



RESPONSE TO REQUEST FOR PROPOSAL

NOVEMBER 4, 2022

to provide INSURANCE BROKERAGE & CONSULTING SERVICES



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**“PROTECTING ASSETS IS WHAT WE DO,
MAKING A DIFFERENCE IS WHO WE ARE.”**

ROB COHEN, *Chairman & CEO, IMA Financial Group*

Cover Letter



Astrix Team,

Thank you for the opportunity to respond to Astrix's RFP for brokerage services. We value the confidence you place in IMA as your potential benefits and risk management consultant, and we feel strongly that IMA is uniquely qualified to serve as Astrix's broker.

It has been a pleasure to learn more about Astrix and the strategic objectives that drive the organization over the past year. At IMA, we are unwavering in our mission to "Protect Assets and Make a Difference." We believe this mission is aligned with Astrix's pursuit to transform the ways in which you help your clients succeed.

IMA provides more than just insurance. We offer our clients a unique blend of data-driven insights and world class capabilities that combine to produce solutions that go well beyond the basics.

We are committed to further understanding Astrix's business objectives in order to build holistic benefits and risk management program that best supports your goals.

As a provider of specialized services, Astrix faces a variety of unique risks. IMA focuses in providing best-in-class solutions tailored to meet your needs. Combined with our expertise in the life sciences, biotech, and laboratory services fields, we feel we are distinctively fit to serve Astrix.

Our response to follow highlights our capabilities and solutions specific to Astrix, and we believe you will find our approach to be of immense value as you look to match a benefits and insurance program with your objective goals.

We look forward to discussing our thoughts with you as you move through your decision-making process, and we are confident that we can drive significant value by combining IMA's resources, expertise, and services to help Astrix with its risk management goals.

Thank you,

A handwritten signature in black ink that reads "Rachel Nixon".

Rachel Nixon
Vice President

A handwritten signature in black ink that reads "Cooper Cohen".

Cooper Cohen
Risk Management Advisor



+ VISIT YOUR MICROSITE:
imacorp.com/business/astrix-technology



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1. Firm History and Experience



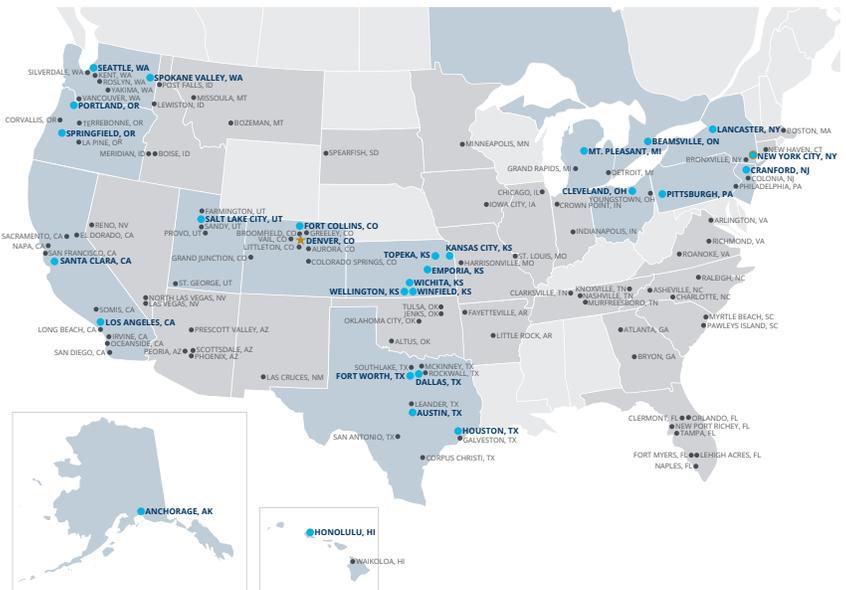
a. Describe the visibility and influence of your firm in the commercial insurance field.

Enterprise-wide, IMA Financial Group, Inc. (IMA) places **more than \$8 billion in insurance premiums** with its carrier partners each year; placing us in the top tier of insurance brokers in the U.S. In addition, IMA's reputation as industry experts, innovators and honorable partners result in our position in the top echelon among brokers with our insurance carriers and related vendor partners. Our prominent position in the marketplace can provide our clients with advantages on many levels, including rate negotiations and coverage enhancements.

Our over 1,800 associates are located across the U.S. and Canada.

REGIONAL HUB OFFICES

- + Alaska – Anchorage
- + California – Los Angeles
- + Colorado – Denver
- + Hawaii – Honolulu
- + Kansas – Kansas City, Wichita
- + Michigan – Mount Pleasant
- + New York – New York City
- + Oregon – Portland, Springfield
- + Pennsylvania – Pittsburgh
- + Texas – Dallas, Houston
- + Utah – Salt Lake City
- + Washington – Seattle, Spokane



IMA FAST FACTS

- + Incorporated in 1974
- + 20th largest broker in the United States
- + Employee-owned
- + More than 1,800 employees
- + National in reach, local in service
- + Premium placements of over \$8 billion annually
- + Revenues in excess of \$450 million
- + Client retention leads the industry at 97%
- + 8% Revenues invested in value-added client services – twice the industry average of 3.8%
- + IMA has clients with physical operations, exposures and/or employees in every state in the U.S. as well as in over 100 countries around the world

IMA
REINVESTS
2X
NATIONAL AVERAGE
IN CLIENT SERVICES

EMPLOYEE OWNED
FOR OVER
45 YEARS

b. Please list Insurance companies that your company is currently contracted with that provide National coverage for employees residing in states across the country.

IMA has strong, strategic partnerships with all insurance carriers in the marketplace. Additionally, IMA is proud to sit on advisory councils for all of our insurance carrier partners and hold relationships at the highest levels of their firms. Our approach is to work with Astrix to determine which carriers should be approached for each and every renewal.

Some of IMA's largest carrier partnerships as of 2022 are Traveler's, Chubb, Liberty Mutual, Zurich, and Hartford – each of these relationships represents premiums in excess of \$150M annually.

Insurance carriers that we engage with commonly are listed below:

- | | | |
|--------------|------------------|-------------|
| + Chubb | + Hanover | + Sompo |
| + Cincinnati | + Hartford | + Travelers |
| + CAN | + Liberty Mutual | + Zurich |
| + CWG | + Pinnacle | |
| + EMC | + QBE | |





2. Account Team Qualifications

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+ + + + + + + + + +

a. Describe how your company typically staffs its teams for clients.

Astrix will be assigned a core service team with access to various subject-matter experts. The core service team is a cohesive unit limited to a manageable book of business, allowing them to meet the needs of their clients. The purpose of this structure is to provide Astrix with a team that is already working together exclusively for the benefit of their assigned clients. Astrix will be assigned a dedicated and intentional team led by an account executive, with an account manager supporting day-to-day functions and a processing account manager assisting with certificates.

A differentiating factor in the marketplace is that IMA service teams do not have any sales requirements, allowing them to focus specifically on your goals and strategies. Your service team's only responsibility is for the strategic direction and day-to-day servicing of your account. In addition, IMA's teams' books of business typically have fewer clients, allowing our consultants and staff to spend more time and attention to each client.

Astrix will also be assigned an IMA leadership contact with accountability from the highest levels of the IMA organization.

“IMA’s management is empowered to direct the resources of the company to **serve its customers first** rather than to meet the quarterly earnings expectation of Wall Street.”

KEVIN M. STIPE, CPCU, REAGAN CONSULTING

- b. Provide an overview of the account team that would be assigned to Astrix. For each member of the team, provide highlights outlining qualifications and experience. Provide a summary of roles and distribution of responsibilities.

TEAM BIOGRAPHIES



RACHEL NIXON | *Vice President*

Prior to joining IMA, Rachel worked at ADP in business development, helping companies outsource payroll and tax liability, HR, benefits, retirement, etc. At IMA, Rachel is responsible for business development and overall client satisfaction, her expertise lies in employee benefits and risk management. Rachel enjoys finding creative solutions to drive a strong employee value proposition. Rachel finds success by focusing on solving client problems and challenging the status quo within both the employee benefits industry as well as risk management. She is ultimately responsible for ensuring you receive world class strategy and service from IMA.

