MAY 2018

FT PARTNERS FINTECH INDUSTRY RESEARCH



Q1 2018 InsurTech Quarterly Insights

FINANCIAL
TECHNOLOGY
PARTNERS

OVERVIEW OF FT PARTNERS



- Financial Technology Partners ("FT Partners") was founded in 2001 and is the only investment banking firm focused exclusively on FinTech
- FT Partners regularly publishes research highlighting the most important transactions, trends and insights impacting the global Financial Technology landscape. Our unique insight into FinTech is a direct result of executing hundreds of transactions in the sector combined with over 16 years of exclusive focus on Financial Technology

FT Partners' Advisory Capabilities



FT Partners' FinTech Industry Research





Named Silicon Valley's #1 FinTech Banker (2016) and ranked #2 Overall by The Information



Ranked #1 Most Influential Person in all of FinTech in *Institutional Investors*"FinTech Finance 40"



Numerous Awards for Transaction Excellence including "Deal of the Decade"



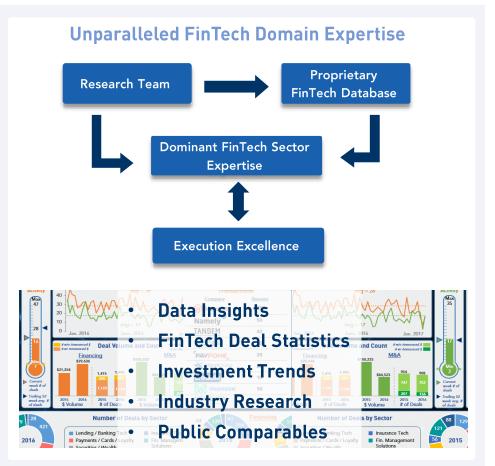


FT PARTNERS' PROPRIETARY DATA AND RESEARCH



FT Partners maintains the most comprehensive proprietary database of FinTech companies and transactions





FT PARTNERS' DATA



Collection, Categorization and Clarification of FT Partners' Proprietary InsurTech Data

FT Partners' Definition of InsurTech

InsurTech references the ecosystem of companies that are transforming the insurance industry and includes both technology companies developing innovative products for insurers as well as insurance ventures leveraging new technology and/or business models to innovate across one or more parts of the value chain.

Financings

Financing data in this report includes publicly announced equity capital raises for private InsurTech companies across the world. IPOs, lending capital, debt, and public company spin-offs and secondary transactions are all excluded from the financing data.

M&A

InsurTech M&A data includes both the sale of InsurTech companies and also non-tech insurance acquisitions made by InsurTech companies.

All data is collected, categorized and reviewed directly by FT Partners' Research Team

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EXECUTIVE SUMMARY



Q1 2018 InsurTech Statistics

FINANCING

\$900 million

in financing volume

8

57 transactions

Volume and number of transactions on track to exceed 2017 on an annualized basis

M&A

\$225 million

in M&A volume

8

21 transactions

Number of transactions remains in line with previous years on an annualized basis

EXECUTIVE SUMMARY

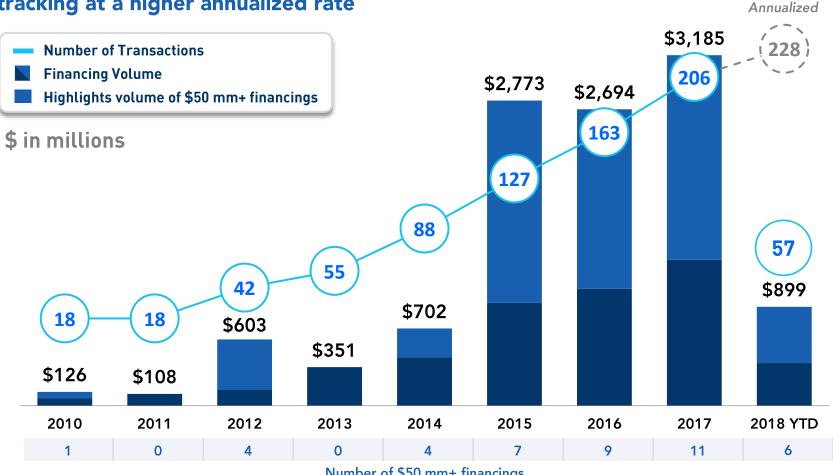


- Q1 2018 was an active quarter for the InsurTech sector globally, with 57 private company financings and 21 M&A deals announced
- Announced financing dollar volume totaled \$899 million, representing 165% YoY growth over Q1 2017
- The largest financing transactions in the quarter were both health insurance-related: Oscar's \$165 million raise and Collective Health's \$110 million raise
- Notable financing deals in the P&C space include PrecisionHawk's \$75 million raise and Root's \$51 million raise
- Financing volume in North America (\$797 million in Q1 2018) is on track to significantly exceed the total of \$1,465 million in 2017
- 89% of Q1 2018 financing volume went to companies in North America
- AXA's \$155 million acquisition of Maestro Health was the largest M&A deal of the quarter (with announced price)

