



ECHELON's RIA M&A Deal Report™

US Wealth Management | Deal Insights Q1 2018

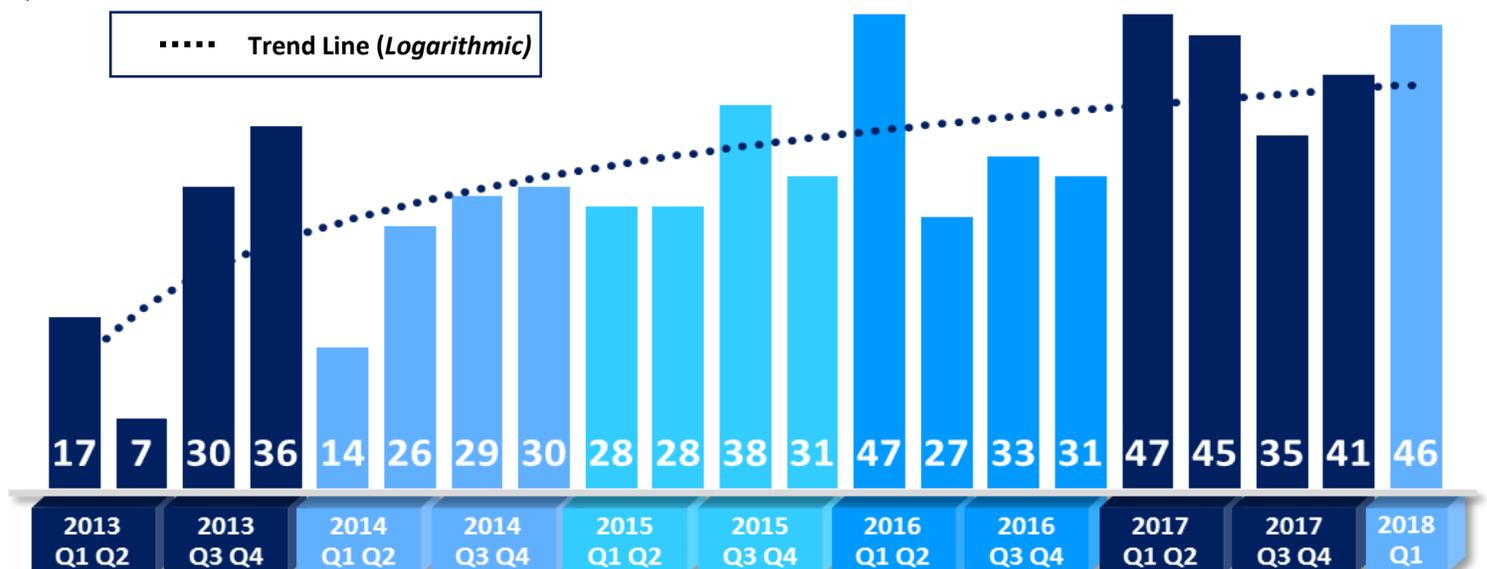
Introduction

As anticipated in the Q4 2017 edition of the ECHELON RIA M&A Deal Report, a continuation of the record setting deal volumes exhibited over the prior five years sustained through Q1 2018. This year began with a flurry of RIA M&A deal activity, with 46 deals consummated in Q1, supporting ECHELON's forecast of a total deal count in excess of 185 for the full year of 2018. These first quarter transactions involving RIAs were a substantial 12% higher than the 41 deals in Q4 2017 and were the third highest quarter of RIA M&A transactions in history. For the third straight year, Q1 has proven to be a strong period for M&A activity in the industry, as the three most recent first quarters have represented the three highest quarterly deal counts over the past six years. The heightened deal activity has coincided with a revitalized interest from consolidators and private equity buyers, as these firms increasingly are seeking and finding established businesses that fit their investment criteria. In Q1 2018, this activity was marked by Lightyear Capital's acquisition of HPM Partners' \$9 BN AUM. Breakaway activity remained strong in Q1 2018 as fears of an impending end to the broker protocol have begun to come to fruition, with large wirehouses such as Morgan Stanley, UBS, and Citigroup terminating their involvement in the pact.

Key Trends and Highlights

- **Quarterly Deal Volume Surges by 12%:** Another pronounced first quarter of deals was realized in Q1 2018 with 46 transactions consummated. We believe that this volume of deals supports another likely record-setting year of RIA M&A activity.
- **Average Deal Size Exceeds \$1 BN for the Third Straight year:** The first quarter of 2018 achieved an average transaction size of over \$1.0 BN. 2017 saw an average of \$1.01 BN AUM per transaction, a 22% CAGR since 2013.
- **Consolidators Maintain Control of RIA Deal Activity:** In search of growth platforms and scale, well-capitalized, strategic buyers and consolidators accounted for 46% of RIA purchases in Q1 2018, consummating 21 deals.
- **RIA Breakaways Rally in the Face of Increasingly Restrictive Advisor Protocol:** Q1 2018 saw activity increase 6% relative to Q4 2017, with 128 breakaways. The risk of additional firms withdrawing from the broker protocol pact fostered this heightened breakaway activity.
- **\$1 BN+ AUM Deal Making Continues to Surge:** \$1 BN+ AUM wealth manager M&A is projected to surpass the 5-year average of 20 transactions by approximately 20% in 2018E – with 24 wealth manager M&A transactions – as buyers seek out these ideal, lower-risk platforms.

