**Executive Summary: InsurTech Market Update (November 2023)**

- **Record-Breaking Insurance Ecosystem**: Insurance carrier cash and investable assets balances, carrier/broker/agency employment, and total insurance premiums sold each reached all-time highs in the U.S. market in 2022.

- **Headwinds in Hard P&C Environment**: Inflation, claim cost and complexity, catastrophic events, fraud, excess mortality rates, and litigation are each putting pressure on insurance players in 2023, resulting in a challenging market where even fast-rising premiums are materially lagging claim costs and severe losses are being experienced in many instances, especially in P&C.

- **Insurance Software and Data/Analytics Momentum**: Adoption of software and data/analytics by insurance carriers, brokers, MGAs, and enterprises is accelerating as these solutions improve distribution, underwriting, and claims outcomes while enhancing customer engagement, satisfaction, and retention—helping optimize risk selection, revenue, forward visibility, and profitability.

- **Digital Carriers and Distributors Being Tested, Remain Threats**: Market share gains continue via high growth strategies and channel shift to digital-enabled distribution, however, slowed growth, cash burn, and concerns about underwriting quality and sustainability of customer acquisition costs are impacting investor appetite and valuation.

- **M&A and Growth/Venture Capital Down but Not Out**: Concerns around the broader tech market and higher interest rates alongside a challenging environment for insurance have led to a slower market for insurtech YTD; however, there have still been at least 79 YTD M&A transactions reported (primarily strategic and PE-backed bolt-on deals) and 336 YTD growth and venture capital deals reported, with more than 300 companies receiving funds.

- **Investor Opportunity Persists**: InsurTech remains an extremely diverse and rapidly evolving market, with business model nuances significantly influencing momentum, valuation dynamics, and investor/acquirer appetite from asset to asset. The relative nascency of truly modern technology adoption against a backdrop of inadequate legacy systems throughout the insurance value chain indicates the persistence of significant investor opportunity.
We are pleased to issue our InsurTech Market Update for November 2023.

With this update, we introduce our revamped insurance technology coverage, discuss key insurance sector trends and factors of technology adoption, and present the latest public and private transaction and valuation trends across the insurtech landscape.

We remain bullish about the current and long-term opportunities present for technology within the rapidly evolving insurance ecosystem. Demand for and interest in insurance technology assets remain strong as key secular tailwinds continue to benefit the sector and encourage the adoption of technology solutions. M&A and financing activity remains active, although down from recent highs, while publicly traded players have seen a strong rebound in valuations, with our total insurtech public company index outperforming the S&P 500 YTD(1).

As our firm continues to execute transactions in this space, we invite you to contact us to discuss past transactions, future opportunities, or the ecosystem more broadly.

Best Regards,

Mike Capocci
InsurTech Sector Lead
Michael.Capocci@HL.com

Alec Ellison
Global Head of FinTech
Alec.Ellison@HL.com

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(1) See page 38 for more detail on index composition and performance.
Global, Market-Leading FinTech Practice

Houlihan Lokey’s newly dedicated FinTech Group builds on the firm’s leading technology and financial services expertise and underscores its belief in and commitment to the future of financial technology. Our coverage is arranged around deep end-market expertise with dedicated senior-level bankers across every vertical of FinTech.

- **Global**, specialized FinTech practice within a newly dedicated industry group.
- **200+** total technology bankers and **65+** dedicated FinTech/financial services bankers.
- **90+** FinTech transactions signed or closed since January 2021.
- **Fully integrated** team across the world based in New York and London with additional bankers on the ground in Frankfurt, Atlanta, Los Angeles, and San Francisco.
- **22** countries represented by parties in FinTech transactions since 2021.

### Financial Technology

<table>
<thead>
<tr>
<th>Advisor</th>
<th>Deals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Houlihan Lokey</td>
<td>48</td>
</tr>
<tr>
<td>2 Goldman Sachs</td>
<td>30</td>
</tr>
<tr>
<td>3 Financial Technology Partners</td>
<td>15</td>
</tr>
</tbody>
</table>

### Product Capabilities

- M&A Advisory (Sellside and Buyside)
- Private Capital Markets (Equity and Debt)
- Board and Special Committee Advisory
- Fairness Opinions and Valuation Services
- Financial Restructuring and Special Situations

(1) Source: PitchBook Data, Inc.
Highly Collaborative, Cross-Functional Global InsurTech Team

Global Leadership

Alec Ellison
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New York, NY
Alec.Ellison@HL.com

Mike Capocci
InsurTech Sector Lead, Director
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Paul Tracey
FinTech, Managing Director
London, U.K.

Tim Shortland
FinTech, Managing Director
London, U.K.

Sam Ward
FinTech, Director
London, U.K.

Tobias Schultheiss
FinTech, Managing Director
Frankfurt, DE

European Coverage Partners

Global Head of FinTech
FinTech, Managing Director
London, U.K.

European Insurance Co-Leads

Alec Ellison
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New York, NY
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Tim Shortland
Managing Director
London, U.K.

Sam Ward
Managing Director
London, U.K.

Tobias Schultheiss
Managing Director
Frankfurt, DE

Mission-Critical Enabler of the InsurTech Ecosystem

Selected Houlihan Lokey InsurTech Clients and Counterparties(1)

Insurance Services Coverage Partners

Arik Rashkes
Managing Director
Head of Insurance

Craig Tessimond
Managing Director

Juan Guzman
Managing Director

Faiz Vahidy
Senior Vice President

Matt Cornish
Vice President

Mufaro Dube
Vice President

Related Technology Coverage Partners

Chris Gough
Managing Director
PropTech

Shane Kaiser
Managing Director
Transportation

Keith Skirbe
Managing Director
Cyber

Luiz Greca
Managing Director
Healthcare

Vik Pandit
Managing Director
Enterprise Technology

Chris Pedone
Managing Director
FinTech

(1) Includes selected parties in completed transactions executed by current Houlihan Lokey team members while at other firms.
Deep InsurTech Domain Expertise and Advisory Success

Houlihan Lokey has driven exceptional client outcomes throughout the insurtech ecosystem.

Tombstones included herein represent transactions closed from 2010 forward.

*Selected transactions were executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.
## Selected Houlihan Lokey InsurTech Advisory Spotlights

<table>
<thead>
<tr>
<th>Transaction</th>
<th>Target Description</th>
<th>Deal Value and Type</th>
<th>Geography</th>
<th>Houlihan Lokey Banker Role*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actineo actin</td>
<td>Actineo offers software for digitalization and medical assessment of bodily injury claims.</td>
<td>Not Disclosed Strategic Acquisition</td>
<td></td>
<td>Sellside Advisor to Actineo and Riverside Capital</td>
</tr>
<tr>
<td>SambaSafety</td>
<td>SambaSafety offers cloud-based mobility and driver risk management software and data.</td>
<td>Not Disclosed PE Buyout</td>
<td></td>
<td>Sellside Advisor to SambaSafety and Abry Partners</td>
</tr>
<tr>
<td>Beyontec</td>
<td>Beyontec offers cloud-based core insurance software for P&amp;C.</td>
<td>PE Platform Add-on</td>
<td></td>
<td>Sellside Advisor to Beyontec</td>
</tr>
<tr>
<td>eDriving</td>
<td>eDriving offers digital driver risk management solutions for commercial fleets.</td>
<td>PE Platform Add-on</td>
<td></td>
<td>Sellside Advisor to eDriving</td>
</tr>
<tr>
<td>ControlExpert</td>
<td>ControlExpert offers AI-supported automotive claims processing software.</td>
<td>Not Disclosed Strategic Acquisition</td>
<td></td>
<td>Sellside Advisor to ControlExpert and General Atlantic</td>
</tr>
<tr>
<td>EIS Group</td>
<td>EIS Group offers core administration software and digital distribution solutions for insurance carriers.</td>
<td>$100M Growth Capital</td>
<td></td>
<td>Sellside Advisor to EIS Group</td>
</tr>
<tr>
<td>AuSum</td>
<td>AuSum is a cloud-native audit and survey management software solution for P&amp;C carriers.</td>
<td>Not Disclosed PE Platform Add-on</td>
<td></td>
<td>Sellside Advisor to AuSum</td>
</tr>
</tbody>
</table>

*Selected transactions were executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.*
How We Cover InsurTech

The range of technology business models that comprise insurtech is critical to understanding market activity, investor/acquirer appetite, and key factors influencing valuation.

- **Software and Data/Analytics**: Develop and sell software and data solutions that enable traditional and digital carriers, brokers, MGAs, and enterprises.

- **Digital Distribution**: Monetize technology capabilities/infrastructure for insurance distribution.

- **Tech-Enabled Services**: Sell insurance services delivered leveraging proprietary in-house and third-party technology.

- **Digital Carriers**: Sell insurance policies and hold (or reinsure) related risk via owned technology infrastructure.