INSURTECH FINANCING ACTIVITY: ANNUALLY

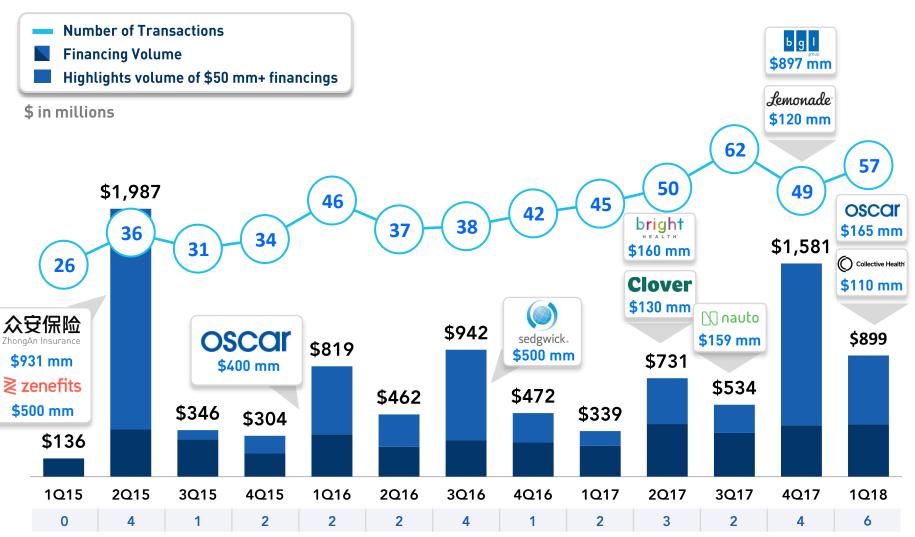


InsurTech Private Company financing volume and number of transactions rose to a record level in 2017, but 2018 is already tracking at a higher annualized rate



