

Executive Summary

Delancey Street Partners (“DSP”) is pleased to present our Language Service Providers Sector Review. Language service providers enable their customers to effectively serve a global, multilingual audience, providing essential language solutions, such as interpretation, translation, and localization, among others.

Topics of Discussion

- Overview of Language Service Providers
- DSP Spotlight Trend: AI – Opportunity or Threat?
- Review of Public Company Performance
- Sector Commentary
- Select Private Equity Profiles
- Select M&A Activity
- CEO Interview: Q&A with Dipak Patel

DSP Spotlight Trend:

AI – Opportunity or Threat – Page 5

A review of the industry’s use of AI and implications for the future

CEO Interview:

Q&A with Dipak Patel – Page 12



Dipak Patel is the CEO of GLOBO Language Solutions, a provider of technology-enabled, interpretation services

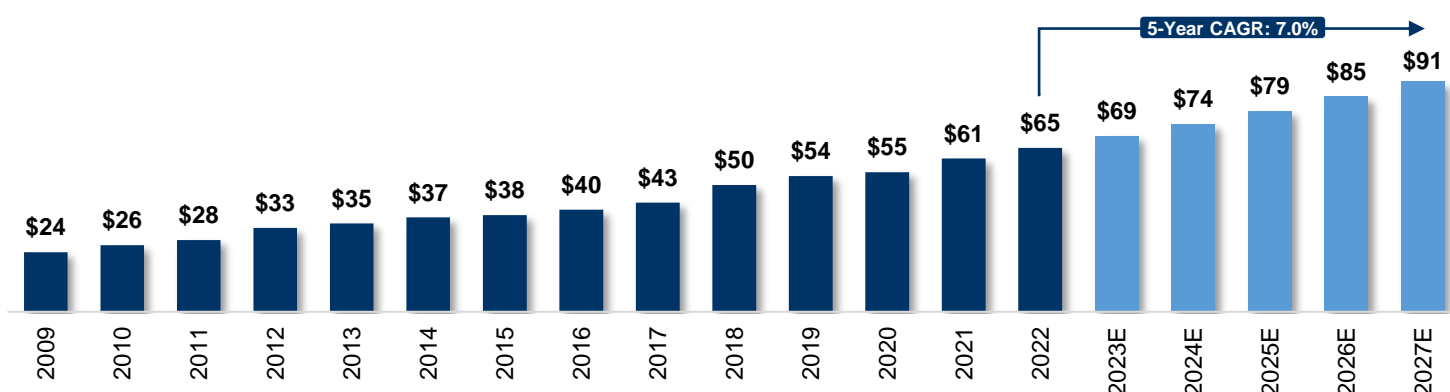
Overview of Language Service Providers

The language service provider (“LSP”) industry is a dynamic and rapidly growing sector at the center of bridging language and cultural barriers in an increasingly globalized world. LSPs offer a wide range of language-related solutions to facilitate communication across linguistic boundaries. These services are crucial for businesses in all industries, governments, and individuals looking to operate effectively in international markets, reach diverse audiences, or navigate linguistic complexities in daily interactions. The demand for LSP services continues to grow as globalization, international trade, and cross-border communication become increasingly prevalent. Businesses expanding into new markets, legal professionals working with multilingual clients, and healthcare providers serving diverse populations all rely on LSPs to break down language barriers.

LSPs offer various language services, such as:

- **Interpretation** – Converting spoken content of one language into spoken content of another language or into sign language
- **Translation** – Converting written content from one language into another, ensuring context is preserved
- **Localization** – Adapting functional content (e.g. dates, currency, measurements, etc.) to the specific cultural and linguistic preferences of the target audience
- **Transcreation** – Adapting creative content (e.g. rephrasing, redesigning visuals, etc.) from one language to another to preserve the original message’s impact and intent
- **Subtitling** – Adding written text in the target language while maintaining the original spoken language audio
- **Dubbing** – Replacing the original spoken language audio in audiovisual content with audio in the target language

LSP Industry Size (\$ in billions) ⁽¹⁾



Overview of Language Service Providers (cont'd)









Below is a representative market landscape of the LSP industry by type of service. The LSP industry is highly fragmented, including both large, public companies, such as RWS (AIM:RWS) and Straker (ASX:STG), and various small, privately-held providers. This list includes 12 public companies and represents approximately \$49.2 billion of aggregate market capitalization (excluding Amazon, Google, and Microsoft). The list includes 21 private equity-backed platforms, consisting of some of the largest LSPs, such as Sorenson (Ariel Alternatives) and Lionbrige (H.I.G. Capital). The remaining 63 firms are privately-held companies.






Overview of Language Service Providers (cont'd)

The tables below highlight examples of leading LSPs in their respective segments. The companies in each segment were selected based on capability, brand awareness, and estimated size. Since the market is highly fragmented, there are many groups of “top providers” within each segment depending on end market served. For example, a LSP may be the leading medical interpretation provider while a separate LSP may be the leading legal interpretation provider.






Translation






Company	Ownership	Business Description
		Acolad offers various language solutions; the company’s translation services include website translation, document translation, machine translation, automated AI transcription, and translation QA
		Lionbridge offers various language services, including translation solutions, such as document translation, multimedia translations, proofreading, linguistic editing, and terminology management, among other services
	Public (AIM:RWS)	RWS’s translation offerings include human and machine translation, machine translation post-editing, specialized translation, and transcreation; the company also offers a translation management system
		Translate Plus offers translation services, such as technical document translation, transcription, desktop publishing, copywriting, proofreading, and terminology management services
	Private	Transperfect offers various language services; its translation solutions include human and machine translation, digital content translation, and label translation focused on the life sciences, retail, legal, and finance industries, among others

Interpretation

Company	Ownership	Business Description
	Public (NYSE:AMN)	AMN is a healthcare staffing firm that offers medical interpreting services, primarily video-remote interpreting (“VRI”) and over-the-phone interpreting (“OPI”), across 250+ languages
	Private	Cyracom offers interpretation services, including over-the-phone, video remote, and on-site interpretation across 300+ languages for healthcare, government, and 911 centers
		LanguageLine offers interpretation and translation services; the company’s interpretation services include 24/7 on-demand, sign language, in-person, and telehealth services across 240+ languages
		Propio provides interpretation services, including VRI, OPI, and on-site interpretation (“OSI”); the company also offers a language management platform for scheduling and administering interpretation services
		Sorenson is a leading LSP for the deaf and hard-of-hearing population, providing sign language interpretation services (video remote and on-site) as well as technology devices for video relay calls and call captioning