Exhibit 1. M&A Activity Again Begins the Year at a Roaring Pace With 46 Deals in Q1 2018



Source: Company Reports, SEC IARD, ECHELON Partners Analysis



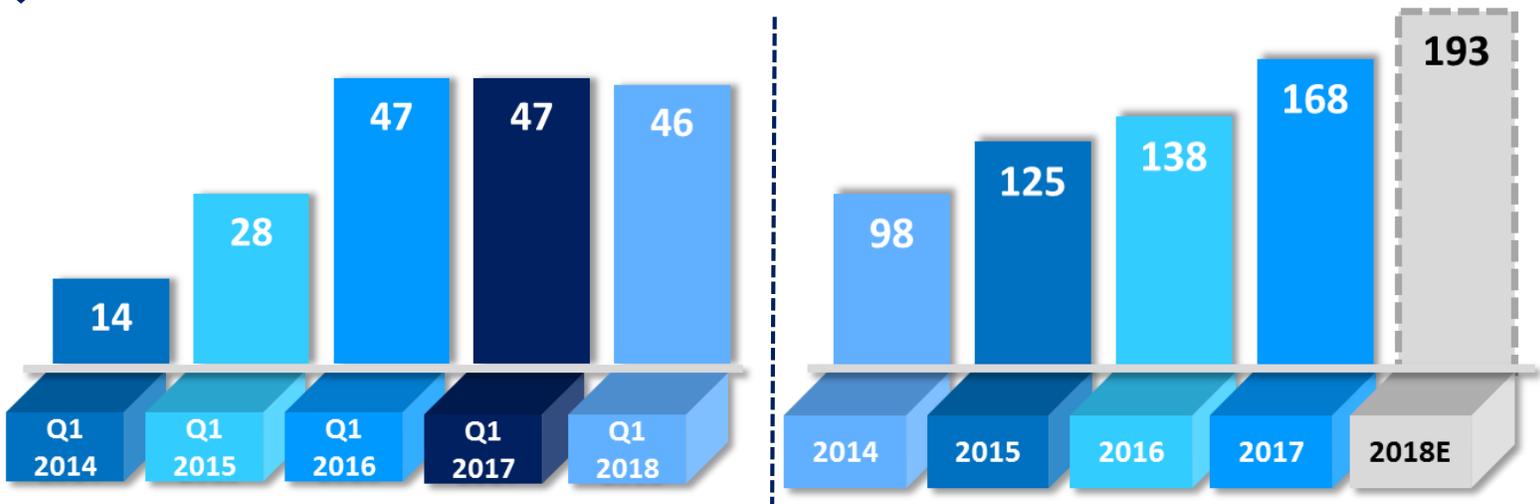
Highlights of Q1 2018 Deal Activity

As **Exhibit 1** shows, through Q1 2018, M&A activity amongst RIAs continues to surge and is projected to reach its sixth straight record setting year in 2018. The first quarter's deal count of 46 is the third highest quarter of deals over the past five years, with four of the highest quarters occurring in either 2017 or 2018. The accelerated pace witnessed at the outset of 2017 has resumed in 2018 as buyers have once again started the new year with a flurry of M&A activity. The last three years have seen first quarters with an average of 47 deals consummated, significantly higher than the average deals of any of the other quarters over that time period.

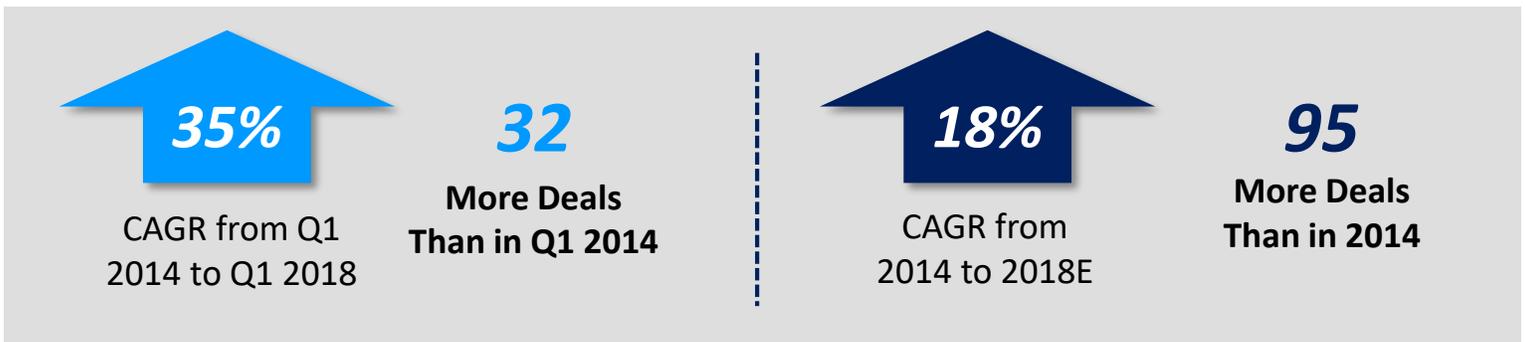
As **Exhibit 2** shows, the heightened pace of deal activity is expected to continue in 2018, as ECHELON forecasts expect a total of 193 deals, a 15% year over year increase over 2017 levels. Additionally, prevailing industry forces signal a continuation of this trend beyond 2018.