She is a Colorado native who graduated from LaSalle University School of Business in Philadelphia while playing four years of Division I volleyball. Rachel enjoys the outdoors, sports, time with family and friends, and traveling. She also enjoys giving back to the community and serves on the board of Warren Village.



COOPER COHEN | *Risk Management Advisor*

Cooper is a Risk Management & Insurance Advisor for IMA with over six years of insurance experience. Utilizing IMA's vast resources, Cooper is concentrated on risk reduction strategies, program development, and service delivery for clients. Working to help clients alleviate pain, reduce cost, and improve their overall position as it relates to risk management and employee benefits. Prior to joining IMA, Cooper worked as an International Insurance Underwriter helping U.S.-based clients manage risk associated with their global operations. During that period, Cooper spent time working at Lloyds of London as well as working with clients throughout Europe.

Cooper has a bachelor's degree in Finance and Entrepreneurship from the University of Notre Dame. Cooper holds designations as a Chartered Property Casualty Underwriter (CPCU), Associate in Risk Management (ARM), Associate in Insurance Services (AIS), and as a Commercial Lines Coverage Specialist (CLCS).



DANIEL DIONNE | *Account Executive*

Daniel began his career as a claims and territory supervisor for a Fortune 100 insurance company before transitioning to his current broker role. Daniel has over eight years of insurance brokerage experience, serving Life Science, Technology, Professional and Staffing organizations with both domestic and international footprints. Daniel joined IMA in 2020 and currently resides in Denver, Colorado.



DANA McNEECE | *Account Manager*

Dana joined IMA in 2013 and has more than 36 years of experience in the insurance industry. She has worked with a variety of different clients as an Account Specialist and is focused primarily on clients in the Life Science, Technology and Professional Services industries.

Dana's ultimate responsibility includes coordination of:

- + Policy Review Process
- + Invoicing
- + Binders
- + Certificates
- + Endorsement Process
- + Auto ID Cards



MARK WARE | *Executive Sponsor, SVP, National Practice Director – Advanced Industries*

Mark is an insurance industry veteran with over 23 years of proven experience as an underwriter and a broker. Mark joined IMA in 2002 to lead our Advanced Industries Practice (Technology, Life Sciences, and Manufacturing). His unique experience and expertise cross all industries and brings tremendous value to IMA clients by assisting them in managing and transferring their most challenging risks.

Mark obtained a Bachelor of Arts in Political Science from the University of Colorado, Boulder. Mark has been recognized by *Risk & Insurance* magazine as a Power Broker in 2010 and 2012, as well as receiving their Risk Innovator Award in 2009 for developing an insurance and risk management program for the human cellular and tissue-based industry. Mark is on the Board of Directors, and has also served as Chairman, of Tec Assure, a nonprofit consortium of leading privately held insurance brokers that services more than 3,000 technology and life sciences companies worldwide.



SEAN JACKSON | *Managing Director - Global Risk & Benefits*

Sean joined IMA in 2013 and serves as the Managing Director of IMA's Global Risk & Benefits Department, where he helps clients understand and manage their international exposure to loss for both assets and people.

Sean works closely with IMA's service and sales teams in designing and servicing global insurance programs for life sciences, high-tech, hospitality and service industry clients. Sean's team manages both property & casualty and employee benefits lines of coverage and manages the international service partners that make up the IMA Global Network of Partners. Sean consults on numerous Verlingue clients with operations in the USA.

Sean has more than 30 years of international insurance experience in both client service and underwriting management roles. Prior to joining IMA, he served as the manager of the WorldRisk Underwriting Center for AIG. From 1997 to 2010, Sean developed the international practice at a large privately held insurance broker. He previously held various field underwriting positions with Chubb and AIG.

Sean obtained a bachelor's degree in international business from the University of Kansas and Copenhagen University, Denmark. Sean serves the community on and is a frequent speaker at various insurance industry conferences.



CAROL RIGGS | *VP, Claims Manager*

Carol brings twenty plus years of strong claims handling and management experience since joining IMA in May of 2011. Her claims management abilities span workers' compensation, general liability, construction defect, property claims, property liability, and litigation supervision. Carol's claim knowledge along with her responsive customer service skills has been elemental in her current position as a Claim Team Manager within IMA's Claim Department.

Prior to joining IMA, Carol was responsible for managing a large staff of claim and underwriting professionals specializing in workers' compensation, general liability and property lines of insurance for another Denver brokerage firm. Prior to her brokerage experience, Carol spent sixteen years with State Farm Insurance Companies providing claim services and managing claim professionals including several years working as and managing fraud investigators. Her management responsibilities involved comprising detailed coverage analyses on complex coverage issues, implementing audits on workers' compensation and general liability claim handling, and coordinating catastrophe operations in several states.

Carol received her Bachelor of Science degree in Psychology from Colorado State University. In addition, she has completed the Charter Property and Casualty Underwriter (CPCU) and the Associate in Claims (AIC) designations. She is currently working on completing her Associates in Risk Management (ARM).



NATHAN MILLER | *Risk Control Manager*

Nathan leads and manages the risk control team based in Denver. He has a comprehensive risk management background in numerous industries and is a subject matter expert in construction. Nathan supports IMA Risk Control in the development, enhancement, evaluation, design and implementation of risk management practices, processes, controls. Nathan has over 18 years of experience in Risk Control consulting in the insurance industry.

Nathan has a master’s degree in Environmental, Health and Safety and is also a Certified Safety Professional (CSP).



c. Describe your approach to the ongoing training of your staff.

All members of the team are experienced and licensed professionals with diverse backgrounds. Our consultative philosophy of being educational and informational begins with our own focus on growing our knowledge and experience.

We place a high priority on continuing education and development for our team so that we can improve our expertise in order to provide the best guidance to our clients. Internally, we have a Learning & Development department that partners with IMA leadership to develop a curriculum for each functional team. This continuing education focus ranges from participation in training provided by internal and external expert resources to professional designation programs, to a daily commitment to associate mentorship.

IMA also has frequent and periodic collaborative meetings among various role categories (e.g., Account Executives, Strategic Consultants, Account Managers, Analysts, Technical Consultants, Market & Unit Leaders, etc.) across our national footprint with the intention of idea sharing, problem solving, skill sharpening and discussing emerging trends and topics. The goal is for associates to constantly learn from each other for the benefit of our clients. These meetings are memorialized, and necessary action is taken to ensure we are constantly improving our property and casualty insurance practice. Periodic deep dives into technical areas (underwriting, financial analysis, strategic support, emerging solutions, etc.) are provided and are led by recognized internal and external subject matter experts.

Additionally, IMA also supports and encourages the pursuit of formalized additional training, learning, and credentialing of its staff members through time off to pursue affiliated learning opportunities and incentivizing the completion of training programs.



3. Clients



- a. Describe at least two innovative strategic solutions you have implemented for clients similar to Astrix that highlight your commercial insurance expertise.

EXAMPLE #1 | Medical Staffing Company

This firm provides managed full-service staffing, logistics, and operational support for the healthcare industry. Due to their varying operations, their incumbent insurance broker forced the firm to place two different insurance policies to cover their different types of staffing – one for medical and one for general staffing. They also had a separate policy to place their professional liability. The company was left paying exuberant premiums for multiple different policies. Once IMA was introduced and took over as the Broker of Record we worked with the insurance carrier to combine the two different staffing operations and their respective exposures onto one policy for both General Liability and Professional Liability which resulted in savings to the client of 79% on total insurance premiums for the program.

EXAMPLE #2 | Structural Health Monitoring Professionals

IMA was introduced to this firm in 2016 and noted that their current professional liability coverage defined professional services solely as “architects and engineers.” While the firm employs engineers, they provide services that fall outside of the definition of “engineering.” We rewrote their professional liability coverage to expand the definition of professional services to include their core structural health monitoring services, technology services, and added property damage and bodily injury coverage triggers.