Overview of Language Service Providers (cont'd)

Localization		
Company	Ownership	Business Description
	Private	Iyuno is an entertainment technology and localization company providing end-to-end language services to media and entertainment studios, including dubbing, subtitling, and sign language solutions
	Public (AIM:KWS)	Keywords Studios is a technical and creative solutions provider for the video game industry, providing localization, subtitling and captioning, dubbing & voice-over, translation, and sign language solutions, among other services
	Public (TSE:3657)	Pole to Win is a technical and creative solutions provider for the video game industry, providing transcreation, translation (including machine translation), localization and culturalization, and language and localization QA testing
	Private	VSI is a provider of transcreation, dubbing, voice-over, subtitling, accessibility, and translation services to television broadcasting studios and streaming platforms
	Public (AIM:ZOO)	Zoo is a media and entertainment-focused LSP providing localization services, including dubbing, subtitling, transcreation, audio description, and multilingual metadata management, among other services

Technology & Data		
Company	Ownership	Business Description
	Public (ASX:APX)	Appen is a provider of artificial intelligence (“AI”) data solutions, including data sourcing, preparation, and cataloging, content moderation, and AI model evaluation, among other products, across 235+ languages
	Private	Centific is a global digital and technology services company that provides AI-enabled localization services, including translation quality estimation, content formality adjustments, multilingual AI chatbots, and AI-assisted transcreation
	Private	GTCOM is a global data and technology company that provides big data analytics and language technology solutions, including AI-powered multilingual machine translation and natural language processing
	Public (AIM:RWS)	RWS is a technology-enabled LSP, whose technology and data offerings include an enterprise-grade, AI-powered machine translation platform as well as tailored AI model training services
	Public (ASX:STG)	Straker is a translation-focused LSP providing a translation management system, APIs and integrations into commonly-used productivity applications, and a generative AI translation verification solution

DSP Spotlight Trend: AI – Opportunity or Threat?

Artificial intelligence has fundamentally altered how businesses approach language services. The proliferation of AI imposes potential disruptions to LSPs' business models and the demand for human linguists. However, AI is also creating new opportunities for the LSPs that are able to employ the technology in innovative ways, making their companies more efficient. Today, AI in language services is primarily optimized around translation accuracy while the understanding of cultural nuances and idiomatic expressions still requires significant human intervention.

Overview of AI in the Language Services Industry

Unlike many other industries, AI has played an active role within the LSP industry, in some form, since the 1980s. AI's impact on the industry began with the development of rules-based machine translation ("MT"), and continued to improve over the next 30 years. A significant breakthrough came with neural machine translation ("NMT") in the 2010s, leveraging deep learning algorithms to produce translations with unprecedented accuracy, fluency, and context-awareness.

The evolution accelerated with large language models ("LLMs") and generative AI, like OpenAI's ChatGPT or Google's Bard, whose broad, free access spurred significant global focus and news coverage. Generative AI and LLMs were developed for the purpose of generating original data / content. In contrast, NMT is designed specifically for translating text between languages. While LLMs are able to comprehend, generate, summarize, and answer queries across different languages, NMT is superior on the basis of translation accuracy.

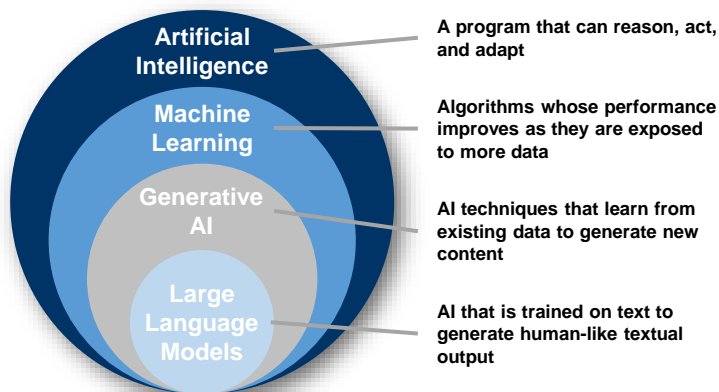
LSPs are rapidly adopting AI and incorporating AI tools into their workflows. According to a survey conducted by Boostlingo, ~87% of LSPs are either planning to increase or evaluating increasing their usage of AI-powered tools in 2024 and 2025. Despite the fact that AI has been used by the LSP industry for some time, only ~44% of LSPs are currently utilizing AI-powered tools. ⁽²⁾

The Perceived Threat of Disruption

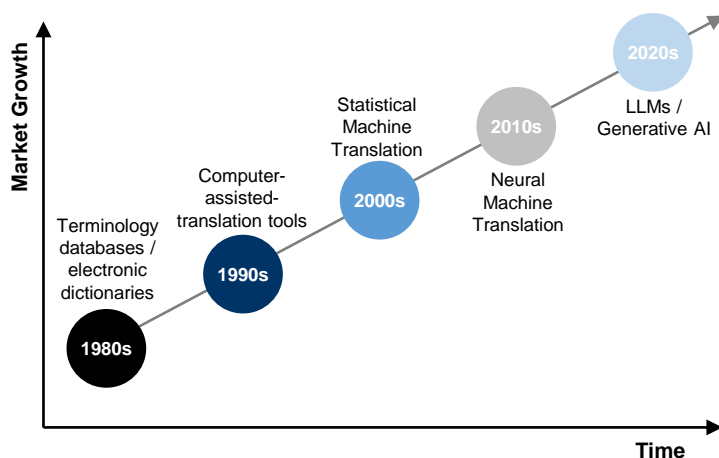
Recent advancements in AI, specifically LLMs and generative AI, have raised concerns about the potential replacement of traditional LSPs, particularly for standard, repetitive tasks. The impact of AI varies significantly between translation and interpretation services. AI's usage is disproportionately skewed towards translation services, with ~75% of the LSPs utilizing AI-powered tools indicating they are leveraging AI predominantly for translation services. ⁽²⁾ In translation, AI can efficiently handle large volumes of text and repetitive content, greatly reducing project turnaround times. While some disruption concern is warranted, risks of replacement for LSPs are primarily limited to standard translations across the more-popular languages (English, Spanish, French, German, Italian, etc.). In comparison, translations for less-popular, "long tail" languages still require high-levels of human intervention.

