The Canadian insurance distribution market has seen increased M&A activity and significant inflows of capital for the past number of years. The combination of strong operating results, the hard market conditions and the arrival of several new acquirors has created an environment of significant opportunity for owners of insurance brokerages, managing general agencies and third-party administrators.

EY has been at the forefront of this activity, leading and advising on important sell-side M&A transactions for our clients. The key questions we’re often asked are: *What is the real value of my business? How do I drive value in the M&A process?*

### Key lessons learned: to help position your business and drive value

1. **Differentiated market and product focus**
   - Specialist underwriter/broker in key markets
   - Innovator with ability to operate across multiple niche markets
   - Track record of capturing market share in selected markets

2. **Channel resilience and customer focus**
   - Diversity in distribution channels
   - Ownership of customers and strong brand in select markets
   - Online platforms and technology enabled

3. **Leading underwriting and pricing capabilities**
   - Use of proprietary pricing tools and data capabilities to evaluate and price risks effectively
   - In-house and proven underwriting expertise

4. **Operational effectiveness and resilient profitability**
   - Technology-enabled operations driving efficiency
   - High-margin, high-growth operations
   - Customer loyalty leading to strong retention metrics

5. **Strength of the management team**
   - Team of seasoned industry advisors with an excellent reputation
   - Strong succession story - deep second layer of management
   - Visionary leadership with ability to quickly respond to trends

6. **Well-developed growth opportunities**
   - Proven growth trajectory, history of capturing growth and market share
   - Future growth prospects with a defined path
   - Clear rationale as to why a partner can accelerate growth

Elevated transaction outcomes can result from positioning your business relative to these key drivers and proper communication of that story. We welcome the opportunity to show you how these key drivers can improve your business.
EY1 is one of Canada’s largest mid-market focused corporate finance advisory firms. We provide sector-specific advice on mergers, acquisitions and divestitures, debt and equity capital markets, and real estate and infrastructure transactions. We also advise on corporate strategy. We bring deep industry knowledge to every transaction to support your corporate finance strategies and priorities. We can help you navigate your business issues, capitalize on your transaction opportunities and achieve your strategic objectives.

### How we’re different

- **Global network** of over 10,000 transaction-focused partners
- **Primarily focused on the middle market**
- **Our advice** is objective and independent
- **No conflicts** related to banking, trading or research
- **We offer a “one-stop” shop**
- **Strong internal communication** allows for expedited deal process
- **Senior team members** lead all phases of transactions
- **Optimize** the total outcome from price to post-deal integration
- **Sector-focused professionals**
- **Our experience informs** us on how buyers and sellers evaluate transactions

### Our Financial Services M&A Team

- **Jason Marley**
  - Senior Vice President & Canadian Financial Services M&A Leader
  - +1 416 943 3088
  - jason.marley@ca.ey.com

- **Ron Stokes**
  - Partner & Canadian Financial Services Strategy & Transactions Leader
  - +1 416 943 3013
  - ron.stokes@ca.ey.com

- **Jordan Hill**
  - Associate Financial Services M&A Team Leader
  - +1 219 571 3325
  - jordan.hill@ca.ey.com

### Our National Financial Services Coverage Team

- **Michael Lutes**
  - Senior Vice President
  - Nova Scotia
  - +1 506 853 3221
  - mike.lutes@ca.ey.com

- **Francois Tellier**
  - Senior Vice President
  - Quebec
  - +1 514 874 4351
  - francois.tellier@ca.ey.com

- **Jordan Hill**
  - Senior Vice President
  - Alberta
  - +1 403 206 5013
  - jordan.hill@ca.ey.com

- **Barry Munro**
  - President
  - EY Orenda Corporate Finance
  - Alberta
  - +1 403 206 5017
  - barry.munro@ca.ey.com

### Highlighted Transactions

- **STERLING**
  - has completed a minority equity stake in a leading US private equity firm

- **EXCESS WEALTH**
  - has been acquired by
  - A leading global insurance brokerage and risk management services firm

- **C&C INSURANCE CONSULTANTS**
  - has been acquired by
  - A leading global insurance brokerage and risk management services firm

---

1EY & Young Orenda Corporate Finance Inc. is a registered exempt market dealer in Canada. We provide services in the U.S. through our affiliate, Ernst & Young Corporate Finance (Canada) Inc., a U.S. registered broker-dealer.