

Acquisitions

YEAR	TARGET (PARENT)	ACQUIROR (PARENT)	SIZE (MM)	COMMENTS
2009	Cisco (Ironport)	Authentication Metrics	Undisc.	Advised management on the carveout of certain Cisco Ironport technologies.
2006	Various targets	Undisclosed	\$25-\$200	Acquisition program for mid-cap public company.
2006	FEI Company	Carl Zeiss AG -- Lithography	\$800E	Attempted cross-border acquisition of FEI for cash to extend product and distribution capability for Zeiss' litho business. No agreement on terms.
2005	Infinion Fiber Optics business	Finisar	/\$110/\$50	Cross-border acquisition of subsidiaries and assets of IFX's fiber optics division for Finisar stock. Renegotiated twice over 9 months.
2005	Overland Storage	ADIC	\$125	Hostile cash public bear hug to consolidate the tape drive industry. Terminated.
2005	--	McKesson	Undisc.	Strategic review of opportunities in certain end markets.
2005	--	Paramount Entertainment Int'l	\$30-\$150	Strategic review and planning regarding Asian expansion.
2005	--	InfoSpace	Undisc.	Strategic opportunities in new media markets.
2004	Spectra-Physics (ThermoElectron)	Newport	\$300	Product extension to add lasers to optical components offerings. Significant portion of Newport's cash utilized, plus stock and a note. Positive stock price impact.
2000	Shared Medical Systems	Undisclosed	\$2,100E	Represented potential acquiror of Shared Medical Systems. Outbid by Siemens.
2000	Wink	OpenTV	\$101	Public-public transaction for stock to build a stronger satellite television set-top box software company. "Revlon" stock merger.
2000	Servicesoft	Broadbase	\$650	Acquisition of a private company for stock requirements approximately 35% interest in the pro forma public entity.
2000	Rocketchips	Xilinx	\$300	Acquisition of communications IC design firm for cash.
2000	Spyglass	OpenTV	\$2,500	Transaction to build a stronger cable set-top software company. "Revlon" stock merger.
1999	IBM	Cisco	NM	Arrangement trading a VAR relationship for planned obsolescence of certain IBM network equipment.
1999	Excite	@Home Networks	\$6,700	Attempt by @home to add content and ad revenues to access and subscription revenues, respectively. "Revlon" stock merger.
1999	CSA Holdings	Computer Sciences	\$100	Expansion of CSC presence in Asia via this Singapore-based acquisition. Cross-border cash tender offer on Singapore exchange for closely held target.
1996	Rockwell Aerospace & Defense	Boeing	\$3,000	Included space shuttle and GPS business; Morris Trust; pension plan issues; debt tender.
1996	National Semi Lead Frame Business	Malaysia Pacific	\$70	Cross-border cash acquisition of National's captive lead frame manufacturing business; environmental; IP; and transitional issues.
1996	McDonnell Douglas	Boeing	\$15,000	Transaction to build premiere airframe company with \$50Bn of revenues; Public-public stock merger; Anti-trust issues; Pooling cure.
1995	Lotus	IBM	\$3,500	Transaction rationale was to acquire Lotus Notes and realize associated services sell-through; Unsolicited cash tender; Crown jewel lock-up.
1995	Micom	Northern Telecom	\$150	Transaction rationale was to gain of distribution channels to low-end customers; Cash tender offer.
1995	Hasbro	Mattel	\$2,000	Attempted hostile acquisition for stock of the second largest US toy manufacturer; Terminated.
1991	Sanmina	Lotus	\$75	Lotus acquired a word-processor company in a cash tender offer.
1990	Artic Alaska Fisheries	Nippon Suison	\$20	Acquisition of minority interest.
1989	Virgin Music Group	Fujisankei Communications	\$200	Acquisition of 25% minority interest.
1988	Universal Fasteners	YKK	\$100	Acquisition of privately held fastener business.
1988	Hawaiian Airlines	JAL	\$25	Minority investment in Hawaiian Airlines.
1988	Varian Inc.	Tosoh Corporation	\$40	Acquisition of special metals division.
1988	Gould Electronics	Nippon Mining Company	\$1,300	Acquisition of the world's largest producer of copper foil.

Bold denotes client Green denotes cross border transaction Red denotes hostile defense