For interpretation services, AI's capabilities are less robust. While AI has made significant strides in linguistic accuracy, complex situations, requiring an understanding of cultural sensitivities, empathy, and local idioms, can lead to errors.

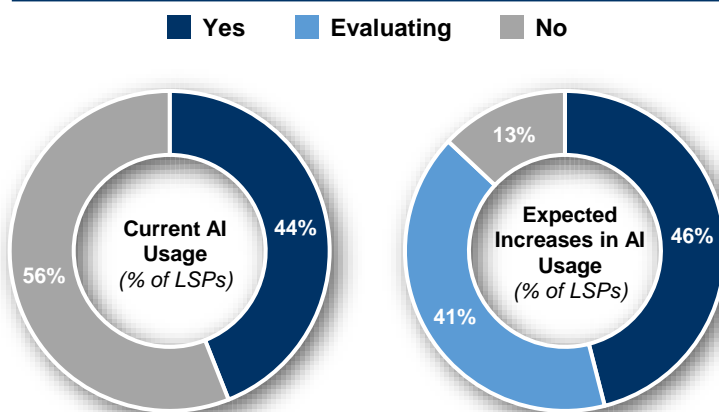
Overview of AI ⁽³⁾



Evolution of Technology in Language Services ⁽³⁾



AI Usage in the Language Services Industry ⁽²⁾



DSP Spotlight Trend: AI – Opportunity or Threat? (cont'd)

Furthermore, only 12% of LSPs believe AI can be relied upon for interpretation services while 89% of remote interpreters are either not familiar with or not using AI interpretation tools. ⁽²⁾

Product offerings from the largest LSPs in the industry reflect the relevance of AI to their market segment. LSPs primarily providing translation services, like Transperfect, are placing a significant focus on AI, highlighting their AI and machine translation solutions and incorporating AI into their technology platforms. In contrast, companies primarily focused on interpretation services, like LanguageLine Solutions, a subsidiary of Teleperformance (ENXTPA:TEP), highlight their “human core” of professional, expert linguists.

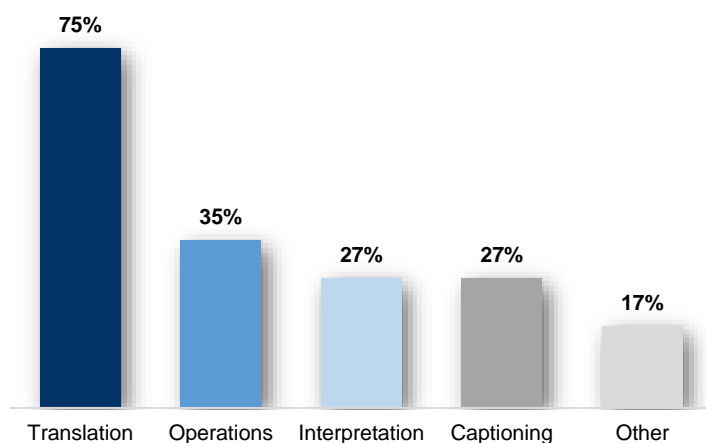
Benefits to the Language Services Industry

Many LSPs are leveraging AI to enhance efficiency and service quality, viewing AI as a complementary tool to human expertise, not a complete human replacement. For example, LLMs have proven to be useful tools for transcreation, eliminating gender biases in translations, translation management system integrations, and subtitling and dubbing. However, for interpreting and localization, human linguists are likely to remain indispensable for their ability to apply language nuances, emotions, and cultural contexts to various situations. Regarding translation, AI-powered tools offer rapid initial translations, enabling human linguists to focus on fine-tuning and contextual accuracy. This hybrid approach not only speeds up the translation process but also ensures that the final output retains the subtleties and nuances that only human expertise can provide. This approach optimizes turnaround times while maintaining high-quality output, enabling industry leaders to increase the number of projects they are able to complete while also enhancing margins.

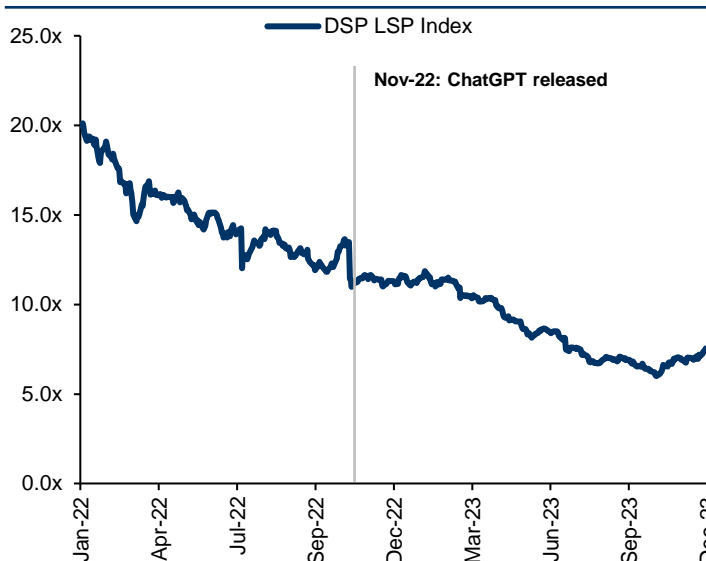
Conclusion

AI will continue to have an impact on the LSP industry. We believe this impact is more likely to be positive than disruptive. The market has aggressively discounted the LSP index constituents over concerns of disruption / replacement risks from AI models. In the near term, however, AI models are not yet viable as full replacements for LSPs, particularly in “mission-critical” applications. LLMs, such as ChatGPT, are not yet optimized for language services. LSPs are, however, increasingly adopting AI to enhance productivity and streamline processes. As LSPs continue to integrate AI into their operations, the industry will achieve sustained growth from an increase in efficiency and service quality.

AI Tools Used (% of LSP's Already Using AI Tools) ⁽²⁾



Historical EV / EBITDA Multiples ⁽⁴⁾



Note: In the graph above DSP LSP Index excludes Straker

LSP Industry Commentary



“However, we also believe the current valuation for [RWS Holdings] already factors in the slower progress and overly discounts for AI fears without considering the opportunities and positive progress within this area.”

