ECHELON PARTNERS

THE 2017 ECHELON RIA M&A DEAL REPORT™

INVESTMENT BANKERS | MANAGEMENT CONSULTANTS | VALUATION EXPERTS

to the Wealth and Investment Management Industries

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Executive Summary

Dear Deal Makers,

We know how much you love high-powered research and analysis on mergers, acquisitions, capital raising and valuation. With that in mind, we have been working diligently to assemble valuable deal intelligence and resources in this report just for you.

As part of this introduction, we would like to highlight several of the key takeaways and trends that we found most impactful in our analysis of deal making in 2017.

I. **Wealth Management Deal Activity**: Deal activity amongst wealth managers continued at a torrid pace in 2017, achieving a record high deal count for a fourth straight year. The 168 deals consummated represented a 22% YOY increase over the 138 witnessed in 2016. Transactions involving sellers with greater than $1 BN AUM also continued to surge, reaching a total of 29 and up 26% as compared to last year's total of 23. As the M&A market experiences a continued influx of private equity firms and consolidators, these professional buyers are more and more seeking out established businesses that fit their acquisition criteria. Most often these opportunities come in the form of wealth managers with scale exceeding $1 BN AUM.

II. **Breakaway Deal Activity**: Several key industry factors appeared to have driven breakaway activity in 2017. These include the expiration of forgivable loans issued to advisors in the hopes of retention during the 2008 financial crisis, as well as the actions taken by several wirehouses to remove themselves from the longstanding broker protocol. There were 423 breakaways recorded in 2017, topping the once insurmountable 400 level for the third straight year. Breakaways, however, were down YOY for the second straight year, declining 2% from the 430 achieved in 2016. Breakaways to RIAs reached an all-time high at 71, marking an increasing trend of advisors opting for independence. The biggest winners in terms of assets gained from breakaways included Raymond James ($22,157 MM gained) and LPL Financial ($13,444 MM gained). Conversely, the firms losing the most assets via breakaways included UBS Financial Services ($25,713 MM lost) and Bank of America Merrill Lynch ($24,850 lost).

III. **WealthTECH Deal Activity**: As the blossoming WealthTECH sector continues to evolve and grow, M&A activity once again surged in 2017, hitting a record high of 22 transactions in the period. This count solidifies an ongoing uptrend in deal activity since hitting a six-year low of 8 transactions in 2014, rising in each consecutive year following that low. As one of twelve identified subsectors in the FinTech space, WealthTECH received a somewhat outsized share of total industry investment in 2017, accounting for 12% of the total capital deployed to FinTech companies. With total FinTech investing reaching $16.1 BN in 2017 and growing, we expect further acceleration in terms of deal activity and consolidation.

IV. **Independent Broker Dealer M&A Activity:** The Independent Broker Dealer (IBD) space has experienced a significant period of consolidation since 2007, with the total number of firms dropping from 1,175 to 847 in 2017. This has coincided with considerable industry changes which have led to declining operating margins and increased competition for IBDs. This period has been marked by M&A activity as the larger platforms have added to their scale in an effort to combat these industry headwinds.

The Drivers of Increased Industry Deal Activity

Based on our investment banking and consulting advisory assignments, ECHELON Partners has identified the following five drivers for the recent increase in deal activity:

I. **Increased Availability of Financing**: A general lack of deal financing plagued the wealth management industry for decades as traditional lenders balked at the risk associated with this industry's lack of assets to foreclose on in the event of a default. In the process, they overlooked the attractive recurring revenue streams that alternative finance companies have felt comfortable with for many years. In the past four years, however, more savvy, cash-flow-appreciating lenders have entered our industry. While ECHELON has identified several sources of deal financing, most of the activity is conducted by a few key players, each looking to do $100 MM to $200 MM in loans per year, with an average loan size of approximately $1 MM.

II. **Increased Number of Peer-to-Peer Deals**: As the industry matures and more advisors join study groups and attend conferences, there is a simple result: more advisors know each other. That means when it comes time to do a deal, advisors can sometimes turn to someone with whom they already have a trusting relationship. In such cases, due diligence progresses faster and with fewer complications, resulting in a greater probability of the deal getting done and staying together. ECHELON is seeing more of these situations and helping friendly peers with the complicated issues of valuation, deal structuring, financing, and governance.

III. **Market Cycle Timing**: Given that we are currently in the third-longest expansion in over 100 years, the odds are high that a turn in the cycle is just quarters away. Contrarians argue that given the slow growth of this recent cycle, expansion will be able to continue a while longer, and that it is crazy to think one can "top tick" the market cycle with the sale of one's company, considering that it usually takes close to a year to consummate a deal. On net, we believe more older advisors are factoring market cycles into timing their exit strategies.

IV. **Greater Motivation to Breakaway**: The ongoing expiration of forgivable loans have spurred and ignited breakaway activity. Additionally, in a somewhat recent development, fears of an impending end to the broker protocol have begun to come to fruition, with large wirehouses such as Morgan Stanley taking steps to cease their involvement in the program. For advisors pondering the flight to independence, the threat of increased legal liability seems to have provided the impetus for many to take action. ECHELON sees this trend continuing to develop in 2018 as other wirehouses take similar steps.

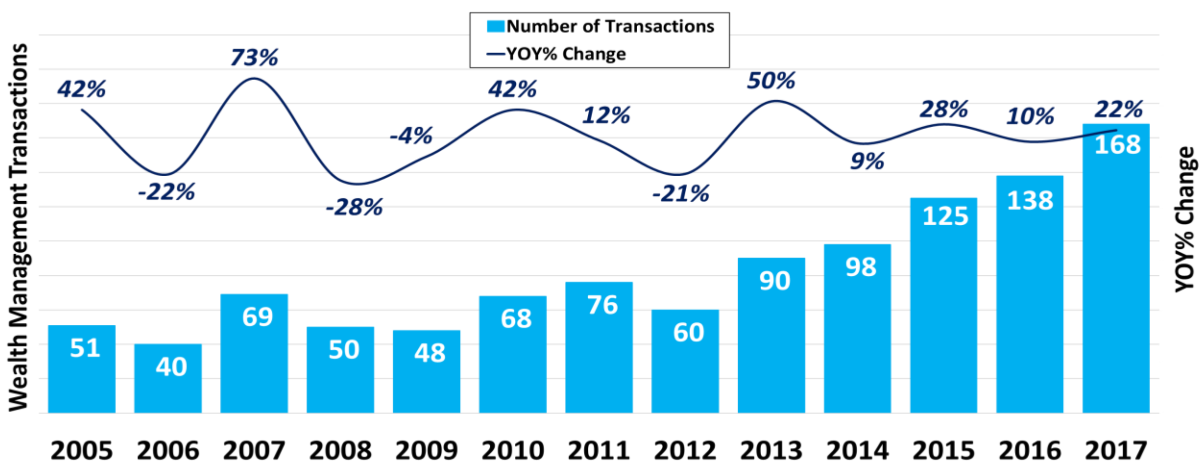
V. **Greater Private Equity Interest**: The heightened deal activity of 2017 has coincided with a revitalized interest from consolidators and private equity buyers. These firms are increasingly seeking and finding established businesses that fit their investment criteria. This criteria most often being well established $1 BN+ businesses that possess streamlined corporate structures, a strategic opportunity for further growth, and a proven track record of success. This activity has been marked by several mega-transactions, including KKR and StonePoint Capital's acquisition of Focus Financials' $100 BN in AUM. Given wealth managers' ability to generate consistent cash flows and high rates of growth, private equity's interest in the industry appears here to stay and should continue to drive large scale M&A activity and consolidation.

Section 1. Wealth Management Deal Activity

Reported M&A deal volume rises to record highs, almost tripling 2012 levels

In 2017, M&A activity in the wealth management industry hit an all-time record high of 168 transactions, or roughly 14 deals per month. This represents a 22% increase over last year's record level and a 12% compound annual growth rate since the business cycle trough in 2009. M&A activity has increased in six of the seven years leading up to 2017's record level. Trend-level growth would suggest M&A activity of approximately 196 deals in 2018, or approximately 16 per month. As shown in **Exhibit 1**, large swings in growth were experienced from 2005 to 2013, but the past four years have exhibited more stable, albeit lower, levels of growth.

Exhibit 1: M&A Activity Reaches Record High for the Fifth Straight Year



Sources: Company Reports, SEC IARD, ECHELON Partners Analysis

A Note on Deal Reporting in the Wealth and Investment Management Industries

It should be noted that tracking deal activity in the wealth management industry is still largely an imprecise science for the following reasons:

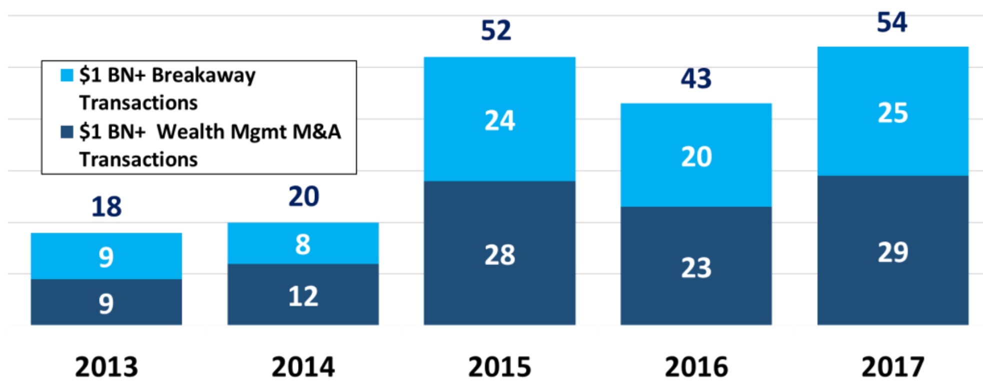
1. **Smaller Deals:** Most deals involving firms with less than $50 MM in AUM go unreported and therefore are very difficult to find.
2. **Internal Deals:** Deals inside a firm between partners also often go unreported and would likely need to involve a material amount of equity changing hands to have a chance of being officially recognized.
3. **Hybrid Deals:** Deals that are part recruiting and part equity sharing fall into this category and present an issue as to whether they should be included or not. They too are often not reported.
4. **Breakaway Deals:** With the definition of "breakaway" broadening to include more than only those instances in which an advisor is leaving a wirehouse, there is a blurring of what constitutes a breakaway and what doesn't. Also at play is how much equity has to change hands for a breakaway to become more of an M&A transaction.
5. **Data Definition Rules:** The general lack of clear deal categorization and data category definitions creates an issue regarding what truly constitutes a deal.
6. **Data Consistency Over Time:** As data series contents change over time, it is difficult to go back to prior years and add or delete deals that don't fit enhanced data definitions.

As a result of the above, we believe reported deal activity is likely one-third to one-fifth of the true deal activity. Therefore we would encourage you to remain cognizant of these facts while you take the above information.

2015 represented a paradigm shift in the number of M&A deals and breakaways transactions involving $1 BN+ wealth managers. The rate of these deals in the past two years has remained accelerated, doubling the volume in 2013 and 2014.

Exhibit 2: $1 BN+ Transactions Continue to Surge

Deals for $1 BN+ wealth managers continued their surge in 2017



Source: Company Reports, SEC IARD, Investment News and ECHELON Partners Analysis

Given the nine-year expansion of equity markets and enterprise values since the market downturn in 2008, coupled with the increased number of advisors over age 60, more entrepreneurs have been motivated to solidify their succession solutions and secure their liquidity events.

With more than 500 wealth managers over the $1 BN in AUM threshold, the deal volumes of recent years would suggest that close to 10% of the firms have conducted a transaction, which we believe is a more accurate number than industry-wide deal volume, given the high frequency of reporting by those consummating larger deals. This 10% deal volume number is 3-5x the level observed in the broader market, which squares with ECHELON's estimate of the magnitude of unreported deals.

It should be noted that there is much more buyer interest in these $1 BN+ AUM targets than in smaller firms, for the following reasons:

1. **They Are Ideal Platforms**: Those seeking to make multiple acquisitions in the RIA space almost always need to start with a platform: a firm that has everything they need to get started. This includes the people, processes, and technology. Most firms with $1 BN in AUM or more are believed to possess the ideal mix of size and development.
2. **They Are Small Businesses:** Firms over $1 BN in AUM often have more infrastructure, systems, management, protective redundancy, and financial wherewithal. Together, that means these targets have lower risk and more durability across this business cycle. Said another way, if a key client or team member leaves the firm, it is likely to be more sustainable and to experience less disruption.
3. **Most Have Over $3 MM in EBITDA:** Most professional investors require that the firms they invest in have at least $3 MM in EBITDA. They seek this as a cushion above breakeven financial performance.

