

# Baltic ICT Market News

Prime  
INVESTMENT

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Baltic ICT market news is a semi-annual review of recent corporate developments in the sector of information technology, fixed and cellular telecommunications and Internet access in the Baltic States.

Prime Investment is one of the leading investment banking companies in the region, focusing on M&A, buyouts, fund raising, corporate restructuring and strategic advisory.

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## Prime's TOP-20 Baltic IT services companies in 2006, Euro '000

			IT services revenue		Total revenue		
	2006	2005	Growth, %/year	% of total 2006	2006	2005	Growth, %/year
1 Exigen Services (LV) <sup>1</sup>	21,057	20,011	5.2%	100.0%	21,057	20,011	5.2%
2 Alna Group (LT) <sup>2</sup>	14,288	10,345	38%	56%	25,459	20,365	25.0%
3 Microlink Eesti (EE)	9,616	7,600	26.5%	53.7%	17,901	12,560	42.5%
4 Lattelecom Group (LV) <sup>3</sup>	8,370	-	-	31.0%	27,035	-	-
5 Webmedia Group (EE) <sup>4</sup>	7,052	3,712	90.0%	93.5%	7,539	4,032	87.0%
6 Elsis Group (LT) <sup>5</sup>	6,853	5,236	30.9%	30.2%	22,720	17,450	30.2%
7 Baltic Data Center (LT)	6,154	4,021	53.0%	100.0%	6,154	4,021	53.0%
8 Blue Bridge (LT)	5,600	3,500	60.0%	21.4%	26,200	23,700	10.5%
9 Tilde (LV)	4,521	2,633	71.7%	100.0%	4,521	2,633	71.7%
10 FMS (LV)	4,364	1,275	242.3%	99.3%	4,395	1,279	243.6%
11 Helmes (EE) <sup>6</sup>	4,122	3,727	10.6%	46.3%	8,902	6,601	34.9%
12 Microlink Lietuva (LT)	3,959	4,020	-1.5%	74.3%	5,329	4,631	15.1%
13 Regio (EE)	3,523	2,852	23.5%	100.0%	3,523	2,852	23.5%
14 Columbus IT (LT)	3,622	3,325	8.9%	56.5%	6,407	6,313	1.5%
15 Sintagma Grupe (LT) <sup>7</sup>	3,200	2,882	11.0%	35.8%	8,951	7,436	20.4%
16 Baltic Amadeus (LT)	2,967	1,560	90.2%	26.0%	11,410	7,179	58.9%
17 Santa Monika Networks group (EE) <sup>8</sup>	2,843	1,559	82.3%	15.7%	18,086	10,188	77.5%
18 HNIT- Baltic GeoInfoServisas (LT)	2,597	1,630	59.3%	45.3%	5,734	3,785	51.5%
19 New Vision Baltija Group (LT) <sup>9</sup>	2,259	2,143	5.4%	25.8%	8,747	10,832	-19.3%
20 ABC Software (LV)	2,120	400	429.7%	100.0%	2,120	400	429.7%
<i>Average*</i>			<i>34.3%</i>	<i>49.2%</i>			<i>29.4%</i>

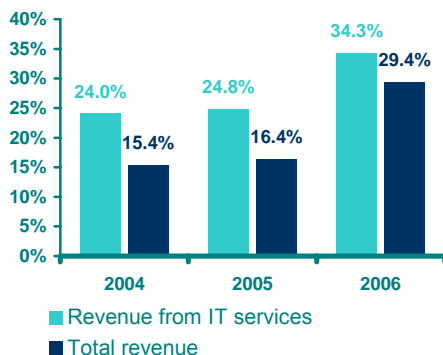
Source: data provided by the management of the companies

\* - sector's growth rates were calculated excluding Lattelecom Technology group's results, as comparable Y2005 data were not available due to vital changes in the company's structure

Prime's TOP-20 – is the proprietary ranking of the leading Baltic IT service companies by their revenues from in-house developed IT services and does not include any sales of hardware, distribution of software other than developed in-house, office equipment or other products. The ranking has been compiled since 2001.

## Baltic IT companies accelerate

Exhibit 1. Annual Revenue growth (%) in the Baltic IT market



Prime's TOP-20 IT services companies continued to benefit from the overall Baltic economy growth. The total increase in annual IT service revenue of Prime's TOP-20 companies (except Lattelecom Group) exceeded 30% for the first time making Y2006 one of the most successful years ever for the Baltic IT industry. IT service revenue growth rates have now been consistently increasing for 3 years and the demand for IT services remains very strong in 2007.