Exhibit 2. Wealth Management Transactions Year-Over-Year (Q1 and Yearly Data)



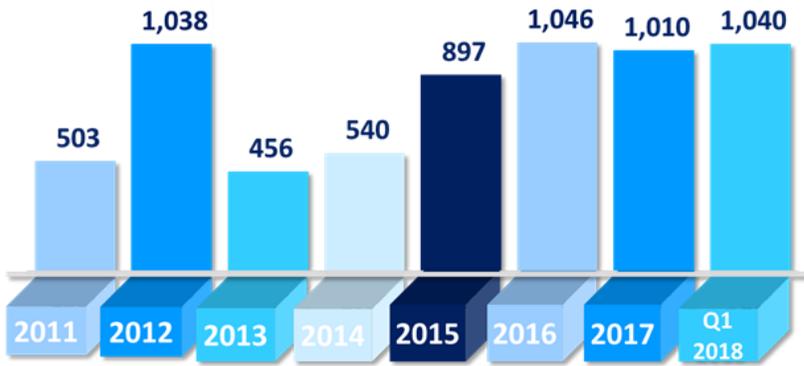
Source: Company Reports, SEC IARD, ECHELON Partners Analysis





Highlights of Q1 2018 Deal Activity

Exhibit 3. Average AUM per M&A Deal (\$MM)



Source: Company Reports, SEC IARD, ECHELON Partners Analysis

Exhibit 3 demonstrates an extending trend of average deal sizes exceeding \$1 BN AUM per transaction, with the first quarter of 2018 once again achieving an average transaction size of over \$1 BN AUM. Assuming 2018 deals average \$1.04 BN as measured by the size of seller AUM, 2018 deal size is on pace to increase 128% since 2013. Further, If trend-level growth rates continue, deal volume will reach 193 in 2018 and, with deal size once again exceeding \$1 BN, at least \$193 BN in AUM will change hands.

18%

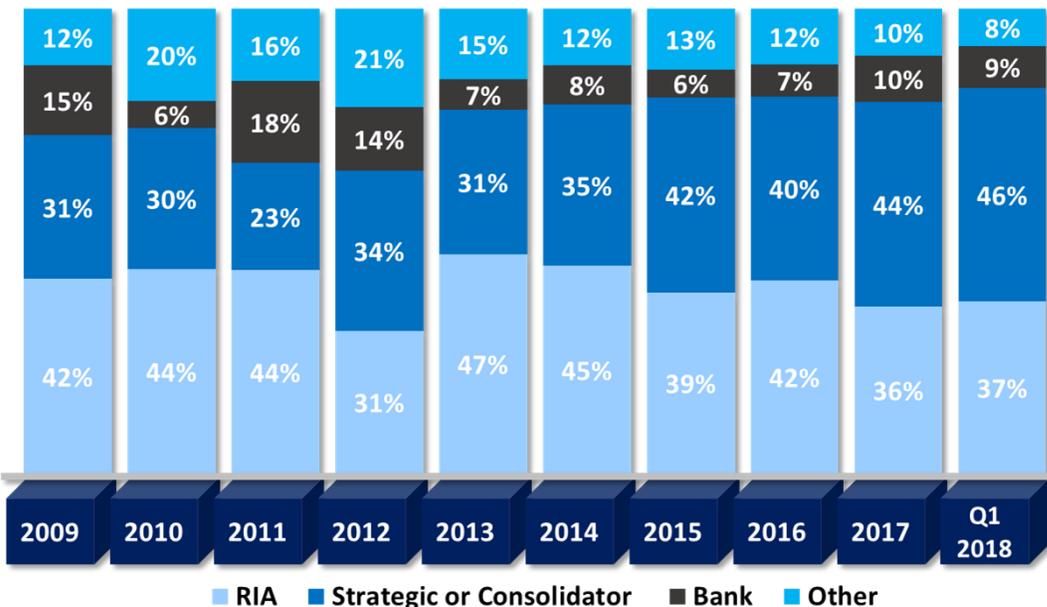
Compound Annual Growth Rate of Transaction AUM from 2013-2018E

9th

Consecutive Quarter of \$1 BN+ Average AUM Transacted

As elaborated on later in this report, billion dollar plus AUM firms often provide buyers with an established business infrastructure and a proven ability to generate consistent cash flows, and, more importantly, profits. With the growing presence of private equity and strategic buyers in the M&A landscape, this trend seems likely to continue, as these firms often seek out targets that fit the seller profile described above.

