workday. Reported interest by Silver Lake³		44.9	4.3x 3.8x	12.6x 11.0x	11.4%	33.7% 34.9%	45.4%
 Sage		14.7	3.9x 3.5x	14.1x 12.8x	9.4%	27.4% 27.7%	37.2%
 tyler technologies		13.5	5.3x 4.8x	18.5x 16.4x	9.7%	28.7% 29.3%	38.2%
 xero		9.5	4.7x 3.8x	18.6x 14.6x	28.1%	25.2% 26.0%	57.8%
 technology ¹		7.5	15.0x 13.0x	33.6x 28.6x	14.7%	44.7% 45.5%	58.7%
 NAVAN		6.8	7.7x 6.1x	n/m 44.4x	26.3% ²	11.9% 13.8%	38.2% ²
 yonyou		6.5	4.4x 4.0x	45.0x 25.1x	8.9%	9.9% 16.0%	17.1%
 bill Reported interest by H&F³		4.6	2.6x 2.4x	11.9x 9.3x	12.3%	22.2% 25.3%	34.7%
 workiva		3.6	3.5x 3.0x	18.8x 14.7x	16.6%	18.6% 20.5%	36.4%
 VERTEX		2.1	2.5x 2.3x	10.0x 8.0x	10.5%	25.1% 28.5%	35.7%
 Money Forward		2.0	5.0x 4.3x	28.4x 18.4x	18.8%	17.7% 23.5%	39.1%
 BLACKLINE Rumored interest by SAP³		1.9	2.5x 2.2x	8.5x 7.4x	10.1%	29.0% 30.2%	38.5%
 freee		0.9	3.1x 2.6x	40.1x 19.8x	21.3%	7.6% 12.9%	31.0%
 JSTERP		0.4	2.0x 1.7x	8.1x 5.2x	11.0%	24.7% 32.5%	29.1%
 SIDETRADE		0.3	4.2x 3.7x	25.0x 21.7x	14.9%	16.7% 17.0%	33.8%
			2026E 2027E	2026E 2027E	'25E-'27E	2026E 2027E	2026E
			Median 4.1x 3.7x	13.3x 12.8x	11.9%	25.2% 27.7%	38.2%

OVERVIEW OF RELEVANT OCFO TRADING PEERS – EMPLOYEE MANAGEMENT

SINGLE DIGIT GROWTH PROSPECTS ACROSS EMPLOYEE MANAGEMENT PEERS, OUTWEIGHED BY STRONG PROFITABILITY, DRIVING A MEDIAN EV/REVENUE OF 4.8X 2026E

Company	Country (HQ)	EV (\$bn)	EV / revenue		EV / EBITDA		Revenue CAGR ('25E-'27E)	EBITDA margin		Rule of 40 ¹ (2026E)	
		110.0	4.9x 4.6x		16.6x 15.2x		6.0%	29.3% 30.3%		35.5%	
		46.6	6.9x 6.6x		14.8x 13.8x		7.6%	46.9% 47.6%		56.6%	
		10.2	4.6x 4.3x		10.1x 9.3x		7.6%	45.9% 46.4%		53.6%	
		9.7	2.8x 2.7x		6.7x 6.3x		3.3%	42.0% 42.6%		42.8%	
		7.6	4.1x 3.9x		11.2x 10.4x		7.9%	36.9% 37.1%		45.6%	
		3.7	0.8x 0.7x		8.6x 8.7x		(0.1)%	8.8% 8.5%		5.1%	
			2026E	2027E	2026E	2027E	'25E-'27E	2026E	2027E	2026E	
			Median	4.8x	4.5x	13.0x	12.1x	7.6%	41.4%	41.7%	49.6%

■ 2026E ■ 2027E

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APPENDIX 2:
OFFICE OF THE CFO
MARKET MAPS

THE OCFO SOFTWARE LANDSCAPE – MODERN CFOs CAN LEVERAGE A BROAD TOOLKIT (1/2)



THE OCFO SOFTWARE LANDSCAPE – MODERN CFOs CAN LEVERAGE A BROAD TOOLKIT (2/2)

