

Selected 2003 M&A Transactions

2004-01-01

In 2003, we handled more than 100 M&A transactions. In the past five years, we have completed more than 700 mergers and acquisitions valued in excess of \$100 billion. The following are selected highlights from our 2003 transactions:

- **Alnylam Pharmaceuticals** — merger with Ribopharma — undisclosed
- **Applix** — sale of CRM business to Platinum Equity — \$8.75 million
- **Bookham Technology** — pending acquisition of New Focus — \$330.5 million
- **Braintree Laboratories** — sale of worldwide rights to PhosLo® (calcium acetate) to Nabi Biopharmaceuticals — \$101 million
- **Casella Waste Systems** — acquisition of Hardwick Sanitary Landfill — undisclosed
- **CCBN** — acquisition of corporate earnings call transcript and webcast distribution business from Fair Disclosure Financial Network — undisclosed
- **CMGI** — sale of AltaVista to Overture Services — \$140 million
- **Diacrin** — merger with GenVec — \$40.4 million
- **DoubleClick** — acquisition of CSC Advanced Database Solutions — undisclosed
- **Fabric Networks** — merger with Lane15 Software — undisclosed
- **Idenix Pharmaceuticals** — acquisition of 51% interest by Novartis — \$255 million
- **IDX Systems** — sale of EDiX to Total eMed — \$64 million
- **LTX Corporation** — acquisition of StepTech — undisclosed
- **Manufacturers' Services Limited** — pending acquisition by Celestica — \$293 million
- **MapInfo** — acquisition of Thompson Associates — \$13 million plus earnout
- **Penwest Pharmaceuticals** — sale of excipient business to Josef Rettenmaier Holding — \$41.75 million
- **Proton Energy Systems** — pending acquisition of Northern Power Systems — \$27.5 million plus warrants
- **SpeechWorks International** — acquisition by ScanSoft — \$132 million
- **uDate.com** — acquisition by USA Interactive — \$150 million
- **VitalWorks** — acquisition of Amicas — \$30 million plus earnout
- **Winphoria Networks** — acquisition by Motorola — \$175 million