INSURTECH FINANCING ACTIVITY: QUARTERLY

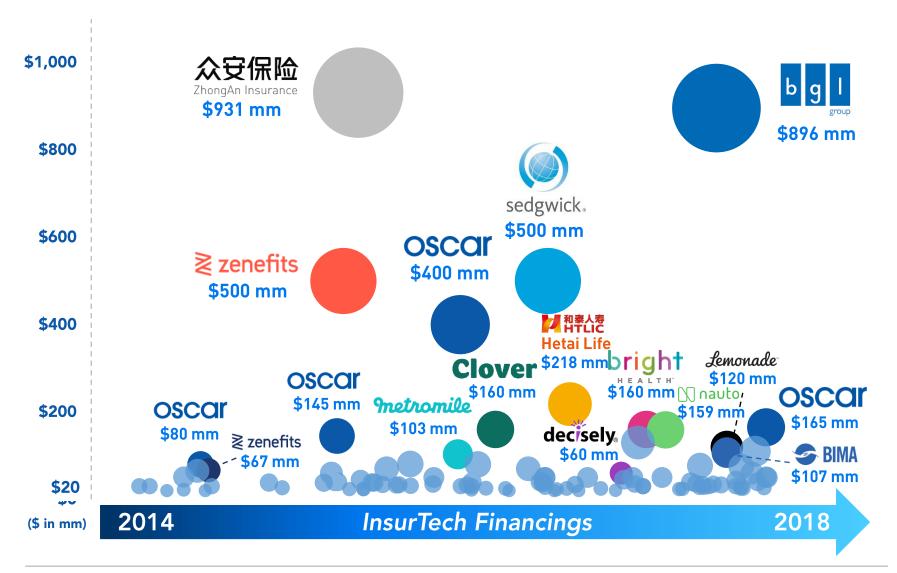




Number of \$50 mm+ financings

SELECTED LARGE INSURTECH FINANCINGS





LARGEST INSURTECH FINANCINGS IN 2018 YEAR-TO-DATE



Announce Date	Company	Investor(s)	Amount (\$ in mm)	Target Country
03/27/18	oscar	Founders Fund; 8VC; Verily; Fidelity Investments; General Catalyst Partners; CapitalG; Khosla Ventures; Thrive Capital	\$165	USA
02/28/18	Collective Health	New Enterprise Associates; Founders Fund; GV; Maverick Ventures; Sun Life Financial; Mubadala Ventures	110	USA
01/24/18	PRECISIONHAWK	Third Point Ventures; Comcast Ventures; Senator Investor Group; Constellation Technology Ventures; Syngenta Ventures; Intel Capital; Millennium Technology Value Partners; DuPont; Verizon Ventures; Innovate Indiana Fund	75	USA
02/20/18	bind	Lemhi Ventures	60	USA
03/27/18	ROOT	Redpoint Ventures; Scale Venture Partners; Ribbit Capital; Silicon Valley Bank	51	USA
03/30/18	▲ Accolade	Andreessen Horowitz; Carrick Capital Partners; Madrona Venture Group; McKesson Ventures; Cross Creek Advisors; Madera Technology Partners	50	USA
01/11/18	evive	Susquehanna Growth Equity	43	USA
03/06/18	JUSTWORKS.	FirstMark Capital; Index Ventures; Thrive Capital; Bain Capital Ventures; Redpoint Ventures	40	USA
01/10/18	∠ Ladder	RRE Ventures; Thomvest Ventures; Canaan Partners; Lightspeed Venture Partners; Nyca Partners	30	USA
01/24/18	ñexar	Ibex Investors; Alibaba Innovation Ventures; Aleph; Mosaic Ventures; Slow Ventures; True Ventures; Tusk Ventures	30	
03/22/18	bioIQ	HealthQuest Capital; Arboretum Ventures	27	USA
01/22/18	<u>Hippo</u>	Comcast Ventures; Fifth Wall Ventures	25	USA
01/29/18	H ^O VER	GV; Standard Industries; The Home Depot	25	USA
02/14/18	kin.	August Capital; Commerce Ventures	13	USA
01/08/18	+Simple.fr	Anthemis Group; Oneragtime; Idinvest Partners	12	France

LARGEST INSURTECH FINANCINGS IN 2018 YEAR-TO-DATE



Announce Date	Company	Investor(s)	Amount (\$ in mm)	Target Country
01/04/18	CLARA analytics	Oak HC/FT	\$12	USA
03/22/18	everledger	GMP Securities L.P.; Vickers Venture Partners; Graphene Ventures; FuturePerfect Ventures; Fenbushi Capital; Bloomberg Beta; Rakuten Ventures; Fidelity Investments	10	UK
02/28/18	Coalition	Vy Capital; Ribbit Capital; Valor Equity Partners	10	USA
02/21/18	gabi	Canvas Ventures; Correlation Ventures; Securian Financial Group; Northwestern Mutual Future Ventures; A.Capital Ventures; Project A Ventures	10	USA
01/18/18	HELLAS DIRECT	International Finance Corporation	8	Greece
01/08/18	Panda Insurance	Hangzhou Win-Light Investment; Legend Star; Neovision Capital; QF Capital; Yonyou Network; Origin Capital	8	China
03/08/18	Coverfox	AEGON N.V.	7	⊗ India
01/30/18	Praedicat	Risk Management Solutions; Undisclosed Investors	6	USA
02/02/18	indio	8VC; 500 Startups; Merus Capital; Compound	6	USA
02/13/18	⊌ tomorrow	Undisclosed Investors	6	USA
01/22/18	anorak	Kamet	6	UK
03/16/18	Parachute Health	Greater New York Hospital Association Ventures; Loeb Holding Corporation; Undisclosed Investors	6	USA
03/28/18	Atidot	Bank Hapoalim; DE Shaw; Moneta Seeds; Vertex Ventures	5	□ Srael
02/22/18	picwell	MassMutual Ventures; Aflac Ventures; BlueCross BlueShield Venture Partners; Springfield Service Corporation	4	USA