Same as in the previous year, IT services revenue grew faster than the overall IT sales revenue. In 2006 the share of IT services revenue made up 49% of the total revenue, an increase by almost 10% compared to 2005. This continuing trend verifies the tendency identified in the previous reports that the sector becomes more services oriented.

***Growth drivers are the same in all Baltic region***

All three Baltic countries share similar market growth drivers. IT companies grew mostly on the back of large government projects financed by the EU and Shengen funds. At the same time private sector demand has also been positively affected by strengthening economy, inflow of EU funds and accelerating adoption of modern IT technologies by enterprises as the key element of their business management infrastructure.

The shortage of workforce had a twofold effect on the dynamics of IT industry. On one hand, private sector enterprises need to increase their operational efficiency levels in order to maintain their own growth in the environment where additional labor pool is shallow. That results in the increased demand for IT solutions and the drive for outsourced solutions. On the other hand, scarce human resources, particularly personnel experienced in development of complex solutions has become one of the biggest if not the biggest limiting factors on the way to even more rapid growth of IT firms.

***Exigen Services remains the biggest IT service provider, others far away***

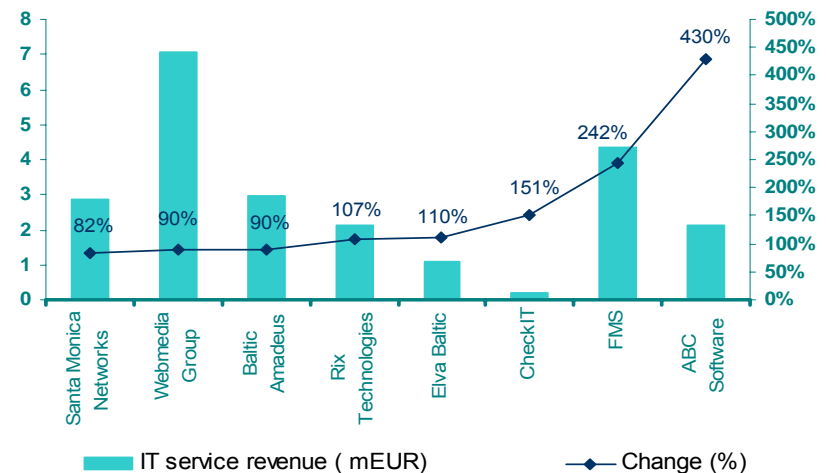
Exigen Services retained the 1st place in the Prime’s TOP-20 rankings. Its nearest competitor Sonex Group did not provide data for this year (in 2005, Sonex had EUR 15.6m revenue from IT service).

Alna recorded a significant growth adding almost EUR 4m to its IT service revenues, which put them in the 2nd place in the rankings.

Informacines Technologijos Group (total revenue of EUR 13m in 2006) and IT Alise/TietoEnator that would surely qualify to the TOP-20 did not provide data for the report. The report also does not include the data of the Baltic divisions of international vendors and service providers such as Siemens, IBM, and Skype.

***Eight companies recorded annual growth greater than 80%.***

*Exhibit 2. The fastest growing companies by IT service revenue (mEUR) and annual growth rate (%).*



***Newcomers of the Prime’s TOP-20 record the highest growth***

The highest growth of almost 430% was recorded by ABC Software, a Latvian IT solution provider that specializes in development of special-purpose systems for security and law enforcement institutions as well as web solutions. These high growth numbers were partially a result of revenues generated from several large projects that continued from the previous year but were billed in 2006.

Another newcomer to Prime’s TOP-20, FMS, a former subsidiary of Lattelecom Technology, specializing in ERP, financial management and accounting solutions, jumped to the 10th place by reaching IT service revenue of EUR 4.36m, a 242% growth. The company is expected to expand its Lithuanian operations as a result of a new joint-venture established together with Blue Bridge. FMS Lietuva will offer new corporate management solutions to private and public sector clients in Lithuania.

Webmedia remains one of the most rapidly and consistently developing IT companies in the region. Its IT services revenues grew up to EUR 7.05m (90%), while annual growth rates for the year 2005 and 2004 equaled 78% and 103% respectively.

Santa Monica Networks group that is operating in all three Baltic countries as well as Finland remained one of the fastest growing companies by increasing its revenues by 82% (117% in 2005).