Employee management

Payroll, compensation & benefits



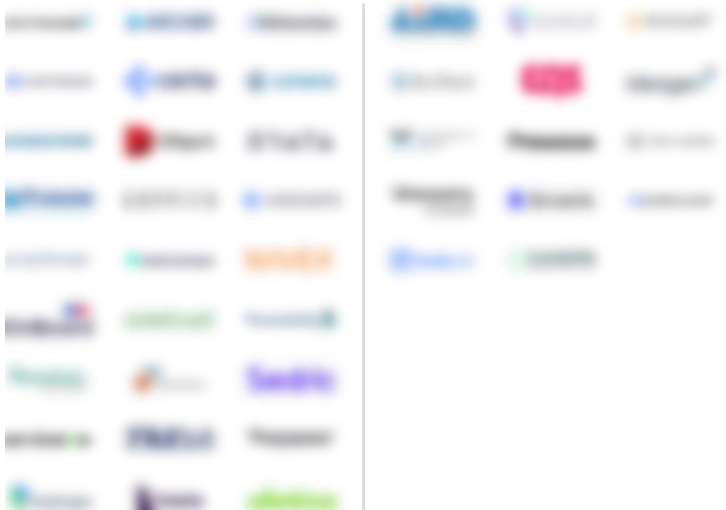
Benefits & rewards

Workforce planning

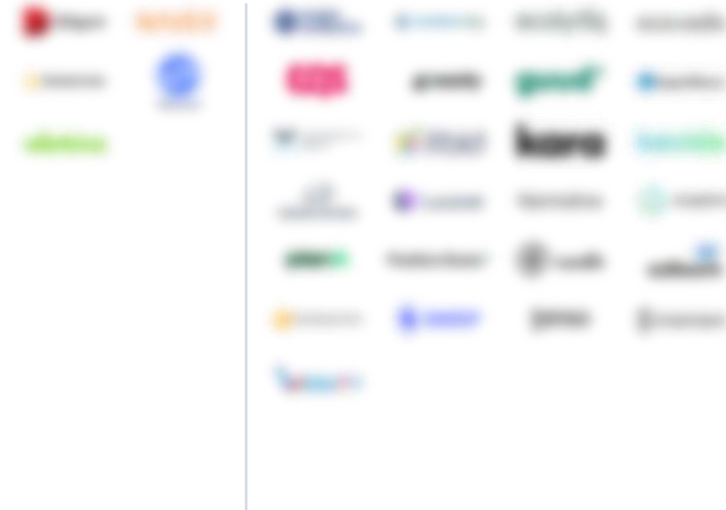


Corporate secretary

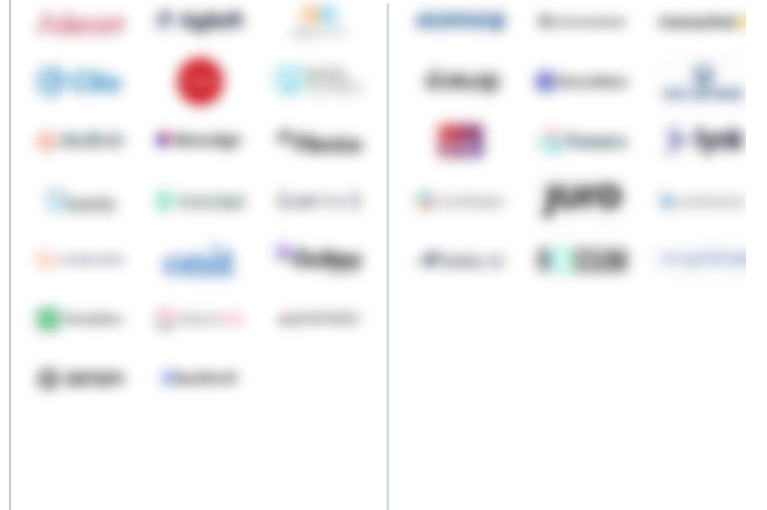
Governance, risk & compliance



Sustainability & ESG management



Enterprise legal & document management



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APPENDIX 3:
**ABOUT DRAKE STAR
AND ALTMAN SOLON**

GLOBAL REACH COMBINED WITH LOCAL PRESENCE

ONE OF THE LARGEST TECH TEAMS WITH 100+ PROFESSIONALS IN THE US, EUROPE, AND THE MIDDLE EAST

5
countries



500+
transactions



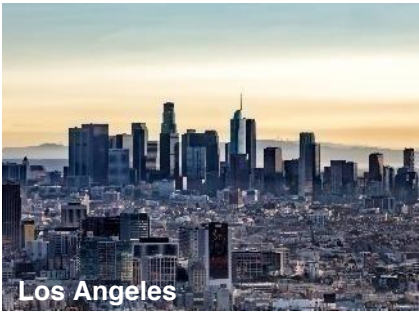
>70%
cross-border
transactions



9
offices



3
continents



~100
professionals

DRAKE STAR PARTNERS IS 100% TECH-FOCUSED

WE HAVE DEEP EXPERTISE ACROSS 9 CORE TECH SECTORS

SOFTWARE / SAAS



HR TECH



FINTECH



ARTIFICIAL INTELLIGENCE



INDUSTRIAL TECH



DIGITAL SERVICES



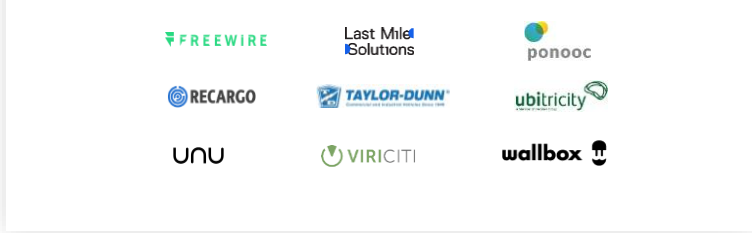
DIGITAL MEDIA



CONSUMER & RETAIL TECH



MOBILITY & SUSTAINABILITY



STRONG TRANSACTION TRACK RECORD

OVER 500 TRANSACTIONS COMPLETED



SOFTWARE CREDENTIALS (1/2)