INSURTECH FINANCING ACTIVITY BY REGION IN 2018



2018 YTD



EUROPE



Number of Financings

% of Total

35 financings

60%

15 financings

26%

5 financings

9%

Financing Volume

% of Total

Largest Financing

\$797 million

89%

oscar

\$165 million

\$50 million

6%

+Simple.fr

\$12 million

\$17 million

2%

Panda Insurance

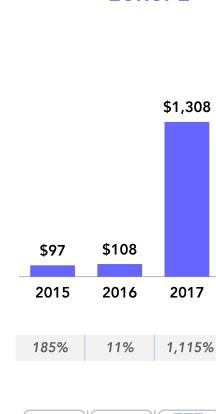
\$8 million

INSURTECH FINANCING VOLUMES BY REGION



\$ in millions





EUROPE



Largest Financings





Annualized

\$199

\$50

na

2018 YTD

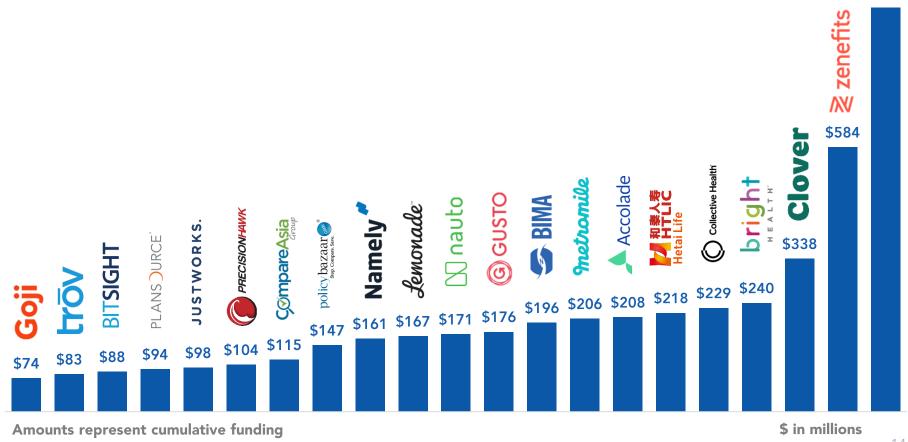


CUMULATIVE FINANCING OF PRIVATE INSURTECH COMPANIES



\$893

16 InsurTech ventures have now each raised \$100 million or more in cumulative financing, of which 8 have raised more than \$200 million and 2 more than \$500 million



MOST ACTIVE INSURTECH INVESTORS LANDSCAPE



Accelerators / Seed















Venture Capital / Private Equity



Corporate Investors



Alternative Investors











MOST ACTIVE INSURTECH INVESTORS - TRADITIONAL VENTURE CAPTIAL

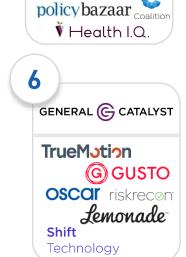
Ribbit Capital

GUSTO ROOT

comparaonline











Accel

Technology OCKO

ledger Investing

the zebra

CHECK24 onsiteqo

Shift



































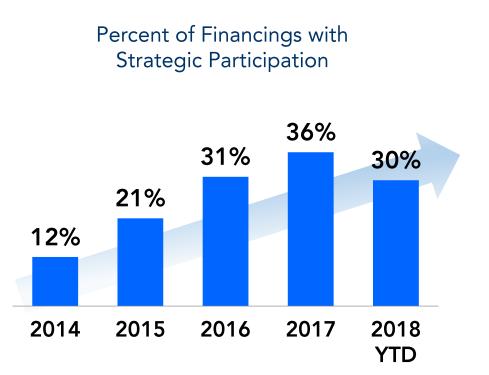




STRATEGIC INVESTOR INVOLVEMENT IN INSURTECH FINANCING



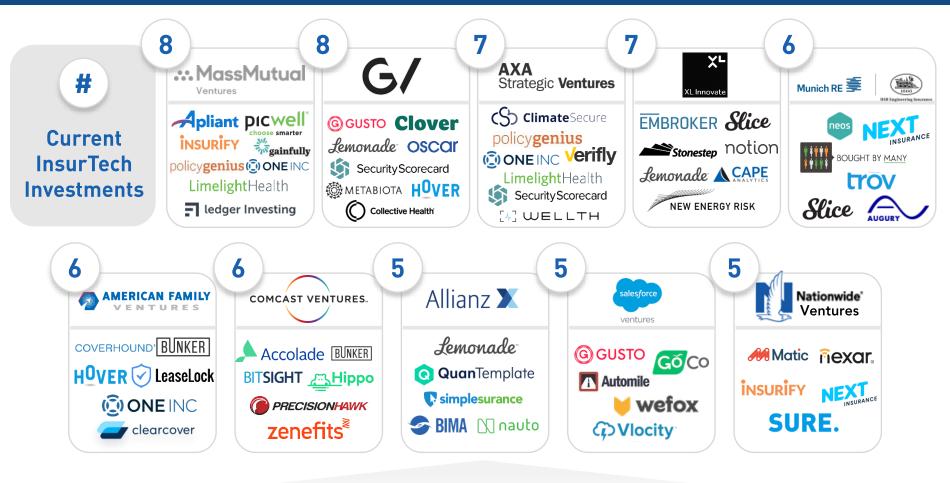
Strategic involvement in InsurTech financing rounds is increasing