Rix Technologies have showed significant growth of 107% that resulted from several completed large-scale projects and almost made it to Prime's TOP-20 by taking the 21st position. The Company created the Latvian state portal and implemented the united migration system and digital culture card system.

ERP, a Lithuanian ERP solution provider, fell just short of Prime's TOP-20 list as well. It occupied the 22nd place with IT service revenue of EUR 1.9m and annual growth of 61%. However, the revenue of ERP do not include company's activity in Ukraine and Kazakhstan.

Two former incumbents of Prime's TOP-20 - Lithuanian companies Prototechnika and Edrana, specializing in in-house accounting and business management systems, were surpassed by faster growing providers of complex and tailor made IT solution and left were left outside the TOP-20.

### Baltic IT companies by added value in 2006, Euro '000

	Added value per employee			Added value			Av. number of employees	
	2006	2005	Growth, %/year	2006	2005	Growth, %/year	2006	2005
1 Helmes (EE) <sup>6</sup>	53.9	53.1	1.5%	3,718	2,868	29.6%	69	54
2 FMS (LV)	52.8	16.5	219.7%	3,483	908	283.7%	66	55
3 Compservis atvirosios sistemas (LT)	47.6	42.3	12.7%	619	465	33.1%	13	11
4 Elsis Group (LT) <sup>5</sup>	37.3	16.6	124.9%	7,639	3,712	105.8%	205	224
5 Digitalmind (LV)	34.6	20.0	72.8%	311	180	72.8%	9	9
6 BCS Itera (EE)	33.9	22.8	48.9%	543	319	70.2%	16	14
7 Microlink Eesti (EE)	30.9	27.6	11.9%	7,726	4,942	56.3%	250	179
8 Compservis (LT)	29.7	35.3	-15.8%	1,457	1,766	-17.5%	49	50
9 Aqris Software (EE)	28.7	27.3	5.1%	860	682	26.1%	30	25
10 Tilde (LV)	27.9	23.7	17.7%	2,457	1,756	39.9%	88	74
11 Microlink Lietuva (LT)	25.0	22.4	11.7%	2,248	1,900	18.3%	90	85
12 Regio (EE)	23.4	23.7	-1.4%	1,525	1,204	26.7%	65	51
13 NRD (LT)	23.1	23.4	-1.2%	879	773	13.8%	38	33
14 Exigen Group (LV) <sup>1</sup>	22.3	22.1	0.9%	14,726	14,597	0.9%	660	660
15 Sintagma Group (LT) <sup>7</sup>	21.9	19.4	12.8%	3,046	2,604	17.0%	139	134
16 Alna Group (LT) <sup>2</sup>	21.9	18.4	19%	8,663	6,928	25%	396	376
17 Webmedia Group (EE) <sup>4</sup>	21.5	22.5	-4.4%	4,765	2,268	110.1%	222	101
18 Columbus IT (LT)	17.8	-	-	2,613	3,147	-17.0%	147	-
19 Uptime (EE)	16.0	13.4	19.8%	1,056	734	43.7%	66	55
20 Prototechnika Group (LT) <sup>10</sup>	14.4	9.5	51.0%	1,206	837	44.1%	84	88
21 Iterija (LT)	11.3	11.2	0.3%	315	258	22.1%	28	23
22 Sekasoft (LT)	10.2	6.9	48.1%	287	159	80.3%	28	23
23 Edrana (LT) <sup>11</sup>	8.1	7.3	10.2%	742	593	25.2%	92	81
24 CheckIT (LV)	7.7	8.1	-4.0%	116	64	80.0%	15	8
<b>Average*</b>	<b>26.3</b>	<b>21.5</b>	<b>22.4%</b>			<b>32.3%</b>		
<b>Average per working day, EUR</b>	<b>105.0</b>	<b>85.8</b>						

Source: data provided by the management of the companies

\* - Averages exclude Columbus IT as the employee number for previous period is not available

**Added value** is computed by summing EBITDA and personnel cost. The sum divided by the average number of employees results in added value per employee indicator.

### Significant growth in added value

An increase in added value of over 20% for the companies which provided data is somewhat unusual compared to previous years when added value per employee remained almost unchanged. It suggests that significant market growth may be putting some of IT service providers close to fully exhausting their capacities. In the short run this may suppress growth of some smaller market participants as they will not be able to absorb all market potential and it is also likely to put upward pressure on the pricing of IT services.