- **Kate Cousins, Research Analyst, Shore Capital Markets 10/31/23**



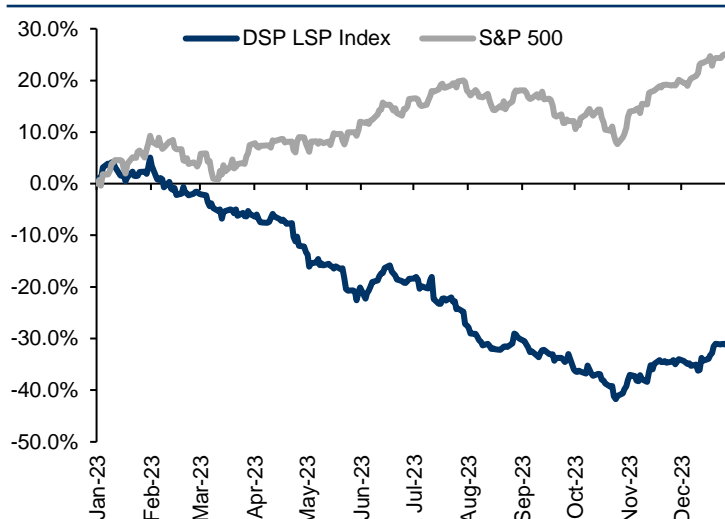
“But isn't AI a huge threat? We disagree and believe AI is an enabler that can finally add some degree of operating leverage to Keywords' business model. From that perspective we see AI more an opportunity than a threat.”

- **Sebastian Patulea, Equity Analyst, Jeffries 9/12/23**

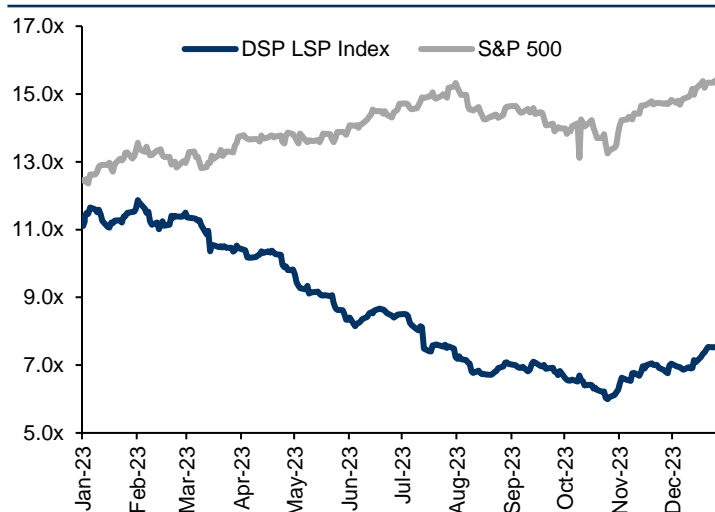
Review of Public Company Stock Performance

There are a limited number of public pure-play LSPs. The DSP LSP index includes a broader group of diversified companies that offer language services or services tangential to the LSP industry as part of their overall business. The DSP LSP index declined approximately 31% in 2023, underperforming the S&P 500, which increased approximately 24%. The increase in popularity of AI models, such as OpenAI's ChatGPT, which became publicly available in November 2022, and Google's Bard, which was released in February 2023, provided headwinds for the LSP index throughout 2023. The stock prices of public LSPs reacted negatively to marketplace concerns of disruption / replacement risks from the AI models. Many equity research analysts, however, have expressed that the market has overly discounted for AI fears without providing credit to the LSP's that are aggressively incorporating AI into their business models. As LSP's continue to embrace AI models, many may be able to achieve operating leverage and see their stock prices recover.

1-Year Index Performance ⁽⁴⁾



1-Year EV / LTM EBITDA Multiple ⁽⁴⁾



Public Company Analysis: Language Service Providers (Sorted by Enterprise Value) ⁽⁴⁾

COMPANY	STOCK PERFORMANCE AND COMPANY DATA					MARGINS		VALUATION DATA			
	Price	30 Day	2023	Market Value	Enterprise Value	LTM Gross	LTM EBITDA	EV / Rev	EV / EBITDA		
Company	12/29/2023	% Change	% Change	(\$mm)	(\$mm)	% Margin	% Margin	LTM	LTM	2023E	2024E
TELUS Corporation	\$17.86	1.9%	(7.5%)	\$26,124.1	\$47,284.5	34.6%	23.8%	3.2x	12.5x	9.0x	8.3x
Teleperformance	145.96	2.1%	(38.7%)	8,679.5	11,333.5	32.3%	16.8%	1.3x	6.8x	5.7x	4.6x
AMN Healthcare	74.88	9.7%	(27.2%)	2,829.7	3,739.7	33.3%	14.2%	0.9x	6.4x	6.5x	9.3x
Keywords Studios	21.17	19.7%	(35.5%)	1,668.9	1,735.7	38.2%	15.6%	2.2x	12.6x	10.1x	8.9x
RWS Holdings *	3.19	2.7%	(29.4%)	1,193.8	1,206.4	46.3%	19.3%	1.3x	6.5x	6.2x	5.9x
ZOO Digital Group *	0.83	17.6%	(61.1%)	81.6	72.9	32.4%	(2.4%)	1.2x	N.M.	5.5x	N.M.
Straker Limited *	0.33	(6.5%)	(55.8%)	21.8	13.6	59.9%	(8.8%)	0.4x	N.M.	N.M.	6.7x
Honyaku Center *	12.58	7.2%	10.6%	42.1	11.5	46.4%	8.3%	0.1x	1.6x	N.A.	N.A.
Overall Group Mean		6.8%	(30.6%)	5,080.2	8,174.7	40.4%	10.9%	1.3x	7.8x	7.2x	7.3x
Overall Group Median		5.0%	(32.5%)	1,431.3	1,471.0	36.4%	14.9%	1.3x	6.7x	6.4x	7.5x
Overall Group Max		19.7%	10.6%	26,124.1	47,284.5	59.9%	23.8%	3.2x	12.6x	10.1x	9.3x
Overall Group Min		(6.5%)	(61.1%)	21.8	11.5	32.3%	(8.8%)	0.1x	1.6x	5.5x	4.6x
Core Group Mean		5.2%	(33.9%)	334.8	326.1	46.2%	4.1%	0.8x	4.1x	5.8x	6.3x
Core Group Median		5.0%	(42.6%)	61.9	43.2	46.3%	3.0%	0.8x	4.1x	5.8x	6.3x
Core Group Max		17.6%	10.6%	1,193.8	1,206.4	59.9%	19.3%	1.3x	6.5x	6.2x	6.7x
Core Group Min		(6.5%)	(61.1%)	21.8	11.5	32.4%	(8.8%)	0.1x	1.6x	5.5x	5.9x