MOST ACTIVE INSURTECH INVESTORS - CORPORATE VENTURE CAPTIAL





















INSURTECH M&A ACTIVITY

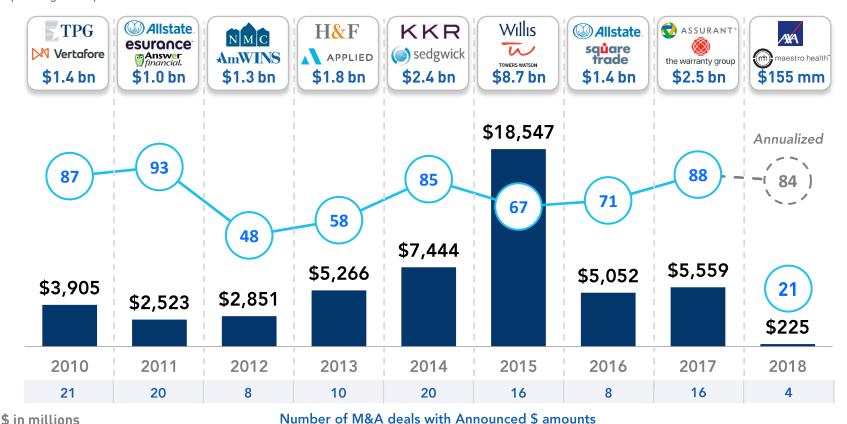


Announced M&A volume is off to a relatively slow start in 2018; however, the number of transactions remains in line with previous years on an annualized basis

Number of TransactionsM&A Volume

Selected Large Deals

Acquirer logo on top



SELECTED STRATEGIC M&A ACTIVITY IN 2018 YEAR-TO-DATE



Announce Date	Target Company	Acquirer(s)	Amount (\$ in mm)	Target Description	Target Country
01/22/18	maestro health*	AXA	\$155	Health Benefit Administration Platform	USA
01/29/18	iSalud.com	CNP	38	Online Health Insurance Brokerage	Spain
01/16/18	(goMedigap	eHealth [®]	20	Online Health Insurance Comparison Site	USA
01/29/18		CNP	12	Online Personal Insurance Brokerage	France
01/03/18	TCP LIFESYSTEMS O		na	Life Insurance & Pensions Software	United Kingdom
01/08/18	L _o Gio ³	RGAX	na	Technology / Consulting / Outsourcing for Life Insurance	Canada
02/07/18	adaptik	SAPIENS	na	P&C Insurance Software	USA
03/06/18	Innoveo Skye	servion	na	Insurance Sales & Distribution Software	Switzerland
01/03/18	SAGOAST BROKERS LLC	AmWINS Group, Inc.	na	Personal Lines Specialty MGA	USA
01/03/18	TRIDENT	AmWINS Group, Inc.	na	Third-Party Claims Administrator	USA
01/09/18	SWOOP	Agero.	na	Digital Driver Assistance Platform	USA
01/11/18	BANTAM connect	₹QuoteWizard ®	na	Lead Generation Platform	USA
02/05/18	₩ go Bundl	∽TIA ®	na	Peer-to-Peer Insurance Platform	Denmark
02/21/18	PIVOT	# HealthCare .com	na	Online Provider of Specialty Health Insurance	USA
02/27/18	HSG codeblue	Undisclosed Acquirer	na	Claims Management	USA
03/20/18	TRAPANI (*) DICKINS & ASSOCIATES ***IMPLOYER BENEFITS AND INCURRINGE SERVICES, INC.**	CONEDIGITAL HEALTH AND BENEFITS	na	Employee Benefits Brokerage	USA
03/21/18	C V N O (U R E	ZenSar	na	P&C Platform Implementation Services	USA
03/27/18	ovintus	ascensus «	na	Retirement Plan Administrator	USA

SELECTED PRIVATE EQUITY BUYOUTS IN 2018 YEAR-TO-DATE



Private equity activity in the InsurTech space remained robust in Q1 2018

Announce Date	Target Company	Acquirer(s)	Amount (\$ in mm)	Target Description	Target Country
01/04/18	CONNECTURE	FRANCISCO PARTNERS	na	Health Insurance Distribution Platform	USA
01/09/18	RGi	Corsair Capital	na	Carrier Software & Services Provider	Italy
02/22/18	finanzen.de	SELI GLOBAL	na	Online Lead Marketplace	Germany



FT Partners and InsurTech

INSURTECH

FT Partners' Track Record of Success in InsurTech

Consumer Protection Plans

Connected Car Solutions

Online Small Business Insurance

Sales Automation **Technology & Platform** Largest Wholesale Brokerage in U.S.