### Business Model Overview
- **Front Office Software**
- **Core Systems Software**
- **Data/Analytics**
- **Marketplace and PCW**
- **Embedded**
- **Digital Brokers/MGAs**
- **Tech-Enabled Services**
- **Digital Carriers**

### Key Segments
- **Selected Vendors**
- **Lines of Business**

A single insurtech may embody multiple business models and insurance lines of business.
How Houlihan Lokey Can Help

Our firm is extremely well-equipped to help our clients navigate opportunity and uncertainty. We respond quickly to challenging situations and are constantly helping clients to analyze, structure, negotiate, and execute the best possible solutions from both a strategic and a financial perspective.

Houlihan Lokey is the trusted advisor to more top decision-makers than any other independent global investment bank.

<table>
<thead>
<tr>
<th>Corporate Finance</th>
<th>Financial Restructuring</th>
<th>Financial and Valuation Advisory</th>
<th>Financial Sponsors Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. 1 Global M&amp;A Advisor for Transactions Under $1 Billion</td>
<td>No. 1 Global Restructuring Advisor</td>
<td>No. 1 Global M&amp;A Fairness Opinion Advisor Over the Past 25 Years</td>
<td>No. 1 Global Advisor to Private Equity Firms</td>
</tr>
<tr>
<td>Leading Capital Markets Advisor</td>
<td>$3.0+ Trillion of Aggregate Transaction Value Completed</td>
<td>$1,000+ Annual Valuation Engagements</td>
<td>1,000+ Sponsors Covered Globally</td>
</tr>
</tbody>
</table>

2022 M&A Advisory Rankings
Global Transactions Under $1 Billion

2022 Global Distressed Debt & Bankruptcy Restructuring Rankings

1998 to 2022 Global M&A Fairness Advisory Rankings

2022 Most Active Investment Banks to Private Equity – Global

1 Houlihan Lokey 381
2 Rothschild 369
3 JP Morgan 217
Source: Refinitiv. Excludes accounting firms and brokers.

1 Houlihan Lokey 58
2 PJT Partners Inc 30
3 Lazard 29
Source: Refinitiv.

1 Houlihan Lokey 1,232
2 JP Morgan 1,030
3 Duff & Phelps, A Kroll Business 938
Source: Refinitiv. Announced or completed transactions.

1 Houlihan Lokey 242
2 Lincoln International 192
3 Deloitte 190
Source: PitchBook.

(1) As of September 30, 2023.
(2) LTM ended June 30, 2023.
We Look Forward to Seeing You!

Below are some of the recent and upcoming FinTech events and conferences.

**Global Tech Conference (U.S.)**
- October 3, 2023
- Lotte New York Palace
- New York, New York

**Financial Services Leadership Summit**
- November 30, 2023
- St. Regis
- New York, New York

**Global Tech Conference (London)**
- March 14, 2024
- London Hilton Park Lane
- London, U.K.

**FINTECH SOUTH**
- September 12–13, 2023
- Atlanta, Georgia

**MONEY 20/20**
- October 23–25, 2023
- Las Vegas, Nevada

**INSURETECH CONNECT**
- October 31 to November 2, 2023
- Las Vegas, Nevada

*Click to Request Invitation*

*Click to Connect*
**Insurance Ecosystem Continues to Expand** (pg. 14)

**P&C Environment Update**

- **Auto Insurance Recalibrating for Shift in Vehicles, Costs, and Driving Behavior** (pg. 15)

- **Hard Market-Altering Composition of Property Insurance** (pg. 16)

- **Rapid Development Within the Cyber Landscape** (pg. 17)

**All-time highs** in cash and investable **assets** held by insurers, insurance **employment**, and **premiums** sold in the U.S. market as of the end of 2022. Financial stature of carriers benefiting from interest rate hikes.

**The auto market** is challenged by shifts in driving habits, vehicle complexity, claim costs, and premium price-sensitive customers. Customer experience and retention are primary focuses alongside garnering more detailed driver data.

**Home and commercial property markets** are experiencing losses from natural catastrophes and litigation alongside rising claim costs. High-risk markets are being exited or paused by carriers as the ability to profitability underwrite remains evasive.

**Cyber insurance** is evolving as rapidly as the underlying threat landscape distribution is hampered by the ability to effectively underwrite while claims and losses mount against surging demand for coverage.
Insurance Ecosystem Continues to Expand

The insurance industry’s scale and reach continue to develop amid macroeconomic volatility.

All-Time High Insurer Assets
Insurance Industry Cash and Invested Assets ($ in Trillions)

- An all-time high of $8.2 trillion of cash and invested assets was reached in 2022, held by U.S. insurance companies.
- CAGR of 5.7% from 2018 to 2022, a 25%-dollar value increase.
- Hold ~77% in interest-bearing or linked assets (e.g., bonds, treasuries, money market, mortgages, and other loans), standing to benefit from interest rates reaching the highest level since the early 2000s.

Growing Employment Despite Industry Consolidation
Insurance Employment (Annual Average in Millions)

- Record employment in the insurance industry reached 2.9 million in 2022.
- CAGR of 1.8% from 2018 to 2022, compared to the U.S. population growth of <1.0% in the same period.
- Agency and broker employment continues to grow, despite consolidation among brokers—more than 4,100 brokerages were acquired from 2018 to 2022 compared to ~800 carriers.

~6% Annual Premium Growth
Direct Written Premium ($ in Trillions)

- Direct written premium reached an all-time high of $1.5 trillion in 2022, after a slight dip in 2020 from life and annuity.
- Recent uplift in part driven by inflationary impact of claims activity.
- The top 10 insurers represented 48% of P&C direct premiums written in 2022, in line with the same composition in 2008 of 49%.
- The top 10 insurers represented 53% of L&A direct premiums written in 2022, showing incremental diversification since 2008’s 58%.

Sources: NAIC, iii., and SP Global.
Auto insurers face multiple challenges in the current environment, with many experiencing significant losses as claim costs outpace rising premiums.

**Changes in Driver Behavior and Claim Characteristics**

Vehicle Miles Traveled (U.S. Market, LTM Moving Average, in Billions)

<table>
<thead>
<tr>
<th>Date</th>
<th>Miles Traveled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec-19</td>
<td>3,285</td>
</tr>
<tr>
<td>Feb-20</td>
<td>3,205</td>
</tr>
<tr>
<td>Jun-23</td>
<td>3,285</td>
</tr>
</tbody>
</table>

- "Miles driven" has recovered from recent lows during COVID-19.
- Commuting-related changes to traffic patterns have resulted in less congestion but have combined with increased distracted driving to change accident and claim characteristics.
- Truck miles are continuing to increase share, driven by online shopping demands.

**More Lethal, Complex, and Costly Vehicles**

Average New Car Cost

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$37K</td>
</tr>
<tr>
<td>2023E</td>
<td>$48K</td>
</tr>
</tbody>
</table>

- The average vehicle has become heavier, more powerful, and more expensive.
- Increasing semiconductor chip utilization and reliance are driven by the growing penetration of new EV sales (18% in 2023E, up from 5% in 2019) and the increasing utilization of electronics in ICE vehicles.
- There is increasing complexity of collision estimation and part procurement; 13 parts are now required for an average repairable claim, up from 10 parts in 2018.

**More Expensive Claims**

Total Collision Cost (Average Collision and Liability (Excluding Casualty), $ Actual)

- Material increases in all key repair cost variables; parts volume and cost, labor hours and cost, scan and calibration operations.
- Labor shortages are lengthening cycle times.
- Related medical casualty severity has also increased across most procedure categories.

**Auto Premiums Are Up More Than 20% in 2023**

Car Insurance Cost (Annual Average, $ Actual)

- Auto premiums have increased dramatically in 2023 as carriers combat rising costs and change claim dynamics, resulting in severe losses.
- Policy and coverage retention are under pressure as customers shop around for better rates or decrease coverage to mitigate increases.
- Increasing appetite by customers for UBI and telematics helps lower costs.

Sources: CCC, U.S. Federal Highway Administration, Statista, IEA, and Insurify.
$100+ Billion Natural Catastrophe Insured Losses
Insured Property Losses From Natural Catastrophes (U.S. Market, $ in Billions)

- Changing climate and claim severity patterns impact insurers’ ability to assess risk and price effectively within regulatory limits.
- The 2020–2023 average of $93 billion insured losses annually is up dramatically from the 2013–2019 average of $47 billion (or $33 billion excluding 2017), equating to ~$200 billion of incremental losses.
- Insurers are actively reassessing their ability to insure areas with significant catastrophe exposure, especially in Florida and California (two of the top three U.S. markets).