* Included in Core Group; represents those companies whose core business is language services

Note: EV / LTM EBITDA Multiple DSP LSP Index excludes Straker

Note: EV / LTM EBITDA Multiple DSP LSP Index excludes Zoo from 1/4/2021 through 7/7/2021 as EV / LTM EBITDA is not meaningful



"Of course, there is a lot of discussion going on regarding AI. There are some key areas of focus in terms of strategy. The first one is internal efficiency, where you will see a lot of investment internally in our own operations, using AI across all of our divisions, we are building a suite of product that is starting even to become a platform."

"We are also using AI tools everywhere across the business. We have been pushing AI across each of the divisions, with a responsibility to make sure that we look at the efficiency and where AI can help with a few early wins."

- Bertrand Bodson, Chief Executive Officer
9/12/2023



"Speech to text technology, which is a form of AI, is something that we already use in some of our workflows. The vertical market of media localization is especially challenging for automated approaches and that is because of the contextual nature of dialogue as opposed to the written word. Many technologies look, superficially, like they could displace aspects of our business, such as subtitling. In reality, for the kinds of content that we work with, that is not practical. The way we see AI being deployed effectively is as a supporting technology alongside traditional practices."

- Stuart Green, Chief Executive Officer
8/10/2023



"Regarding M&A, nothing has changed in terms of our focus areas or our screening criteria. The key message today is that we are seeing a much better pipeline of opportunities than we saw 12 months ago and we are at an advanced stage with several bolt-on acquisitions. We obviously hope to complete one or two of those over the coming months. We were focused very much on bolt-ons at this point, not huge acquisitions. We think they are strategically important and we think they will compare favorably with other uses of capital."

- Ian Ramsey Safwat ElMokadem, Chief Executive Officer
6/8/2023



"The organic chance for us is to embed deeply into vertical channels, things like legal and medical, get our technology out there in the enterprise. It does not write off the fact that, later this year, especially as we are generating cash, we may look at an acquisition. We think there may be some very attractive, very well priced opportunities for us to accelerate growth as the year goes on. At the moment, however, we have our focus on R&D and organic growth channels."

- Grant Straker, Chief Executive Officer
5/31/2023

Select Private Equity Profiles

The LSP industry has gained significant interest from private equity firms due to significant fragmentation, attractive growth rates, and the continued emergence of smaller LSPs enabling consolidation strategies from private equity-backed platforms.

Financial Sponsor	Portfolio Company	Business Descriptions
	 ELAN {LANGUAGES} It's better to be understood	Provider of language services, including translation, interpretation, SEO, and subtitles, among others. Andera Partners acquired Elan Languages in April 2022.
	 Sorenson	Provider of captioned call services and hardware, video relay services, and interpretation services for deaf / hard-of-hearing individuals. Sorenson sold a majority ownership stake to Ariel Alternatives in April 2022.
	 languagewire	Provider of a language management ecosystem utilizing machine translation and AI. Bridgepoint Development Capital acquired LanguageWire in August 2021.
	 powerling	Provider of multilingual content management and translation services. Powerling received a minority investment from Poincare Gestion SAS in September 2023.
	 CLOUDBREAK	Provider of a video-focused language interpretation platform, Martti, that enables limited English proficiency ("LEP") patients to communicate with caregivers in a healthcare setting. GTCR acquired Cloudbreak from UpHealth in 2023.
	 LIONBRIDGE	Provider of content localization and digital communications solutions utilizing the company's proprietary technology platform. H.I.G. acquired Lionbridge in 2017.
	 JONCKERS ANY WORD · ANY TIME · ANY PLACE	Provider of localization and translation services for the technology and retail industries. Mayfair Equity Partners acquired Jonckers in March 2023.
	 the translation people love language.	Provider of language services, including translation, interpretation, and voice-over. Mobeus Equity Partners supported the management-led buyout of the business from founding shareholders in December 2022.
	 BIG LANGUAGE SOLUTIONS	Provider of translation, interpretation, and related language solutions, serving regulated end markets. The company was formed by MSouth Capital in 2019 to pursue a targeted buy-and-build strategy in the language services industry.
	 welocalize	Provider of translation and localization services and automation tools. Norwest Equity Partners acquired WeLocalize in 2015.
	 acolad.	Provider of certified translation, localization, and interpretation services. Qualium Investissement acquired Acolad in 2019.
	 thebigword	Provider of translation, localization, interpretation, and language technology solutions. Susquehanna Private Capital acquired Thebigword in August 2021.
	 propio	Provider of language translation and on-demand interpretation services, primarily for hospitals, legal, and government end markets. Propio was acquired by Triple Tree Capital Partners in June 2021 and underwent a minority recapitalization by Leonard Green Partners in July 2023.
	 GLOBO (*)	Provider of technology-enabled, on-demand interpretation services primarily for hospitals. GLOBO received a growth equity investment from Veronis Suhler Stevenson in December 2021.
	 UNITED LANGUAGE GROUP	Provider of translation and interpretation services, including a translation management system and OSI, ORI, and VRI. Yukon Partners acquired the company in 2016.