in its sale to



for a total consideration of

\$ 1,400,000,000



in its sale to



for total consideration of approximately

\$ 115.000.000



in its equity capital raise led



for total consideration of

\$ 31,000,000



in its sale to

MOELIS CAPITAL PARTNERS



in its growth recapitalization by



\$1,300,000.000

Auto Finance and Insurance Solutions Agency Management / Marketing Technology

Life & Annuity **Technology Solutions** Online Personal Lines **Insurance Agency**

SaaS / Claims for **Property & Contents**



in its sale to an Affiliate of

SAFE-GUARD





in its sale of Zywave Insurance Solutions

to





in its sale to





in its financing led by



for total consideration of

\$ 15,000,000



in its sale to



INSURTECH

FT Partners Advises Goji on its \$15 million Financing

Transaction Overview

- On November 15, 2017, Goji announced it has raised \$15 million in financing led by Hudson Structured Capital Management Ltd., doing business as HSCM Bermuda
- Founded in 2007 and headquartered in Boston, MA, Goji is the country's leading independent online personal lines insurance agency
 - Goji's data-driven home and automobile insurance platform enables
 Goji agents to seamlessly match the optimal coverage needs of its
 preferred buyers with Goji's integrated network of more than a dozen insurance carriers
- HSCM Bermuda was founded in 2015 and invests in reinsurance and insurance-linked assets across all lines of businesses through an array of innovative structures that allow risk transference, including from the life and property/casualty sectors, to the capital markets
- Goji's existing investors include: Thayer Street Partners, a tech-enabled financial- and business services-oriented private investment firm, Matt Coffin's Coffin Capital & Ventures, and Five Elms Capital, a Kansas City-based growth capital investment firm focused on tech-enabled companies

Significance of Transaction

- The investment allows Goji to benefit from HSCM Bermuda's sophisticated knowledge of insurance and its strong access to the insurance and reinsurance markets
- Additionally, the investment will drive accelerated growth at Goji

FT Partners' Role

- FT Partners served as a strategic and financial advisor to Goji and its Board of Directors
- This transaction underscores FT Partners' successful track record generating highly favorable outcomes for leading InsurTech companies

FTP Securities LLC

is pleased to announce its role as strategic and financial advisor to



in its financing led by



for total consideration of

\$15,000,000





FT Partners Advises Automatic on its \$115 million Sale to SiriusXM

Overview of Transaction

- On April 27, 2017, Automatic Labs ("Automatic" or the "Company") announced that it has been acquired by SiriusXM ("Sirius") for a purchase price of approximately \$115 million
- Automatic provides a data-driven platform that enables vehicle owners to be safer and drive smarter; The Company's proprietary Automatic Pro and Automatic Lite connected car adapters provide vehicle diagnostic alerts, emergency services, fuel monitoring, access to parking information, vehicle location and much more
 - Automatic also works with insurance carriers to enable usage-based savings and teen driver coaching, and works with automotive dealers to provide tools that help manage their vehicle inventory and customer service relationships
- Headquartered in New York, NY, SiriusXM holds a unique position in the connected vehicle space, offering unparalleled audio entertainment and data services in vehicles from every major carmaker

Significance of Transaction

- The acquisition deepens and expands SiriusXM's connected vehicle offerings for drivers nationwide and the industry's leading carmakers
 - SiriusXM's position will be further strengthened with data collection and analytical tools that will ultimately enrich key elements of the connected vehicle experience

FT Partners' Role

- FT Partners served as exclusive strategic and financial advisor to Automatic
- This transaction demonstrates FT Partners' continued success advising the highest quality FinTech companies and achieving outstanding results in the Insurance Technology sector

Financial Technology Partners LP FTP Securities LLC

is pleased to announce its exclusive role as sole strategic and financial advisor to



in its sale to



for total consideration of approximately

\$ 115,000,000





FT Partners Advises SquareTrade on its Sale to Allstate for \$1.4 billion

Overview of Transaction

- On November 28, 2016, SquareTrade announced its \$1.4 billion all-cash strategic sale to the Allstate Corporation
- Headquartered in San Francisco, CA, SquareTrade offers top-rated protection plans trusted by millions of consumers for electronics and appliances
 - SquareTrade's branded products are sold through major retailers
- Allstate is the largest publicly held personal lines property and casualty insurer in America serving more than 16 million households nationwide
- More details available in Allstate's transaction <u>press release</u> and <u>investor</u> <u>presentation</u>