Exhibit 4. Percentage Breakdown of RIA Acquirers by Firm Type



Source: Company Reports, SEC IARD, ECHELON Partners Analysis

21

Acquisitions by Strategic acquirers or consolidators in Q1 2018

15%

Growth in Strategic Acquirer or Consolidator Market Share Relative to 2016



Highlights of Q1 2018 Deal Activity

Exhibit 4 demonstrates that with transaction volume at all-time highs, Strategic Buyers and Consolidators are rapidly expanding their footprint by winning significant market share from pure RIA consolidators, up 15% in Q1 2018 relative to 2016.

RIAs: We use this label to describe those firms that have done fewer than five deals in their history, are generally smaller in their strategic reach, and usually have more modest financial resources. This group is responsible for 37% of RIA transactions in Q1 2018 representing approximately 17 transactions. This is a 12% decrease from the 42% market share that they held in 2016, and their lowest share since 2012. This is surprising given the high number of RIAs who are looking to acquire. This erosion of RIAs making acquisitions is likely due to well capitalized and sophisticated Strategic Buyers or Consolidators aggressively entering the space and winning deals.

Strategic Buyers or Consolidators: From 2012 to 2014, strategic buyers and/or consolidators accounted for an average of 33% of the industry’s reported deal activity. From 2015 and Q1 2018, however, average market share of their buying activity grew significantly and pushed to 43%. In Q1 2018, these buyers accounted for 46% of wealth management transactions with a deal count of 21, already nearing the total deals of 2013, when they were involved in 28 transactions. 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 financial resources, and c) have done more than a couple of M&A transactions.

Banks: Once the largest buyers of RIAs, banks have been on the bottom of the charts since 2012. In Q1 2018, banks showed sustained interest in acquiring RIAs, seizing their second highest market share since 2012 with 9% of total RIA acquisitions.

Exhibit 5. Top 10 M&A Transactions in Q1 2018

Seller	Buyer	Buyer Type	Seller AUM (\$MM)	Date
Mid Atlantic Capital Group	Parthenon Capital Partners	Strategic Acquirer	90,000	3/14/2018
Emigrant Bank/HPM Partners	Lightyear Capital	Strategic Acquirer	9,000	1/16/2018
Denver Investment Advisors	Segall, Bryant & Hamill	Strategic Acquirer	7,200	1/10/2018
Bartlett & Co.	Focus Financial Partners	Strategic Consolidator	4,000	2/23/2018
Cornerstone Wealth Group	Focus Financial Partners	Strategic Consolidator	1,300	1/16/2018
Meritage Capital	Brown Advisory	Strategic Acquirer	1,000	3/28/2018
Bridgewater Wealth & Financial Management	Focus Financial Partners/Colony Group	Strategic Acquirer	894	1/1/2018
IPS Advisors	Hub International Investment Services	Strategic Acquirer	850	2/21/2018
Simply Money Advisors	Hanson McClain	Strategic Acquirer	780	1/12/2018
Bates Financial Advisors	Rockford Bank & Trust	Bank	700	3/20/2018

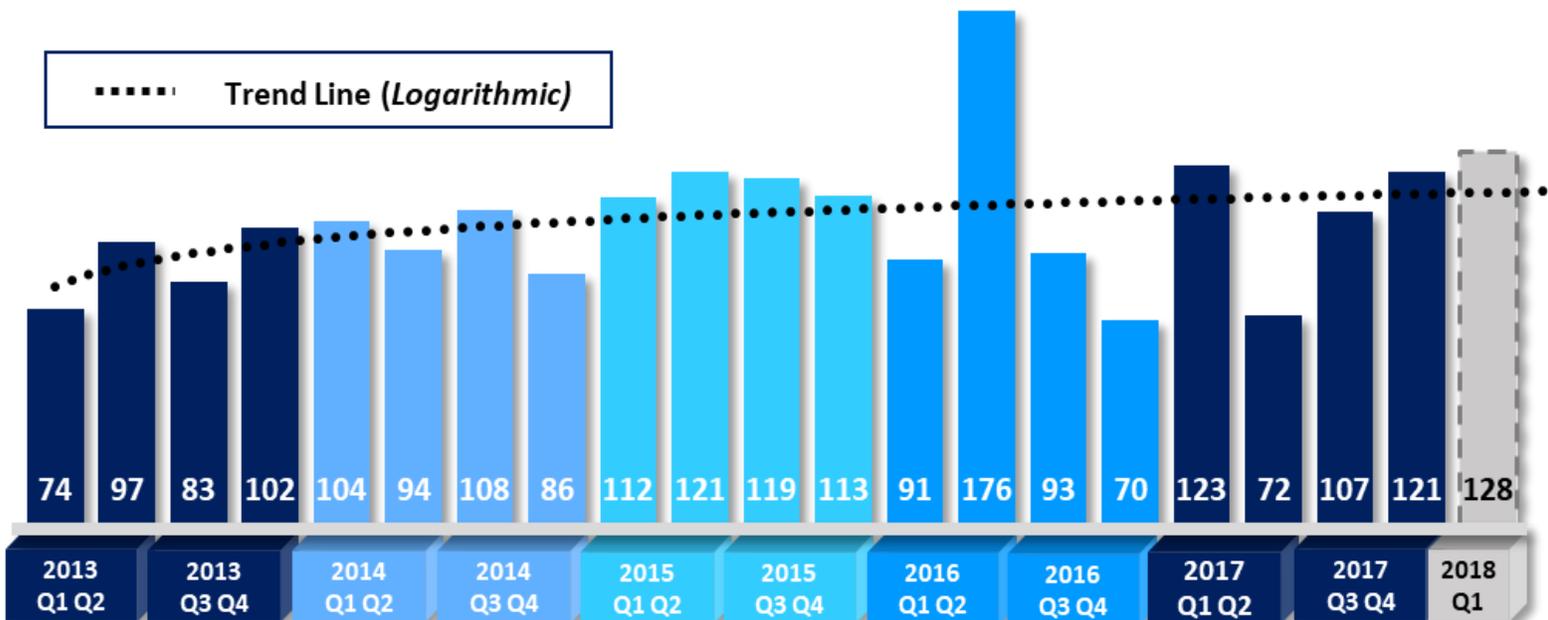
Source: Company Reports, SEC IARD, ECHELON Partners Analysis