Homeowner’s Premiums Are Up 9% in 2023
Home Insurance Premiums (U.S. Average, $ Actual)

- Inflation and increased material and labor costs are driving property repair and replacement claim expenses higher.
- Many policyholders are re-evaluating coverage levels they need to help offset the rise in expense, impacting renewals and retention.
- Property in very high-risk areas pays ~2.5x more for coverage relative to low-risk areas (i.e., exposed to natural disaster or not).

Rise in Insurance Litigation
Home Insurance Litigation (U.S.; Cases Filed by Year)

- Higher repair and replacement costs are enabling more claims to meet the value threshold for property litigation.
- Natural catastrophes (especially hurricanes) are associated with litigation rise. Industry experts suspect increased fraud also plays a significant role.
- 77% of cases result in settlements, a high rate that may be a catalyst to increased insurance litigation funding.

Sources: iii, Lex Machina, Insurify, and Forbes.
Rapid Development Within the Cyber Landscape

The fastest-growing sector in the global insurance market is facing severe headwinds, despite surging demand.

**Fastest Growing Line of Business...**

Global Cyber Insurance Gross Written Premium ($ in Billions)

Cyber insurance is the fastest-growing insurance line today, as businesses seek to protect their IT infrastructure, digital products, and data against increasingly costly cyberattacks.

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Written Premium</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$2</td>
</tr>
<tr>
<td>2025E</td>
<td>$21</td>
</tr>
</tbody>
</table>

$25% CAGR

**...Facing Fundamental Challenges to Acceleration**

- **Rise in claims**, resulting in **large losses** for insurers and higher premiums.
- **Limited scope and duration of cyber data** to enable accurate underwriting.
- **Rapid and continuous evolution** of threat landscape and risks.
- **GenAI as a dynamic and powerful tool** for attackers.
- **Uncertainty from policyholders** on what is specifically covered.
- **Lack of standardized definitions** of cyber risk.

**Cyber Attack Intensity Increasing**

Global Cybercrime Losses ($ in Trillions)

Enterprise Software Supply Chain Attack (% of Enterprises Attacked)

<table>
<thead>
<tr>
<th>Year</th>
<th>Losses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>$8</td>
</tr>
<tr>
<td>2023</td>
<td>$11</td>
</tr>
<tr>
<td>2027</td>
<td>$24</td>
</tr>
</tbody>
</table>

$25% CAGR

<table>
<thead>
<tr>
<th>Year</th>
<th>Supply Chain Attack</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>15%</td>
</tr>
<tr>
<td>2025</td>
<td>45%</td>
</tr>
</tbody>
</table>

3x increase

**Cybersecurity and Cyber Insurance Convergence**

- **Measures taken to protect business systems**, networks, and sensitive data from cyberattacks can include firewalls, anti-virus, two-factor authentication, or employee training.
- **Financial resources to aid in cyberattack recovery** can include funding for forensic investigations, data restoration, PR, or helping meet regulatory requirements.

KEY TECHNOLOGY ADOPTION FACTORS AND THEMES DRIVING INSURTECH INVESTMENT
Significant Tech Adoption Occurring Throughout the Insurance Value Chain

Front-office, core software, and data/analytics vendors remain in high demand and offer many entry points for investors and consolidators alike.

Key Investment Themes

A  Front-Office and Distribution Optimization (pg. 22)
- Agent Empowerment
- Embedded and Integrated
- Digital Engagement

B  Core System Modernization (pg. 23)
- Payment Innovation
- Claims Automation
- Modularity/Microservices

C  Data and Analytics Optimizing Full Value Chain (pg. 24)
- New and Novel Datasets
- Predictive Analytics and GenAI
- UW and Pricing

Resilience and Acceleration of Tech Spend and Adoption (pg. 20)
Spending by carriers and brokers is growing at a 13%+ CAGR for external software—driven by secular forces and a technology and data-powered arms race—while internal IT spending remains roughly flat.

Technology Transformation in Insurance Is in Early Stages (pg. 21)
“InsurTech 2.0” is well underway, with “3.0” trends beginning to surface.
Resilience and Acceleration of Tech Spend and Adoption

Strong forces driving technology adoption within insurance as spending patterns indicate clear (nearly exclusive focus) of new spend on external vendor solutions.

$100 Billion of External Tech Spend by 2027

North America Insurer, Reinsurer, Broker Enterprise IT Spend (P&C and Life, $ in Billions)

Factors Driving Accelerating External Spend

Legacy Constraints
- Complex, disjointed legacy systems can’t address modern needs and are costly to upkeep.
- IT turnover and related skilled IT labor shortages (and/or cost inefficiencies).
- Increasing cyber risk and exposure.
- Evolving regulatory landscape and operational burden.

Shifting Environment
- Engagement and product shift to digital—but human touch is still required.
- “Digital-native, mobile-first” with Amazon’s benchmark of immediacy/personalization.
- Risk environment evolving from changes in climate, driving, cyber, mortality, and more.
- Cohort of aging agents, brokers, and executives.

Evolving Competition
- Rise of digital-native and digital-first carriers, MGAs, and brokers.
- Third-party software, data, and tech services have never been more accessible.
- De-bundling (and re-bundling) of both product suites and workflow segments.
- Technology-spurred arms race is underway.

New Opportunities
- New product opportunities emerging, speed of development and launch is critical.
- Existing product evolution and velocity of updates.
- Greater data depth, accuracy, portability, and analytics to improve the entire value chain.
- Access to new/incremental demand via digital distribution partners.

Sources: Gartner and Datos Insights.
## Key Emerging Topics

The insurance ecosystem is experiencing rapid acceleration in new/modern technological capabilities across all parts of the value chain; fullsome utilization is progressing with significant room for further adoption.

<table>
<thead>
<tr>
<th>Financial</th>
<th>“InsurTech 1.0”</th>
<th>“InsurTech 2.0”</th>
<th>Key Emerging Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>Growth at all costs, rapid scaling No. 1 priority</td>
<td>No. 1 profitable underwriting No. 2 growth</td>
<td>Growth and profit joint No. 1</td>
</tr>
<tr>
<td>Lines of Business</td>
<td>Focus on simpler, lower-ticket personal lines</td>
<td>Bigger-ticket, more complex commercial and specialty lines</td>
<td>Convergence of LOB and adjacent financial and risk ecosystems, cyber</td>
</tr>
<tr>
<td>Customer Acquisition</td>
<td>High, volatile CAC</td>
<td>Sustainable, predictable CAC</td>
<td>Customer ownership amid multi-channel acquisition; human-optimized digital journey</td>
</tr>
<tr>
<td>Distribution</td>
<td>Direct-to-consumer, online marketplaces</td>
<td>Agent empowerment, MGAs, and embedded channel</td>
<td>Vertical integration and administration</td>
</tr>
<tr>
<td>Key Areas of Innovation</td>
<td>Customer acquisition, LOB unbundling</td>
<td>Workflow unbundling; post-bind (especially claims), new datasets, and payments</td>
<td>System of record, data portability, GenAI, and customer retention</td>
</tr>
<tr>
<td>Product</td>
<td>Commoditized, standard rates and forms</td>
<td>Actuarial-led R&amp;D, underwriting innovation, and claims automation</td>
<td>Connectivity and true vendor integration</td>
</tr>
<tr>
<td>Ecosystem</td>
<td>Point solutions</td>
<td>Marketplaces and APIs</td>
<td>Data pooling, cooperation, and standardization; carrier-broker connection</td>
</tr>
<tr>
<td>Founders/Management</td>
<td>Generalist tech entrepreneurs</td>
<td>Industry vets and startup talent</td>
<td>Industry vets and focused tech entrepreneurs</td>
</tr>
<tr>
<td>Balance Sheet Risk</td>
<td>Full stack carrier models</td>
<td>Tech-driven MGAs/enhanced underwriting</td>
<td>New product appetite, increase in MGA risk-taking, and ability to better address cat zones</td>
</tr>
</tbody>
</table>
Investment Themes: Front-Office and Distribution Optimization

Distribution is increasingly complex yet remains rich with technology-led opportunities.

Themes Driving Front-Office Software and Digital Distribution Investment

- Despite pressure from direct-to-consumer, the complexity of the insurance buying process drives persistent consumer demand for value-added human touch.
- Software and data are helping agents enhance engagement and relevancy across all digital channels as well as automate low-value and repetitive activities (e.g., form filling).
- Leverage existing customer relationships and buying processes of insurance-relevant products to include insurance as a feature, unlocking opportunities for high-margin and high-growth revenue opportunities for partners and insurers alike.
- “Vertical integration” is emerging via distribution and administration capabilities built into vertical software platforms, adding incremental revenue and enterprise functionality.
- Carriers and brokers are increasing investment in optimizing customer experience to build stronger brand loyalty and better retention and identify cross/upsell opportunities.
- Enhanced retention and LTV and better alignment of risk holding can be achieved by modern, multi-channel digital communication and personalization/consumer analytics as well as enhanced self-service capabilities.