Significance of Transaction

- This transaction expands Allstate's protection offering to consumer electronics, connected devices and appliances
- SquareTrade substantially increases Allstate's customer relationships while providing both strong near-term and long-term growth opportunities

FT Partners' Role

- FT Partners served as exclusive strategic and financial advisor to SquareTrade and its Board of Directors
- This transaction demonstrates FT Partners' continued leadership position as the "advisor of choice" to the highest quality FinTech companies
- FT Partners represented <u>SquareTrade in its \$238 million strategic growth</u> investment with Bain Capital and Bain Capital Ventures
- FT Partners also recently represented Bain Capital Ventures' portfolio company <u>Enservio in its sale to Solera</u> demonstrating our long-term trusted relationship

Financial Technology Partners LP FTP Securities LLC

is pleased to announce its exclusive role as sole strategic and financial advisor to



in its sale to



for total consideration of

\$ 1,400,000,000



INSURTECH

FT Partners Advises Enservio on its Sale to Solera

Overview of Transaction

- On July 19, 2016 Enservio, Inc. ("Enservio" or the "Company") announced it has entered into a definitive agreement to be acquired by Solera
- Headquartered in Needham, Massachusetts, Enservio is the largest U.S. provider of SaaS-based software and services to the property contents insurance marketplace
 - Existing investors include Bain Capital Ventures and Matrix Partners
- Solera Holdings ("Solera") is a leading provider of digitally-enabled risk and asset management software and services to the automotive and property marketplace
 - Acquired by Vista Equity Partners for \$6.4bn in Sept. 2015

Significance of Transaction

- Enservio's proprietary database of more than \$10 billion in property contents information will add another component to Solera's Digital Home platform
- Move signals accelerated expansion of Solera's asset management and risk protection technologies for life's most important assets
- Acquisition leverages Solera's unique Invent & Acquire ("I&A") strategy
- Highly-attractive outcome for both Enservio and Solera

FT Partners' Role

- FT Partners served as exclusive strategic and financial advisor to Enservio and its Board of Directors
- Transaction demonstrates FT Partners' continued success advising top-tier companies and achieving outstanding results within the Insurance IT and Services sector

Financial Technology Partners LP FTP Securities LLC

is pleased to announce its exclusive role as sole strategic and financial advisor to



in its sale to





INSURTECH

FT Partners Advises Insureon on its \$31 million Financing

Overview of Transaction

- On October 21, 2015 Insureon ("Insureon" or the "Company") announced a \$31mm Series B minority investment round
 - Investment round led by Oak HC/FT ("Oak")
 - Existing investor Accretive LLC ("Accretive") also participated
- Insureon is the leading insurance online marketplace for small and micro businesses
 - Serves retail clients directly and also supports banks, brokerages and insurance companies through a wholesale offering
 - Coverage provided for 175,000+ small businesses
- Oak HC/FT is a \$500mm venture capital fund focused on investing in healthcare and financial services technology companies
- Accretive is a leading private investment firm specializing in the creation of disruptive technology companies

Significance of Transaction

- Creates opportunity for Insureon to accelerate its growth in the small business insurance sector
- Enables Insureon to increase its investment in technology development, and enhance its sales and marketing capabilities

FT Partners' Role

- FT Partners served as exclusive strategic and financial advisor to Insureon and its Board of Directors
 - Follows FT Partners' role advising Insureon on its 2014 acquisition of Insurance Noodle from Willis
- Transaction demonstrates FT Partners' continued success advising top-tier companies and achieving outstanding results within the Insurance IT and Services sector

Financial Technology Partners LP

is pleased to announce its exclusive role as



in its equity capital raise led by



for total consideration of

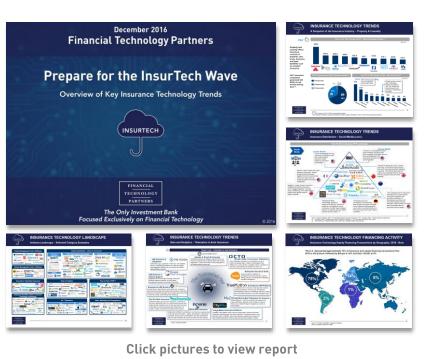
\$31,000,000





FT Partners Research – InsurTech Industry Report

Prepare for the InsurTech Wave: Overview of Key Insurance Technology Trends



FT Partners' 260+ page report provides an in-depth look at the major waves of innovation and disruption that are beginning to radically alter the insurance industry.