Demonstrated in **Exhibit 5**, during Q1 2018 there were six deals of \$1 BN or greater. Leveraging their rollup business model, Focus Financial Partners can be credited with two of the top five wealth manager acquisitions. ECHELON expects many more of these large \$1 BN+ AUM platform acquisitions as all large acquirers expand to seek scale and increase profit margins. Additionally, these professional buyers seek out businesses with established structures and platforms, which is most often best found in \$1 BN+ AUM firms.



Q1 2018 Featured Focus: Breakaway Activity

Exhibit 6. Breakaway Activity Rallies Throughout Q1 2018



Source: Company Reports, SEC IARD, ECHELON Partners Analysis

Exhibit 6 displays the quarterly breakaway volume dating back to 2013. As the logarithmic trend line exhibits, breakaway volume has remained relatively consistent throughout this time horizon, staying within a quarterly range of 70 and 128 breakaways, barring an outlier of 176 in Q2 of 2014. It is interesting to note that three of the last five quarters have brought the respective high counts (excluding 2014) for this time range, with Q1 2018 witnessing the high of 128. Q1 of 2018 was a staggering 24% above the historic average of this time period at a count of 128 breakaways; the average number being 103 since 2013. The last three quarters exhibited a sustained quarterly increase in breakaway activity since the drop in Q2 2017, which had only 72 breakaways, equating to approximately 55% of current activity. The accelerated activity in Q1 2018 is noteworthy as Q1 has consistently seen a lower volume of breakaways, averaging 100 since 2013. The pickup in recent breakaway activity is likely attributed to the recent steps taken by some wirehouses to remove themselves from the iconic broker protocol, which has been in place since 2004.

An end to the protocol would signal increased legal liability for advisors attempting to leave wirehouses as they would regain the power to seek restitution for any clients the advisor brings with them. As such, those advisors tempted to move to independence are facing increased pressure to make a decision now or face greater potential consequences in the near future. It would appear that some have decided to take the leap, thus driving Q1 2018 breakaway activity 28% higher than its historical average for the first quarter since 2013. It is likely this trend will continue to evolve through 2018 as further developments arise.



6%

Increase in breakaways during Q1 2018 over Q4 2017

22

More Breakaways Than The Quarterly Average in 2017



Q1 2018 Featured Focus: Breakaway Activity

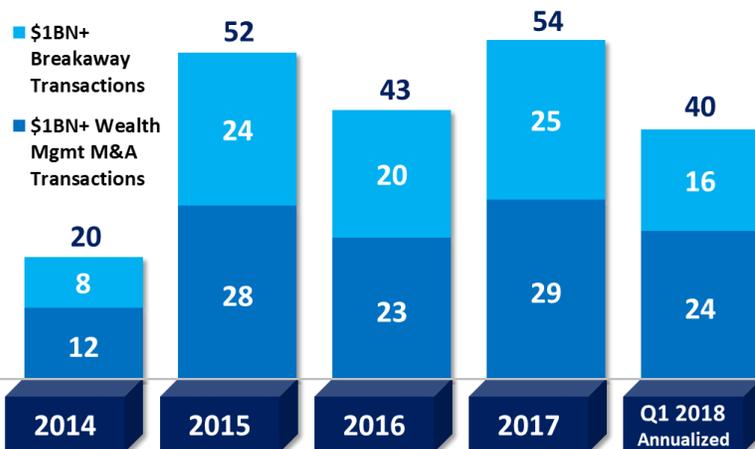
Exhibit 7. Top 10 Breakaways as Measured by AUM During Q1 2018