### IT sector strives for efficiency, faces personnel shortages

The most significant shift in added value per employee was determined by two factors. Firstly, market players managed to increase productivity while implementing large scale projects. Secondly, as the lack of qualified professionals is increasing in all three Baltic countries, the companies increasingly resort to subcontracting. This boosts added value per employee, as additional profit is achieved without the increase in in-house staff.

***FMS grows in both revenue and added value***

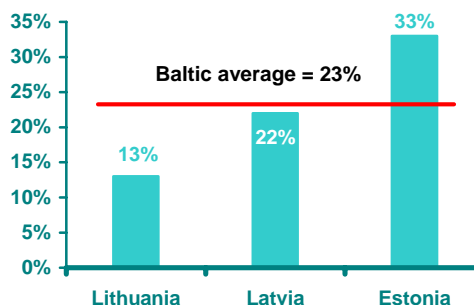
Latvian FMS, which showed one of the largest growths in IT service revenues, reached the largest growth of added value per employee. This helped FMS to occupy the 2<sup>nd</sup> place in added value ranking. FMS's number of employees increased by 20% in 2006, while added value increased more than 3 times.

***IT service export share is the highest in Estonia, Latvia - in the middle, Lithuania - oriented to local markets***

Estonian Helmes retained the 1<sup>st</sup> place in the added value ranking for the fourth successive years. The extensive use of outsourcing services is one of the factors for this great performance of Helmes.

24 IT companies from the Baltic region provided additional information on service export activities. That revealed considerable differences among the three Baltic countries.

*Exhibit 3. Average percentage of IT services exported form three Baltic countries.*



The results showed Estonia as the most export oriented with an average company exporting 33% of its IT services. That surpassed Latvian results that equaled 22%.

An average Lithuanian company is more concentrated on local market and exports only around 13% of IT services that is significantly below the Baltic average of 23%.

## CORPORATE NEWS

***Summary table of M&A transactions in the Baltic ICT market since October 2006***

Target	Acquirer	Deal size (%)
Bitė (LV and LT)	Mid Europa Partners (CEE)	100%
ELSYS GP	ECD (Sweden)	100%
FMS Lietuva	Blue Bridge and FMS	Joint Venture
Linkarta (LT)	Fresh Media (LT)	100%
MarkIT (EE)	Ambient Sound Investments (EE)	na
ERC (Hosting business operations spun-off)	Mikrolink Lietuva (LT)	100%
Compsotus (LT)	New Vision Baltija (LT)	100%
Rate Solutions (EE)	Martinson Trigon Venture Partners (EE)	na
Alarmest (EE)	Sonex Identifikaciniai Duomenys (LT)	51%

***Alna Business Solutions became a partner of Partner Power International***

Alna Business Solutions has become a partner of the biggest Microsoft Dynamics business management solutions provider in the world Partner Power International. This allows Alna to provide management solutions based on unified international standards throughout the world. This lends additional credibility to foreign subsidiaries of Alna Business Solutions.

Alna Business Solutions owns companies in Poland, Lithuania and Estonia. It is a part of Alna group, which generated total revenue of EUR 25.5m in 2006.

Partner Power International was established in 2002 in Copenhagen, Danmark and is present in 45 countries.

***Asseco Poland seeks to enter Lithuanian market by acquiring Sintagma and Informaciniu Projektu Sistemas***

Asseco Poland, the listed Polish software developer, was announced to be close to finalizing talks over a purchase of Lithuanian system integration and software development company Sintagma that employs 140 staff. Sintagma's revenues reached EUR 8.95m in 2006.

Asseco Poland also wants to take control of Lithuanian IT firm Informaciniu Projektu Sistemose, a subsidiary of listed Polish software company, Prokom. The two Lithuanian companies would be the starting point for Asseco's expansion into Russia and Ukraine.

Asseco Poland has a market capitalization of EUR 997m. Prokom Software holds 25.48% in Asseco Poland, according to Parkiet online.

#### *TDC sells Bite*

Danish telco TDC sold its 100% shares in Baltic mobile operator Bite to Mid Europa Partners, a private equity fund active in Central and Eastern Europe (CEE) for a cash consideration of EUR 0.45bn.

Bite Group provides mobile telephony service to nearly two million clients in Lithuania and Latvia. At the end of 2006 Bite Lietuva had 1.84 million clients, 11% more than in 2005, and turnover of EUR 171.9m.