One year later, after the new coverage was placed, our client was notified of a catastrophic bridge collapse event that resulted in financial, bodily injury and property damage lawsuits. Our client had performed structural health monitoring solutions that were dependent on technology products for this particular bridge. The new insurer responded by paying a full limits loss to release our client from any other potential liability associated with the event. The policy would not have responded without IMA’s improved policy language around the definition of Professional Services and Technology Products, and Bodily Injury and Property Damage coverage triggers.



EXAMPLE #3 | Human Cellular Tissue Processor and Distributor

Our client maintains a large inventory of temperature-sensitive products. IMA worked with the client to understand their spoilage exposure, their business continuity plans re: backup power generation, and rewrote the coverage with a cargo stock throughput insurer that would cover 1) include spoilage in the definition of Physical Damage and 2) cover both their inventory and their shipments with full policy limits for spoilage. Several policy terms later, a temperature-sensitive shipment experienced a temperature fluctuation, resulting in a spoiled product. The cargo stock throughput carrier covered the claim in full.

b. Describe your internal mechanism for ensuring customer satisfaction with your services.

IMA'S APPROACH TO QUALITY MANAGEMENT

In order to deliver results to clients, IMA firmly believes that ensuring quality in our products and services is paramount. As a result, IMA has a formal Service Quality Management Program. This program is comprised of numerous policies and procedures to ensure quality products and services for our clients.

IMA staffs a Quality & Audit Department with a full-time Quality and Audit Manager to oversee the quality management program. The quality management program includes, but is not limited to, the development and implementation of standard operating procedures in all the agency sales and service/ support units and oversees internal auditing of the same.

The following are some policies from our Quality Management Program:



General Service Quality Management

IMA is committed to professionalism and quality in the service delivered. It is the foundation of the way IMA does business and another reason why IMA is confident in our stability and future.

IMA has a formal quality management program that is designed to:

- + Establish a written standard of professionalism
- + Raise IMA's quality standards improving overall organizational effectiveness and capabilities
- + Provide a program of education and self-improvement for our associates
- + Deliver ever-improving value to customers, contributing to market success



Peer Review System

Another IMA standard is to have client work product reviewed by team members for accuracy. Quality assurance is important when handling client policy information that is relied upon by carriers, client executives, and employees. Before prepared information is released to a client, fellow team members check it for errors and accuracy.



Client Surveys & Retention

Maintaining a **customer-first mentality** is core to our corporate strategic plan and our culture and is reinforced by our employee-ownership structure. To ensure that we are providing the best service that we can, we reach out to our clients through targeted surveys and focused interviews at key touchpoints in our service cycle to better understand how well we're meeting their expectations. To maintain confidentiality, the responses are collected and analyzed by our internal Business Consulting team, and they report on the key themes they uncover to service teams and senior leaders.

After conducting extensive customer surveys and interviews, we've been able to:

- + Improve internal efficiencies to increase our strategic focus with each client.
- + Optimize our team assignments to match the right service team with each client.
- + Identify our best-in-class, most highly rated deliverables and replicate those best practices across our offices.
- + Develop comprehensive submissions that improve our carrier relationships and negotiating clout.

c. Provide contact names and phone numbers of three references.

ALLOSOURCE

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4. Strategic Partner



a. Describe attributes that make you a valuable strategic partner to Astrix.

We are truly different than other brokers, and our associates and clients come to IMA because of this difference, not in spite of it. IMA relies on industry leading expertise and resources/services as well as a passion for protecting assets and making a difference for our clients, our associates, and our communities. We do not simply rely on our name or a “list” of clients from around the country to validate our capabilities, but rather our specialty niche expertise coupled with our employee ownership model which drives the ability to deploy our resources and experts to Astrix’s benefit.

Many of our national peers will brag of their global presence, and many will rave about their service capabilities and their people. While jumbo national brokerages have the same resources and expertise as IMA, those services are typically reserved for Fortune 500 clients and are difficult and costly to access for organizations similar in size to Astrix. At the same time, small local and regional brokers will highlight their local customer service and clients of Astrix’s size being treated as a “marquee account;” in reality, many smaller brokers have service representatives wearing multiple hats and serving multiple industries who may not have the expertise or bandwidth to find solutions in approaching risk and employee benefits for the specialized staffing industry. With IMA, Astrix will receive the best of both worlds as we are big enough to exceed your needs and small enough for you to matter as a client.



KEY ORGANIZATIONAL STRUCTURE, SIZE & EXPERTISE DIFFERENTIATORS

One IMA/One Profit Center

We are unique because IMA does not operate under a charge-back model. Clients get access to enterprise-wide resources to find the best intellectual capital within the organization. Our associates are unencumbered by profit center barriers in delivery services to our clients. IMA’s model is a perfect fit for conglomerates with diverse businesses and operating units.

The IMA Difference

We reinvest 2x the national average back into our client services, and we are able to take a long-term view of client success unshackled by quarterly earnings calls and analysts. We will continue to combine our expertise in your industry with the right questions and committed dialogue to craft a custom service plan for Astrix to guide our path for the following months and years.





IMA IS THE RIGHT SIZE



Regional Brokers

Global Brokers

Revenues Under \$100M
Ownership Structure Public, Private, Bank Owned
Sample Firms M3 Insurance Solutions, Frost Insurance Agency
Client Focus Small to Middle Market
Marketing Approach Wholesale Brokers + Marketing Departments
Value Added Services Limited Risk Control, Claims Reporting
Profit Goals/Reinvest Seek 25% Profit Margin Reinvest Less Than 5%

Revenues \$450M+
Ownership Structure Independently Owned
Sample Firms IMA
Client Focus Clients who need advanced resources but want personalized and customized service
Marketing Approach Direct Access to Global Markets through IMA Service Teams
Value Added Services Enterprise Risk Management, Contract Review, Risk Control, Legal Risk Management, Carrier Access, Actuarial Modeling + More
Profit Goals/Reinvest Seek 15% Profit Margin Reinvest 10%

Revenues Over \$1B
Ownership Structure Publicly Traded, Private Equity Owned + Closely Held
Sample Firms Willis, AON, Lockton, USI, Marsh, HUB + Alliant
Client Focus Fortune 500
Marketing Approach Indirect National Marketing Depts., Wholly-owned Intermediary + London Brokers
Value Added Services Specialty Profit Centers Claims, Loss Control, Actuarial, Contract Review, Specialty Lines Expertise
Profit Goals/Reinvest Seek 30%+ Profit Margin Reinvest Less Than 2%

b. Provide an overview of your approach to strategic planning.

Your IMA team will strive to understand your goals, and we will use this information to present strategic thoughts and ideas that you may not have explored. Our strategic planning dialog is vital to our relationship and for driving long-term results. We couple our strategic planning with ensuring we tactically we execute on your program, and also confirming that no transactional items fall through the cracks.

We seek to execute strategically, tactically and transactionally.

IMA'S APPROACH TO SERVICE

Strategic

IMA is constantly and diligently scanning the environment and mining data to deliver solutions to clients before clients even know they have a problem.

SERVICES INCLUDE

- + Access to education and training resources to improve your workplace and help your employees advance
- + Exclusive networking opportunities to help grow your client base
- + IMA's proprietary Encompassed Risk Management (ERM) Process to help take advantage of risk
- + Industry and market insights enabling proactive action instead of reaction
- + Actionable analytics to drive process change and develop plans for improvement
- + Establishment of Plan B and Plan C carrier options with partners such as CHUBB, LifeScienceRisk, CNA, Medmarc, AIG/Lexington, OneBeacon and Berkley Life Science
- + Regular updates regarding emerging issues and trends in the ever-changing life sciences landscape
- + Consultative approach in explaining and supporting risk decisions to private equity partners and other investors





Tactical

IMA works with clients when they need help with specific situations. IMA is there to intervene and help advocate for the best possible outcomes.