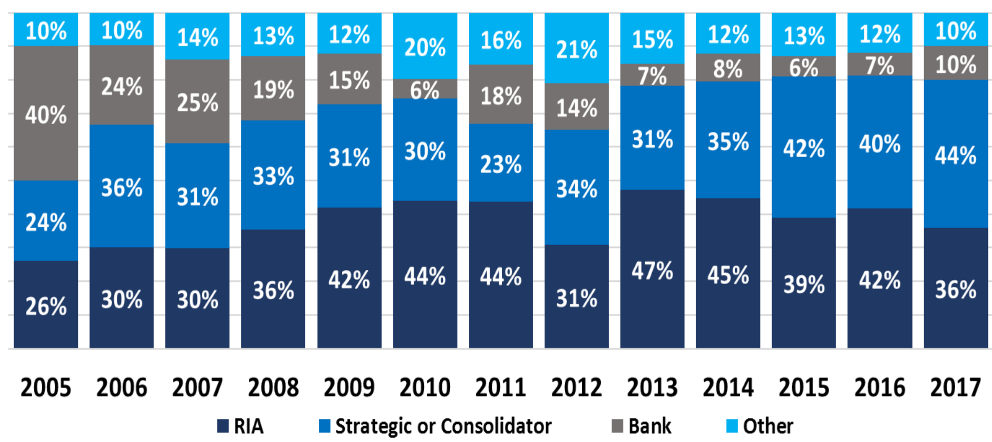
With transaction volume and acquisitions of larger firms at all-time highs, it is only natural to ask: "what types of firms are leading this buying activity?" We have illustrated the answer in **Exhibit 3.**

RIAs: We use this label to describe those firms that have done fewer than three deals, are generally smaller in their strategic reach, and usually have more modest financial resources. This group was responsible for 36% of wealth management transactions in 2017. Despite the falling share, transactions involving "RIA" acquirers have consistently grown in recent years, with 42 deals being consummated in 2013 and 60 in 2017.

Strategic Buyers or Consolidators: From 2006 to 2011, strategic buyers and/or consolidators accounted for an average of 30% of the industry's reported deal activity. Since 2015, however, market share of their buying activity has pushed over 40% for the past three years. It is worth noting that this group is not all rollup firms. Instead it primarily represents firms that a) already have a platform, b) have considerable industry knowledge, and c) have done more than a couple of M&A transactions.

Exhibit 3: Strategic Acquirers and Consolidators Outpace RIAs in Transaction Volume

Strategic acquirers or consolidators continue to increase their share of deal activity



Sources: Company Reports, SEC IARD, ECHELON Partners Analysis

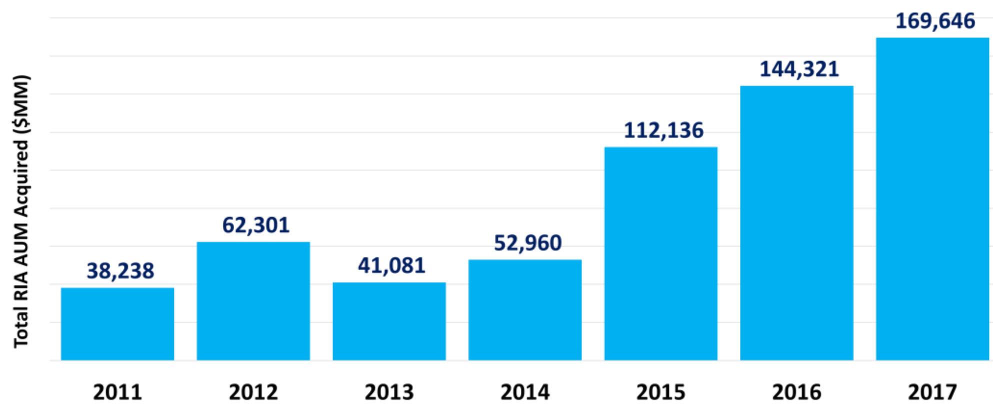
These buyers accounted for a record-level of 44% of wealth management transactions in 2017 with a deal count of 74, up from 31% in 2013, when they were involved in only 28 transactions.

Banks: Once the largest buyers of wealth management businesses, banks are now the smallest buyer group, accounting for an average of 8% of deal activity over the past five years.

Exhibit 4 highlights that the aggregate AUM of acquired RIAs in 2017 was 3.5x the average rate experienced in the 2011-2014 time period. This coincides with a substantial increase in $1 BN+ deals, as outlined in **Exhibit 2**. 2017 represented a record high in the amount of AUM acquired and saw a 18% increase over the record levels experienced in 2016.

Exhibit 4: Total Deal AUM Hits Record High for Second Year in a Row

Cumulative AUM transacted intensified after 2015

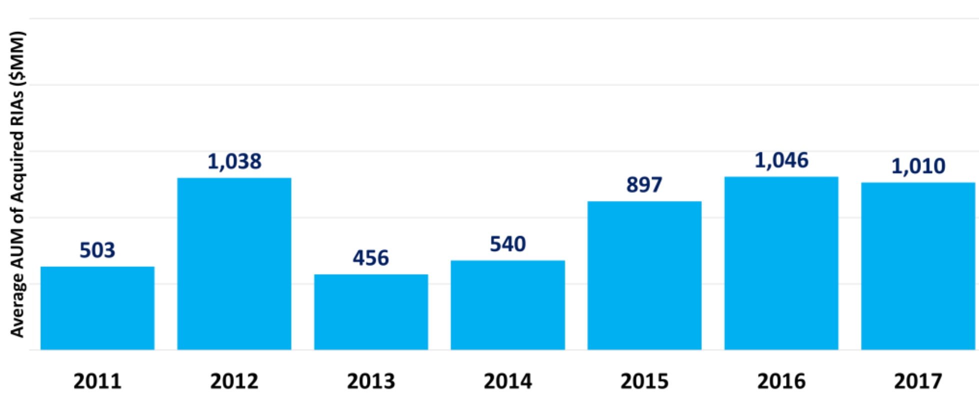


Sources: Company Reports, SEC IARD, ECHELON Partners Analysis

Exhibit 5 showcases average AUM per M&A transaction surpassing again $1 BN in 2017. This represents the third time in the past six years that the average deal size has exceeded $1 BN in AUM. If trend-level growth rates continue, deal volume would hit 196 in 2018 and average deal size would exceed $1.1 BN, translating to more than $200 BN in AUM changing hands.

Exhibit 5: Average AUM per M&A Transaction Surpasses $1 BN Again

Average AUM per "reported" deal tops $1.0 BN for the second straight year



Sources: Company Reports, SEC IARD, ECHELON Partners Analysis

Exhibit 6 below outlines the top 25 $1 BN+ wealth managers that have been purchased in the past two years. During this time there were six deals of $10 BN or greater, including three deals of $50 BN or greater. The remaining 19 deals were wealth managers with $1 to $20 BN in AUM. It should be noted that this list does not include breakaway deals, which constitute nearly one-half of these larger-scale transactions.

Exhibit 6: The 25 Top $1 BN+ in AUM Transactions from 2016 and 2017

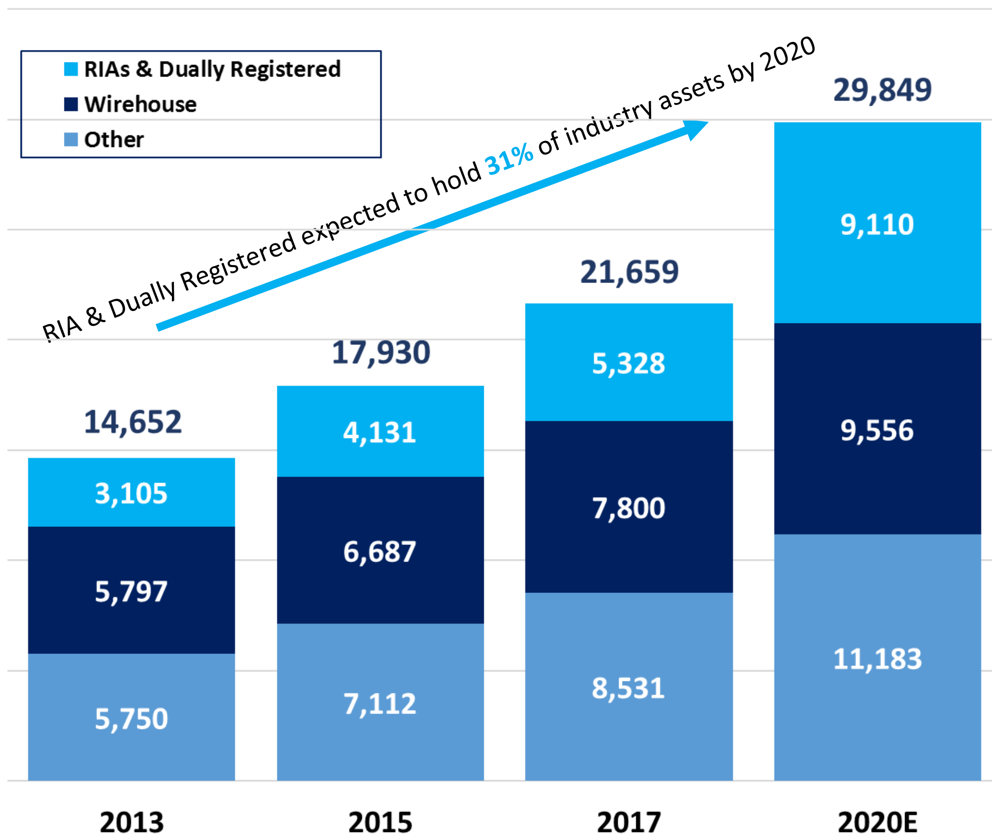
Seller	Buyer	Buyer Type	Seller AUM	Date
AIG Advisor Group	Lightyear Capital, PSP Investments	Private Equity	160,000,000,000	1/29/2016
Focus Financial Partners	KKR & Co.	Other	100,000,000,000	4/18/2017
Deutsche Bank Wealth Management	Raymond James	Independent Broker Dealer	50,000,000,000	9/7/2016
SCS Capital Management	Focus Financial	Strategic Aggregator	16,500,000,000	5/15/2017
Kestra	Stone Point Capital	Private Equity	12,000,000,000	6/27/2016
Sterne Agee Group	INTL FCStone Inc.	Bank	11,000,000,000	6/27/2016
Investment Professionals	Ameriprise	Broker-Dealer	8,000,000,000	4/24/2017
Williams Financial Group	National Holdings Corp.	Other	6,500,000,000	3/13/2017
Legend Group	Lincoln Investment	Independent Broker Dealer	6,000,000,000	9/14/2016
Northeast Securities	Global Investor Services	IBD	5,500,000,000	2/2/2017
Foothill Securities	Securities America	Independent Broker Dealer	5,140,000,000	8/19/2016
Douglas C. Lane & Associates	Focus Financial	Consolidator	4,300,000,000	1/16/2016
Presidio Capital Advisors	Tiedemann Wealth Management	Wealth Manager/RIA	4,000,000,000	8/8/2016
Smith Hayes	D.A. Davidson	Wealth Manager/RIA	4,000,000,000	8/1/2016
Federal Street Advisors	Pathstone Family Office	Wealth Manager/RIA	4,000,000,000	1/6/2016
Alta Capital Management	Guardian Capital Group Ltd.	Other	3,200,000,000	11/20/2017
Kovitz Investment Group	Focus Financial	Consolidator	3,100,000,000	1/11/2016
Convergent Wealth	Pathstone Federal Street	Wealth Manager/RIA	3,000,000,000	9/13/2016
Gerstein Fisher	People's United	Bank	3,000,000,000	7/21/2016
Lake Street Advisors	Focus Financial	Strategic Aggregator	2,700,000,000	4/1/2017
Atherton Lane	BNY Mellon	Bank	2,700,000,000	4/4/2016
Keeley Asset Management Corp.	Teton Advisors	Investment Manager	2,500,000,000	11/23/2016
David Vaughan Investments	Mortan Community Bank	Bank	2,200,000,000	6/15/2017
Cleary Gull Advisors	Johnson Financial Group	Bank	2,100,000,000	5/28/2016
Kanaly Trust	Mercer Advisors	Wealth Manager/RIA	2,000,000,000	3/25/2016

Source: Company Reports, SEC IARD Website, InvestmentNews, and ECHELON Partners Analysis

Exhibit 7 shows the growth in assets of several industry sectors from 2013 to a projected 2020 level. RIAs & Dually Registered firms are projected to reach 31% of the total industry market share by 2020. This represents a CAGR of 16.6% over the time horizon, indicating a significant industry shift is underway. By comparison, the wirehouse segment projects to decline to only 32% of the market, continuing its decline from 40% in 2013 to 36% in 2017.