(*) DSP served as the exclusive financial advisor in the transaction

Platform Profile: Propio Language Services (Triple Tree Capital Partners)

Propio Language Services ("Propio")

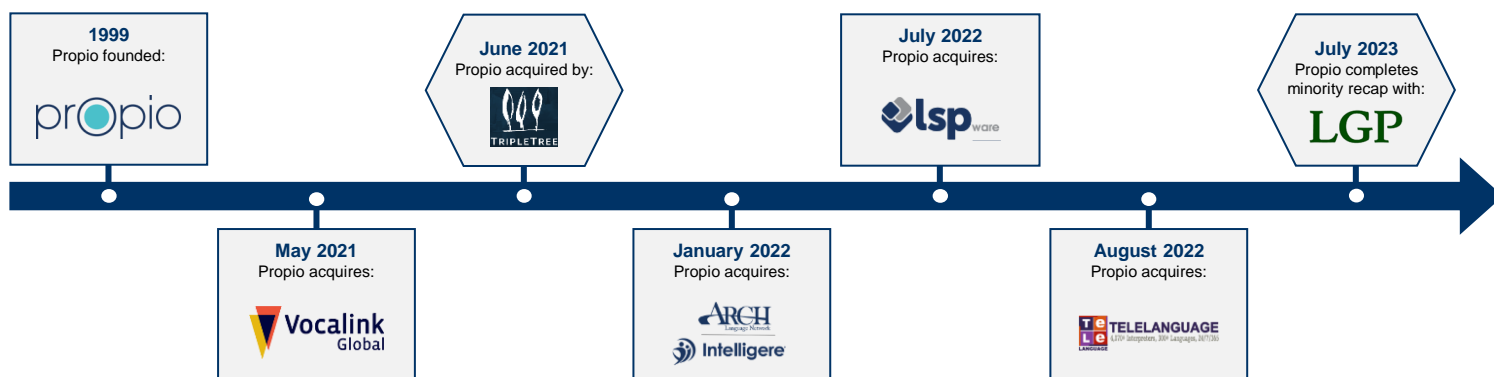
- Propio Language Services, LLC offers language interpretation and document translation
- The company offers OPI, VRI, and on-site interpreting, primarily for hospitals, legal, and educational settings
- Propio also develops and operates Propio ONE, a mobile application for providing VRI and OPI
- The company was founded in 1998 and is based in Overland Park, Kansas

Triple Tree Capital Partners ("TTCP")

- TTCP is a private equity firm exclusively focused on healthcare
- The firm invests in innovative and transformational healthcare IT, technology-enabled services, and clinical services. Since 2011, TTCP has executed 20+ investments
- In July 2023, Propio completed a minority recapitalization with Leonard Green Partners ("LGP") to fund future growth and acquisitions



Private Equity and M&A History



Platform Profile: BIG Language Solutions, LLC (MSouth Equity Partners, LLC)

BIG Language Solutions, LLC ("BIG Language")

- BIG Language Solutions, LLC offers language translation services including website translation, localization, transcription, desktop publishing, and language training services
- The company develops LanguageVault, a secure platform dedicated to the translation of sensitive data
- The company was formed by MSouth Equity Partners in 2019 to facilitate a targeted buy-and-build strategy

MSouth Equity Partners, LLC ("MSouth")

- MSouth Equity Partners, LLC is a private equity firm specializing in specialty distribution, business services, healthcare, niche manufacturing, media, and telecommunications companies
- The firm has executed 46+ investments totaling \$1.9 billion



Private Equity and M&A History



Select M&A Transactions ⁽⁴⁾

Date	Target (Seller)	Acquiror	Target Business Description
Announced	Cloudbreak Health	GTCR LLC	Telemedicine and video medical interpreting solutions. Develops a language access solution platform, Martti
Nov-23	Majorel Group Luxembourg S.A.	Teleperformance SE (ENXTPA:TEP)	End-to-end customer experience solutions for digital-native and vertical brands worldwide
Oct-23	Easytrans24.com	DEMAN Übersetzungen	Online translation platform with digital marketing capabilities for a variety of end markets
Oct-23	AVB Vertalingen	ElaN Languages NV (Andera Partners)	Translation and interpretation services, including copywriting, multilingual desktop publishing, and voice-overs
Sep-23	Powerling	Poincare Gestion SAS	Multilingual content management and translation services for the finance, manufacturing, medical, retail, and IT industries
Aug-23	Translato.ai	AcudocX	Translation services for immigration, university applications, and court proceedings
Aug-23	Delingua	LanguageWire A/S (Bridgepoint)	Translation and localization services, conference interpreting services for EU institutions, and language courses
Aug-23	Tsglobal	DEMAN Übersetzungen	Technical translation services for construction, commercial cranes, and aerial work platforms
Jul-23	exact!	Flexword	English-German language services for customers across marketing, communications, banking, law, science, and technology sectors
Jul-23	Propio Language Services, LLC (TTCP)	Leonard Green Partners	Over-the-phone, video-remote, and on-site interpreting, primarily for hospitals, legal, and educational settings
Jul-23	TTP-Amplus	Caupenne Et Co	Medical and scientific language translation services and remote simultaneous interpretation
Jul-23	Lingua-World GmbH	ElaN Languages NV (Andera Partners)	Language translation and interpreting services for companies, authorities, and private customers
Jun-23	LUNA	GLOBO Language Solutions (VSS)	Language services company that provides data-driven multilingual communications solutions
Jun-23	Opitrad	Creative Words s.r.l.	Translation, interpreting, and consultancy agency which specializes in various markets
Jun-23	True Language Services Ltd	Powerling (GEI)	Business translation services including human professional and AI translations, localization, interpretation, transcription, and subtitling
Jun-23	eDepoze, LLC	TransPerfect Legal Solutions Inc.	Cloud-based litigation software platform offering an electronic deposition software
Jun-23	Bablic, Ltd.	Unbabel Inc.	Content localization solutions for the Web including customizable language menu content
May-23	EVA Localization	Visual Data (Endeavor Capital)	Dubbing studio providing localization and accessibility services to broadcasters and distributors as well as creative services for audiobook and podcast providers
May-23	Firstlight Media	JuneFirst	Localization services to media customers
Apr-23	All Access Interpreters	GLOBO Language Solutions (VSS)	Interpretation services, including video, phone, and on-site interpreting, which feature specialized ASL language interpreters
Mar-23	Jonckers Translation & Engineering s.a.	Mayfair Equity Partners LLP	Localization technologies for releasing products and services into international markets
Mar-23	Sure Languages	The Translation People (Mobeus Equity Partners)	Translation, telephone interpreting, transcription, multilingual creative, voiceover, and certified translation services
Mar-23	inWhatLanguage, LLC	Trustpoint.One	Cloud-based translation management platform allowing organizations to access and manage multilingual assets
Mar-23	A.D.T. International SA	LanguageWire A/S (Bridgepoint)	Web translation, sworn translation, proofreading, transcription, and various interpreting services including liaison, consecutive, whispered, and simultaneous
Jan-23	EVS Translations GmbH	Unbabel Inc.	Human and machine translation, video localization, corporate transcription, proofreading, interpreting, customer portal, and translation technology
Jan-23	MineCodes	Occams Advisory, Inc.	Translation services for documents and online content

CEO Interview: Q&A with Dipak Patel



Dipak Patel
CEO of GLOBO Language Solutions

Dipak Patel is an executive with 20+ years of experience across multiple healthcare industries. Past roles include Chief Growth Officer of a revenue cycle company, Operating Partner of a private equity firm, and Managing Director at a global consulting firm.