Illustrative Tech Distribution Framework

Representative Transactions

**Foxen**  
Raised capital from  
Summit and others  
Embedded Property Insurance  
Front-Office SaaS for Benefits and P&C

**evertree**  
Raised capital from  
Integrum  
Tech-Enabled Personal Lines Agency  
Agency Management for Health and Life

**openforce**  
Raised capital from  
Riverside and others  
1099 Management and Insurance Policy Admin SaaS  
Front-Office SaaS for Agents and Brokers

**ZYWAVE**  
Acquired by  
Front-Office SaaS for Benefits and P&C

**agencybloc**  
Acquired by  
Resurgens Technology Partners  
Agency Management for Health and Life

**sureify**  
Acquired by  
Aspen Capital Group and others  
Front-Office SaaS for Agents and Brokers
Modernization of insurance core systems is critical to sustainably compete for and serve customers in the current environment.

**Themes Driving Investment in Core Systems**

- **Payment Innovation**
  - Fragmentation of distribution and claims workflow creating challenges for traditional billing and payment workflow beyond product complexity such as PAYG, UBI, and premium financing.
  - Digital and automated collection, sending and settlement of premium, commission, and claim payments can improve customer experience and retention as well as cash flow dynamics for agents, brokers, and carriers.

- **Claims Automation**
  - Tech-led automation can dramatically improve the speed, accuracy, and cost of claims processing from FNOL to subrogation—improving customer satisfaction and profitability.
  - Computer vision, especially for physical damage, and new data and analytics drive automated estimation and empower adjuster productivity to drive faster repair and procurement processes.

- **Modularity/Microservices**
  - Modular and microservice-oriented core software help carriers to move more quickly and flexibly to improve administration and product development outcomes.
  - Enhances ability to launch new insurance products quickly as well as more readily adapt and integrate emerging and new vendor solutions.
  - Can reduce the burden of development on IT and drop development cycles from months to days through low/no-code capabilities.

**Core Comprising Numerous Integrated Functions**

(1) Houlihan Lokey adaptation of graphic originally developed by Novarica.

**Representative Transactions**

- **socotra raised capital from INSI D R T N S U I T H N K S**
  - Modern Insurance Core Software

- **safekeep acquired by CCC**
  - P&C Claim Subrogation Software

- **OneShield raised capital from PACIFIC LAKE PARTNERS**
  - P&C Policy Admin Software

- **epay policy acquired by Serent CAPITAL**
  - Insurance Payments Software

- **FAST acquired by Verisk**
  - Modular Policy Admin Software for L&A

- **PCMI acquired by Equality Asset Management**
  - Specialty Lines Admin Software
**Investment Themes:** Data and Analytics Optimizing Full Value Chain

Data and related analytics capabilities are a key battleground for vendor and ecosystem participants alike, with the ability to materially impact each value chain segment from customer targeting to claims processing.

**Themes Driving Investment in Data and Analytics**

- **New and Novel Datasets**
  - New datasets, such as those garnered from telematics, IoT, computer vision, and the social internet, offer valuable novel sightline into personal and business behavior.
  - Nascent lines such as cyber insurance are largely without decades of actuarial and run loss data that lines of business such as life, auto, and property rely on—prompting the need for new data capture, monitoring, and analytics.

- **Predictive Analytics and GenAI**
  - Fueled by advancements in computing power and accessibility of both structured and unstructured data, predictive analytics and GenAI are being aggressively adopted.
  - Key uses today include fraud prevention and risk assessment with increasing utilization for customer targeting, lifecycle management/personalization, and enhanced self-service.

- **UW and Pricing Enhancement**
  - Responding quickly to market movement with the latest risk and pricing data is imperative in a dynamic internal and external environment.
  - Vendors offer real-time creation of personalized product offers and pricing that account for a wide variety of customer risk factors while allowing carriers and brokers to monitor deployed rates and adapt new pricing strategies.

**Rapid Growth in Analytics**

Insurance Analytics Market ($ in Billions)

- 2020: $8.8
- 2026: $20.6 (15% CAGR)

**Data Is Jet Fuel for Analytics**

Characteristics of High-Quality Data

- Accurate
- Complete
- Consistent
- Timely
- Reliable
- Precise
- Valid
- Accessible
- Portable
- Novel

**Representative Transactions**

- **Groundspeed**
  - Underwriting AI for Commercial Insurance
  - Acquired by **InsureTech Quantified**

- **HazardHub**
  - Risk Data for P&C Assessment & Underwriting
  - Acquired by **Guidewire**

- **earnix**
  - Enterprise Pricing and Rating Engine
  - Raised capital from **Insight Partners** and others

- **CyberCube**
  - Cyber Risk Analytics SaaS
  - Raised capital from **Morgan Stanley** and others

- **CARPE DATA**
  - Alternative Risk Prediction Data
  - Acquired by **Clara Analytics**

- **CLARA**
  - Casualty Claims Intelligence Platform
  - Raised capital from **Spring Lake Equity Partners** and others

**Sources:** MarketsandMarkets, ChatGPT response to prompt for “characteristics of high-quality data.”
MARKET MAPS: CONSOLIDATORS, SPONSORS, AND VENDORS
Strategic Consolidation Remains Highly Active as Major Platforms Aggressively Bolster Their Platforms via M&A

Representative Insurance Software and Data/Analytics Consolidators

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>acturis</strong>&lt;br&gt;Founders</td>
<td>$150M+</td>
</tr>
<tr>
<td>2019</td>
<td>2021</td>
</tr>
<tr>
<td>2017</td>
<td>2023</td>
</tr>
<tr>
<td><strong>equisoft</strong>&lt;br&gt;Founders + Growth Investors</td>
<td>$150M+</td>
</tr>
<tr>
<td>2019</td>
<td>2019</td>
</tr>
<tr>
<td>2018</td>
<td>2016</td>
</tr>
<tr>
<td><strong>GUIDEWIRE</strong>&lt;br&gt;RetireWare</td>
<td>$880M+</td>
</tr>
<tr>
<td>2016</td>
<td>2021</td>
</tr>
<tr>
<td>2022</td>
<td>2021</td>
</tr>
<tr>
<td><strong>insurity</strong>&lt;br&gt;GI PARTNERS</td>
<td>$300M+</td>
</tr>
<tr>
<td>2021</td>
<td>2019</td>
</tr>
<tr>
<td>2016</td>
<td>2020</td>
</tr>
<tr>
<td><strong>IPipeline</strong>&lt;br&gt;NASDAQ:ROP</td>
<td>$200M+</td>
</tr>
<tr>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>2017</td>
<td>2020</td>
</tr>
<tr>
<td><strong>majesco</strong>&lt;br&gt;THOMABRAVO</td>
<td>$250M+</td>
</tr>
<tr>
<td>2021</td>
<td>2019</td>
</tr>
<tr>
<td>2022</td>
<td>2021</td>
</tr>
<tr>
<td><strong>SAPIENS</strong>&lt;br&gt;NASDAQ:SPNS</td>
<td>$490M+</td>
</tr>
<tr>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>2017</td>
<td>2016</td>
</tr>
<tr>
<td><strong>Verisk</strong>&lt;br&gt;NASDAQ:VRSK</td>
<td>$2,300M+</td>
</tr>
<tr>
<td>2021</td>
<td>2016</td>
</tr>
<tr>
<td>2017</td>
<td>2018</td>
</tr>
<tr>
<td>2019</td>
<td>2020</td>
</tr>
<tr>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td><strong>ZYwave</strong>&lt;br&gt;SInlining</td>
<td>$200M+</td>
</tr>
<tr>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>2022</td>
<td>2023</td>
</tr>
</tbody>
</table>

Note: Selected, non-exhaustive acquisitions depicted from January 2015 to September 2023.
*Denotes minority investment.
InsurTech SponsorScape: Investor Field Is Broad and Diversified
Selected independent insurance technology companies (public, investor-backed, and private).