Exhibit 7: Distribution of Industry Assets ($ BN)

RIA & Dually Registered Firms Continue to Grow in Assets at a Rapid Pace while Taking Market Share from Other Sectors

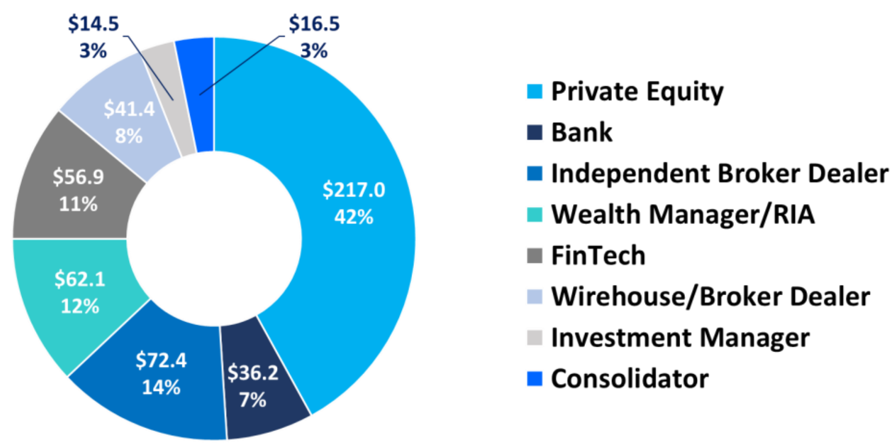


Source: Company Reports, Cerulli Associates, SEC IARD Website, ECHELON Partners Analysis

As shown in **Exhibit 8**, private equity firms led the pack for total AUM acquired from $1 BN+ AUM wealth management firms, with $217 BN in purchased AUM, accounting for 42% of the total AUM transitioned in 2016 and 2017. Meanwhile, Banks, FinTech firms, Wealth Managers/RIAs, and Independent Broker Dealers each accounted for 7-14% of AUM transitioned, equating to nearly $228 BN of acquired AUM. Wirehouse/broker dealers, investment managers and consolidators each accounted for 8% of less of transaction volume during this period, with a total AUM acquired of $72 BN. While banks were once the most frequent acquirers of $1 BN+ AUM wealth management firms, their share of these transactions has decreased to 7%.

Exhibit 8: Private Equity Firms Lead $1 BN+ AUM Acquisitions in 2016 and 2017

$1 BN+ AUM acquisitions were dominated by large strategic acquirers

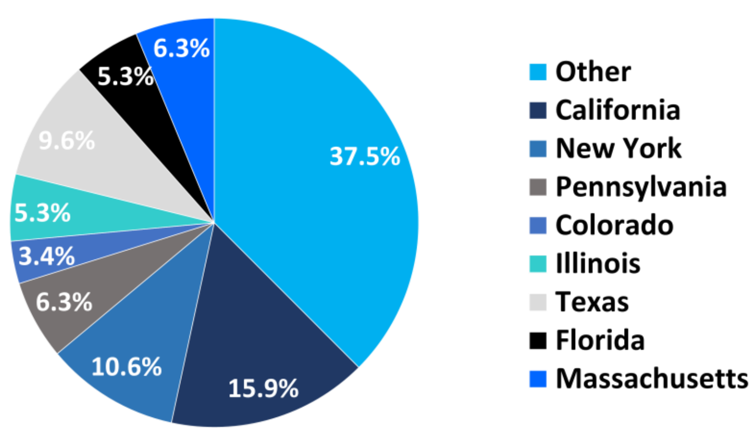


Source: Company Reports, SEC IARD Website, ECHELON Partners Analysis

Exhibit 9 shows that over the past two years, the State of California led the way in terms of deal activity, accounting for approximately 16% of deals. The states of New York and Texas were a distant second and third, with Pennsylvania and Massachusetts rounding out the top five. Together, these five states were home to over half of the firms acquired in 2016 and 2017.

Exhibit 9: 2016 and 2017 State-Level M&A Activity Led by Sellers Domiciled in California

Five states account for nearly one-half of U.S. Wealth Management M&A Activity



Sources: Company Reports, SEC IARD Website, and ECHELON Partners Analysis

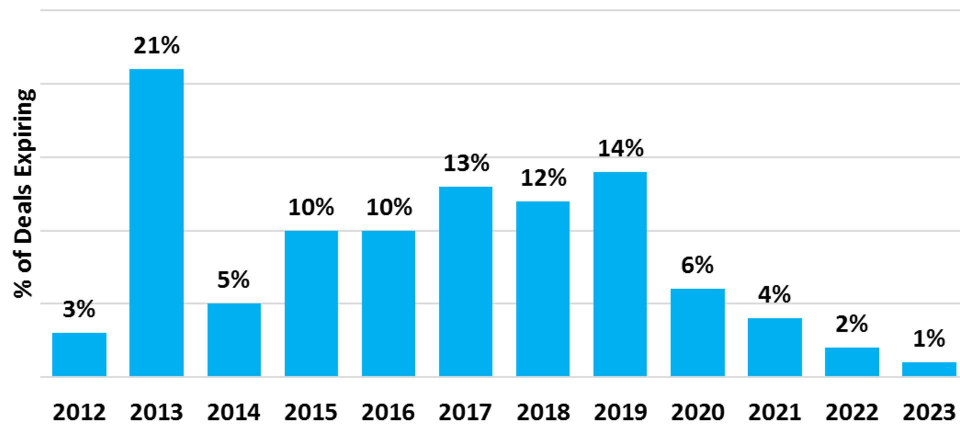
Section 2. Breakaway Deal Activity

As the definition of “breakaway deals” continues to broaden beyond advisors leaving wirehouses, and as RIAs have become an increasingly popular destination to migrate to, there has been a renewed interest in tracking the volume of this activity.

The “RIA breakaway” is a relatively underappreciated phenomenon that is gaining in prevalence. While RIAs are becoming a relatively more attractive destination for all types of advisors to migrate to, some RIAs are not doing a very good job of aligning the contributions of their most valuable employees with the rewards provided to them. This is causing an increasing number of partner-level professionals to leave the RIAs they helped grow, in order to join a “Newco” or other established RIA that shares more equity, profits, and governance with them than their former employer did. Given the “slow to change” profile of some RIA owners, we expect RIA breakaways to continue increasing and to become a larger part of overall breakaway activity in the foreseeable future.

Breakaway activity has remained strong in 2017, in part due to the expiration of a relatively large portion of forgivable loans that wirehouses utilized to recruit and retain advisors during the market decline of 2008 and 2009. As Exhibit 10 shows, a relatively large percentage of these forgivable loans will be expiring over the next two years. Couple this with the emerging threat of a disbandment of the broker protocol, and advisors have found good reason to not only breakaway but also move to independence.

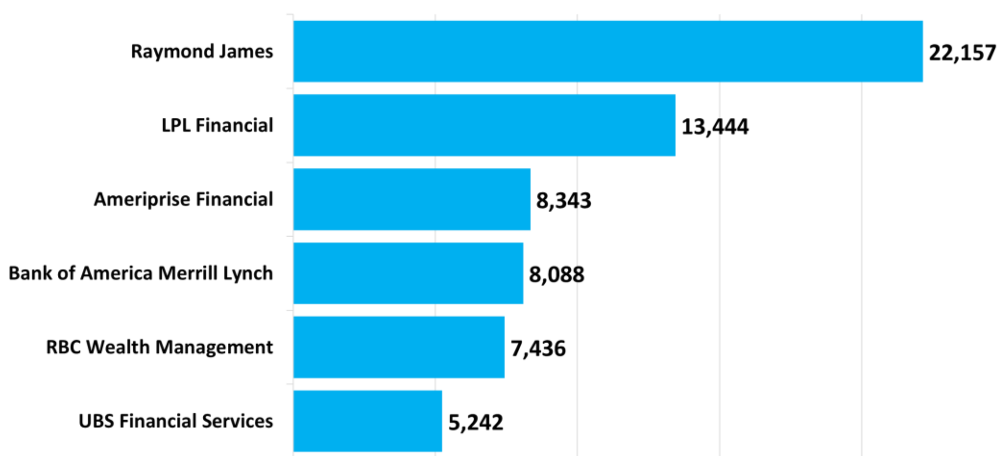
Exhibit 10: Expiration of Forgivable Loan Contracts Continues to Drive Breakaway Activity



Sources: OnWallStreet.com and ECHELON Partners

As mentioned earlier, a significant portion of the forgivable loans issued by wirehouses during the 2008 financial crisis are set to reach maturity in the coming years as well as they did in 2017. The accelerated rate of breakaways witnessed in 2017 likely was driven to a degree by this factor. Looking to **Exhibit 10** shows that 39% of these loans will expire from 2017 to 2019. Considering that we are only one year into this period, any trend of breakaways being caused by this idiosyncratic influence will likely continue.

Exhibit 11: Largest AUM Gained by Breakaway Teams ($ MM)



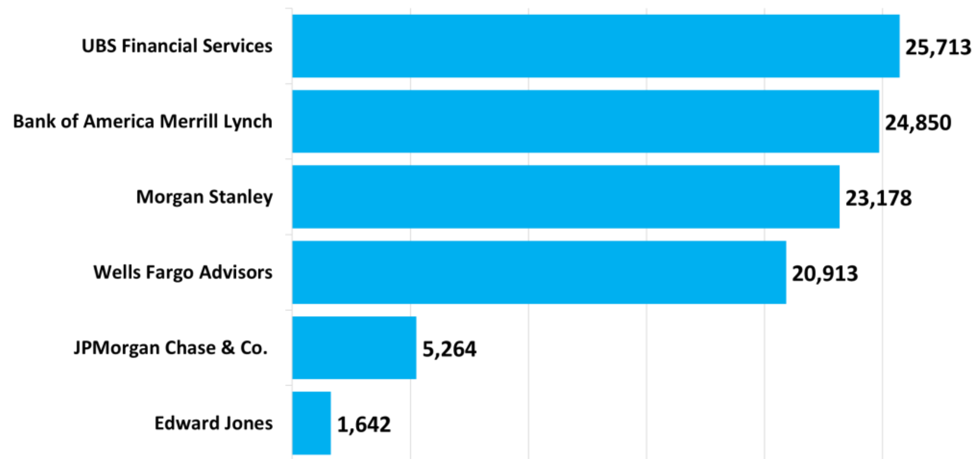
Sources: InvestmentNews, OnWallStreet.com, and ECHELON Partners

As large wirehouses take steps to leave the once industry cornerstone broker protocol, advisors looking to avoid increased legal liability likely contributed to a higher number of breakaways in 2017. This exodus featured a flight from firms leaving the protocol (i.e. Morgan Stanley) to either other wirehouses that had not yet taken those steps or to independence. **Exhibit 11** showcases the most popular landing spots for advisors breaking away in 2017.

Raymond James attracted the most assets to their independent model, with 80 breakaway teams accounting for over $22.1 BN assets under management changing allegiances. LPL Financial added 103 breakaway teams to their independent broker-dealer for a total of $13.4 BN in AUM, and Ameriprise added 44 teams for more than $8.3 BN in AUM.

Conversely, **Exhibit 12** displays the firms which saw the largest drawdown in assets from departing advisor teams. UBS Financial Services led the way in this regard, losing $25.7 BN AUM in 2017. Perhaps a contributing factor, UBS announced in November of 2017 their intentions to leave the broker protocol. Advisors leaving in advance of their company's departure from the protocol avoid a web of increased legal scrutiny associated with breakaways, such as the transfer of clients to the destination firm.

Exhibit 12: Largest AUM Lost to Breakaway Teams ($ MM)

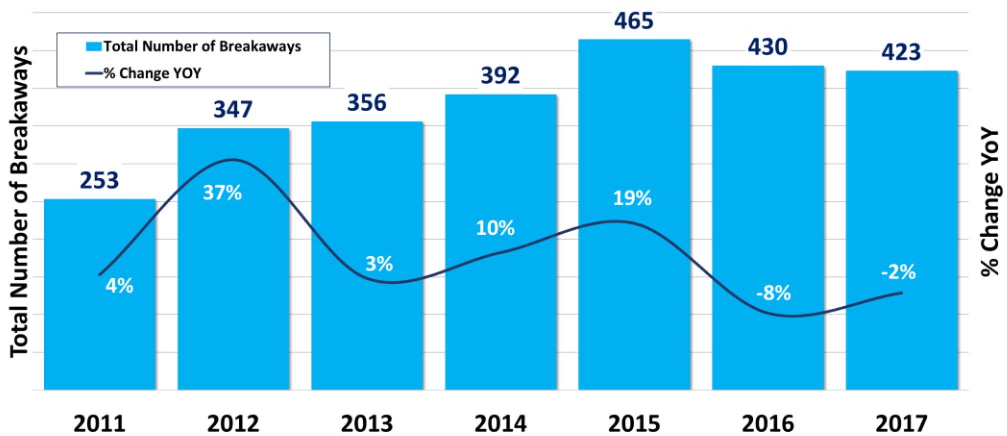


Sources: InvestmentNews, OnWallStreet.com, and ECHELON Partners

Exhibit 13 showcases that reported breakaway activity topped 400 for the second year in a row. While the 423 deals in 2017 did not surpass the 430 deals in 2016, there were more than 400 breakaways for the third year in a row. The annual growth in the number of breakaways has averaged over 9% for the past seven years, despite slowing in the most recent periods. This decline is likely attributable to the relatively strong financial performance of the stock market in 2017 and the resulting strength in the financial performance and bonuses at wealth management firms of all types. While these increased bonuses helped marginally in the short term, they likely did very little to address the disequilibrium of ownership and contribution levels that exists at thousands of firms.