BS, Mechanical Engineering, John Hopkins University



DSP: Hi Dipak, thanks for spending time with DSP today. Give the readers some color on your background and your experience in the healthcare industry. How did these experiences prepare you for your role as CEO of GLOBO?

Patel: Overall, my industry experience can be characterized into three chapters: first as an advisor, second as an investor, and third as an operator.

After studying engineering, my first job out of college was consulting with Accenture. Early on, I was assigned projects with various healthcare institutions, including hospitals and health systems, pharmaceutical companies, and insurance companies – the big three stakeholders in healthcare. During these early experiences, I quickly realized the complexity of the healthcare landscape. I knew that to make an impact, I needed to understand the interplay between these stakeholders. Ultimately, during 15 years at Accenture working with over 50 healthcare organizations, I became acutely aware of the industry's overall challenges.

Following Accenture, I spent six years in private equity as an operating partner (working exclusively with healthcare companies) and then 18 additional months as an operator as the Chief Growth Officer for a large medical coding company. Overall, this industry experience as an advisor, an investor, and an operator left me with the unique perspective I bring to GLOBO – to view its value-creation efforts for our clients through all these lenses.

DSP: What originally sparked your interest and passion for language services?

Patel: My passion for language services ties back to a personal experience with my mother when she encountered barriers to care as a LEP patient firsthand. Several years ago, my mother, who lived in the U.S. but was originally born in India, required ongoing medical care. During her multi-year medical journey, she faced many challenges that impacted her care, including difficulties in understanding her physicians, challenges deciphering medical bills, and struggles to comprehend discharge instructions, among other communication frustrations. Accompanying her, I acted as an interpreter and translator; I could not help but analyze how broken the system is when communication fails. I learned firsthand that language barriers and cultural differences could adversely impact the quality of care. This creates an enormous opportunity to proactively engage with patients and improve their outcomes.

DSP: How are language services viewed by hospitals? How has the move towards value-based care impacted the language services industry?

Patel: Historically, hospitals have viewed language services as a commodity. Providers know they must offer these services but do not necessarily understand their tangible impact on improving patient outcomes. These rare knowledge-informed conversations are actually an underutilized superpower holding untapped value opportunities for patients, providers, and healthcare facilities.

Patel: As hospitals continue to move towards value-based care models, there is a greater emphasis on incentives for improving outcomes, reducing readmission rates, and providing relief to overburdened clinicians and staff. Widely published research points to a correlation between the provision of effective language services and positive patient outcomes. For example, LEP patients who do not receive access to interpreters spend about half to almost a full day longer in the hospital than patients who utilize an interpreter or are native English speakers. These same patients are more likely to be readmitted to the ER once they leave and are less likely to see a primary care physician. These outcomes will continue to come more into focus as the shift to value-based care accelerates.

DSP: What is GLOBO doing to address these challenges?

Patel: We are tailoring our value proposition throughout the entire patient journey. Our goal is to have providers realize that the value of providing language services at every touchpoint is an opportunity to enhance the patient experience and well-being in their health journey. The first touchpoint is not when patients arrive at the ER. More accurately, the first touchpoint starts with healthcare advocates and providers proactively reaching out to patient population groups, including those experiencing disparities, to promote preventive care, such as vaccines and routine screenings. Addressing social determinants of care and identifying these health disparities for LEP patients ultimately support the underlying goals of health equity.

Providing language access to all patients across all care settings, whether in the hospital, physician practice, skilled nursing facility, or home, promotes patient trust and intervention, closes equity gaps in care, and expands access to vital healthcare services. Patients who have positive experiences that include better communication with their doctors and care team are more likely to follow through with prescribed treatments and follow-up appointments. This can lead to better health outcomes, reduced complications, and more efficient use of healthcare resources.

The next stage of the patient journey with non-English or LEP patients is the effectiveness of appointment scheduling, which can be better understood and measured by outcomes data tracking patient no-shows or missed appointments. When these individuals try to schedule their appointment without access to an interpreter, it can be a nonstarter. To support patient scheduling and recoup lost revenue for providers, one of our key differentiators is translating vital documents such as intake and outreach material and patient forms into another language. Then, we take the critical next step to adapt and deliver the materials aligned to the specific target patient population and culture. I can go on and on, but at every touchpoint, there is an opportunity to provide language services, and we need to be there at each step.

That is why we are building GLOBO into not just another language and interpretation services company, but a communications company that serves a LEP population in all industry sectors. We help people communicate in a language of their choice across any encounter. The communication experience should be seamless and effortless.

DSP: That evolution is powerful. When you say “patient communication company” is that something you are using formally? Is that the new tagline?

Patel: GLOBO is much more than a language services company. GLOBO’s many touchpoints assist with communications across multiple enterprises, accompanying the individual and receiver, providing exponential value to businesses and administrative departments by eliminating barriers and opening access more efficiently. We are doing more than simply interpreting languages. We are helping people communicate with others in every modality and supporting digital communication across various portals. We offer a complete set of language solutions, including interpretation, translation of materials, localization of materials, fluency testing, and communication pathways.

DSP: We have seen some studies detailing the impact of the pandemic to on-site and remote interpreting, indicating a significant reduction of on-site interpreting during the pandemic and a slow rebound since the height of the pandemic. How are you seeing the transition between on-site and remote interpreting?

Patel: We continue to see an increase in demand for in-person interpreters now that the pandemic is over. Going forward, there will continue to be a need for various channels and modalities of interpretation depending on the specific situation. For example, for a long surgery, an in-person interpreter may be preferred. In another situation, a video interpreter may be the best solution because the hospital is in a geographical area that lacks adequate qualified on-site interpreters in certain languages. GLOBO has experts who have been working in language services from the onset and who have a true understanding of this balance. As we grow our technology, including the use of artificial intelligence and machine learning, we will continue to maximize advances in communication and the people necessary to deliver it.