**Front-Office Software**

- **$100M+ Revenue**
  - Applied
  - Equisoft
  - Pipeline
  - Kissterra
  - Vertafore
  - ZYWAVE

- **< $100M Revenue**
  - AgencyBloc
  - AgentSync
  - Bindable
  - Convera
  - enab
  - EasySend
  - fmgsuite
  - HawkSoft
  - Hexure
  - Insly
  - Layr
  - Novidea
  - Qover
  - Ripe
  - Suresif
  - ThinkSurance
  - Dimensional Technologies
  - Zelros

**Core System Software**

- **$100M+ Revenue**
  - Acturis
  - Benefitfocus
  - Businesssolver
  - Duck Creek Technologies
  - Guidewire
  - Ebix
  - FINEOS
  - FIS
  - Insurify
  - Keylane
  - Majesco
  - Origami Risk
  - PLANSOURCE
  - RGI
  - Riskconnect
  - Sapiens
  - Unqork
  - Vitech
  - Zenefits
  - Zinnic

- **< $100M Revenue**
  - AccessoSoft
  - Azentio
  - Bestow
  - BriteCore
  - Calcfusion
  - Corestream
  - DRC
  - Fadata
  - Finys
  - Illumifin
  - Innovation Group
  - Innoveo
  - Instanda
  - Lumera
  - Open Gi
  - Openforce
  - OneShield
  - PCMI
  - PCMS
  - Profit
  - SimpleSauce
  - Socotra
  - Thinktum
  - Ventiv
  - Waterstreet Financial

**Data and Analytics**

- **Underwriting, Claims, and Fraud**
  - Claimant
  - Akura
  - CarpeData
  - Clara
  - Concur
  - ConvR
  - Earnix
  - EvolutionIQ
  - Federato
  - Fenris
  - Friss
  - GradientAI
  - Ideon
  - IQ
  - Planck
  - Pliable
  - Reask
  - SHIFT
  - Verisk

- **Property/Environmental/Climate/Hazard**
  - Archipelago
  - Arturo
  - Athenium Analytics
  - ATOM
  - Betterview
  - Cape
  - CoreLogic
  - EagleView
  - Hover
  - Nearmap
  - Praedicat
  - Technosyve
  - True
  - Zesty

**Auto/Telematics**

- **Cyber**

- **Payments/Billing**

Note: Certain vendors offer solutions across multiple landscape segments and are shown within their primary/native focus area.

Public company or parentco
Selected **independent** insurance technology companies (public, investor-backed, and private).

**Digital Distribution**

- Assurify
- Bolt:tech
- Boost
- Briza
- Coverdash
- Clyde
- CoverGenius
- domino
- Hepster
- Inshur
- Insurify
- Polly
- Porch
- REIN
- Storable
- Sure
- Trellis
- Wrisk

**Embedded/Integrated**

- Acheel
- Assurify
- Branch
- Bamboo
- Canopy
- Clevera
- Clearcover
- Cover
- Covertree
- Element
- Evertree
- Foxen
- GetCovered
- Goosehead
- Hippo
- Honey
- Honeycomb
- Jetty
- Kin
- Leap
- LeaseLock
core
- Lemonade
- Openly
- Orion
- Palomar
- Raincoat
- Rhino
- Roost
- ROOT
- SAGE
- Sore
- Slide
- Super
- Swift
- theQuarantines
- TypTap
- Urban jungle
- WeFox

**Marketplace/PCW**

- AWE
- Compara
- Covered
- EverQuote
- Jerry
- MediaAlpha
- NextGen Leads
- Nsure.com
- NetRisks
- QuinStreet
- RateHub.co
- SelectQuote
- Varo
- Zebra

**Digital Carriers, Brokers, and MGAs**

**Homeowners, Renters, and Personal Auto**

- Acheel
- Assurify
- Branch
- Bamboo
- Canopy
- Clevera
- Clearcover
- Cover
- Covertree
- Element
- Evertree
- Foxen
- GetCovered
- Goosehead
- Hippo
- Honey
- Honeycomb
- Jetty
- Kin
- Leap
- LeaseLock
core
- Lemonade
- Openly
- Orion
- Palomar
- Raincoat
- Rhino
- Roost
- ROOT
- SAGE
- Sore
- Slide
- Super
- Swift
- theQuarantines
- TypTap
- Urban jungle
- WeFox

**Life, Health, and Benefits**

- Acheel
- Assurify
- Branch
- Bamboo
- Canopy
- Clevera
- Clearcover
- Cover
- Covertree
- Element
- Evertree
- Foxen
- GetCovered
- Goosehead
- Hippo
- Honey
- Honeycomb
- Jetty
- Kin
- Leap
- LeaseLock
core
- Lemonade
- Openly
- Orion
- Palomar
- Raincoat
- Rhino
- Roost
- ROOT
- SAGE
- Sore
- Slide
- Super
- Swift
- theQuarantines
- TypTap
- Urban jungle
- WeFox

**Vacation/Travel**

- Acheel
- Assurify
- Branch
- Bamboo
- Canopy
- Clevera
- Clearcover
- Cover
- Covertree
- Element
- Evertree
- Foxen
- GetCovered
- Goosehead
- Hippo
- Honey
- Honeycomb
- Jetty
- Kin
- Leap
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- Raincoat
- Rhino
- Roost
- ROOT
- SAGE
- Sore
- Slide
- Super
- Swift
- theQuarantines
- TypTap
- Urban jungle
- WeFox

**Pet**

- Acheel
- Assurify
- Branch
- Bamboo
- Canopy
- Clevera
- Clearcover
- Cover
- Covertree
- Element
- Evertree
- Foxen
- GetCovered
- Goosehead
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- Raincoat
- Rhino
- Roost
- ROOT
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- Sore
- Slide
- Super
- Swift
- theQuarantines
- TypTap
- Urban jungle
- WeFox

**Note:** Certain vendors offer solutions across multiple landscape segments and are shown within their primary/native focus area.
Insurance Technology Landscape: Vendors (cont.)

Selected insurance technology companies (public, investor-backed, and private).

### Tech-Enabled Services

#### Specialized Consulting and Engineering
- Delta
- EFI Global
- Engle Martin
- ENVISTA Forensics
- JS Held
- Young
ingen</p>

#### P&C Claims: Field Adjusting
- Allianz
- ACCU Serve
- Allstate
- Colony
- Cross Country
- Crawford
- CUSTARD
- ELC
- Hancock
- Leader
- LEGION
- MED AMERICA
- Pacesetter
- Pit
c
- Renfro
- Wardlaw

### Absence, Disability, and Workers Comp TPAs
- Absence Plus
- Broadspire
- Calamari
- CORVEL
- Olight
- ReedGroup
- SwipeClock

### Benefits Administration
- avesis
- BRZ
- bswift
- Employess
- FIA
- Optima
- Selerix
- SkyGen
- 4solved
- Workterra
- Wex

### Large, Diversified Players
- Aon
- Charles Taylor
- Crawford
- Davies
- ESIS
- McLaren
- Sedgwick
- Willis Towers Watson

### Global IT Services Platforms
- Accenture
- Atos
- Capita
- CGI
- Cognizant
- DXC
- EXL
- Genpact
- HCL
- Infosys
- Mphasis
- TCS
- Virtusa

---

Note: Certain vendors offer solutions across multiple landscape segments and are shown within their primary/native focus area.
**Market Commentary Indicates Persistence of Strong Investor and Consolidator Interest in InsurTech Sector**

**Houlihan Lokey Key Observations:** Despite end market challenges, the appetite for insurtech assets across the investor and acquirer universe remains strong as strategic consolidation continues, and growth and buyout investors actively seek entry points while sitting on significant dry powder.

<table>
<thead>
<tr>
<th>Venture/Growth</th>
<th>Private Equity/Buyout</th>
<th>Strategic Consolidators</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;True tech adoption is still in early stages in insurance relative to other sectors; we expect long-term opportunity to generate returns.&quot;</td>
<td>&quot;Current market represents a <strong>good opportunity for bolt-ons</strong> for existing platforms, although diligence and fit hurdles remain high...&quot;</td>
<td>&quot;<strong>Challenging to acquire ‘two-steps removed’</strong> from the core offering (either product, geography, or line of business)...&quot;</td>
</tr>
<tr>
<td>&quot;The dam is about to burst...legacy systems causing <strong>constraints on modernization and competitive ability</strong>...&quot;</td>
<td>&quot;<strong>Bidding time</strong> as expected, a selection of high-growth companies burning cash have already or will soon run into capital constraints...&quot;</td>
<td>&quot;Synergy upside, both revenue and cost, are table stakes. <strong>Preference for synergy case already realized</strong> (via a partnership or recent customer engagement)...&quot;</td>
</tr>
<tr>
<td>&quot;Long list of improvements by technology to insurance <strong>yet to be explored</strong>...&quot;</td>
<td>&quot;Believe there is a <strong>cohort of (PE) platform opportunities that is self-sidelined</strong> until valuation environment returns to neutral-to-seller friendly.&quot;</td>
<td>&quot;<strong>Breakeven or highly visible path to profitability at a minimum—minimal appetite for ongoing cash burn/earnings dilution</strong>...&quot;</td>
</tr>
<tr>
<td>&quot;More <strong>conservatively approaching business model assessment</strong> and sustainability of forecast metrics such as CAC and pipeline conversion...&quot;</td>
<td>&quot;<strong>Actively monitoring renewal trends</strong> of prospects as an indication of developing competitive advantages...&quot;</td>
<td>&quot;<strong>Openness to equity deals and/or earnout structures help achieve higher total valuation.</strong>&quot;</td>
</tr>
</tbody>
</table>
**InsurTech M&A and Growth Activity Down to Pre-Covid Levels Contrasting InsurTech Public Company Share Price Index Outperforming Broader Market**