Bite Latvia total revenue in 2006 was EUR 6.7m, 8 times more than in 2005 when activities in Latvia were started. At the end of 2006 Bite Latvia reached 198 thousand clients (including others clients operating in Bite network), 3.6 times more than in 2005.

#### *ELSYS Group sells electronic component production business*

ELSYS Group, a diversified Lithuanian IT solution provider, sold 100% of its subsidiary ELSYS GP involved in production of electronic components to EDC AS of Sweden, which specializes in the same field. The transaction was completed at the end of January 2006. The acquired entity was renamed to EDC ELSYS.

Elsis Group generated total revenue of EUR 22.7m in 2006.

#### *Blue Bridge and FMS established new company FMS Lietuva*

Lithuanian IT company Blue Bridge and Latvian IT company FMS have agreed on a joint venture FMS Lietuva. FMS and Blue Bridge control 51% and 49% share stakes in FMS Lietuva respectively. FMS Lietuva sells and implements financial, resource management, stocktaking IT solutions for different size companies.

FMS (Financial Management Solutions), one of the fastest growing Latvian IT companies reached sales revenue of EUR 4.4m in 2006. The total revenue of Blue Bridge were EUR 26.2m in 2006, and revenue from IT services (as defined in Prime's TOP-20 survey) amounted to EUR 5.6m in total revenue.

#### *Fresh Media acquires web solution business from Linkarta*

Fresh Media (last year it changed the name from Virtualus Sprendimai), a Lithuanian company working with internet projects, advertisement production and design of specialized management systems, acquired Linkarta, a Lithuanian company specializing in web solutions, PHP and MySQL database development and installation. The rights to the content management system EasyWeb were also acquired as part of the transaction.

#### *Kvazar-Micro Baltic distributes Oracle solutions*

Kvazar-Micro Baltic (KMB), the subsidiary of Kvazar Micro, one of the leading suppliers of IT solutions, products and services in CEE, has started to distribute Oracle solutions in Lithuania. KMB client focus is on financial institutions, telecommunications, retail, and industrial enterprises. The company will implement enterprise resources planning (ERP), suitability chain management (SCM), client relationship management (CRM), different analytical and solutions systems, portals, etc. KMG offers Oracle Applications E-business Suite, Retek, Siebel CRM and SAS systems.

#### *Lattecom Technology and ERP collaborate on SAP integration projects in the Baltics*

Lattecom Technology (previously MicroLink Latvia), a subsidiary of Lattelecom group, providing a broad spectrum of IT solutions and services, signed a co-operation agreement with Lithuanian IT and business consulting company ERP to merge strengths and competencies to deliver various complex SAP corporate resource management system integration projects to companies in the Baltic States.

Lattecom Technology group's revenue in 2006 was EUR 27m, while ERP reached revenue of EUR 2.7m.

***Ambient Sound Investments acquires MarkIT***

Ambient Sound Investments, an Estonian investment vehicle established by four founding engineers of Skype invested EUR 2m into a Estonian company MarkIT, the largest e-purchasing system for IT goods in the Baltics. MarkIT raised the capital to fuel the development of its novel e-purchasing system and the expansion to five new CEE markets.

In 2006 MarkIT consolidated turnover increased 3 times compared to 2005 and reached EUR 18m. Mark IT sells electronic equipment online to more than 10 thousand companies in Lithuania, Estonia, Latvia and Finland.

***MicroLink Lietuva acquires hosting business from Elektronines Reklamos Centras***

MicroLink Lietuva (ML), a Lithuanian provider of IT services, acquired a web hosting business from Elektronines Reklamos Centras (ERC) and will continue to provide services for 850 clients of ERC. Brands e-server.lt and eserver.lt as well as domains hostzona.lt and webmaker.lt were acquired together with the business.

ERC is the only company in the Baltics, which employs HSPcomplete, hosting automation software developed by SWsoft and used by the largest international hosting companies. With the deal ML has enlarged its hosting clients' base by 30% and now will have about 3,000. At the moment ML has 3 data centers: 2 in Vilnius and 1 in Kaunas.

Since March 2006, ML is owned by an investment fund Martinson Trigon Venture Partners. Total revenue of ML was over EUR 5.3m in 2006.

After spinning-off the hosting business, ERC will concentrate its activities on the development of internet solutions for a corporate segment.