Additional highlights of the report include:

- An analysis of specific trends across: Insurance Distribution, Sales, Marketing and Engagement, Data and Analytics and Insurance Administration
- The responses of incumbents to date including the innovations, investments, partnerships and acquisitions being made to stay ahead of the game
- Proprietary InsurTech financing and M&A statistics and a comprehensive list of transactions in the space
- A detailed industry landscape of InsurTech providers as well as other innovative, tangential companies and profiles of 54 companies operating in the InsurTech ecosystem



Award-Winning Investment Banking Franchise Focused on Superior Client Results

Institutional Investor Institutional Investor Annual Ranking	2017 2015 - 2016 2006 - 2008	 Ranked #1 Most Influential Executive on Institutional Investor's FinTech 40 List Steve McLaughlin Ranked Top 5 on Institutional Investor's FinTech 35 List Consecutively Ranked (2006, 2007 and 2008) among the Top Bankers on Institutional Investor's "Online Finance 40"
The Information	2016	 Ranked #2 Top Technology Investment Banker on The Information's "Silicon Valley's Most Popular Dealmakers"
2017	2015 - 2017	 Investment Banker of the Year – 2017 Investment Banking Firm of the Year – 2016 Cross Border Deal of the Year - 2016 Dealmaker of the Year – 2015 Technology Deal of the Year – 2015 Equity Financing Deal of the Year - 2014
2017 - 2004 ANNUALAWARDS WINNER M&A Advisor Awards	2010 -2014	 Professional Services Deal of the Year, Above \$100 mm - 2014 Dealmaker of the Year - 2012 Professional Services Deal of the Year, Above \$100 mm - 2012 Boutique Investment Bank of the Year - 2011 Deal of the Decade - 2011 Upper Middle Market Deal of the Year, Above \$500 mm - 2010 IT Services Deal of the Year, Below \$500 mm - 2010 Cross-Border Deal of the Year, Below \$500 mm - 2010
	2004 - 2007	 Dealmaker of the Year – Steve McLaughlin – 2007 Business to Business Services Deal of the Year - 2007 Computer and Information Technology Deal of the Year, Above \$100 mm – 2007 Financial Services Deal of the Year, Above \$100 mm – 2007 Investment Bank of the Year – 2004
Middle Market Financing Awards	2006 - 2008	 Equity Financing Dealmaker of the Year – Steve McLaughlin – 2008 Information Technology Deal of the Year – 2008 Financial Services Deal of the Year – 2008 Financing Professional of the Year – Steve McLaughlin – 2006



The FT Partners Senior Banker Team

Name / Position	Prior Background	Experience / Education	Years of Experience
Steve McLaughlin Founder, CEO and Managing Partner	Goldman Sachs	 Formerly with Goldman, Sachs & Co. in New York and San Francisco from 1995-2002 Former Co-Head of Goldman Sachs' Financial Technology Group (#1 market share) Wharton M.B.A. 	23
Paul VanderMarck Managing Director	R <u>M</u> S	 Former Chief Product Officer at Risk Management Solutions, a global technology business in the catastrophic risk space 25+ years of experience as an InsurTech operating executive Experienced advisor and investor in the InsurTech space 	26
Greg Smith Managing Director	Merrill Lynch J.P.Morgan	 Formerly award winning Equity Research Analyst at Merrill Lynch / J.P. Morgan / Hambrecht & Quist 20+ years of experience covering FinTech as both an Analyst and Investment Banker 	22
Osman Khan Managing Director	pwc	 Former Managing Director / Head of FIG M&A at Alvarez & Marsal 15+ years FIG deal, consulting and assurance experience at PwC 40 Under 40 M&A Advisor Award Winner in 2013 LSE (BSc w/Honors), MBS (MBA w/Distinction), ICAEW (FCA) 	21
Steve Stout Managing Director	J.P.Morgan First Data	 Former Global Head of Strategy at First Data Formerly Led J.P. Morgan Payments Investment Banking Former Equity Research Analyst on #1 ranked team at UBS and Economist at the Federal Reserve Bank 	20
Tim Wolfe Managing Director	Goldman Sachs	 Formerly with Goldman, Sachs & Co. beginning in 2000 Started at FT Partners in 2002 40 Under 40 M&A Advisor Award Winner 2013 Harvard M.B.A. 	16
Timm Schipporeit Managing Director	Morgan Stanley Index Ventures	 11+ years with Morgan Stanley, Senior Executive Director of European Technology Investment Banking Team in London Formerly a Venture and Growth Investor focused on FinTech at Index Ventures 	15
Andrew McLaughlin Managing Director	Deloitte.	 20+ years experience executing / implementing financial and operational strategy Formerly with Deloitte Consulting 	12