Firm Joining	Team Size	Firm Leaving	AUM (\$MM)	Date
UBS Financial Services	5	JPMorgan Chase & Co.	30,000	3/23/2018
Bank of America Merrill Lynch	1	JPMorgan Chase & Co.	9,000	2/26/2018
First Republic Securities	2	Bank of America Merrill Lynch	1,500	1/5/2018
Sound View Wealth Advisors	4	Bank of America Merrill Lynch	1,000	3/26/2018
SagePoint Financial	1	MML Investors Services	900	3/29/2018
Independent Financial Group	5	SII Investments	875	1/2/2018
SagePoint Financial	1	SII Investments	776	3/29/2018
Raymond James	2	RBC Wealth Management	600	3/22/2018
RBC Wealth Management	4	Wells Fargo Advisors	600	1/24/2018
Hightower Advisors	5	Wayne Hummer Investments	450	2/20/2018

Source: Company Reports, SEC IARD, ECHELON Partners Analysis

Exhibit 7 outlines the top 10 breakaways by AUM in Q1 2018. Average breakaway AUM thus far in 2018, excluding the largest breakaway of \$30 MM in AUM, is \$371 MM, which is a 22% increase over 2017's average breakaway AUM of \$304 MM. If activity continues at this clip, we anticipate approximately 500 breakaways in full year 2018.

Exhibit 8. \$1BN+ Wealth Management Transactions and Breakaways



Source: Company Reports, SEC IARD, ECHELON Partners Analysis

Given the ten-year expansion of equity markets and enterprise values since the market downturn in 2008, the increased number of advisors over age 60 looking to secure their liquidity events, and the substantial balance sheets of Banks; Consolidators; and Private Equity firms entering the space, ECHELON remains confident that \$1 BN+ deal activity will continue to increase.

With more than 500 wealth managers over the \$1 BN AUM threshold, the deal volumes of recent years would suggest that close to 10% of these firms have conducted a transaction. \$1 BN+ firms have proven to be superior targets for large buyers in recent years and this trend is likely to continue.

There is more buyer interest in these \$1 BN+ AUM targets than in smaller firms, for the following reasons:

- 1. They Are Ideal Platforms:** 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.
- 3. Most Have Over \$3 MM in EBITDA:** Private equity buyers seek this as a cushion to protect financial performance in the event of a market downturn.

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.



1500 Rosecrans Avenue, Suite 416
Manhattan Beach, CA 90266
888.560.9027 | www.ECHELON-partners.com

 Follow us on Twitter:
[@echelon_group](https://twitter.com/echelon_group)

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: A problem 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

2000+ acquisition targets evaluated

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

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 29 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