### Public Company Trading

**Median Valuation Multiples**

<table>
<thead>
<tr>
<th>Sector</th>
<th>EV/2023E Revenue</th>
<th>EV/2023E EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software and Data/Analytics</td>
<td>7.9x</td>
<td>25.9x</td>
</tr>
<tr>
<td>Tech-Enabled Services/Outsourcing</td>
<td>3.9x</td>
<td>15.8x</td>
</tr>
<tr>
<td>Digital Distribution</td>
<td>1.1x</td>
<td>13.8x</td>
</tr>
<tr>
<td>Digital Carriers</td>
<td>0.9x</td>
<td>n.m.f.</td>
</tr>
</tbody>
</table>

### Mergers and Acquisitions

**Annual Deal Count**

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>Q3 '23 Run Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mergers and Acquisitions</td>
<td>127</td>
<td>109</td>
<td>102</td>
<td>167</td>
<td>140</td>
<td>129 Avg. Volume</td>
</tr>
</tbody>
</table>

### Growth and Venture Capital

**Annual Deal Count**

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>Q3 '23 Run Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth and Venture Capital</td>
<td>472</td>
<td>482</td>
<td>526</td>
<td>755</td>
<td>623</td>
<td>572 Avg. Volume</td>
</tr>
</tbody>
</table>

---

- Business model is a key factor for recent insurtech public company performance divergence.
- Software and data/analytics index has traded up 44% YTD, accelerating following the Duck Creek take-private in Q1 '23.
- Digital carriers and digital distribution remain under share price pressure, trading at 78% and 76% of LTM highs and 10% and 23% of L3YR highs, respectively.
- Tech-enabled services/outsourcing, while not experiencing as significant of a bump during the COVID-19 run-up, have performed strongest since Q1 '22.
- There is a growing backlog of potential IPO candidates in insurtech sector as public markets remain volatile.

---

- Market remains active for strategic acquisitions and PE-backed bolt-ons; however, at a lower volume target diligence scrutiny and (generally) lower valuation multiples.
- We anticipate M&A deal activity to return (especially on the PE platform side) to normal and potentially beyond recent averages as market conditions stabilize, acquirer demand intensifies, and the owner’s willingness to engage thaws.
- Featured control deals/acquisitions YTD include:

  - [Duck Creek](#) acquired by [Mountainaska](#)
  - [Polygion](#) acquired by [Insurify](#)
  - [Vista](#) acquired by [Groov](#)
  - [Verisk](#) acquired by [Gringam Risk](#)

---

- There is a slowdown in deal activity within the growth and venture deal segment, with this year’s deal volume expected to decline from both 2022 (down 28%) and the past five-year average (down 22%).
- Similar to M&A, announced deals are smaller in dollars invested and valuation.
- Despite market headwinds, we estimate that more than 440 growth and venture deals will be announced in 2023, funding 400+ companies.
- Featured growth and venture deals YTD include:

  - [Resilience](#) led by [Jerry](#) (Lead Investor)
  - [Xcelera](#) led by [Resilience](#) (Lead Investor)
  - [Gravie](#) led by [Equisoft](#) (Lead Investor)
  - [Claria](#) led by [Lonewolf](#) (Lead Investor)
InsurTech Mergers and Acquisitions

Active, but stifled, consolidation.

M&A Activity

Deal Count and Contribution by Type

- PE Buyout and Bolt-ons
- Strategic Acquisition
- De-SPAC

<table>
<thead>
<tr>
<th>Year</th>
<th>PE Buyout and Bolt-ons</th>
<th>Strategic Acquisition</th>
<th>De-SPAC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>127</td>
<td>0</td>
<td>109</td>
<td>346</td>
</tr>
<tr>
<td>2019</td>
<td>83</td>
<td>53</td>
<td>102</td>
<td>208</td>
</tr>
<tr>
<td>2020</td>
<td>54</td>
<td>33</td>
<td>102</td>
<td>189</td>
</tr>
<tr>
<td>2021</td>
<td>108</td>
<td>99</td>
<td>2</td>
<td>205</td>
</tr>
<tr>
<td>2022</td>
<td>140</td>
<td>2</td>
<td>0</td>
<td>142</td>
</tr>
<tr>
<td>2023</td>
<td>0</td>
<td>1</td>
<td>105</td>
<td>116</td>
</tr>
</tbody>
</table>

Deal Count and Contribution by Target Region (1)

- U.S.
- EUR and U.K.
- Other

<table>
<thead>
<tr>
<th>Year</th>
<th>U.S.</th>
<th>EUR and U.K.</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>167</td>
<td>58</td>
<td>33</td>
<td>258</td>
</tr>
<tr>
<td>2019</td>
<td>58</td>
<td>38</td>
<td>16</td>
<td>112</td>
</tr>
<tr>
<td>2020</td>
<td>31</td>
<td>30</td>
<td>61</td>
<td>122</td>
</tr>
<tr>
<td>2021</td>
<td>10</td>
<td>35</td>
<td>62</td>
<td>107</td>
</tr>
<tr>
<td>2022</td>
<td>20</td>
<td>35</td>
<td>58</td>
<td>103</td>
</tr>
<tr>
<td>2023</td>
<td>33</td>
<td>42</td>
<td>33</td>
<td>108</td>
</tr>
</tbody>
</table>

- More than 700 insurtech M&A transactions were reported from January 2018 to September 2023.
- The vast majority of deals are for software, data, digital distribution, and tech-enabled services companies with lesser activity across digital carriers.
- Market remains active and open for takeover deals in the current environment; however, the volume of deals in 2023 is expected to be down 25% YoY from 2022 and down 19% against the past five-year average deal count based on YTD run rate projection.
- (Non-PE) strategic acquisitions represented ~64% of total control deal volume since 2018, with PE buyouts and bolt-ons comprising ~34%. De-SPACs represented ~2%.
- M&A deal valuation multiples saw a recent peak in late 2021/early 2022, with valuations falling on average as macroeconomic volatility increased, public comparables traded down from recent highs, and interest rates tempered both willingness and ability to maintain the prior valuation levels.
- We anticipate control deal activity to return to normal and potentially beyond recent averages as market conditions stabilize, acquirer demand intensifies, and owner willingness to engage thaws.

Source: PitchBook.
Notes: Completed deals only. Data is non-exhaustive but highly representative of market trends.
(1) Other includes APAC, MEA, Central, and South America.
## Selected InsurTech M&A Activity (YTD 2023)

Buyer composition remains stable despite lower deal volume.