SERVICES INCLUDE

- + Expert knowledge of the life sciences and medical technology industry insurance marketplace
- + Partnership with strategic carriers to find the broadest terms and conditions
- + Alternative risk transfer options to lower your Total Cost of Risk (TCoR)
- + Expert and strategic claims advocacy for all lines of coverage
- + Alignment of cyber and privacy coverage with life science risks
- + Professional attorney-based contract review



Transactional

IMA supports the execution of transactions in a “need it yesterday” timeframe. These are necessary to the flow of business in which accuracy and speed are essential.

SERVICES INCLUDE

- + Assistance with claims/incident reporting
- + Delivery of insurance policies and endorsements
- + Issuance of outgoing certificates of insurance via our digital CSR24 platform
- + Review of policies and endorsements for accuracy
- + Check premium audits for accuracy





5. Services



a. Provide an overview of your account support and administration services.

IMA utilizes a customized team approach for management of services. We combine the expertise of individuals with varied backgrounds to meet the goal of exceptional service for our clients.

The first service component of Astrix's team will consist of an executive team with accountability from the highest levels of the IMA organization. Astrix will have support from and regular interaction with these leaders of IMA, but more importantly, a strategic team dedicated to vision, team oversight and short- and long-term goal evaluation. We believe their mix of roles, experience and tenure will foster a strong relationship and strategic partnership between IMA and Astrix.

The second component for Astrix will consist of your dedicated service team. IMA uses a collaborative team approach to provide services for our clients led by the Account Executive (AE). The AE will coordinate all services and resources comprised of Account Managers, Coverage Specialists, Contract Administrators, Claims and Risk Control team members. Unique to IMA's service model is our structure, in that we have split the traditional Account Manager functions into two distinct roles – a Servicing Account Manager (SAM) and a Processing Account Manager (PAM). While equal in knowledge and skill, their focus is in two distinct areas. The Servicer focuses on day-to-day service needs with direct client contact, while the Processor focuses on the backroom duties such as policy verification, endorsement processing, binder issuance, contract reviews, invoicing, etc.

What does this mean to Astrix? **Capacity, efficiency and detail.** Overall, this service structure will allow you to enjoy the specialty expertise of each team, additional resources and services from each team, and a depth of accessibility that is unparalleled in our industry.

b. What services or practices do you believe distinguish your firm as a commercial insurance broker/advisor?

IMA is a dynamic, integrated financial services company comprised of four entities: a retail insurance brokerage, a wholesale insurance brokerage, a financial management firm, and a program management firm. After more than 45 years, IMA remains independent and employee owned, still charged with the ambitions of loyal associates who see the company's future as their own. Due to the national and global reach of IMA, our team members have access to an incredibly wide range of products and services.

Our existing clients will tell you that we are innovative in our approach and bring creative solutions to your insurance and risk management needs. It is imperative that we stay ahead of new insurance programs and employee benefits strategies to ensure our clients receive industry-leading consulting advice. IMA celebrates and encourages a culture of learning and transparency. Whether it be an investment in technology or workflow changes, our teams are looking to continually improve both worker and client experience. We have invested in the people and resources to respond to our clients' needs. We have an extensive list of clients in your industry, and we partner with them daily to assist in meeting their risk management objectives. Our reputation is very important to us, and we believe we need to earn our clients' loyalty each and every day.

Choosing a brokerage firm that matches your organization’s values is important, but on its own not enough. In a consulting environment with an ever-increasing competition for dollars and emphasis on cost containment, our firm takes a different approach to proactive engagement in the brokering process. IMA understands that keeping an eye on Astrix’s total insurance and benefits investment is critical as costs rise and plan auditing becomes tighter and more scrutinized. For this reason, we will meet with the senior management teams and boards to discuss the key strategies and activities that IMA is focusing on with Finance, Risk Management & HR. In those meetings, we provide executive summaries that outline the various initiatives and strategies that we are focused on for your organization.

COMMERCIAL INSURANCE & RISK MANAGEMENT CAPABILITIES

IMA is a full-service consultant/broker – the following is a chart is an overview of the insurance and risk management services that would be available:

INSURANCE & RISK MANAGEMENT BROKERING/ CONSULTING SERVICES	UNDERWRITING ASSESSMENT SERVICES	RISK CONTROL SERVICES
<ul style="list-style-type: none"> + Risk Management Objective Setting + Core Brokering & Consulting + Vendor/Partner Marketing + Cost Reduction Strategies + Customer Service Plan + Bi-Annual Program Review 	<ul style="list-style-type: none"> + Pre-Underwriting + Exposure Reviews + Coverage Analysis + Cost & Limit Benchmarking + Deductible Studies + Vendor Evaluations + E-Mod Projections + Audit Reviews 	<ul style="list-style-type: none"> + Safety Program Development + Accountability Systems + Customized Training + Loss Trending & Analysis + Crisis Management + Fleet Management + Online Training + Communications
CLAIMS MANAGEMENT SERVICES	CONTRACT ADMINISTRATION SERVICES	EDUCATION, COMMUNICATIONS, & TECHNOLOGY TOOLS
<ul style="list-style-type: none"> + Claims Advocacy Services + Ongoing Claims Management + Quarterly Claims Reviews + Counsel & Settlement Negotiations 	<ul style="list-style-type: none"> + Review Sub-Agency or Sub-Contractor Agreements + Evaluate Insurance Requirements + Developing Sub-Contractor Requirement Forms 	<ul style="list-style-type: none"> + Custom Online Portals + Employee Briefs + Automated Submission Process + Online Safety Training + CSR24 + IMA University + Webinars

SPECIALIZED PRIVATE EQUITY, M&A, AND TRANSACTIONAL LIABILITY TEAM

IMA's Private Equity and M&A Specialty Practice provides buyers and targets with a range of insurance, benefits and retirement products and services designed to assist them throughout the lifecycle of the M&A transaction. For M&A, our in-house Transactional Liability team and Project Managers bring depth and experience to address financial uncertainty and improve deal outcomes. IMA's full-service brokerage model helps buyers maximize enterprise value while ensuring companies have adequate levels of support and protection throughout the investment lifecycle.



Due Diligence

- + Scope of Deal and Engagement
- + Data Room Access
- + Due Diligence Kickoff Call
- + Transaction Liability Considerations and Placements
- + Commercial Insurance Program Review of Coverage, Program Structure, Collateral and Pricing
- + Health & Benefits Program Review and Analysis
- + Retirement Program Review and Analysis (IMA Wealth)
- + Legal, Claims, Contract & Risk Control Review and Recommendations
- + Pre- and Post-Close Budgeting
- + Due Diligence & Red Flag Report Delivery and Discussion



IMA and the M&A Lifecycle

IMA is a one-source solution for the complete lifecycle of the M&A transaction.



TRANSACTION LIABILITY SOLUTIONS



Tax Liability



Reps + Warranties



Contingent Liability

c. Describe how you approach policy renewals.

IMA currently services and places insurance for a variety of clients, including other firms similar in size, scope, geography and operations. That said, we recognize that all clients are different in how they approach risk and insurance. IMA's first step will be to listen to Astrix's needs, expectations, and goals in order to interpret your risk management philosophy and develop a strategic plan over the short- and long-term.



STRATEGIC RENEWAL PLAN (6 months prior to renewal)

Given the options and insurance carrier choices available, we would recommend the formal process start **six months before renewal**. Regardless of the timing, IMA will go through a formalized Strategic Renewal Process. This is a funnel down approach that looks at market conditions, company projections, loss data analysis, key terms and conditions, incumbent carriers' attitudes, outside carriers' presence and then challenge the current program. This process is designed to stress test the current program and carriers, ensuring due diligence on Astrix's program is completed.

The objective is to underwrite the program before the underwriters to fully understand the question and concerns before the underwriters have thought of them. Doing this allows the implementation of strategies to address questions and concerns on a proactive basis.

IMA will perform all preparation required for this meeting and will come furnished with recommendations.