Exhibit 13: Reported Breakaway Activity Tops 400 Teams for Third Straight Year

More than 16% of all breakaways are moving to RIAs, hitting an all-time high in 2017



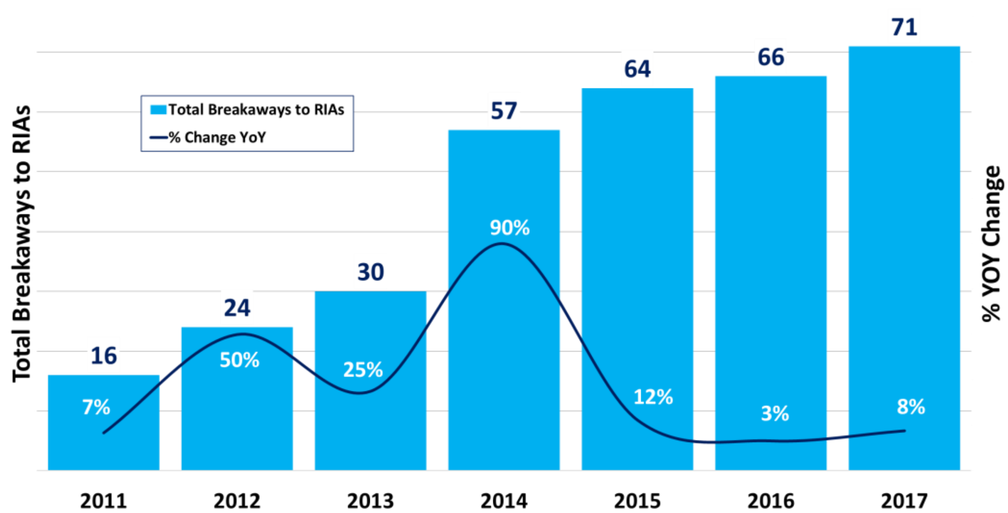
Sources: SEC Database, Company Reports, Investment News, and ECHELON Partners Analysis

It is important to note that reported breakaway activity, as outlined in the graph, is an estimated one-third to one-fifth of true volume, with a majority of breakaways not being reported. Please see the note below Exhibit 1 for more details.

As shown in **Exhibit 14**, in each of the past two years, more breakaway teams chose the RIA channel as their preferred business model than in any prior year. This is over 4x the annual level experienced in 2011.

The number has increased an average of 24% per year over the past six years but has slowed since 2015 in parallel with the slowing of broader breakaway activity.

Exhibit 14: Breakaways to RIAs Hit Record High in 2017



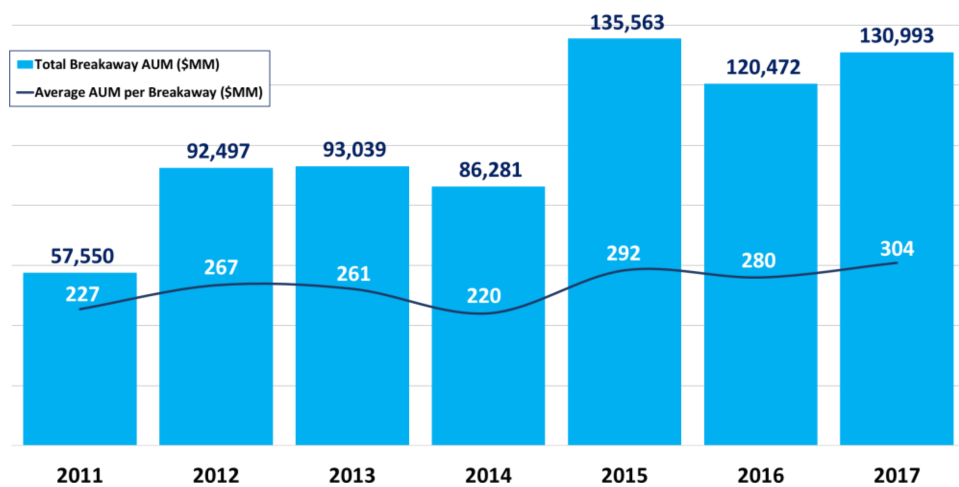
Sources: SEC Database, Company Reports, Investment News, and ECHELON Partners Analysis

Exhibit 15 shows that aggregate AUM associated with reported breakaway activity topped $120 BN in each of the past three years and has grown at a CAGR of 15% per year from 2011 to 2017.

The average AUM per breakaway has been $264 MM since 2011, and has remained relatively consistent throughout that time period, with a low of $220 MM in 2014 and a current all time high of $304 MM.

Exhibit 15: Breakaway AUM Has Grown Steadily Since 2011

Approximately $250 BN+ AUM changed hands via breakaways in 2016 and 2017 combined



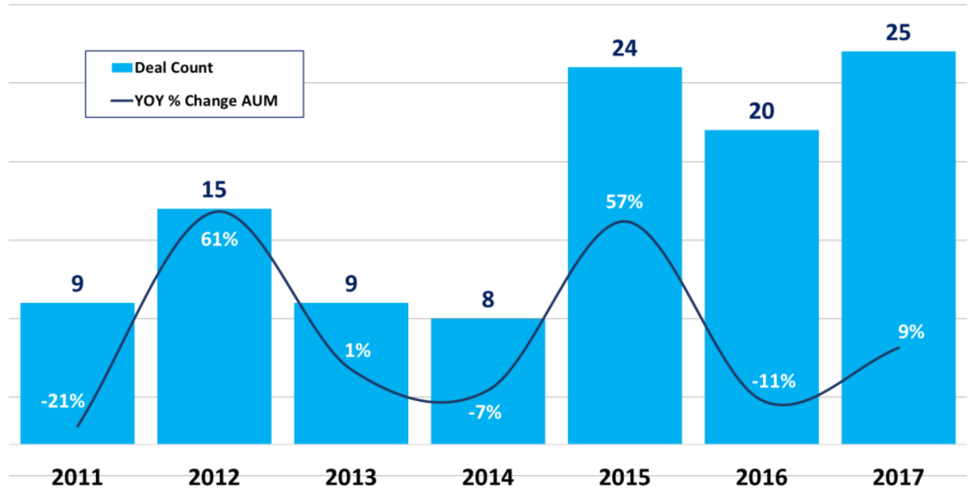
Sources: SEC Database, Company Reports, Investment News, and ECHELON Partners Analysis

Exhibit 16 provides a time series analysis of the number of breakaways with $1 BN+ AUM over the past seven years. Total volume of these deals increased to 25 in 2017 from 20 the year prior. While these deals accounted for approximately 6% of total breakaway activity, given their size they accounted for roughly 28% of total breakaway AUM.

25 breakaways account for 34% of transitioned AUM in 2017

These deals have typically been slower and more complicated. However, the growing supply of resources being devoted to the facilitation of breakaway deals portends that it will only get easier for these highly sought-after targets to find and move to new homes.

Exhibit 16: Volume of $1 BN+ AUM Breakaways Reaches All-time High in 2017

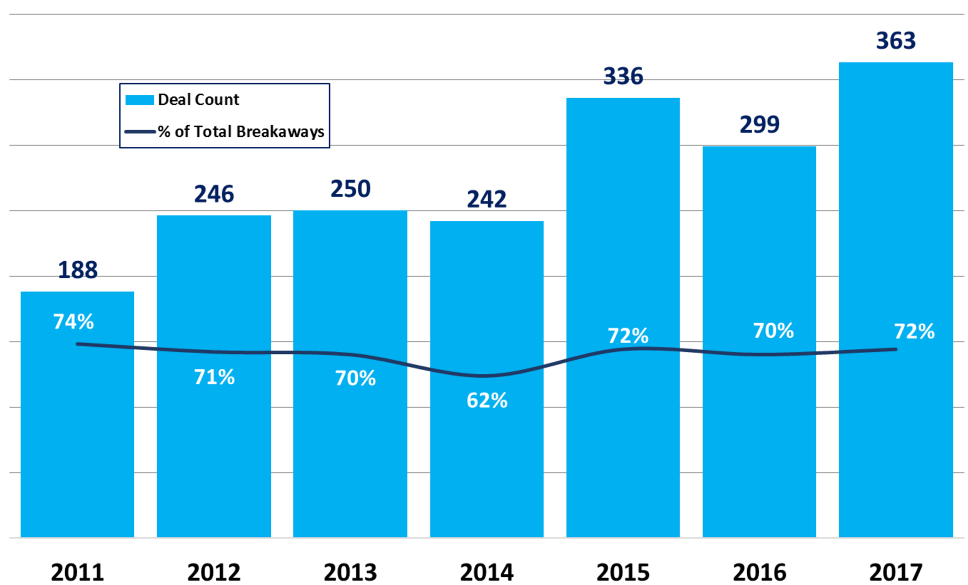


Sources: SEC Database, Company Reports, Investment News, and ECHELON Partners Analysis

As outlined in **Exhibit 17**, breakaways with more than $100 MM in AUM have averaged 70% of total breakaway activity over the past seven years. Additionally, the compound annual growth rate of this segment is approximately 12% over the past seven years. With 363 breakaways in this size range in 2017, current levels are roughly double the 188 experienced in 2011.

Exhibit 17: $100 MM+ AUM Breakaways Since 2011

$100 MM+ breakaways continue strong growth



Sources: SEC Database, Company Reports, Investment News, and ECHELON Partners Analysis

Independent BD platforms win big among larger breakaways

In 2016 and 2017, independent platforms such as LPL and Raymond James attracted 39 1 BN+ breakaways, accounting for a transfer of over $84.5 BN in total AUM. These gains came largely at the expense of wirehouses, which lost 29 breakaway teams, accounting for a total loss of over $14 BN in AUM.

Exhibit 18 lists the largest reported breakaways from 2016 and 2017.

Exhibit 18: Independent Platforms Earn $84.5 BN in New Assets via $1 BN+ Breakaways

Team Leaving	Team Joining	Team Joined Firm Type	Breakaway AUM	Date
UBS Financial Services	Dynasty Financial Partners	Integrated Platform Provider	8,400,000,000	6/19/2017
Wells Fargo Advisors	Raymond James	Independent Broker Dealer	7,000,000,000	7/25/2016
LPL Financial	Cetera Advisor Networks	Independent Broker Dealer	6,000,000,000	8/1/2017
UBS Financial Services	Morgan Stanley Wealth Management	Wirehouse/Broker Dealer	4,300,000,000	3/16/2016
Lincoln Financial	LPL Financial	Independent Broker Dealer	4,000,000,000	11/17/2016
LPL Financial	Triad Advisors	Hybrid RIA	4,000,000,000	2/23/2017
UBS Financial Services	Raymond James	Independent Broker Dealer	3,500,000,000	6/27/2017
UBS Financial Services	Bank of America Merrill Lynch	Wirehouse/Broker Dealer	3,000,000,000	6/2/2017
Morgan Stanley Wealth Management	JPMorgan Chase & Co.	Wirehouse/Broker Dealer	3,000,000,000	11/2/2017
LPL Financial	Cetera Advisor Networks	Independent Broker Dealer	2,600,000,000	1/19/2017
LPL Financial	Cetera Advisor Networks	Independent Broker Dealer	2,500,000,000	11/18/2016
Kestra Financial	LPL Financial	Independent Broker Dealer	2,500,000,000	5/13/2016
Morgan Stanley Wealth Management	Bank of America Merrill Lynch	Wirehouse/Broker Dealer	2,340,000,000	10/7/2016
Morgan Stanley Wealth Management	6 Meridian	Wealth Manager/RIA	2,200,000,000	9/12/2016
Credit Suisse Wealth Services	Morgan Stanley Wealth Management	Wirehouse/Broker Dealer	2,000,000,000	3/18/2016
Wells Fargo Advisors	Noyes Financial Group	Independent Broker Dealer	1,700,000,000	11/21/2016
Wells Fargo Advisors	Jefferies	Bank	1,500,000,000	5/5/2017
J.P. Morgan Securities LLC	LPL Financial	Independent Broker Dealer	1,400,000,000	10/27/2016
Bank of America Merrill Lynch	First Republic Investment Management	Bank	1,300,000,000	1/20/2017
RBC Wealth Management	Raymond James	Independent Broker Dealer	1,300,000,000	11/21/2016
Bank of America Merrill Lynch	Raymond James	Independent Broker Dealer	1,300,000,000	3/1/2016
Morgan Stanley Wealth Management	Bank of America Merrill Lynch	Wirehouse/Broker Dealer	1,200,000,000	5/18/2016
UBS Financial Services	JPMorgan Chase & Co.	Wirehouse/Broker Dealer	1,200,000,000	11/30/2017
Wells Fargo Advisors	Prospera Financial Services	Independent Broker Dealer	1,200,000,000	6/30/2016
Royal Securities Company	Signator Investors	Wealth Manager/RIA	1,100,000,000	7/12/2017
Arnerich Massena	Allium Financial Advisors	Wealth Manager/RIA	1,000,000,000	10/5/2016
Bank of America Merrill Lynch	Dynasty Financial Partners	Integrated Platform Provider	1,000,000,000	7/11/2017
Goldman Sachs	Dynasty Financial Partners/DG Wealth Partners	Integrated Platform Provider	1,000,000,000	6/6/2017
UBS Financial Services	Fall Line Securities/Requisite Capital Management	Integrated Platform Provider	1,000,000,000	6/19/2017
Wells Fargo Advisors	HighTower Advisors	Branded Acquirer	1,000,000,000	2/1/2017
Wells Fargo Advisors	HighTower Advisors/Fortress Wealth Planning	Branded Acquirer	1,000,000,000	1/17/2017
Morgan Stanley Wealth Management	J.P. Morgan Securities LLC	Wirehouse/Broker Dealer	1,000,000,000	5/30/2017
Transamerica Financial Advisors	Kestra Financial	Independent Broker Dealer	1,000,000,000	7/29/2016
Cantor Fitzgerald Wealth Partners	Oppenheimer	Bank	1,000,000,000	1/6/2017
Sterne Agee	Prospera Financial Services	Independent Broker Dealer	1,000,000,000	1/25/2016
Stifel Nicolaus & Co.	Raymond James	Independent Broker Dealer	1,000,000,000	2/25/2016
Morgan Stanley Wealth Management	RBC Wealth Management	Bank	1,000,000,000	8/30/2016
Wells Fargo Advisors	Robert W. Baird & Co.	Bank	1,000,000,000	11/30/2017
Amegy Bank	U.S. Capital Advisors	Wealth Manager/RIA	1,000,000,000	2/23/2016