***New Vision acquires Compssoftus***

New Vision Baltija, an IT solution provider specializing in retail sector, acquired 100% of Compssoftus. A new entity Pralo was formed after merging Compssoftus and the acquirer's subdivision focused on industrial clients. Pralo will implement IT systems for industry and logistics sectors. Its turnover was planned to reach over EUR 0.5m by the end of 2006.

The decision to acquire Compssoftus was determined by growing industry and logistics markets as well as representation of USA company QAD that develops business management system MFG/PRO.

The turnover of New Vision Baltija group was EUR 8.7m in 2006.

***Martison Trigon VP places investment in Rate Solutions***

Martison Trigon Venture Partners, the first Baltic private equity partnership focusing exclusively on the media, technology and telecom (TMT) sectors invested EUR 1m into Rate Solutions ŪJ, an Estonian developer of software for social network websites. Rate Solutions already operates such websites in Russia, Latvia and Lithuania and intends to expand its activities to other countries.

***Sonex Identifikaciniai Duomenys acquires Estonian company Alarmest Int***

Sonex Identifikaciniai Duomenys (Sonex Identification Data), which belongs to a Lithuanian IT company Sonex Group acquired a controlling interest in an Estonian company AS Alarmest Int. Alarmest is involved in security systems, light steam systems planing, installation and maintenance. The former owners of Alarmest continue as company management.

***Sonex Sistemose and Tectura form Strategic Alliance***

Sonex Sistemose, a leading Microsoft Dynamics partner in Lithuania, and Tectura, a leading global provider of Microsoft integrated business solutions to mid- market companies, larger enterprises and their divisions, had entered into a strategic alliance. The strategic partnership integrates Sonex Sistemose into Tectura's focused and highly successful alliance's strategy that fosters closely aligned business relationship. The alliance is mutually binding and Tectura is committed to exclusively working with Sonex Sistemose for Microsoft Dynamics projects in Lithuania, Latvia and Estonia.

Sonex Sistemose, which belongs to Sonex Group, was founded in 1997 and has 79 employees in Lithuania and Latvia. It has strong expertise in delivering Microsoft Dynamics NAV and Microsoft Dynamics AX and services a significant number of customers across the region.

### *New mobile operator TG Mobil starts operations in Latvia*

New virtual mobile operator TG Mobil launched its activities in the Latvian market in January, 2007. TG Mobil provides services through the Latvian network of Bite, which assigned 50 000 numbers to TG Mobil. TG Mobil is a trade mark of Telekomunikaciju Grupa (TG) that provides fixed line connections in Latvia since 2003. GT Turnover was EUR 2.5m in 2005.

## MARKET NEWS

### *Elion starts transmission of HDTV in Estonia*

Elion is the first company in Estonia to offer High-Definition TV (HDTV), which provides picture quality technology that is five times sharper than standard-resolution television pictures. The first HDTV channel started transmissions to Kabel DigiTV customers since February of 2007. Elion Kabel DigiTV is available in the new housing developments in Tallinn, Tartu and Parnu.

### *Baltic IT market increases 1.5 times*

Hewlett – Packard announced that state and private enterprises spent EUR 1.01bn for technical development and implementation of IT solutions in 2006 in Baltic States. Annual market growth totaled to 52%. Currently Estonia accounts to 31% of the market, Latvia – to 31%, Lithuania - to 38%. Hardware sales compose 60% of IT market; Software sales and IT services - 15% and 25% respectively.

IT market growth in the Baltic States is mostly driven by EU funds that heavily affect State and Private sectors. Besides, demand for IT investments is increasing as private enterprises seek to optimize business processes and become more efficient.

### *Microlink Lietuva provides fixed line telephone service*

At the end of 2006, a Lithuanian IT and telecommunication company Microlink Lietuva (ML) began offering a new fixed line connection service MetroTel oriented to business clients. MetroTel telephony service is provided through optical data transmission network Metro that belongs to ML and connects business centers in Vilnius, Kaunas, Klaipeda and Siauliai. ML currently occupies 35% of all internet market in business center segment in Vilnius.

In 2006 Microlink Lietuva total revenues were EUR 5.3m, net profit reached EUR 0.36m. At the end of 2006 the company had 91 employees.