ESTABLISH THE MARKETING STORY

(5 months prior to renewal)

A marketing story will be crafted that is supported by discussions with the Astrix management team. Data analysis provided by IMA's Risk Financing group will provide the quantitative support needed to achieve marketing goals.

The marketing story is a supported, cohesive message to the marketplace that demonstrates why Astrix is deserving of the program design that is requested. The goal is to structure the program and take it to the marketplace with a specific endgame in sight. The alternative and inferior method is providing the insurance marketplace with their needed data and letting them dictate the outcome, which is likely the approach you are currently seeing.





CREATE "ABOVE AND BEYOND" SUBMISSIONS (4 months prior to renewal)

In evaluating if a company is a candidate to put the insurance carriers' assets at risk, the underwriter will assess the potential risk and the measures currently taken by the prospective insured to prevent or mitigate loss. If there is any uncertainty in their evaluation because of lack of information or conflicting information, the underwriter is in a difficult position and likely won't be aggressive in providing favorable terms and conditions and pricing. It is the broker's job to eliminate uncertainty from the equation so the underwriter can be aggressive.

IMA actually developed a custom Digital Insurance Application Portal specifically for our clients. Due to the limited and fragmented marketplace of insurance carriers working with companies with the majority issuing policies in the excess and surplus lines marketplace, capturing accurate data for underwriting has been a major challenge. At the same time, it created undue burden on our client to provide information to multiple underwriters via multiple applications. Our streamlined system has allowed us to maintain complex schedules of insurance and other information relevant that ensures accuracy and a comprehensive submission for underwriters from a single source.

IMA submissions not only provide the underwriters with the data they need to rate and assess the quality of the insured but will also include an underwriting analysis for all components of the submission, including financial reports and commentary to support the credit risk underwriting and actuarial commentary to positively impact the loss projections for deductible/SIR retained losses. IMA will anticipate the needs of the underwriter, credit analyst and actuary and look to assist them in doing their job.



PRESENT & NEGOTIATE (3 months prior to renewal)

After establishing Astrix's strategic marketing plan and goals, IMA develops the Astrix marketing story and constructs a submission that supports both. IMA will then strategize on the best way to present the submission to the marketplace.

The strategy will involve meetings between the IMA Service Team and the insurance community. IMA always encourages its clients to take an active role in the marketing process recognizing they can tell their story better than anyone.





RENEWAL PRESENTATION (30 days prior to renewal)

A typical renewal presentation will provide layers of information, including an Executive Summary of the program that highlights differences, positives and negatives. The next layer will be Summary Information provided in a context to allow side-by-side comparisons to Astrix's options and to expiring programs.

The third layer is detailed information about the terms, conditions and financial make-up. This information will include all the preparation detail to accurately answer any question or concern. It will include actual wording of endorsements and program agreements.

IMA's job is to help Astrix make informed business decisions about the insurance program structure they purchase, and to bring multiple options when applicable. Additionally, IMA will bring information, benchmarking and analytics to assist in making an informed decision.



BIND + DOCUMENT (30 days prior to renewal)

After final negotiations and decision to bind the program is executed. The binding instructions and detailed information regarding the insurance marketplace feedback learned throughout the marketing process will be documented. The value of this documentation is for future recall to continue to build on framing the insurance marketplace as it relates to Astrix.

Once coverage is decided and we receive your binding order, IMA will process the following:

- + Binders
- + Auto ID cards
- + Certificates of Insurance
- + Invoices
- + Premium allocations for General Liability, Umbrella, Auto (if desired)
- + Updated Insurance Executive Summary
- + Summary of Coverage Bound
- + Updated Limits Graphs
- + Policies and Endorsements as they come in

We will then work with you on our Client Service Plan to ensure we meet our mutual goals throughout the year.



CELEBRATE + RELATE (Post-renewal)

Once a successful vendor is selected, we believe it is imperative our clients maintain a positive working relationship with their vendor partners. We will encourage semi-annual meetings with incumbent carriers to develop institutional and personal relationships.

d. Describe your educational services for those in Astrix as applied to commercial insurance.

i. Please provide an overview of those services.

IMA leans into being a trusted resource for our clients in conveying current information and experiences that impact our clients.

We are also constantly evaluating current technology tools and vetting additional resources to stay ahead of the curve. We have developed a team that specifically focuses on innovative resources. This team's only responsibility is to research, identify, and vet the latest leading-edge technology, carrier, and third-party resources.

Disseminating this information takes many forms. Below are just some of the methods we employ.



BLOGS

While our blogs are often market-related, you will also find topical blogs that address insurance trends, news, and updates.

BROKER/SERVICE TEAM INSIGHTS

Astrix's Broker Consultant and Client Management team will provide targeted insights on insurance trends and innovative concepts in the Strategic Planning Meeting and throughout the year as certain topics or trends that arise seem to relate to meeting the organization's goals and solving issues we've been apprised of.

The Broker Consultant sends a monthly newsletter outlining hot topics and shares insights and trends that may be of interest to people teams, leadership teams, and businesses in general.



FLAGSHIP PUBLICATIONS

We also provide clients with the latest general insurance updates and industry-specific news to foster a true partnership relationship. We want them to have the tools to make the best decisions for their risk management program and improve their understanding of risk management philosophies and trends.

Below are a few of the publications that we distribute to clients:



MARKETS IN FOCUS

A quarterly publication that provides commentary and in-depth analyses on general insurance market trends as well as industry-specific insurance trends.



RISK IN FOCUS

A semiannual publication that discusses important emerging industry-specific risks that could adversely impact clients and their risk management programs.



INSIGHTS, ALERTS, + TRENDS (IATS)

A weekly email list of carefully curated, industry-specific news articles that are relevant to our clients' risk management programs.



CUSTOMIZED SAFETY EDUCATION

Safety Leadership Training

It is evident that Astrix strives to be innovative and ahead of the curve. This training goes beyond safety compliance and trains leaders within the organization on why safety matters and how to effectively change or enhance a safety culture. IMA Risk Control can deliver this training to your company, and it is customizable based on your needs.

Emergency Response Drills & Training

We can help establish, or improve your current, written emergency action plan. In addition, we can participate in drills whether they be table-top or in person.

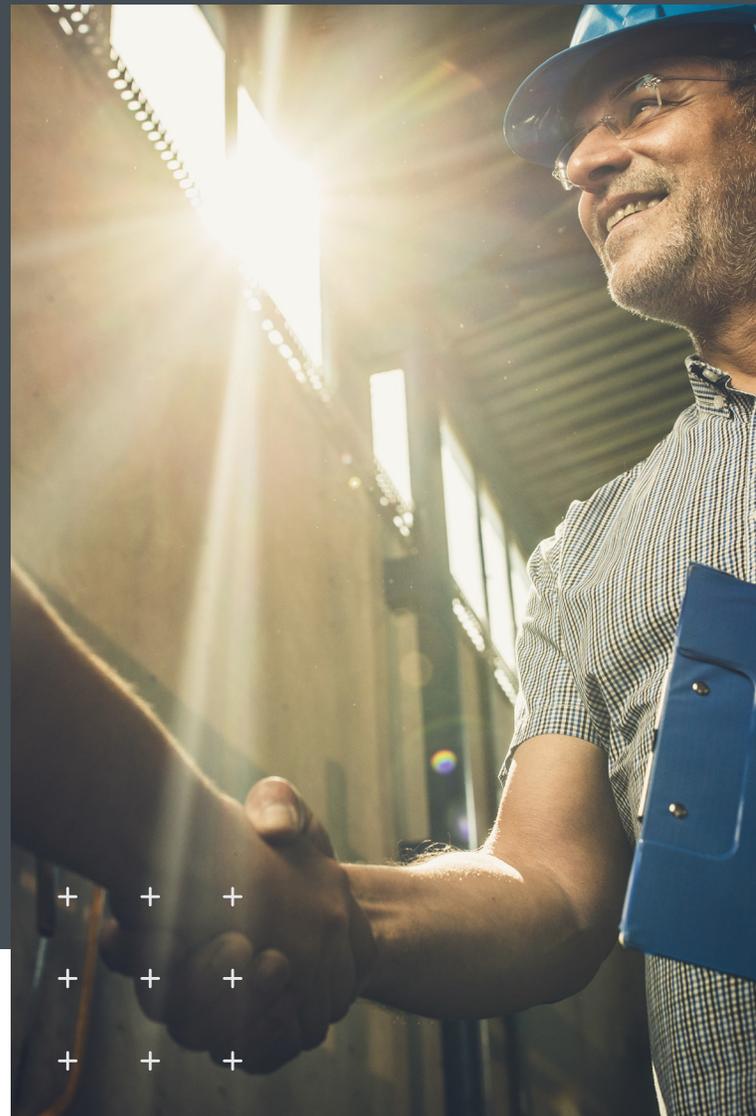
This is an area that affects many of our manufacturing and distribution clients who find their programs are lacking or not as robust to survive an event. We can help turn this around and ensure you are prepared and can handle an event at any scale.