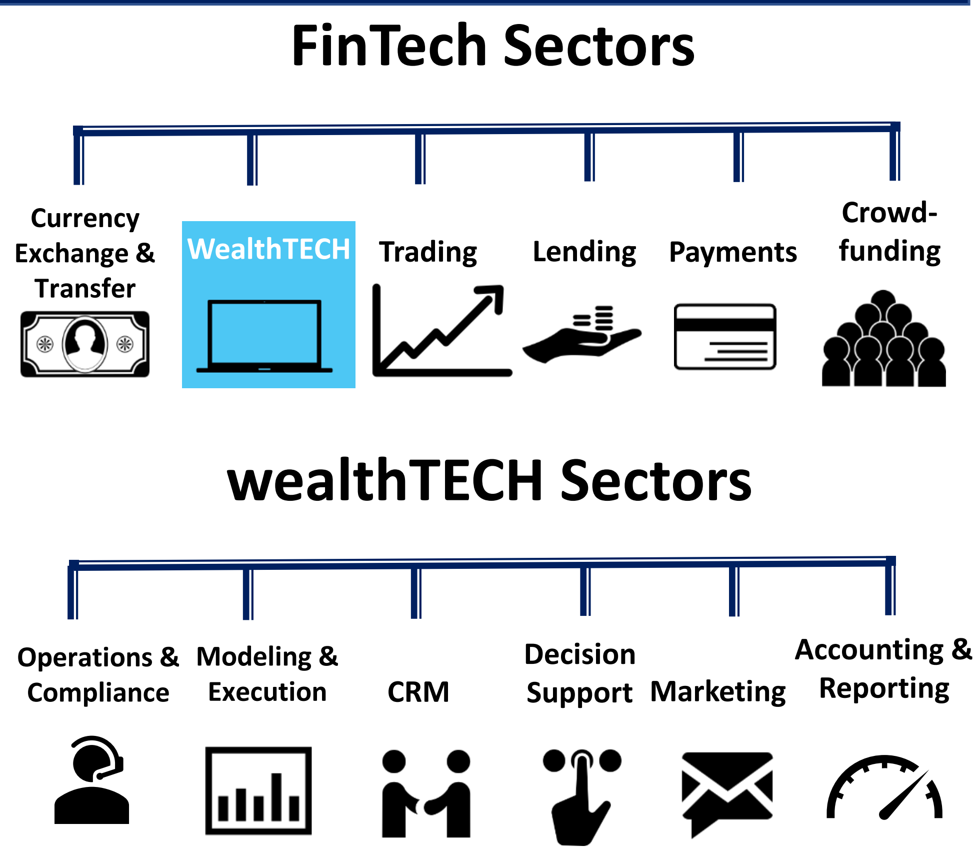
Sources: SEC Database, Company Reports, InvestmentNews, and ECHELON Partners Analysis
Note: Please contact ECHELON Partners if interested in the name of each team.

Section 3. WealthTECH Deal Activity

Over the past decade, financial technology ("FinTech") has gone from an underappreciated niche barely represented in Silicon Valley to one of the fastest-growing and hottest sectors in the tech industry. The FinTech label is applied to almost any startup that is trying to use technology to solve a financial problem, which covers industries as diverse as insurance, brokerage, data analytics, budgeting, and tax planning. With all the interest and investment in this space, an ecosystem has developed, the main sectors of which are outlined in **Exhibit 19**.

Given ECHELON's focus on the subset of FinTech companies related to wealth management, in the spring of 2016 we coined the label "WealthTECH" to begin developing a sub-ecosystem for tracking the investment and development activity of these companies. Presently, we have mapped over 500 companies and their services to the six wealthTECH categories listed in **Exhibit 19**. There is a great deal of activity in this space as entrepreneurs rush in to address the fact that many people are inherently bad at managing their budgets and investing, which is spawning startups that offer lower-priced automated alternatives with the promise of delivering superior outcomes.

Exhibit 19: Dramatic Ascension of FinTech Fuels Evolution of WealthTECH



Source: ECHELON Partners

The top names in the wealthTECH sector that have taken in considerable capital include Wealthfront, Personal Capital, Credit Karma, Betterment, Yodlee, Motif, SoFi, Ant Financial, NerdWallet, Adyen and Addepar. While it was founded many years ago, PayPal remains the leading success story of the FinTech space, having grown to a market capitalization of $100 BN. In the wealthTECH space perhaps the leading name is Envestnet, which has grown to a market capitalization of over $2.4 BN using a combination of consistent deal activity and strong organic growth.

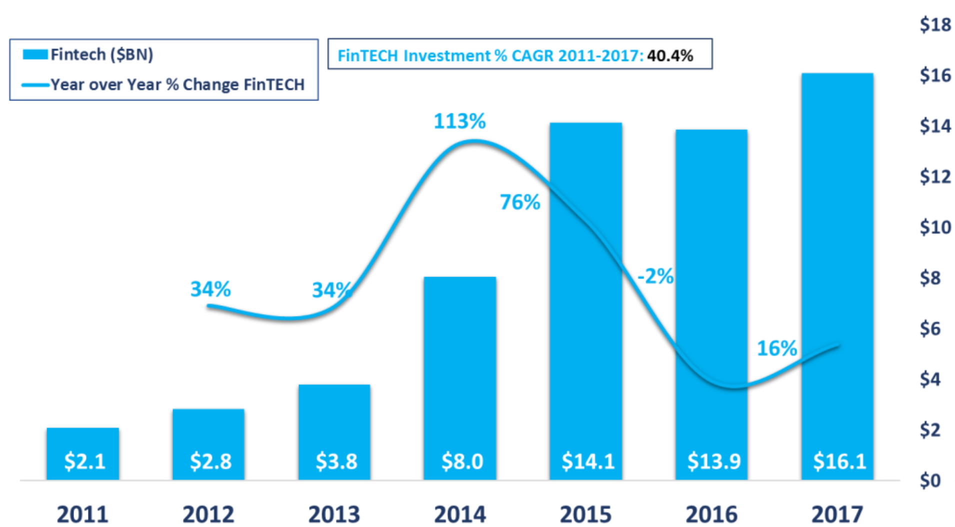
The promise of these companies is to fundamentally disrupt the biggest players in finance. If they succeed, Wall Street as we know it may become even more tied to Silicon Valley. According to a recent Citigroup report, over the next decade 800,000 people will have lost their jobs at financial services companies to some newly developed software. Others, such as banking investor Christopher Flowers, have declared that the FinTech frenzy is hype that defies common sense and will likely leave a trail of failed startup companies in its wake.

The rapid expansion of FinTech investing is clearly illustrated in **Exhibit 20**, which shows how total funding to the industry has increased dramatically over the past four years. The total investment contributed in 2017 was over eight times the amount invested in 2012. Funding to the FinTECH industry as a whole increased in the most recent year, up 14% from 2016. Investment to FinTech has grown at a compound annual growth rate of 53% since 2012. The massive inflows of capital reflect investor optimism and entrepreneurial creativity.

Exhibit 20: U.S. FinTech Investment Exceeds $13 BN for Third Year in a Row

FinTech funding grows to exceed $16 BN in 2017.

Note: this data includes VC, PE, and M&A Activity.



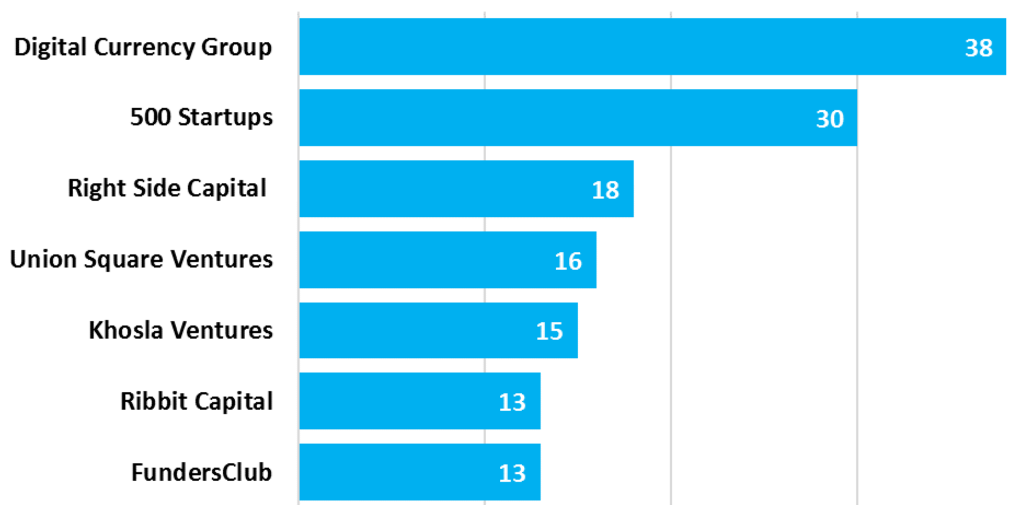
Sources: CB Insights, KPMG, and ECHELON Partners Analysis

Many venture capital firms have made an investment in some sort of FinTech startup. The investors listed in **Exhibit 21** have made the sector a key focus area, each making 13 or more investments in the space. Of these investors, Digital Currency Group led the pack with 38 investments in the FinTech space from 2016 to 2017. Together, the seven most active FinTech VC and PE firms tallied a total of 143 investments.

Many of these investment firms have partners or board members that are former Wall Street stars of banking, insurance, specialty finance, credit cards, and/or brokerage. These executives say they are bringing their experience to startups to steer them on the right path. Today's generation of FinTech companies are different than those of past FinTech booms in that they are not necessarily developing technologies to be sold to brick and mortar financial services companies. Instead, many are taking their products, services and algorithms directly to consumers through easy-to-use mobile apps and websites.

Exhibit 21: The 7 Most Active PE & VC Investors in FinTech, 2016-2017

Over 140 investments have been made by the leading firms tracking the FinTech industry since 2016

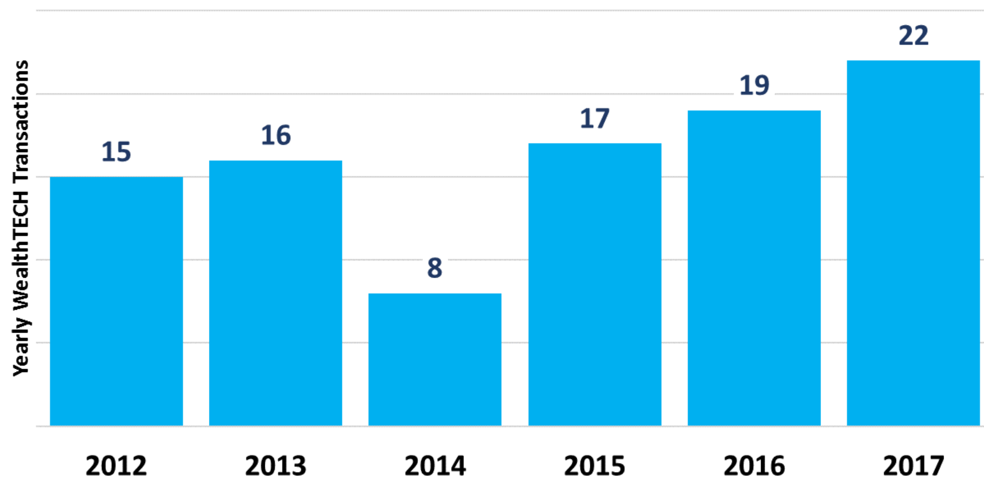


Sources: Company Reports, Pitchbook, CB Insights, Crunchbase, and ECHELON Partners Analysis

Turning our attention more specifically to wealthTECH M&A, **Exhibit 22** highlights the fact that 2017 saw a record number of transactions, as 22 deals were consummated in this niche. This was driven by larger firms looking to gain strategic assets, in combination with some tech entrepreneurs bowing down in the face of fierce competitive challenges. In the case of the latter, these firms often assuaged their never-ending need for capital and critical mass with deep-pocketed partners that also possess built-in customer bases.