<table>
<thead>
<tr>
<th>Date</th>
<th>Target</th>
<th>Target Description</th>
<th>Target Country</th>
<th>Acquirer</th>
<th>Acquirer Type</th>
<th>Acquirer Country</th>
<th>EV ($M)</th>
<th>Revenue Multiple</th>
<th>EBITDA Multiple</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept.</td>
<td>Vive</td>
<td>Quoting and e-submission platform for term life insurance</td>
<td>USA</td>
<td>Hexure</td>
<td>Strategic</td>
<td>USA</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Sept.</td>
<td>Insure Inc</td>
<td>Software to optimize the entire business cycle from applications to policy issues</td>
<td>USA</td>
<td>Thinktum</td>
<td>Strategic</td>
<td>CA</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Sept.</td>
<td>Backdrop</td>
<td>Operator of an online boat insurance firm for the marine industry</td>
<td>UK</td>
<td>Origami Risk</td>
<td>Strategic</td>
<td>UK</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Sept.</td>
<td>DAIS</td>
<td>Advisory platform that enables insurance companies to make profitable deals</td>
<td>UK</td>
<td>Acturis</td>
<td>Strategic</td>
<td>UK</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Aug.</td>
<td>Groundspeed</td>
<td>Digital client application and renewal engagement platform for agencies</td>
<td>UK</td>
<td>Insurance Quantified</td>
<td>Strategic</td>
<td>UK</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>June</td>
<td>loko</td>
<td>Online/DTC property insurance platform</td>
<td>DE</td>
<td>Admiral Group (LON:ADM)</td>
<td>Strategic</td>
<td>UK</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>June</td>
<td>Engineering Inc</td>
<td>Core software P&amp;C MGAs, carriers, brokers, and administrators</td>
<td>USA</td>
<td>XDimensional</td>
<td>Strategic</td>
<td>US</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>June</td>
<td>Aptia</td>
<td>Employee benefits and pensions administration services</td>
<td>US</td>
<td>Bain Capital</td>
<td>PE</td>
<td>US</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>May</td>
<td>WIDE</td>
<td>Technology-led insurance brokerage services</td>
<td>CA</td>
<td>Polen Street Capital</td>
<td>PE</td>
<td>UK</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>May</td>
<td>PrepXIC</td>
<td>AI-driven value-based care platform for health plans and provider groups</td>
<td>US</td>
<td>New Mountain Capital</td>
<td>PE</td>
<td>US</td>
<td>$280</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Apr.</td>
<td>Policy genius</td>
<td>Online insurance marketplace for personal lines</td>
<td>US</td>
<td>Zinnia</td>
<td>Strategic</td>
<td>US</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Apr.</td>
<td>By Miles</td>
<td>MGA and provider of real-time usage-based insurance</td>
<td>UK</td>
<td>Direct Line (LON:DLG)</td>
<td>Strategic</td>
<td>UK</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Apr.</td>
<td>ease</td>
<td>Benefits enrollment software platform for brokers and employers</td>
<td>UK</td>
<td>Employee Navigator</td>
<td>Strategic</td>
<td>US</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Mar.</td>
<td>Human API</td>
<td>Online marketplace for auto insurance comparison</td>
<td>US</td>
<td>Insurify</td>
<td>Strategic</td>
<td>US</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Mar.</td>
<td>AMODIO</td>
<td>Insurance telematics for customer behavior analytics</td>
<td>US</td>
<td>Cambridge Mobile Telematics</td>
<td>Strategic</td>
<td>US</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Jan.</td>
<td>Prima</td>
<td>Cloud-based core software for P&amp;C and L&amp;H</td>
<td>CA</td>
<td>TTS/Constellation (TSE-CSU)</td>
<td>Strategic</td>
<td>CA</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Jan.</td>
<td>Anorak</td>
<td>Automated life insurance platform</td>
<td>UK</td>
<td>CLARK Group</td>
<td>Strategic</td>
<td>DE</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Jan.</td>
<td>Duck Creek Technologies</td>
<td>Core software solutions for P&amp;C carriers, brokers, and MGAs</td>
<td>UK</td>
<td>Vista Equity</td>
<td>PE</td>
<td>US</td>
<td>$2,612</td>
<td>7.8x (2023 E)</td>
<td>--</td>
</tr>
<tr>
<td>Jan.</td>
<td>Inburse</td>
<td>Tech-enabled insurance claim management services</td>
<td>IN</td>
<td>Rivean Capital</td>
<td>PE</td>
<td>IN</td>
<td>$429</td>
<td>--</td>
<td>16.0x (CFY Estimate)</td>
</tr>
<tr>
<td>Jan.</td>
<td>IMBUSE</td>
<td>Software platform for access to the global payment ecosystem</td>
<td>CH</td>
<td>Duck Creek</td>
<td>Strategic</td>
<td>US</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>

Sources: PitchBook, S&P Capital IQ, Mergermarket.com, other publicly available company filings, and industry news reports.

Note: Deals are listed chronologically based on transaction announcement.
Funding continues but returns to pre-COVID-19 deal volumes.

**Growth and Venture Capital Activity**

Deal Count and Contribution by Type (1)

<table>
<thead>
<tr>
<th></th>
<th>Angel + Seed</th>
<th>Early Stage VC</th>
<th>Later Stage VC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>472</td>
<td>73</td>
<td>186</td>
</tr>
<tr>
<td>2019</td>
<td>482</td>
<td>105</td>
<td>186</td>
</tr>
<tr>
<td>2020</td>
<td>526</td>
<td>119</td>
<td>194</td>
</tr>
<tr>
<td>2021</td>
<td>575</td>
<td>253</td>
<td>286</td>
</tr>
<tr>
<td>2022</td>
<td>623</td>
<td>199</td>
<td>244</td>
</tr>
<tr>
<td>2023 YTD</td>
<td>572 Avg. Volume</td>
<td>446 Run Rate</td>
<td></td>
</tr>
</tbody>
</table>

Deal Count and Contribution by Target Region (2)

<table>
<thead>
<tr>
<th></th>
<th>North America</th>
<th>EUR and U.K.</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>472</td>
<td>152</td>
<td>190</td>
</tr>
<tr>
<td>2019</td>
<td>482</td>
<td>140</td>
<td>204</td>
</tr>
<tr>
<td>2020</td>
<td>526</td>
<td>140</td>
<td>222</td>
</tr>
<tr>
<td>2021</td>
<td>755</td>
<td>224</td>
<td>329</td>
</tr>
<tr>
<td>2022</td>
<td>623</td>
<td>154</td>
<td>281</td>
</tr>
<tr>
<td>2023 YTD</td>
<td>336 Run Rate</td>
<td>66</td>
<td>78</td>
</tr>
</tbody>
</table>

- More than 3,200 insurtech venture and growth transactions were reported from January 2018 to September 2023.
- The market remains active for venture/growth deals in the current environment, however, the volume of deals in 2023 is expected to be down 28% YoY from 2022 and down 22% against the past five-year average deal count based on YTD run rate projection.
- Despite the slowdown in deal volume, still more than 300 insurtech companies have reported raising capital in 2023 YTD.
- Not included is the suspected increase in unreported fundraising rounds and/or inside rounds including only existing investors and subsequently not announced publicly.
- Steadily increasing contribution from later-stage VC deals since 2018 with an 8pp jump in YTD 2023 to 40%.
- North America holds the lion’s share of reported deals in the sector, comprising 57% of 2023 YTD transactions—a significant jump from 45% in 2022.

Source: PitchBook
Notes: Completed deals only. Data is non-exhaustive but highly representative of market trends.
(1) Excludes Accelerator/Incubator & Grant Deals.
(2) Other includes Central America, South America, Asia, Africa, the Middle East, and Oceania.
## INSURTECH MARKET ACTIVITY UPDATE: M&A, CAPITAL RAISES, AND PUBLIC MARKETS

### Selected YTD InsurTech Financing Activity (YTD 2023)

Market shift to smaller deals with more structure and/or lighter valuation.