DSP: There is a lot of news and commentary regarding AI and how it is going to impact the industry. How do you see the impact of AI on the industry?

Patel: AI and machine learning have already arrived and have impacted our industry for some time. It will continue to do so, and we would be foolish to think otherwise. We believe AI is best suited to be leveraged in non “mission-critical” situations when the interpretation does not have to be 100% perfect, such as navigating through the hospital and asking for directions to the cafeteria. In these instances, we view AI as a clear opportunity more than a threat, and we are already integrating it to add a degree of operating leverage and efficiency. Inside our client platform, AI will play a critical role in generating real time information on utilization, cost, and trends.

DSP: Here is a dangerous one – In five to ten years from now, what does GLOBO look like?

Patel: Five to ten years from now, my hope is that GLOBO has increased the understanding of language services in the healthcare industry and changed the perception of multilingual communication from a commodity to a “superpower.” With such a seismic shift, we might see a change to the economic model. Currently, most companies, like GLOBO, charge per minute or per usage. This could be backward as we do not want to penalize customers for using us more. In an ideal world, we want to align economic incentives with our clients.

In addition, in the future, I want GLOBO to be understood not just as a healthcare communications company but as an “insights” company. Right now, managing over two million minutes of weekly conversations, we have proprietary information that we know hospital systems could learn and benefit from. As we evolve as a true partner to our customer base with aligned incentives, I look forward to exploring how we can extract even more value from our services.

DSP: Let us end on a soft one; tell the DSP readers about your golden rule as CEO.

Patel: I tell this to the team all the time: “Do not be afraid of failure.” I hate using the term “disrupt the industry,” but as an organization, we must be focused on constantly evolving for the better. In order to do this, we have to bring new ideas to the table that push the boundaries of what we can do. I think that is so important in this space and is one of the reasons I have surrounded GLOBO with LSP industry veterans and leaders from other healthcare sectors. We may fail in some trials, but when we win, we are going to make a huge impact on our industry and on the quality of patient care.

Recent DSP LSP Transaction



GLOBO Language Solutions is a global provider of technology-enabled, on-demand interpretation services. GLOBO is supported by its global network of more than 4,000 linguists who speak over 250 languages. GLOBO HQ, the Company's cloud-based proprietary technology platform, provides personalized expertise in translation and streamlined language access to customers in a variety of industry sectors including healthcare (hospital systems, physician practices, and health insurance providers), financial services (insurers, mortgage servicers, and banks), technology, education, and public services.

The Company's services enable organizations to communicate with the over 25 million individuals in the U.S. who are limited English proficient, without the need for specialized equipment. Many businesses rely on the GLOBO HQ platform for its easy-to-use, high quality customer service and multi-channel services platform. The Company's services include on-demand telephone and video calls, on-site and sign language interpreting, as well as translation of documents, emails, texts, and chats.

GLOBO was founded in 2010 and is headquartered in Wyncote, PA. GLOBO has been featured on the Inc. 500|5000 for seven consecutive years and ranked in the Top 20 of the 2021 Nimdzi Interpreting Index.

DSP served as exclusive financial advisor to GLOBO, managed a competitive process with both strategic and financial buyers, and negotiated the terms of the sale to VSS, a private investment firm headquartered in New York.

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“We were very pleased to have partnered with the Delancey Street team. We started our relationship with Delancey Street well in advance of entering the market, during which we collaborated extensively and they became a valued partner as we executed on many important growth initiatives. We were very impressed that they took the time to understand and effectively communicate our unique value proposition. We are very happy with our outcome and look forward to maintaining an on-going relationship with Delancey Street going forward.”

- Gene Schriver, Founder & Former CEO of GLOBO

Delancey Street Partners: Transaction Experience

Business Services & Technology

 has been acquired by  a portfolio company of  Advisor to Seller	 a division of  a portfolio company of  has been acquired by  Advisor to Seller	 a portfolio company of  has been acquired by  a portfolio company of  Advisor to Seller	 has been acquired by  a portfolio company of  Advisor to Seller
 has been acquired by  Advisor to Seller	 has completed growth equity financing with  Advisor to GLOBO	 has been acquired by  Advisor to Seller	 a portfolio company of  has completed a majority growth recapitalization with  Advisor to RIVS

Healthcare

 has received an investment from  Advisor to Herspiegel	 has acquired  Advisor to Buyer	 has been acquired by  a portfolio company of  and  Advisor to Seller	 has received an investment from  Advisor to Deerfield
 has been acquired by  a portfolio company of  Advisor to Seller	 has merged with  a portfolio company of  Advisor to Pyxa	 has completed a majority recapitalization with  Advisor to Emmes	 has been acquired by  Advisor to Seller

Industrial & Industrial Technology

 has been acquired by  a portfolio company of  Advisor to Seller	 has combined with  a portfolio company of  Advisor to Azer	 has been acquired by  a portfolio company of  Advisor to Seller	 has merged with  Advisor to Deacon
 has acquired  Advisor to Buyer	 a portfolio company of  has been acquired by  Advisor to Seller	 a portfolio company of  has completed a senior debt financing with  Advisor to FST Technical Services	 a portfolio company of  has been acquired by  Advisor to Seller

Infrastructure

 has been acquired by  a portfolio company of  Advisor to Seller	 has been acquired by  a portfolio company of  Advisor to Seller	 a portfolio company of  has been acquired by an entity formed by  Advisor to Seller	 a portfolio company of  has been acquired by  Advisor to Seller
 has been acquired by  Advisor to Seller	 has been acquired by  Advisor to Seller	 has been acquired by  Advisor to Seller	 has divested certain assets of  to  Advisor to Seller

Delancey Street Partners

Delancey Street Partners is an independent, industry-focused investment bank. We serve CEOs, Entrepreneurs, Shareholders and Boards of Directors of high growth and middle market private and public companies. Our services include strategic advisory, capital raising and independent board advice. We advise on sell-side and buy-side M&A, growth capital financings and recapitalizations. Our focus sectors include Healthcare, Business Services & Technology, Industrial & Industrial Technology, and Infrastructure.

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All other transactions effectuated through Delancey Street Partners, LLC

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