<p>JUNXURE</p> <p>Junxure has been sold to:</p> <p>AdvisorEngine</p> <p>ECHELON provided the Management of Junxure with:</p> <p>Sell-Side Advisory and Financial Advisory Services</p> <p>2018</p> <p>ECHELON PARTNERS</p>	<p>Private Ocean</p> <p>Private Ocean has completed the acquisition of:</p> <p>lakeview FINANCIAL</p> <p>ECHELON provided the Management of Private Ocean with:</p> <p>Buy-Side Advisory and Financial Advisory Services</p> <p>2018</p> <p>ECHELON PARTNERS</p>	<p>MASSEY QUICK™ Wealth Management • Investment Consulting</p> <p>has agreed to a merger with:</p> <p>William E. Simon & Sons</p> <p>ECHELON provided the Management of Massey Quick with:</p> <p>Merger Advisory and Financial Advisory Services</p> <p>2017</p> <p>ECHELON PARTNERS</p>	<p>COLLINS INVESTMENT GROUP</p> <p>ECHELON provided the Management of Collins Investment Group with:</p> <p>Sell-Side Advisory and Financial Advisory Services</p> <p>2017</p> <p>ECHELON PARTNERS</p>	<p>The Glowacki Group LLC</p> <p>Group closed a transaction with:</p> <p>ASPIRIANT</p> <p>ECHELON provided the Management of The Glowacki Group with:</p> <p>M&A and Sell-Side Advisory Services</p> <p>2016</p> <p>ECHELON PARTNERS</p>	<p>tRx</p> <p>Total Rebalance Expert has been sold to:</p> <p>MORNINGSTAR</p> <p>ECHELON provided the Management of Total Rebalance Expert with:</p> <p>M&A and Sell-Side Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>
<p>WMG Wealth Management Group</p> <p>has agreed to be acquired by:</p> <p>FOCUS FINANCIAL PARTNERS</p> <p>ECHELON provided the Management of Wealth Management Group, LLP with:</p> <p>Sell-Side Advisory Services</p> <p>2013</p> <p>ECHELON PARTNERS</p>	<p>Opis Companies</p> <p>has completed the acquisition of:</p> <p>Vellum FINANCIAL</p> <p>ECHELON provided the Management of Opis Companies with:</p> <p>M&A, Valuation, and Sell-Side Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>ONE CAPITAL MANAGEMENT, LLC</p> <p>received an equity investment from:</p> <p>WELLINGTON WEST</p> <p>ECHELON provided the Management, Board of Directors, and Shareholders of One Capital Management, LLC with:</p> <p>Sell-Side Advisory, Valuation, and Financial Advisory Services</p> <p>2014</p> <p>ECHELON PARTNERS</p>	<p>FJY FINANCIAL</p> <p>has agreed to a merger with:</p> <p>LIFEPPOINT FINANCIAL PARTNERS</p> <p>ECHELON provided the Management of FJY Financial with:</p> <p>Valuation, M&A, and Financial Advisory Services</p> <p>2014</p> <p>ECHELON PARTNERS</p>	<p>OLD DOMINION CAPITAL MANAGEMENT, INC.</p> <p>Old Dominion Capital Management has been sold to:</p> <p>UNION</p> <p>ECHELON provided the Management of Old Dominion Capital Management with:</p> <p>Valuation and M&A Advisory Services</p> <p>2016</p> <p>ECHELON PARTNERS</p>	<p>CAPITAL DIRECTIONS</p> <p>completed the sale of its division, Advisors Access to:</p> <p>BAM Advisory Services</p> <p>ECHELON provided the Management of Capital Directions, LLC with:</p> <p>Valuation and M&A Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>
<p>OBS Financial Services, Inc.™</p> <p>A subsidiary of Texans Credit Union has been sold to:</p> <p>WESTBRIDGE INVESTMENTS</p> <p>ECHELON provided the Management of Texans Credit Union and OBS Holdings with:</p> <p>M&A Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>HARRIGAN & HOWARD FINANCIAL ADVISORS, LLC</p> <p>has been sold to:</p> <p>SPECTRUM WEALTH MANAGEMENT, INC.</p> <p>ECHELON provided the Management of Harrigan & Howard Financial Advisors with:</p> <p>M&A Advisory and Valuation Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>SYMMETRY™</p> <p>APELLA CAPITAL Summit Counsel, LLC</p> <p>ECHELON provided the Management of Symmetry Partners, LLC with:</p> <p>Buy-Side, M&A, and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>FINANCIAL SYNERGIES ADVISORY, INC.</p> <p>has agreed to be acquired by:</p> <p>UNITED CAPITAL INDEPENDENT WEALTH COUNSELING</p> <p>ECHELON provided the Management and Board of Directors of Financial Synergies Advisors with:</p> <p>M&A, Sell-Side Advisory, and Valuation Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>Tarpley, Underwood</p> <p>has agreed to a merger with:</p> <p>WINDHAM BRANNON</p> <p>ECHELON provided the Management of Tarpley & Underwood Financial Advisors and Windham Brannon Financial Group with:</p> <p>Valuation and M&A Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>FOLIODYNAMIX Wealth Servicing Music Sciences™</p> <p>received an equity investment from:</p> <p>Edgson VENTURE FUND</p> <p>ECHELON provided the Management of Foliodynamix with:</p> <p>Valuation, Capital Raising, and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>
<p>Leonard Wealth Management where prosperity meets peace of mind.</p> <p>has agreed to a merger with:</p> <p>CAPITAL FINANCIAL ADVISORS, LLC</p> <p>ECHELON provided the Management of Leonard Wealth Management with:</p> <p>M&A and Valuation Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>FCGAdvisors LLC</p> <p>ECHELON provided the Management of FCG Advisors LLC with:</p> <p>M&A and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>KINSIGHT Advisors for Family and Wealth</p> <p>ECHELON provided the Management of KinSight, LLC with:</p> <p>Valuation, M&A, and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>PR</p> <p>has agreed to a merger with:</p> <p>WILLOW RIDGE CAPITAL ADVISORS</p> <p>ECHELON provided the Management of Petersen & Ramistella, Inc. and Willow Ridge Capital Advisors, Inc. with:</p> <p>M&A Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>CONCORD EQUITY GROUP ADVISORS</p> <p>received a private equity investment from:</p> <p>SPENCER TRASK</p> <p>ECHELON provided the Management, Board of Directors, and Shareholders of Concord Equity Group Advisors with:</p> <p>Valuation, Capital Raising, and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>BridgePortfolio</p> <p>has completed a Private Placement with:</p> <p>Capital Concepts Holdings, LLC</p> <p>ECHELON provided the Management of BridgePortfolio with:</p> <p>Valuation, Capital Raising, and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>
<p>EMERSON WEALTH MANAGEMENT</p> <p>ECHELON provided the Management of Emerson Wealth Management, LLC with:</p> <p>M&A Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>dlk INVESTMENT MANAGEMENT, LLC</p> <p>ECHELON provided the Management of DLK Investment Management, LLC with:</p> <p>Valuation, M&A, and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>Laserfiche</p> <p>ECHELON provided the Management of Laserfiche with:</p> <p>Valuation, M&A, and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>CAPITAL INSIGHT PARTNERS</p> <p>ECHELON provided the Management of Capital Insight Partners LLC with:</p> <p>Valuation and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>Camelot Wealth Management</p> <p>ECHELON provided the Management of Camelot Wealth Management with:</p> <p>Valuation Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>FIDUCIARY FIA INVESTMENT ADVISORS</p> <p>ECHELON provided the Management of Fiduciary Investment Advisors with:</p> <p>Valuation Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>
<p>ALTAIR ADVISERS</p> <p>ECHELON provided the Management of Altair Advisers, LLC with:</p> <p>Valuation and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>WINDWARD CAPITAL MANAGEMENT CO. Real Estate Asset Management</p> <p>ECHELON provided the Management of Windward Capital Management Co with:</p> <p>Valuation and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>LAWING FINANCIAL The power of the team approach.</p> <p>ECHELON provided the Management of Lawing Financial with:</p> <p>Valuation Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>SAGE VIEW</p> <p>ECHELON provided the Management of Sage View Advisory Group, LLC with:</p> <p>Valuation and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>SAN ANTONIO CAPITAL & TRUST COMPANY</p> <p>ECHELON provided the Management of San Antonio Capital & Trust Company, LLC with:</p> <p>Valuation and Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>	<p>Monarch Bay Associates, LLC</p> <p>ECHELON provided the Management of Monarch Bay Associates, LLC with:</p> <p>Financial Advisory Services</p> <p>2015</p> <p>ECHELON PARTNERS</p>