Exhibit 22: M&A Transactions in WealthTECH Hits Record High in 2017

WealthTECH M&A continues historical growth trend with a 40% CAGR following the decline in 2014



Sources: Company Reports and ECHELON Partners Analysis

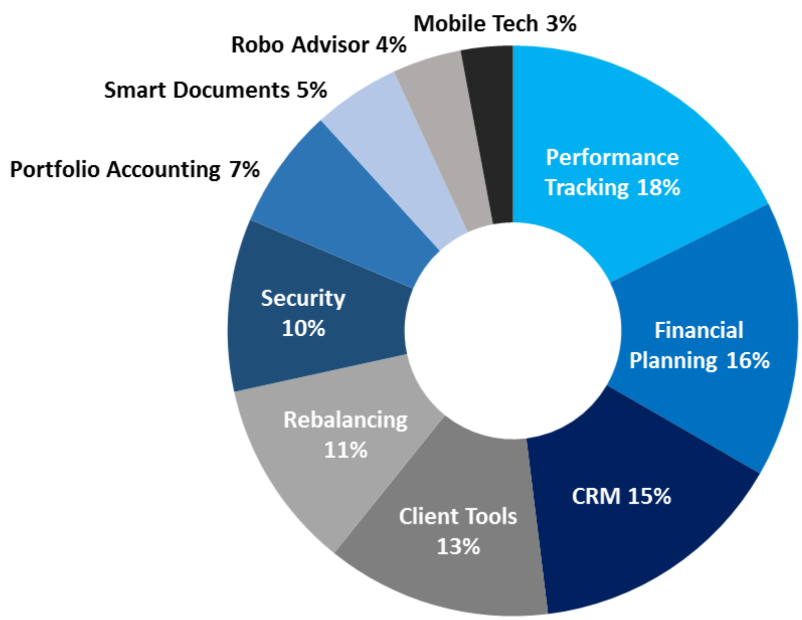
The compound annual growth rate in deal activity was 8.0% from 2012 to 2017. The 22 transactions seen in 2017 are considerably higher than the 2012-2014 average of 13 deals a year, and continue the upward trend seen since 2014.

WealthTECH deal activity is likely to remain strong as entrepreneurs in the finance industry seek out ways to improve efficiency and maximize profits in an increasingly competitive environment. Many of these wealthTECH firms were sold to financial services companies with more traditional business models looking to hedge their bets and protect against the downside risk that these new entrants present. Perhaps the biggest theme was the acquisition of robo advisors by mutual fund companies.

As noted in last year's deal report, the record level of financial services firm acquisitions and investments in robo advisors in 2015 and 2016 mirrored the record M&A activity in the broader FinTech sector during the same period. This interest in robo advisors reflects the increased demand of large corporate players to find technologies that ensure they will not be severely outpaced in the increasingly competitive market environment.

As robo alternatives for wealth advice continue to gain prominence, advisors are investing heavily in technological innovation to offer clients the best possible service. Additionally, advisors are investing in technology of their own to compete with streamlined alternatives. **Exhibit 23** shows where advisors targeted technology investments in 2017, based on industry surveys and trends.

Exhibit 23: **WealthTECH Investment Allocation 2017**



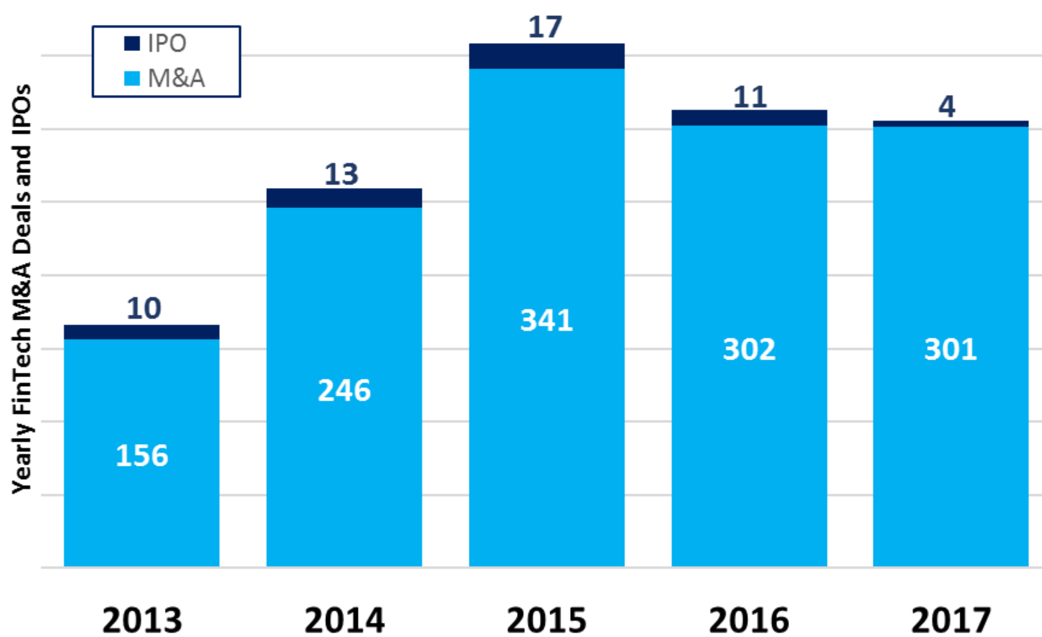
Sources: Financial Planning Tech Survey, FT Partners, Company Reports, and ECHELON Partners Analysis
**Size of round could be split among other investors.*

Amount of FinTech IPOs continues to rise, averaging 3.5 per quarter since 1Q15

Although FinTech deal activity has decreased since the 2015, 2017 levels are still substantially higher than pre-2015 activity, as shown in **Exhibit 24**. In 2017, there were 305 FinTech deals, which is approximately the same as 2016, and substantially greater than the FinTech activity of 2013 in which 166 total deals were consummated.

From 2016 through 2017 there were 15 FinTech IPOs, with 4 occurring in 2017. Despite seeing an increase in deal activity, the number of FinTech IPOs has declined since a high of 17 in 2015.

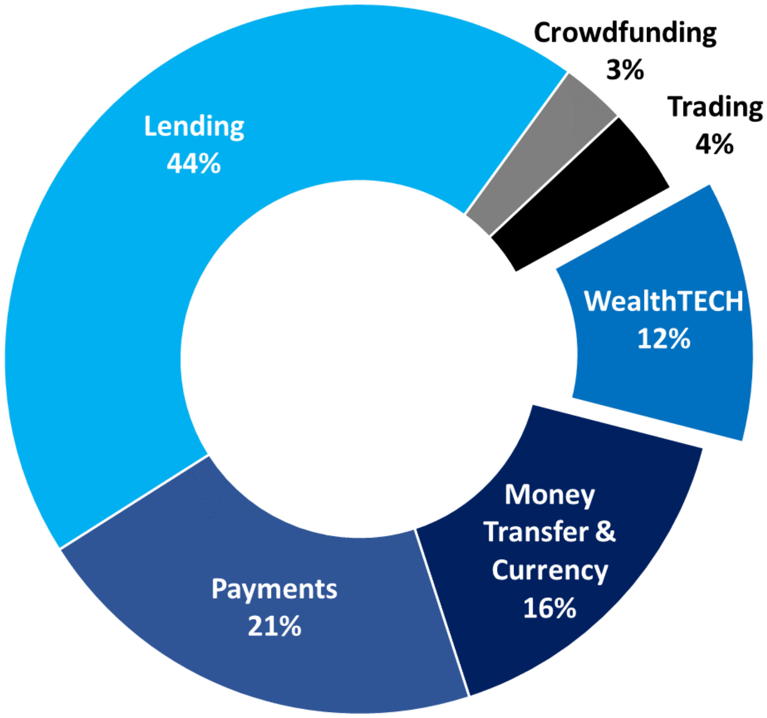
Exhibit 24: 2017 FinTech Deal Activity Remains Near All-time Highs



Sources: Company Reports, CB Insights, KPMG, and ECHELON Partners Analysis

Exhibit 25: WealthTECH Attracts 12% of Capital Deployed to FinTech in 2017

Payment and lending services command the bulk of FinTech capital raising, with 65% share of total investments in 2017



Sources: CB Insights, KPMG, CrunchBase, Citi, and ECHELON Partners Analysis

In 2017, 12% of the capital invested in FinTech was directed to wealthTECH firms. In a $2 BN and growing market, that is a significant amount of capital working to commercialize new business models that often compete with incumbent wealth and investment management firms.

Payment and lending services have earned the most significant investment support in 2017, accounting for 65% of total FinTech funding. Payment and lending services lay at the core of the financial services industry, and therefore investors deem these companies as attractive investments with a high likelihood of generating outsized returns. The remaining four sectors depend on the demand of financial services companies to improve operating efficiencies to drive their products and services.

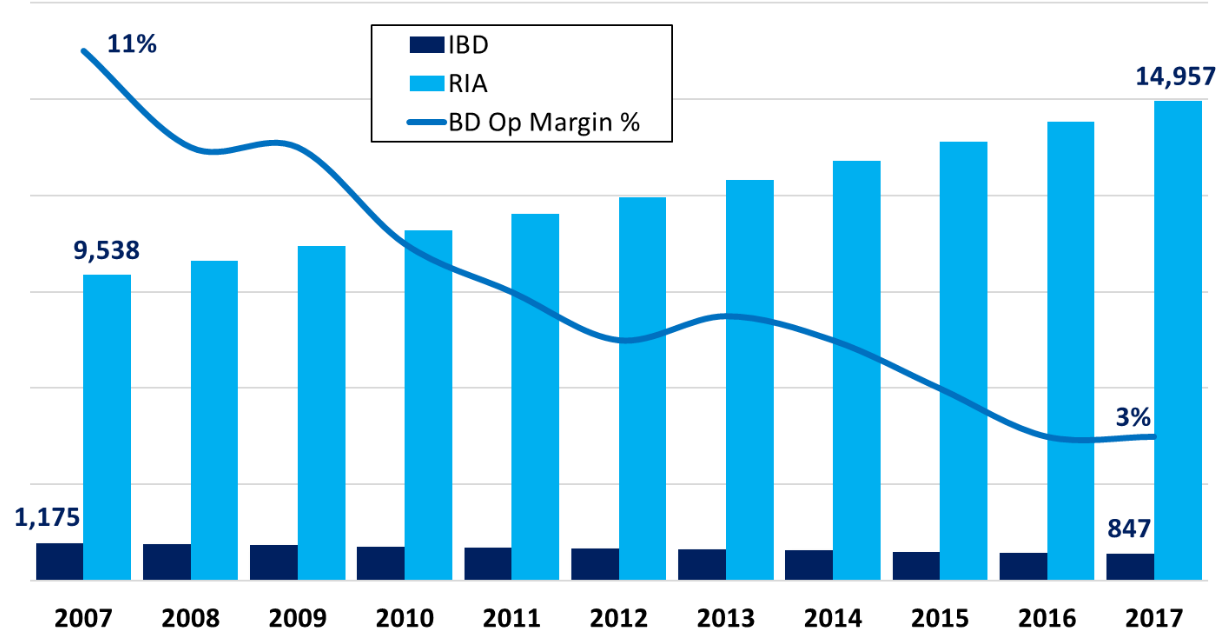
Section 4. Independent Broker Dealer M&A Activity

Since 2007, there has been steady consolidation of Independent Broker Dealers (IBDs), seeing the number of IBD firms decrease from 1,175 in 2007 to 847 in 2017. It is worth noting that over the same span, RIA firms have climbed from 9,538 to 14,957 firms.

Investment management M&A volume and magnitude declined in 2017

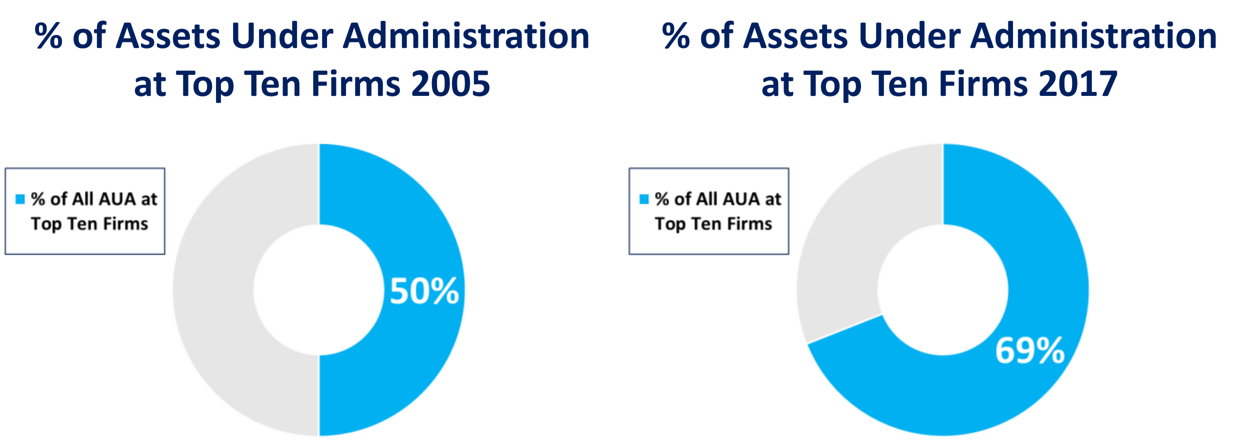
This consolidation trend has correlated with declining operating margins and increased competition. **Exhibit 26** below illustrates how IBD operating margins have declined from approximately 11% to 3% over the last ten years, and shows the number of RIA and IBD firms during this span.