WE BRING DEEP EXPERIENCE ACROSS THE APPLICATION AND INFRASTRUCTURE SOFTWARE ECOSYSTEM

Select application software credentials

NON-EXHAUSTIVE

Horizontal software

Office of the CFO

board

camos.

cora

Kyriba

medius

NOMENTIA

powercloud

proactis

REGIONDO

revenue analytics

sage

Semine

SERRALA

shibumi

tis

webexpenses

Core enterprise apps – ERP, HCM, SCM

Aareon

access

Atlas

benify

Circa

FMP Global

IRIS

iptor

Kallidus

mentorcliQ

morson

perkbox

RewardGateway

MarTech, ecommerce & AdTech

Bigtincan

Canva

CentralNic

dealfront

ELEVAR

epass

folloze

intive

investisdigital.

ironSource

JTL

mediafly

monetate

MVF

near

PREMION

RUBICON

hareablee

Überflip

web.com

WiX

Collaboration, ECM & communications

8x8

Anywhere365

AVAYA

AVOXI

box

broadsoft

Cometly

compart

CONTENT GURU

Five9

Hyland

meetingplay

Mitel

puzzel.

Sycurio.

UNIFY

USERFUL

vht

VONAGE

WhiteLabel

Vertical-specific software

Government & non-profit

Cartegraph

CASTLETON

CIVICA

devex

Orchard

PARSONS

ROCK SOLID

Education

anthology

cambium

Curriculum Associates

FINALSITE

learnwerkstatt

MeldMetrics

Schocklock

texthelp

Transportation & logistics

CIRIUM

e2open

efficio

KPLER

OAG

ShipBob

TRANSPORTEIN

WINDWARD

Healthcare & life sciences

avinty

COHEALTH

DATAVANT

Dedalus

EPINET

LOGEX

medavis

Netsmart

AutoTech

AUTO 1 GROUP

AutoLeap

CitNOW

Cox Automotive

inspire

Industrial tech & manufacturing

BEYOND LIMITS

EMR

Energy Transfer

PLEX

SIEMENS

Financial services

Banking & lending tech

Payments & digital assets

Asset / wealth tech

Capital markets tech

Pension / InsurTech

Data / reconciliation

Legal, RegTech & GRC

aboalarm

ACA

Agiloft

aosphere

AXIOMSL

cleversoft

CORLYTICS

DILITRUST

ELITE

enhesa

exterro

FUNDAPPS

FUSION

intapp

KAIZEN

logikcull

MITRATECH

REGNOLOGY

check GLOBAL

VIXIO

AEC & PropTech

xCONGRUEX

eci

treeTOP

EQUE2

HAMMERTECH

JobNimbus

LATCH

lumion

NEWFORMA

OrbusSoftware

PMWeb

Render

SEMA

SINGLENIGHTS

SOCCOTEC

tacton

VertiGIS

VETRO

vitrui

SOFTWARE CREDENTIALS (2/2)

WE ALSO BRING DEEP EXPERIENCE ACROSS THE INFRASTRUCTURE SOFTWARE ECOSYSTEM

Select infrastructure software credentials

NON-EXHAUSTIVE

Cyber security		IT management	Developer tools
Network security		Broad IT management / operations	
clearswift DEEP SECURE digicert® DRAWBRIDGE JUNIPER mimecast™ OPSWAT. Outpost24 proofpoint. SECTIGO Security Bridge SentryBay.		Akamai aws CISCO CITRIX cloud™ Cloud Checkr consoleconnect FLEXera Google Cloud Platform helpsystems Hewlett Packard Enterprise incidentIQ. ivanti jamf MATRIX42 Microsoft mobileiron mosyle NETSCOUT. nintex RESOLVE Robiquity solarwinds TOPdesk vmware webpros	
SIEM / XDR		Data management & analytics	
blackpoint deepwatch esse eSENTIRE NETWITNESS SECURONIX™ SONICWALL™ WatchGuard		actifio celigo CLOUDERA ibi™ Jitterbit Lobster Phocas. precisely Semarchy solace. spire StreamSets THEOBALD SOFTWARE	
Data protection & governance		Observability & monitoring	
Acronis ARCHIVE360 datto exterro redstor VARONIS		auvik ConnectWise new relic. PDQ riverbed SANDVINE	
Identity & access	IDV / fraud / financial crime	DevOps	
appviewx Delinea FASTPATH imprivata RSA SecureLink. simeio utimaco® VENAFI™	AUTOTIX Comply Advantage DeticaNetReveal FEATURE SPACE fenegera id:analytics. IDV Jumio LexisNexis NAPIER onfido OUTSEER Signicat SmartSearch/// SYNECTICS SOLUTIONS Trulioo	applitools digital.ai eggplant headspin SauceLabs sonatype	

OFFICE OF THE CFO SOFTWARE REPORT

H1 2026

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