Interactive Safety Training

Augment your safety training with training delivered by IMA's Certified Safety Professionals. Base regulatory, competent person and train-the-trainer safety training programs are supported through handouts, demonstrations, exercises and videos.

Driver Safety

Employees driving on company business is the second-highest source of claims. Any type of driver can expose a company to substantial financial liability. Defensive driving education, MVR review programs, Driver Monitoring and Substance Abuse Testing can be tailored to assist in management of fleet safety.



ii. How often do you have webinars and who is the intended audience?

IMA webinars are held periodically on an as-needed basis and are accessible to IMA clients. In our issued webinars, we engage the services of compliance and other experts to present critical information.

iii. Do you have in person events? If so, where, about what, and with what frequency?

In person events are held intermittently and will be communicated when applicable to Astrix.

iv. What topics do you cover in webinars in 2021 and 2022?

Recent webinars we've produced include:

- + International Business Travel: Are You Covered?
- + *The Impact of Mergers & Acquisitions on Your Company*
- + *Pre-IPO Directors & Officers: What are Next Steps?*

v. Is there a cost for your in-person events or webinars?

Our in-person events and webinars are included at **no additional cost**.



e. Describe your services in the area of legal compliance:

i. Please provide an overview of those services.

The Contractual Risk Review Department can provide contractual risk review for the following types of documents:

-  Master Services Agreements
-  Lease Agreements
-  Supply + Delivery Contracts
-  Rental Agreements
-  Subcontractor Agreements
-  Release of Liability Waivers
-  Franchise Agreements
-  Mergers + Acquisition Contracts or Documents

Our Contract Review department will assist Astrix in designing and instituting a plan for assuring that the contractually required risk transfer components are being complied with by its tenants, vendors and customers. Our team will review the indemnification portions of your agreements to make sure the contracts sync with and support the language of your risk management and insurance policies. This assistance has traditionally included a review of the current insurance policies and contracts that you may be using and the drafting of language to best protect Astrix and appropriately transfer risk from your assets. Once the review is completed, IMA works with your risk management department, legal department and other staff involved with due diligence and tracking customer and vendor compliance issues.

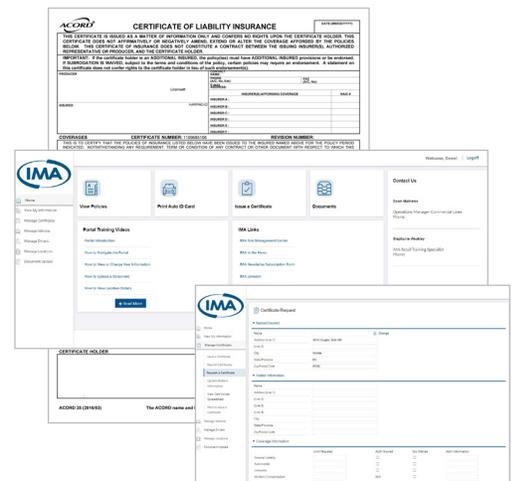


CERTIFICATES OF INSURANCE

IMA recognizes that managing and issuing Certificates of Insurance (COI) is critical to Astrix's operations and our company is well positioned to handle customization, volume and rush requests. The importance of getting the accuracy and timeliness of issuance is crucial. IMA also recognizes the sheer volume of activity associated with this transactional service poses workload issues. IMA will work with Astrix to develop a customized service plan for issuing insurance certificates, in order to effectively and promptly meet your certificate needs. Requests for certificates of insurance are processed the same day if the request is received prior to 1:00 pm MST. If the request is received after 1:00 pm, IMA will issue the certificate the following business day. When IMA completes the request, the certificate is forwarded to the requesting party, with a copy to the client's office as well. Your IMA Service Team will continue to be involved in the process and to offer the quality of service that our clients expect.

CSR24 is a fast, convenient and powerful tool that enables Astrix team to have near-instantaneous access to existing certificates and issue new standard certificates. The CSR24 client portal also allows access to Invoices, Policy Documents, and Auto ID Cards.

As certificate of insurance issuance is closely tied to contract review, our team oversees the certificate issuance group. IMA commits to Astrix that the team and a certificate technician will work with you to map out the current process and design from scratch a certificate of insurance workflow that works for Astrix.



IMA CERTIFICATE COMPLIANCE UNIT

IMA Certificate Compliance is a fee-based service designed to remove the administrative burden associated with reviewing insurance requirements, the collection of certificates, negotiating with vendors' agents on coverage needed, finalizing compliance, tracking certificates and more.

WHY IMA CERTIFICATE COMPLIANCE?



Ensure your vendors have and keep the right level of coverage



Have the experts handle certificate compliance from cradle-to-grave



Limit the amount of time and money your firm invests in certificate compliance



It is an easy-to-use, streamlined, online system

- ii. Are compliance attorneys available for questions, issues, and consultation as part of the basic fee or is there an additional cost for utilization of those services?

Our team is engaged to assist with contract reviews and contract language recommendations in line with Astrix’s risk management philosophy.

IMA is one of the few brokers in the country to employ in-house attorneys who function solely as contract administrators to assist our clients at no additional cost. Our clients asked if we could help solve the issue of having to use outside counsel for the review of contracts. In addition to the hourly costs charged by outside attorneys, many of their reviews resulted in recommendations that were not based in generally accepted practices or rooted in the real construction world.

IMA felt that this service was best suited in the same risk management firm that understood the client’s risk tolerance, philosophies towards risk, insurance coverages and generally accepted practices. By concentrating this service in our firm, we are able to see emerging trends in contract construction and assist our clients before they realize it. This approach ensures we are aligned with Astrix’s risk management philosophy. This service will provide important assistance to Astrix’s team in those areas of the country and businesses where Astrix has operations and projects. The department consists of 15 individuals with diverse insurance and legal backgrounds. The service provided are designed to assist Astrix with contractual risk transfer mechanisms as they relate to insurance and risk management.

- iii. For new laws and legal decisions that can affect the benefits, plans or services offered, what actions do you take? (e.g., non-client specific email updates, individualized emails, calls to the Astrix key contact, etc.)

Members of your designated IMA team will communicate via email updates, individualized emails and phone calls whenever there is a compliance change that would be relevant to Astrix.



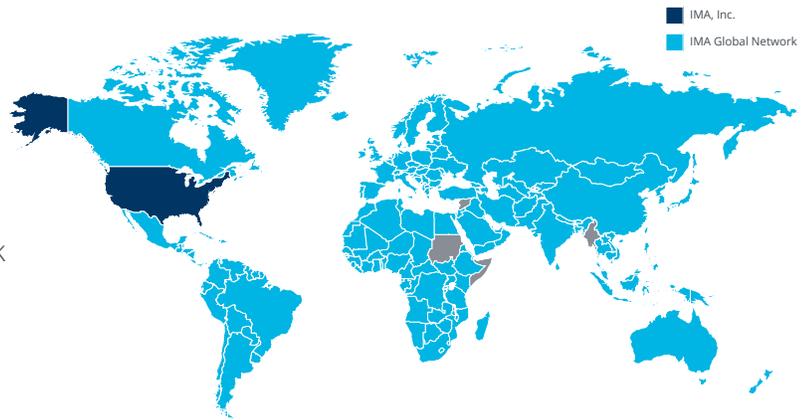
- f. We have a large footprint in Brazil and Costa Rica. We have recently hired our first Canadian employee. What services can you provide for these countries and in support of our international growth.