### *Internet usage in Europe and the Baltics*

Rank in Europe	Country	Population 2007 (000')	Internet Users (000')	Penetration (% Popul.)	Usage % in EU	User Growth (2000-2007)
1	Iceland	299	258	86.3%	0.1%	53.6%
2	Sweden	9,108	6,890	75.6%	2.7%	70.2%
5	Denmark	5,439	3,763	69.2%	1.2%	92.9%
8	Norway	4,657	3,140	67.4%	1.0%	42.7%
10	Finland	5,275	3,286	62.3%	1.3%	70.5%
11	UK	60,364	37,600	62.3%	11.9%	144.2%
18	<b>Estonia</b>	<b>1,333</b>	<b>690</b>	<b>51.8%</b>	<b>0.3%</b>	<b>88.2%</b>
26	<b>Latvia</b>	<b>2,279</b>	<b>1,030</b>	<b>45.2%</b>	<b>0.4%</b>	<b>586.7%</b>
28	<b>Lithuania</b>	<b>3,404</b>	<b>1,222</b>	<b>35.9%</b>	<b>0.5%</b>	<b>443.0%</b>
29	Belarus	9,679	3,394	35.1%	1.1%	1,786%
37	Poland	38,109	11,400	29.9%	4.5%	307.1%
45	Russia	143,406	23,700	16.5%	7.5%	664.5%
49	Ukraine	45,834	5,278	11.5%	1.7%	2,539%

Source: Internet World Stats©

**The Networked Readiness Index  
2006–2007 rankings**

Rank In the World	Country	Score
1	Denmark	5.71
2	Sweden	5.66
4	Finland	5.59
7	USA	5.54
10	Norway	5.42
20	<b>Estonia</b>	<b>5.02</b>
39	<b>Lithuania</b>	<b>4.18</b>
42	<b>Latvia</b>	<b>4.13</b>
58	Poland	3.69
70	Russian Federation	3.54
75	Ukraine	3.46

Source: World Economic Forum

The Networked Readiness Index (NRI) is used to measure the degree of preparation of a nation or community to participate in and benefit from ICT developments. It is composed of three component indexes which assess environment for ICT offered by a country or community, readiness of the community's key stakeholders (individuals, business and governments) and usage of ICT among these stakeholders.

## END NOTES

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### Abbreviations used:

EE - Estonia; LT - Lithuania; LV – Latvia; CEE - Central and Eastern Europe; EU – European Union;  
ICT – Information and communication technology; IT – Information technology;  
CRM – Customer relationship management; ERP – Enterprise resource planning; SCM - Suitability chain management;

### Notes regarding the consolidated data of Baltic ICT companies:

1 SIA Exigen Latvia, DATI Exigen Group.

2 In 2005: AB Alna, UAB Alna Business Solutions, UAB Alna Software, UAB Alnos infrastruktūros sprendimai, UAB Alnos mokymo centras (Group's company till January, 2005), UAB Alna Intelligence, UAB Tesaurus, UAB DocLogix, Sia Unitree, OU Persimplex and OU Persimplex software. In 2006 added: Alna Business Solutions OU (former OU Persimplex), Alna Business Software OU (former OU Persimplex Software), Organizacijų licencijavimo centras UAB (former UAB Alnos infrastruktūros sprendimai), Alna Business Solutions Sp. z o.o.

3 In 2006: Lattelecom; Lattelecom Technology group, Citrus Solutions, Lattelecom BPO, Lattelekom Sakaru Sistemos.

4 In 2005: AS WMG (holding), AS Webmedia, UAB Webmedia, Oy Webmedia Finland, OÜ Transbility (Estonia). In 2006 added: Webmedia (Romania), Attribute Webmedia DOO (Serbia).

5 In 2005: UAB Elsis, UAB Elsis-Biuro sistemos, UAB Elsis-TS, UAB Elsis-Verslo sprendimai, ELSIS GP, UAB Elsis Pro, ELSIS Spb (St. Peterbourg), ELSIS Kaliningrad. In 2006 removed: UAB Elsis GP.

6 AS Helmes, OU Trigger Software.

7 UAB Sintagma, UAB Sintagma technika.

8 In 2005: AS Santa Monica Networks, UAB Santa Monica Networks, SIA Santa Monica Networks. In 2006 added: Santa Monica Networks Oy.

9 UAB New Vision Baltija, SIA New Vision, AS New Vision (UAB Pralo that was formed after acquiring UAB Compssoftus results are not included).

10 UAB Prototechnika, UAB Prototechnikos iranga, UAB Prototechnikos kompiuteriai, UAB Apskaitos sistemos, UAB Apskaitos iranga.

11 In 2005: IJ Edrana. In 2006 added: SIA Edrana.