Sample Transactions & Advisory Assignments Executed by the ECHELON Team

 <p>ECHELON provided the Management of Carlson Capital Management Inc with:</p> <p>Valuation, M&A, and Financial Advisory Services</p> 	 <p>ECHELON provided the Management of Total Rebalance Expert with:</p> <p>Valuation and Financial Advisory Services</p> 	 <p>ECHELON provided the Management of Metis Global Partners, LLC with:</p> <p>Valuation and Financial Advisory Services</p> 	 <p>ECHELON provided the Management of Filbrandt & Company, Inc. with:</p> <p>Valuation and Financial Advisory Services</p> 	 <p>ECHELON provided the Management of Lido Advisors, Inc. with:</p> <p>Valuation and M&A Advisory Services</p> 	 <p>ECHELON provided the Management of McCutchen Group LLC with:</p> <p>Valuation and Financial Advisory Services</p> 
 <p>ECHELON provided the Management of Live Oak Bank with:</p> <p>Valuation and Buy-Side Advisory Services</p> 	 <p>ECHELON provided the Management of Signature Estate & Investment Advisors LLC with:</p> <p>Valuation and Financial Advisory Services</p> 	 <p>ECHELON provided the Management of Vista Capital Partners, Inc. with:</p> <p>Valuation and Financial Advisory Services</p> 	 <p>ECHELON provided the Management of Junxure with:</p> <p>Valuation and Financial Advisory Services</p> 	 <p>ECHELON provided the Management of Trust Company of the South with:</p> <p>Valuation Advisory Services</p> 	 <p>ECHELON provided the Management of Strategic Partners Investment Advisors, Inc. with:</p> <p>M&A and Financial Advisory Services</p> 
 <p>ECHELON provided the Management of Phillips & Company Securities Inc. with:</p> <p>Valuation and Buy-Side Advisory Services</p> 	 <p>ECHELON provided the Management of Perigon Wealth Management, LLC with:</p> <p>Valuation and Financial Advisory Services</p> 	 <p>ECHELON provided the Management of Partnervest Financial Group, LLC with:</p> <p>Valuation and Financial Advisory Services</p> 	 <p>ECHELON provided the Management of Partners In Wealth with:</p> <p>Valuation and Financial Advisory Services</p> 	 <p>ECHELON provided the Management of the Retirement Protection Group with:</p> <p>Valuation and M&A Advisory Services</p> 	 <p>ECHELON provided the Management of Independence Advisors, LLC with:</p> <p>Valuation and Financial Advisory Services</p> 

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.

© Copyright 2018 ECHELON Partners. All rights reserved.

No part of this publication may be reproduced or retransmitted in any form or by any means, including, but not limited to, electronic, mechanical, photocopying, recording, or any information storage retrieval system, without the prior written permission of ECHELON. Unauthorized copying may subject violators to criminal penalties as well as liabilities for substantial monetary damages up to \$100,000 per infringement, costs and attorney’s fees. The information contained in this report has been obtained from sources believed to be reliable, and its accuracy and completeness is not guaranteed. No representation or warranty, express or implied, is made as to the fairness, accuracy, completeness or correctness of the information and opinions contained herein. ECHELON can accept no responsibility for such information or for loss or damage caused by any use thereof. The views and other information provided are subject to change without notice. This report is issued without regard to the specific investment objectives, financial situation or particular needs of any specific recipient and is not to be construed as a solicitation or any offer to buy or sell any securities or related financial instruments.



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