IMA's Global Risk Practice specializes in providing in-depth expertise for placing, maintaining, and optimizing international insurance plans. Global Risk utilizes a unique strategy to place and service our client's insurance programs through the 180+ members of our IMA Global Network. Through this network, we coordinate and communicate international programs for some 400 U.S.-based clients who have operations around the world.

CLIENTS IN
OVER **100**
COUNTRIES

IMA'S COLLABORATIVE GLOBAL NETWORK OF PARTNERS

- + 180+ partners through the IMA Global Network
- + 900+ offices over 6 continents
- + \$8.2B in combined annual revenue



In addition to strong relationships with international brokers across the globe, IMA has cultivated close ties with a multitude of internationally based carriers – ensuring clients have access to the most competitive rates and comprehensive coverages.

The IMA Global Risk team for Astrix would be led by **Sean Jackson** and **Lea Austin**, who together bring more than 43 years of international insurance experience, both brokering and underwriting. This provides unique sightlines and the ability to leverage seasoned relationships with U.S. insurance carriers.

Our international team takes the heavy lifting off of your risk management and finance departments, as we perform international coordination efforts on your behalf. Additionally, we can collect Astrix's exposure details from around the world and make them available to you. IMA also has a cloud-based portal that we utilize to capture the local country information from around the world to which Astrix can be granted access.



SEAN JACKSON

*Managing Director -
Global Risk & Benefits*



LEA AUSTIN

*Global Property &
Casualty Practice Leader,
Account Executive*

Swap Axis	COUNTRY		
LINE OF BUSINESS (rollover cells for more options)	BRAZIL	CANADA	COSTA RICA
D&O	Some insurances may be compulsory in certain states under state and municipal laws	D & O insurance to be arranged by condominium corporations (in a few provinces)	None reported
Professional Liability	Professional indemnity for reinsurance brokers Further classes may be compulsory in certain states under state and municipal laws	<ul style="list-style-type: none"> Professional indemnity for insurance brokers, investment brokers, real estate brokers, fund managers, land surveyors, doctors, lawyers, architects, engineers, accountants, pharmacists Professional indemnity for paralegals in Ontario, Liability insurance to be arranged by condominium corporations (in some provinces). <p>Some of the professional indemnity insurances listed are obligatory by law and some by professional associations</p>	<ul style="list-style-type: none"> Clinical trials liability, Professional indemnity insurance or a financial guarantee for insurance brokers
General Liability	<ul style="list-style-type: none"> Bodily injury to commercial aviation passengers (civil liability), Personal accident cover protecting anybody involved in an accident involving a marine vessel and/or its cargo (DPEM), Liability insurance for air carriers for injury to passengers and damage to baggage and goods during international and domestic 	<ul style="list-style-type: none"> Aviation liability, Liability for the transport of hazardous goods, Liability for railway operators, Marine passenger liability for vessel operators, Shipowners' liability for marine oil pollution (financial guarantee or insurance), 	<ul style="list-style-type: none"> Aviation third party liability, Clinical trials liability, Shipowners' liability for marine oil pollution (a financial guarantee or insurance), Professional indemnity insurance or a financial guarantee for insurance brokers

GLOBAL COMPLIANCE

We design globally compliant insurance programs that take the following into consideration:

- + Compulsory coverages required by country
- + Non-admitted Insurance compliance
- + Local Premium Tax Payments & Regulation
- + Local Health and Safety Laws
- + Statutory Employee Benefits requirements
- + Adherence to Collective Bargaining Agreements
- + Benchmarking of local employee benefits

Global compliance is top of mind when working with IMA's international clients.



g. Describe any additional service options that may be of interest to Astrix.

ACTUARIAL ANALYSIS AND COMPLEX RISK ANALYTICS

IMA is data-driven in how we consult and advise our clients. This process applies to all disciplines from program structure to loss control and claims management. For this reason, we “lead with analytics” to drive strategy with our clients. This is particularly critical for a company like Astrix that assumes significant risk.

IMA views analytics as a process that gets adapted depending on whether we are evaluating the optimal risk financing structure, loss control analysis, or claims analytics. Our goal is to progress with Astrix from providing descriptive analytics that tend to be static at points of time, to prescriptive analytics that are actionable and drive process change and improvement.



IMA PROVIDES:



Business Intelligence + Benchmarking



Financial Stress Testing



Actuarial Modeling



Cash-Flow Analysis



Collateral Analysis

Many businesses use stringent and complex analysis when it comes to sales, operations and finance but do not extend these tools into insurance decision making.

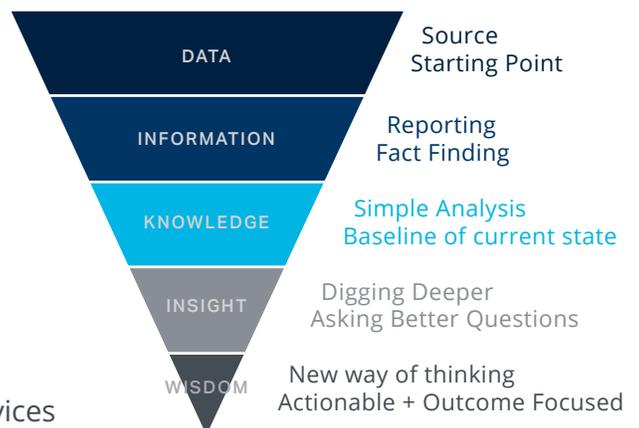
PROVIDE ANNUAL ACTUARIAL ANALYSIS OF LOSS RESERVE ACCRUALS

IMA has in-house actuarial resources available for clients to develop loss projections, frequency/severity trends, loss stratification, statistical distributions, selection of ultimate losses, collateral analysis, and many other tools that might be necessary.

We believe it is not the data but the insights it can lead. Here is our thought progression when we think about actuarial analysis.

IMA has a full array of in-house actuarial and analytical services available to Astrix within our Complex Risk Solutions group, which is an integrated part of the Astrix IMA account team.

It is our belief that we can't do our job as brokers without doing analytics, therefore, we do not charge extra for this work. The intent of our actuarial work is primarily to help you make data-informed decisions as well as to be Astrix's advocate and liaison when negotiating with insurance companies as it relates to structure, pricing, and collateral.



QUANTITATIVE RESOURCES



Statistical analysis of loss and exposure data



Loss control and claims analytics



Financial analysis



Financial reporting tools

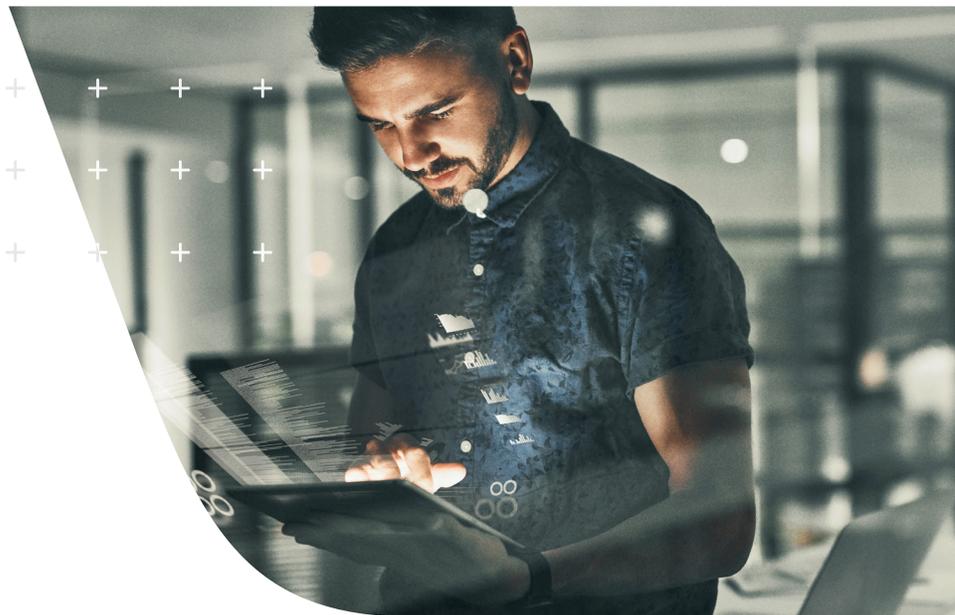


Benchmarking

IMA maintains close relationships with independent actuarial firms at both a local and national level, when needed by clients, auditors, or captive domiciles.