Exhibit 26: Growth of IBD Firms Relative to RIA Firms



Sources: Company Reports, SEC Database, Cerulli Associates, and ECHELON Partners Analysis

Exhibit 27: Consolidation of IBD Firms Continues into 2017



Sources: Company Reports, SEC Database, Cerulli Associates, and ECHELON Partners Analysis

Exhibit 28 below lists six of the largest $1 BN+ IBD transactions from 2017. Increased availability of external investment capital, rising regulatory costs, increased need for scale and brand recognition, and a wave of retiring advisors are some of the factors contributing to the accelerated mergers and acquisitions of these firms.

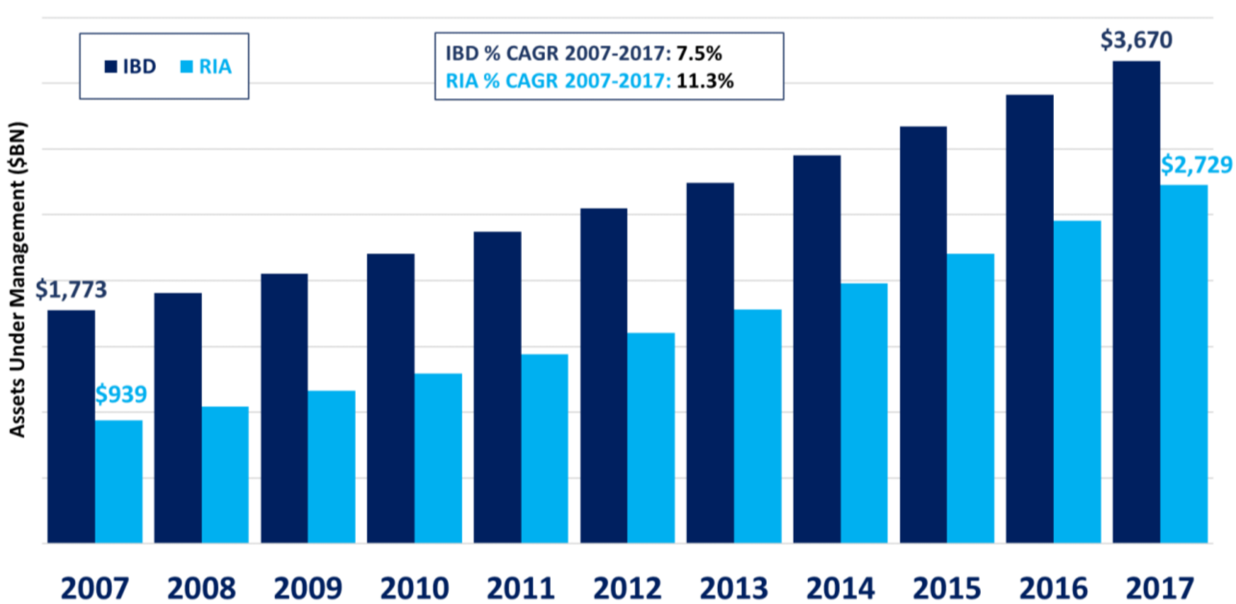
Exhibit 28: Investment Broker Dealer Consolidation Continues in 2017

Former Firm	Seller Type	New Firm	AUM ($ MM)	Location	Acquirer Model	Transaction Date
National Planning Holdings	IBD	LPL Financial	120,000	Santa Monica, CA	IBD	8/15/2017
CUSO Financial Services/Sorrento Pacific Financial	TPM	Atria Wealth Solutions	30,000	San Diego, CA	Other	8/2/2017
Investment Professionals	IBD	Ameriprise	8,000	San Antonio, TX	IBD	4/24/2017
Northeast Securities	IBD	Global Investor Services	5,500	Mitchelfield, NY	IBD	2/2/2017
H. Beck	IBD	Kestra Financial	2,400	Bethesda, MD	IBD	8/8/2017
Newbridge Securities Corporation	IBD	European Wealth Group	1,700	Fort Lauderdale, FL	Other	10/11/2017

Note – AUM and Transaction Dates are approximate based on disclosed reports.

Sources: SEC Database, Company Reports, Cerulli Associates, and ECHELON Partners Analysis

Exhibit 29: IBD and RIA Assets Under Administration from 2007-2017



Sources: SEC Database, Company Reports, Cerulli Associates, Schwab, and ECHELON Partners Analysis

% of Assets Under Administration at Top Ten Firms 2005

% of Assets Under Administration at Top Ten Firms 2017

Frequently Used Terms

Bank – A financial institution licensed, and typically insured by the Federal Government, to receive deposits and make loans. Banks may also provide financial services, such as wealth management, currency exchange, and safe deposit boxes.

Consolidator – A firm that consolidates several business units of several different companies into a larger organization, with the intent of improving operational efficiency by reducing redundant personnel and processes.

FinTech – An emerging sector of technology-enabled financial services. The term has expanded to include any technological innovation in the financial sector, including innovations in financial literacy and education, retail banking, investment, and crypto-currencies.

Independent Broker Dealer (IBD) – A broker dealer firm that offers its services to financial advisors operating as independent contractors. The Independent broker dealer business model focuses on comprehensive financial planning services and investment advice.

Investment Management – A service that invests its clients' pooled funds into securities that match declared financial objectives. Asset management companies provide investors with more diversification and investing options than they would have by themselves.

Private Equity (PE) – A source of investment capital from high-net-worth individuals and institutions for the purpose of investing and acquiring equity ownership in companies.

Registered Investment Advisor (RIA) – An advisor or firm engaged in the investment advisory business and registered either with the Securities and Exchange Commission (SEC) or state securities authorities.

Strategic Buyer – A type of buyer in an acquisition that has a specific reason for wanting to purchase the company. Strategic buyers look for companies that will create a synergy with their existing businesses. Also known as synergistic buyers.

Wealth Management – A high-level professional service that combines financial and investment advice, accounting and tax services, retirement planning, and legal or estate planning for a fee.

WealthTECH – A sector of the FinTech industry that captures the universe of technology-driven companies that cater to the wealth and investment management industries.

Wirehouse/Broker Dealer – A firm in the business of buying and selling securities, operating as both a broker and a dealer, depending on the transaction.

About ECHELON Partners:

ECHELON Partners is a Los Angeles-based investment bank and consulting firm focused exclusively on the Wealth and Investment Management industries.

ECHELON was formed to:

- Address the needs of an underserved subset of the financial services industry—investment product developers, distributors, and technology providers
- Provide objective, unbiased advice void of conflicts emblematic of larger institutions
- Help entrepreneurs working at companies of all sizes navigate the numerous complex decisions that come with attaining growth and liquidity

Our Expertise

ECHELON's service offerings fall into three categories:

- INVESTMENT BANKING
- MANAGEMENT CONSULTING
- VALUATIONS

ECHELON's comprehensive range of services help its clients make the tough decisions with respect to: acquisitions, sales/divestitures, investments, mergers, valuation, M&A strategy, new ventures, management buyouts, capital raising, equity sharing, and succession planning.

ECHELON's business is making companies more valuable through its visionary advice and execution excellence. Accordingly, ECHELON measures its success by the enterprise value it creates for its clients. With an unparalleled quantity and quality of investment banking experience in the wealth and investment management industries, no other investment bank can match the caliber of advice or financial results delivered by the professionals of ECHELON Partners.

Our History

ECHELON Partners was founded in 2001 by Dan Seivert, the firm's current CEO and Managing Partner.

Over the past 17 years, the firm's principals have completed more M&A advisory assignments, valuations, and strategic consulting engagements for its three target industries than any other investment bank. In that time, hundreds of executive teams and boards have chosen ECHELON Partners to help them envision, initiate, and execute a diversity of complex business strategies and transactions.

ECHELON PARTNERS

1500 Rosecrans Avenue, Suite 416
Manhattan Beach, CA 90266
888.560.9027 |

How ECHELON Can Help

Conduct a Valuation: Managers need to know firm value and, more importantly, the key drivers of value. ECHELON has emerged as the leader in delivering high quality valuation reports that cut through irrelevant information and tell managers exactly what drives value and how their firm is performing.

Provide Transaction Assistance (Mergers, Sales, Acquisitions, Capital Raising): Valuation and transactions go hand-in-hand whether buying, selling, raising capital, divesting, investing and/or restructuring. The professionals at ECHELON have extensive experience with these transactions and matching the appropriate deal processes to meet the many objectives of the stakeholders involved.

Continuity & Succession Planning: With its industry-specific experience and focus, ECHELON Partners equips its clients with continuity plans and succession plans designed to mitigate risk and plan for the future. ECHELON develops continuity plans for equity owners who want to put in place a short-term plan for a previously selected successor to take over their firm in the event of a catastrophe, such as death or disability. ECHELON's more involved succession planning process helps equity owners develop a formal plan for their retirement or known departure from the firm, whether they want to pursue an internal sale to colleagues or family, or want to take steps to prepare the firm for an external sale.

Advise on Equity Compensation Structure: As firms grow and evolve, it is common for a wedge to develop between those that create value and those that reap the benefits (through equity ownership). This necessitates the development of equity sharing strategies that are fair, that can foster employee retention, and at the same time minimize tax consequences and complexity. ECHELON is experienced in developing these structures for a host of unique situations.

Equity Recycling & Management: Managers need a method of internal succession whereby a senior partner sells a portion of his or her equity to either one or more junior partners currently with the firm or incoming partners not yet with the firm.

Advise on the Buyout of an Equity Partner: An opportunity that arises for most firms that remain private occurs when one or more of the founders needs liquidity or needs to be bought out. These situations require thoughtful valuation and structuring that corresponds to the particular situation.

ECHELON by the Numbers

20+ Years of experience valuing financial service companies

300+ investment banking advisory assignments

1,500+ valuations conducted

#1 in conducting valuations for wealth managers with $1 BN+ in AUM

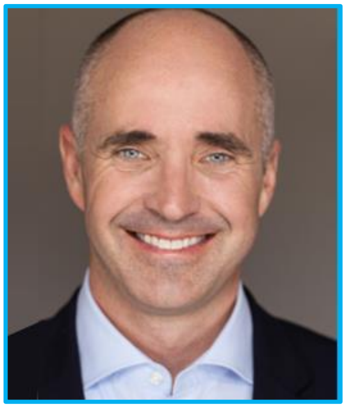
400 Investment opportunities vetted and valued

2,000+ acquisition targets evaluated

15 Published reports focused on Wealth Manager M&A, Management Consulting and Valuation

ECHELON's Leadership

DAN SEIVERT | CEO AND MANAGING PARTNER



(p) 888 560 9027 ext. 101

(e) dseivert@echelon-partners.com

Dan Seivert is the CEO and founder of ECHELON Partners. Prior to starting ECHELON Partners, Mr. Seivert was one of the initial principals of Lovell Minnick Partners, where he helped invest over $100 MM in venture capital across 15 companies. Before his involvement in private equity, Mr. Seivert was a buy-side analyst at The Capital Group (American Funds) where he valued firms in the asset management and securities brokerage industries. Mr. Seivert has helped ECHELON's clients make the tough decisions with respect to acquisitions, sales/divestitures, investments, mergers, valuation, M&A strategy, new ventures, management buyouts, capital raising, equity sharing, and succession planning. In his various roles, Mr. Seivert has conducted detailed valuations on over 500_companies, evaluated more than 2,000 acquisition targets, and authored 25 reports dealing with the wealth and investment management industries. Mr. Seivert has an Advanced Bachelor's degree in Economics from Occidental College and a Master of Business Administration from UCLA's Anderson School of Management.

CAROLYN ARMITAGE, CFP®, CIMA® | MANAGING DIRECTOR

(p) 888 560 9027 ext. 303

(e) carmitage@echelon-partners.com

Carolyn Armitage is a Managing Director at ECHELON Partners and has more than 30 years of experience being a change management catalyst. She improves market share, profitability, people, processes and team dynamics for RIAs, Broker Dealers and Hybrid RIAs. Over her financial services career, Ms. Armitage was an OSJ branch manager, a sales and marketing manager for HD Vest Financial Services, a managing director for Western International Securities, head of advisory services for ING Advisors Network (Cetera & Voya) and head of large enterprise business management consulting for LPL Financial. Ms. Armitage is devoted to continuous learning and improvement. She is LEAN Certified, a Six Sigma Green Belt, a CA Life and Variable Contracts Agent and holds numerous FINRA licenses. She is a CFP®, CIMA®, and ChFC. She has a Bachelor of Science in Business Administration from the University of Minnesota and a Masters in Management from The American College.