<table>
<thead>
<tr>
<th>Date</th>
<th>Target</th>
<th>Target Description</th>
<th>Target Country</th>
<th>Lead Investor</th>
<th>Investor Country</th>
<th>Amount. (SM)</th>
<th>Post Val. (SM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept.</td>
<td>Openly</td>
<td>Personal lines insurance services intended to be distributed through independent agents</td>
<td>US</td>
<td>Eden Global Partners</td>
<td>US</td>
<td>$100</td>
<td>--</td>
</tr>
<tr>
<td>Sept.</td>
<td>Authentic</td>
<td>Insurance agency offering captive insurance services and products</td>
<td>US</td>
<td>Slow Ventures</td>
<td>US</td>
<td>$6</td>
<td>--</td>
</tr>
<tr>
<td>Sept.</td>
<td>plicible</td>
<td>AI-powered platform that makes it easier to organize and leverage data</td>
<td>US</td>
<td>Resolute Ventures</td>
<td>US</td>
<td>$3</td>
<td>--</td>
</tr>
<tr>
<td>Aug.</td>
<td>resilience</td>
<td>Cyber risk company for mid-to-large enterprises</td>
<td>US</td>
<td>Intact Insurance Specialty Solutions VC</td>
<td>US</td>
<td>$100</td>
<td>$950</td>
</tr>
<tr>
<td>Aug.</td>
<td>LULA</td>
<td>Platform for car rental companies, trucking/logistic companies, and car-sharing platforms</td>
<td>US</td>
<td>NextView Ventures, Khosla Ventures</td>
<td>US</td>
<td>$36</td>
<td>$290</td>
</tr>
<tr>
<td>Aug.</td>
<td>Jerry</td>
<td>Application for simplifying the process of managing all things car</td>
<td>US</td>
<td>Park West Asset Management</td>
<td>US</td>
<td>$110</td>
<td>$572</td>
</tr>
<tr>
<td>July</td>
<td>ennabl</td>
<td>Unified data platform for insurance brokers/agents to source, advise, and manage clients</td>
<td>CA</td>
<td>Brewer Lane Ventures</td>
<td>US</td>
<td>$8</td>
<td>--</td>
</tr>
<tr>
<td>July</td>
<td>Enroll</td>
<td>Helps enterprises save on small business insurance</td>
<td>CA</td>
<td>AmTrust, Extreme Ventures, Luge Capital</td>
<td>US</td>
<td>$12</td>
<td>--</td>
</tr>
<tr>
<td>July</td>
<td>snapshotsheet</td>
<td>Claims management software and services for auto and property damage claims</td>
<td>CA</td>
<td>State Farm Ventures</td>
<td>US</td>
<td>$5</td>
<td>--</td>
</tr>
<tr>
<td>July</td>
<td>Quick</td>
<td>AI platform for accident and disaster recovery</td>
<td>UK</td>
<td>SoftBank Vision Fund 2</td>
<td>CN</td>
<td>$65</td>
<td>$1,000</td>
</tr>
<tr>
<td>July</td>
<td>CERTIFICATION</td>
<td>Insurance verification and monitoring platform</td>
<td>US</td>
<td>Nyca Partners</td>
<td>US</td>
<td>$15</td>
<td>$70</td>
</tr>
<tr>
<td>July</td>
<td>Zappier</td>
<td>API-driven cloud-based software that quickly builds and deploys digital insurance products</td>
<td>US</td>
<td>Element Ventures, Claret Capital</td>
<td>US</td>
<td>$11</td>
<td>--</td>
</tr>
<tr>
<td>July</td>
<td>STEADILY</td>
<td>Online platform that offers new opportunities to secure property insurance coverage</td>
<td>US</td>
<td>Zigg Capital</td>
<td>US</td>
<td>$29</td>
<td>--</td>
</tr>
<tr>
<td>June</td>
<td>CompScience</td>
<td>AI-powered workplace safety software for workers’ comp insurance</td>
<td>US</td>
<td>Valor Equity Partners</td>
<td>US</td>
<td>$10</td>
<td>--</td>
</tr>
<tr>
<td>June</td>
<td>ACCELERANT</td>
<td>Tech-enabled specialty insurance UW with risk exchange and data analytics solutions for MGAs</td>
<td>US</td>
<td>Barings</td>
<td>US</td>
<td>$150</td>
<td>$2,400</td>
</tr>
<tr>
<td>June</td>
<td>insify</td>
<td>Digital insurance for freelancers and small businesses</td>
<td>US</td>
<td>Various Investors</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>June</td>
<td>qover</td>
<td>Insurance services to create a global safety net</td>
<td>US</td>
<td>Alven Capital, Anthemis, Kreos</td>
<td>UK</td>
<td>$30</td>
<td>--</td>
</tr>
<tr>
<td>May</td>
<td>Novided</td>
<td>Real-time business intelligence and seamless workflow management</td>
<td>US</td>
<td>Battery Ventures</td>
<td>US</td>
<td>$50</td>
<td>--</td>
</tr>
<tr>
<td>Mar.</td>
<td>gravy</td>
<td>Health insurance marketplace to improve benefits for employers and consumers</td>
<td>US</td>
<td>General Atlantic</td>
<td>US</td>
<td>$179</td>
<td>--</td>
</tr>
<tr>
<td>Mar.</td>
<td>Hedvig</td>
<td>Multi-insurance service for home, contents, accident, travel, and car insurance</td>
<td>SE</td>
<td>Adelis Equity</td>
<td>DK</td>
<td>$32</td>
<td>--</td>
</tr>
<tr>
<td>Mar.</td>
<td>equisoft</td>
<td>Front- and back-office software for L&amp;A and P&amp;C insurance and investment end markets</td>
<td>CA</td>
<td>Investissement Quebec</td>
<td>CA</td>
<td>$125</td>
<td>--</td>
</tr>
<tr>
<td>Feb.</td>
<td>FLOCK</td>
<td>Digital MGA for commercial motor fleet insurance</td>
<td>US</td>
<td>Octopus Ventures</td>
<td>US</td>
<td>$36</td>
<td>--</td>
</tr>
<tr>
<td>Feb.</td>
<td>InsuranceDekha</td>
<td>Online marketplace for motor, health, life, and commercial insurance</td>
<td>IN</td>
<td>TVS Capital, Goldman Sachs</td>
<td>IN</td>
<td>$110</td>
<td>$475</td>
</tr>
</tbody>
</table>

Sources: PitchBook, S&P Capital IQ, Mergermarket.com, other publicly available company filings, and industry news reports.

Note: Deals are listed chronologically based on transaction announcement.
InsurTech Public Companies

Significant variability of performance by subsector, particularly since Q2 as software and data/analytics vendors surge YTD.

Indexed Share Price Performance

<table>
<thead>
<tr>
<th>Index</th>
<th>Since Jan. ‘22</th>
<th>Since Jan. ‘23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tech-Enabled Services/Outsourcing</td>
<td>+14%</td>
<td>+12%</td>
</tr>
<tr>
<td>S&amp;P 500</td>
<td>(10%)</td>
<td>+12%</td>
</tr>
<tr>
<td>Software and Data/Analytics</td>
<td>(16%)</td>
<td>+44%</td>
</tr>
<tr>
<td>Total InsurTech(1)</td>
<td>(37%)</td>
<td>+14%</td>
</tr>
<tr>
<td>Digital Distribution</td>
<td>(54%)</td>
<td>+3%</td>
</tr>
<tr>
<td>Digital Carriers</td>
<td>(65%)</td>
<td>+4%</td>
</tr>
</tbody>
</table>

(1) “Total InsurTech” index includes all companies depicted across all segments of insurtech as shown at bottom of page. Individual company performance detail shown on pg 40.

Notes: Indices shown are equal-weighted with all share prices rebased to 100. Data derived from S&P Capital IQ as of September 30, 2023.
Valuation multiples vary widely by business model and underlying operating metrics.
### InsurTech Public Companies: Valuation Multiple and Operating Metric Detail

#### All $ USD in Millions

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Capitalization</th>
<th>Stock Performance</th>
<th>Valuation Multiples</th>
<th>CY2023E Operating Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Enterprise Value ($M)</td>
<td>Market Cap ($M)</td>
<td>YTD Return</td>
<td>% of 52 Week High</td>
</tr>
<tr>
<td><strong>Software and Data/Analytics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Verisk</td>
<td>$37,044</td>
<td>$34,261</td>
<td>34%</td>
<td>95%</td>
</tr>
<tr>
<td>CCC Intelligent Solutions</td>
<td>$8,888</td>
<td>$8,439</td>
<td>53%</td>
<td>100%</td>
</tr>
<tr>
<td>Guidewire</td>
<td>$7,376</td>
<td>$7,330</td>
<td>44%</td>
<td>94%</td>
</tr>
<tr>
<td>Sapiens</td>
<td>$1,568</td>
<td>$1,568</td>
<td>54%</td>
<td>92%</td>
</tr>
<tr>
<td>Finesys</td>
<td>$412</td>
<td>$412</td>
<td>25%</td>
<td>72%</td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td>$7,376</td>
<td>$7,330</td>
<td>44%</td>
<td>94%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>$11,058</td>
<td>$10,406</td>
<td>42%</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Tech-Enabled Services/Outsourcing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Verisk</td>
<td>$37,044</td>
<td>$34,261</td>
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<td>$11,058</td>
<td>$10,406</td>
<td>42%</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Digital Distribution</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PolicyBazaar</td>
<td>$4,140</td>
<td>$4,111</td>
<td>70%</td>
<td>94%</td>
</tr>
<tr>
<td>MoneySuperMarket.com</td>
<td>$1,684</td>
<td>$1,588</td>
<td>28%</td>
<td>86%</td>
</tr>
<tr>
<td>Goosehead</td>
<td>$1,906</td>
<td>$1,817</td>
<td>117%</td>
<td>94%</td>
</tr>
<tr>
<td>SelectQuote</td>
<td>$760</td>
<td>$682</td>
<td>13%</td>
<td>70%</td>
</tr>
<tr>
<td>eHealth</td>
<td>$842</td>
<td>$782</td>
<td>12%</td>
<td>85%</td>
</tr>
<tr>
<td><strong>Digital Carriers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ZhongAn</td>
<td>$5,990</td>
<td>$4,336</td>
<td>7%</td>
<td>81%</td>
</tr>
<tr>
<td>Lemonade</td>
<td>$653</td>
<td>$580</td>
<td>15%</td>
<td>46%</td>
</tr>
<tr>
<td>Bright Health</td>
<td>$517</td>
<td>$471</td>
<td>6%</td>
<td>n.m.f.</td>
</tr>
<tr>
<td>Clover Health</td>
<td>$319</td>
<td>$254</td>
<td>16%</td>
<td>57%</td>
</tr>
<tr>
<td>Doma</td>
<td>$166</td>
<td>$68</td>
<td>55%</td>
<td>22%</td>
</tr>
<tr>
<td>Root</td>
<td>$(192)</td>
<td>$138</td>
<td>112%</td>
<td>64%</td>
</tr>
<tr>
<td>Oscar Health</td>
<td>$(717)</td>
<td>$1,234</td>
<td>126%</td>
<td>56%</td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td>$1,665</td>
<td>$1,189</td>
<td>15%</td>
<td>56%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>$1,145</td>
<td>$837</td>
<td>13%</td>
<td>53%</td>
</tr>
<tr>
<td><strong>Overall (Excluding Digital Carriers)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>InsurTech Median</td>
<td>$1,684</td>
<td>$1,588</td>
<td>28%</td>
<td>85%</td>
</tr>
<tr>
<td>InsurTech Average</td>
<td>$11,886</td>
<td>$10,467</td>
<td>26%</td>
<td>75%</td>
</tr>
</tbody>
</table>