MIKE WUNDERLI | MANAGING DIRECTOR

(p) 888 560 9027 ext. 202

(e) mwunderli@echelon-partners.com

Mike Wunderli is a Managing Director at ECHELON Partners and is integrally involved in all aspects of the firm's activities. Prior to joining ECHELON, Mr. Wunderli founded Connect Capital Group (CCG) where he advised private, middle-market companies on pre-transaction planning, growth financing options and the development and execution of exit strategies. Before founding CCG, Mr. Wunderli spent 12 years at Lehman Brothers and UBS as a Senior Vice President in the Private Wealth Management (PWM) division. During his time at Lehman Brothers and UBS, Mr. Wunderli executed over $2 BN in investment-banking and private-equity transactions for his clients, and managed over $400 MM for high-net-worth investors and their families. Over his career, Mr. Wunderli has worked with hundreds of private companies, helping their owners navigate the critical stages of growth and engineer the most appropriate and lucrative exit strategies. He has also worked with many top investment managers, hedge funds, private-equity funds, family offices, trading desks and a variety of capital providers. Mr. Wunderli received his BA from Brigham Young University and an MBA from The Wharton School at the University of Pennsylvania.

Sample Transactions & Advisory Assignments Executed by the ECHELON Team

JUNXURE
Junxure has been sold to:
AdvisorEngine
ECHELON provided the Management of Junxure with:
Sell-Side Advisory and Financial Advisory Services
ECHELON PARTNERS

Private Ocean
Private Ocean has completed the acquisition of:
lakeview FINANCIAL
ECHELON provided the Management of Private Ocean with:
Buy-Side Advisory and Financial Advisory Services
ECHELON PARTNERS

MASSEY QUICK
Wealth Management • Investment Consulting
has agreed to a merger with
William E. Simon & Sons
ECHELON provided the Management of Massey Quick with:
Merger Advisory and Financial Advisory Services
ECHELON PARTNERS

COLLINS INVESTMENT GROUP
ECHELON provided the Management of Collins Investment Group with:
Sell-Side Advisory and Financial Advisory Services
ECHELON PARTNERS

The Glowacki Group LLC
Group closed a transaction with:
ASPIRIANT
ECHELON provided the Management of The Glowacki Group with:
M&A and Sell-Side Advisory Services
ECHELON PARTNERS

tRx
Total Rebalance Expert has been sold to:
MORNINGSTAR
ECHELON provided the Management of Total Rebalance Expert with:
M&A and Sell-Side Advisory Services
ECHELON PARTNERS

WMG
Wealth Management Group
has agreed to be acquired by
FOCUS FINANCIAL PARTNERS
ECHELON provided the Management of Wealth Management Group, LLP with:
Sell-Side Advisory Services
ECHELON PARTNERS

Opis Companies
has completed the acquisition of:
Vellum FINANCIAL
ECHELON provided the Management of Opis Companies with:
M&A, Valuation, and Sell-Side Advisory Services
ECHELON PARTNERS

ONE CAPITAL MANAGEMENT, LLC
received an equity investment from
WELLINGTON WEST
ECHELON provided the Management, Board of Directors, and Shareholders of One Capital Management, LLC with:
Sell-Side Advisory, Valuation, and Financial Advisory Services
ECHELON PARTNERS

FJY FINANCIAL
has agreed to a merger with
LIFEPOINTE FINANCIAL PARTNERS
ECHELON provided the Management of FJY Financial with:
Valuation, M&A, and Financial Advisory Services
ECHELON PARTNERS

OLD DOMINION CAPITAL MANAGEMENT, INC.
Old Dominion Capital Management has been sold to:
UNION
ECHELON provided the Management of Old Dominion Capital Management with:
Valuation and M&A Advisory Services
ECHELON PARTNERS

CAPITAL DIRECTIONS
completed the sale of its division,
Advisors Access
to:
BAM Advisor Services
ECHELON provided the Management of Capital Directions, LLC with:
Valuation and M&A Advisory Services
ECHELON PARTNERS

OBS Financial Services, Inc.
A subsidiary of Texans Credit Union has been sold to:
WESTBRIDGE INVESTMENTS
ECHELON provided the Management of Texans Credit Union and OBS Holdings with:
M&A Advisory Services
ECHELON PARTNERS

HARRIGAN & HOWARD FINANCIAL ADVISORS, LLC
has been sold to:
SPECTRUM ASSET MANAGEMENT, INC.
ECHELON provided the Management of Harrigan & Howard Financial Advisors with:
M&A Advisory and Valuation Advisory Services
ECHELON PARTNERS

SYMMETRY
has completed the acquisition of
Summit Counsel, LLC
ECHELON provided the Management of Symmetry Partners, LLC with:
Buy-Side, M&A, and Financial Advisory Services
ECHELON PARTNERS

FINANCIAL SYNERGIES ADVISORY, INC.
has agreed to be acquired by
UNITED CAPITAL INDEPENDENT WEALTH COUNSELING
ECHELON Provided the Management and Board of Directors of Financial Synergies Advisors with:
M&A, Sell-Side Advisory, and Valuation Advisory Services
ECHELON PARTNERS

Tarpley & Underwood
has agreed to a merger with
WINDHAM BRANNON
ECHELON provided the Management of Tarpley & Underwood Financial Advisors and Windham Brannon Financial Group with:
Valuation and M&A Advisory Services
ECHELON PARTNERS

FOLIODYNAMIX
Wealth Servicing Made Seamless
received an equity investment from
Edison VENTURE FUND
ECHELON provided the Management of Foliodynamix with:
Valuation, Capital Raising, and Financial Advisory Services
ECHELON PARTNERS

Leonard Wealth Management
Where prosperity finds peace of mind.
has agreed to a merger with:
CAPITAL FINANCIAL ADVISORS, LLC
ECHELON provided the Management of Leonard Wealth Management with:
M&A and Valuation Advisory Services
ECHELON PARTNERS

FCGAdvisors LLC
ECHELON provided the Management of FCG Advisors LLC with:
M&A and Financial Advisory Services
ECHELON PARTNERS

KINSIGHT
Advisors for Family and Wealth
ECHELON provided the Management of Kinsight, LLC with:
Valuation, M&A, and Financial Advisory Services
ECHELON PARTNERS

PR
has agreed to a merger with
WILLOW RIDGE CAPITAL ADVISORS
ECHELON provided the Management of Petersen & Ramistella, Inc. and Willow Ridge Capital Advisors, Inc. with:
M&A Advisory Services
ECHELON PARTNERS

CONCORD EQUITY GROUP ADVISORS
received a private equity investment from
SPENCER TRASK
ECHELON Provided the Management, Board of Directors, and Shareholders of Concord Equity Group Advisors with:
Valuation, Capital Raising, and Financial Advisory Services
ECHELON PARTNERS

BridgePortfolio
has completed a Private Placement with
Capital Concepts Holdings, LLC
ECHELON Provided the Management of BridgePortfolio with:
Valuation, Capital Raising, and Financial Advisory Services
ECHELON PARTNERS

EMERSON WEALTH MANAGEMENT
ECHELON provided the Management of Emerson Wealth Management, LLC with:
M&A Advisory Services
ECHELON PARTNERS

dlk INVESTMENT MANAGEMENT LLC
ECHELON provided the Management of DLK Investment Management, LLC with:
Valuation, M&A, and Financial Advisory Services
ECHELON PARTNERS

Laserfiche
ECHELON provided the Management of Laserfiche with:
Valuation, M&A, and Financial Advisory Services
ECHELON PARTNERS

CAPITAL INSIGHT PARTNERS
ECHELON provided the Management of Capital Insight Partners LLC with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

Camelot Wealth Management
ECHELON provided the Management of Camelot Wealth Management with:
Valuation Advisory Services
ECHELON PARTNERS

FIDUCIARY INVESTMENT ADVISORS
ECHELON provided the Management of Fiduciary Investment Advisors with:
Valuation Advisory Services
ECHELON PARTNERS

ALTAIR ADVISERS
ECHELON provided the Management of Altair Advisers, LLC with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

WINDWARD CAPITAL MANAGEMENT CO.
Risk Averse Asset Management
ECHELON provided the Management of Windward Capital Management Co with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

LAWING FINANCIAL
The power of the team approach
ECHELON provided the Management of Lawing Financial with:
Valuation Advisory Services
ECHELON PARTNERS

SAGE VIEW
ECHELON provided the Management of SageView Advisory Group, LLC with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

SAN ANTONIO CAPITAL & TRUST COMPANY
ECHELON provided the Management of San Antonio Capital & Trust Company, LLC with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

Monarch Bay Associates, LLC
ECHELON provided the Management of Monarch Bay Associates, LLC with:
Financial Advisory Services
ECHELON PARTNERS

Sample Transactions & Advisory Assignments Executed by the ECHELON Team

CARLSON CAPITAL MANAGEMENT
ECHELON provided the Management of Carlson Capital Management Inc with:
Valuation, M&A, and Financial Advisory Services
ECHELON PARTNERS

tRx TOTAL REBALANCE EXPERT
ECHELON provided the Management of Total Rebalance Expert with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

METIS GLOBAL PARTNERS
ECHELON provided the Management of Metis Global Partners, LLC with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

Filbrandt & Company
ECHELON provided the Management of Filbrandt & Company, Inc. with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

LIDO ADVISORS, Inc.
ECHELON provided the Management of Lido Advisors, Inc. with:
Valuation and M&A Advisory Services
ECHELON PARTNERS

McCUTCHEN GROUP
ECHELON provided the Management of McCutchen Group LLC with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

LIVE OAK BANK
ECHELON provided the Management of Live Oak Bank with:
Valuation and Buy-Side Advisory Services
ECHELON PARTNERS

SEIA
ECHELON provided the Management of Signature Estate & Investment Advisors LLC with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

VISTA CAPITAL PARTNERS
ECHELON provided the Management of Vista Capital Partners, Inc. with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

JUNXURE
ECHELON provided the Management of Junxure with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

TRUST COMPANY OF THE SOUTH
ECHELON provided the Management of Trust Company of the South with:
Valuation Advisory Services
ECHELON PARTNERS

S/P Strategic Partners Investment Advisors, Inc.
ECHELON provided the Management of Strategic Partners Investment Advisors, Inc. with:
M&A and Financial Advisory Services
ECHELON PARTNERS

Phillips & Company Wealth Strategies | Vested
ECHELON provided the Management of Phillips & Company Securities Inc. with:
Valuation and Buy-Side Advisory Services
ECHELON PARTNERS

PERIGON
ECHELON provided the Management of Perigon Wealth Management, LLC with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

PARTNERVEST FINANCIAL GROUP
ECHELON provided the Management of Partnervest Financial Group, LLC with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

PARTNERSINWEALTH Your Partner for Financial Peace of Mind
ECHELON provided the Management of Partners In Wealth with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

Retirement Protection Group A Wealth Management Firm
ECHELON provided the Management of the Retirement Protection Group with:
Valuation and M&A Advisory Services
ECHELON PARTNERS

Independence ADVISORS, LLC
ECHELON provided the Management of Independence Advisors, LLC with:
Valuation and Financial Advisory Services
ECHELON PARTNERS

Research Methodology & Data Sources:

The ECHELON Partners RIA Deal Report is an amalgamation of all mergers, majority equity sales/purchases, acquisitions, shareholder spin-offs, capital infusions, consolidations and restructurings (“deals”) of firms that are SEC Registered Investment Advisors (“RIA”). The report is meant to provide contextual analysis and commentary to financial advisors pertaining to the deals occurring within the wealth & investment management industries. The deals tracked and identified in the Deal Report include any transaction involving an RIA with over $100 MM assets under management, which have also been reported by a recent data source (e.g., SEC IARD website, a press release, ECHELON Partners Deal Tracker, industry publications). This methodology aims to maintain consistency of data over time and ensure the utmost accuracy in the information represented herein. Additionally, the report includes financial advisors who terminate relationships with other financial service institutions in order to join RIAs. As with the other transactions reported in the Deal Report, the identified breakaway advisor transitions are transitioning over $100 MM assets under management to a new financial services firm. The reason for this being that transitions of this magnitude are more often than not accompanied with compensation for the transition of assets. The contents of this report may not be comprehensive or up-to-date and ECHELON Partners will not be responsible for updating any information contained within this Deal Report.

The ECHELON RIA M&A Deal Report: An Executive’s Guide to M&A in the Wealth Management, Breakaway, and Investment Management Industries.

WealthManagement.com
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ECHELON Partners Named Top Investment Bank for Innovation, winning for the ECHELON *RIA M&A Deal Report*

ECHELON PARTNERS

INVESTMENT BANKERS | MANAGEMENT CONSULTANTS | VALUATION EXPERTS

to the Wealth and Investment Management Industries

Daniel Seivert
Managing Partner & CEO
dseivert@echelon-partners.com
888.560.9027 Ext. 101

Carolyn Armitage, CFP®, CIMA®
Managing Director
carmitage@echelon-partners.com
888.560.9027 Ext. 303

Mike Wunderli
Managing Director
mwunderli@echelon-partners.com
888.560.9027 Ext. 202

Andrea Polizzi
Vice President
apolizzi@echelon-partners.com
888.560.9027

Brett Mulder
Associate
bmulder@echelon-partners.com
888.560.9027

Edward Janisch, CFA, CAIA
Associate
ejanisch@echelon-partners.com
888.560.9027

Andrew Sova
Analyst
asova@echelon-partners.com
888.560.9027

Taylor Beckett
Analyst
tbeckett@echelon-partners.com
888.560.9027

ECHELON Partners
1500 Rosecrans Ave., Suite 416
Manhattan Beach, CA 90266

888 560 9027
www.echelon-partners.com
Member: FINRA/SIPC