One of IMA's great strengths is our flexibility to work with our individual clients to determine their needs and risk financing capabilities, and then fit the analysis and communication of results to match those needs.

As Astrix's advocate, the primary goal of all analysis is to help Astrix make data-informed decisions and to structure the most efficient program structure, risk transfer pricing, risk financing method, and collateral requirements. For this reason, the intent isn't meant to be used for financial booking purposes though it certainly can provide a reasonable estimate of what might be expected.



LOSS CONTROL & SAFETY CONSULTING

IMA's Risk Control Department is staffed with 20 experienced safety and health professionals with over 125 years of combined experience. Clients of IMA enjoy access to this team of consultants, which is one of the largest in the region. We believe that this will be a critical risk management service for Astrix.

Our Risk Control Department prides itself on developing unique and customized solutions for its client and does this by taking the time to understand your business and developing relationships throughout middle and upper management. The goal is to become a trusted advisor and partner in your loss prevention program. The background of the risk control team includes professional safety consultants in the area of clinical risk management, fire prevention, driving and fleet safety, property management safety, and compliance experts in the area of OSHA and DOT. We utilize a Client Service Plan in which we decide with you how our services can best be used during the course of the year and how we can leverage value-added services available from our insurance carrier partners as well. This Client Service Plan is then used as a score card at the end of the year to document the delivery of value-added services.

Below are some ideas for services that may augment Astrix's existing Safety and Loss Prevention Initiatives:

+ **Benchmark Operations and Identify Areas for Improvement**

Utilize IMA's exclusive RiskScoreSM audit tool to benchmark various divisions or business units and perform an "Exposure Analysis" on your operations against loss prevention best practices (an iPad application).

+ **Lean on IMA (IMA On-Site)**

Augment your current Safety personnel with IMA's local Safety Professionals. OSHA, Property Loss, and Fleet Safety training is available from IMA's team of 20 Safety Advisors.

+ **Motivate/Expand Safety Culture with Accountability**

Tap into IMA for Safety Perception Surveys and Safety Accountability programs to integrate acquisitions and cultivate a healthy safety culture.

+ **Deploy Risk Management Software Tools**

Improve efficiency by using IMA's Risk Management Center as a Portal for Incident Tracking, Managing SDS, and Learning Management system capabilities.

+ **Provide Strategic Advice and Transfer Best Practices**

Utilize recurring, strategic thought sessions with your IMA Risk Control Advisor to compare field observations with corporate initiatives, and benefit from the transfer of knowledge amongst IMA's other utility and municipality clients.

+ **Leverage Technology to Drive Results and Maximize ROI**

Explore Pre-employment Screening, Fleet Telematics, Fatigue Management for Drivers and Lone Worker GPS to control first dollar claim costs. Learn from IMA on how to deploy "tablet based" safety audits using the latest technology.

+ **Assist with Large Loss Investigations and Compliance or Insurance Inspections**

Respond and provide manpower during critical events and keep you abreast of regulatory changes.



IMA Risk Control will work with Astrix to develop a customized Risk Control plan that includes the complementary services listed above. In addition to these services and resources, IMA Risk Control offers on-site trainings and program administration including:

LIVE TRAININGS

- + Instructor-led Safety Training/Webinars
- + Supervisor Safety Training
- + OSHA 10 or 30
- + Defensive Driver Education
- + Base Regulatory Training
- + H2S Awareness
- + Fall Protection
- + Confined Space
- + Lockout/Tagout
- + Handling Chemicals/HazCom
- + Active Shooting Training

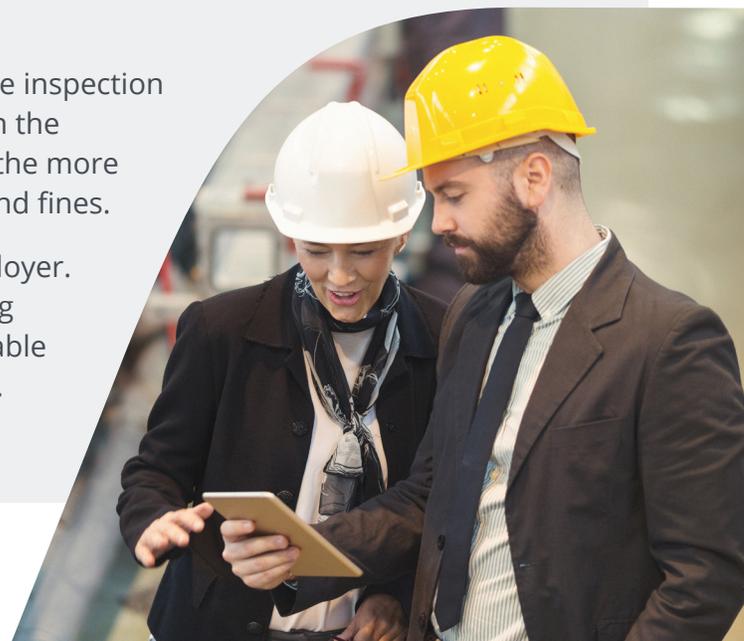
CUSTOMIZED PROGRAMS, AUDITS + ASSESSMENTS

- + OSHA/DOT Compliance Audits
- + Safety Management/Accountability Programs
- + Safety Engagement/Incentive Tools
- + Return-to-Work Programs
- + Recurring Site/Facility Safety Audits (iPad forms)
- + Safety Committee Participation
- + Industrial Hygiene Monitoring (3rd party)
- + Fleet Safety Program/Driver Performance Metrics and Telematics
- + Behavior Based Safety Observation Programs
- + Personal Protective Equipment Assessment (PPE)
- + Facilitate Property Reviews with Insurance Carriers
- + Online Safety Training/Streaming Videos

OSHA INSPECTIONS

IMA Risk Control's understanding of OSHA's role during the inspection allows IMA to expedite the inspection process for Astrix, in the event of an OSHA inspection. The longer OSHA is on-site, the more exposure an organization faces as it relates to penalties and fines.

IMA works through what options are available to the employer. IMA Risk Control's success in vacating citations, negotiating favorable terms and reducing penalties for clients is available to all IMA business partners as a value-added proposition.



CLIENT & INSURANCE CARRIER ADVOCACY

When an insurance carrier requests a loss control visit, whether in-person, over the phone, or virtual, IMA Risk Control's role is to be involved in every aspect of the visit. We work with the carrier on the client's behalf to ensure recommendations and unnecessary site visits are limited. The purpose is to ensure your time is well spent and your efforts are meaningful.



TECHNOLOGY SOLUTIONS FOR CLIENTS | IMA RISK MANAGEMENT CENTER

The IMA Risk Management Center is a unique web-based software suite of safety and risk management tools designed to empower your organization's risk prevention efforts. It is easy to access and use and provides a cost-effective risk reduction and safety center for your entire organization across all departments and locations.

The Risk Management Center is right for any organization that wants to proactively manage their risk exposures and develop effective workplace safety programs to reduce claims, losses, and associated costs.

The goal of any risk management program is to reduce risks and injuries, while improving profitability.

The Risk Management Center enables employers to:

- + Efficiently manage your hazard communication program and safety data sheets
- + Access a best-practices safety and HR library of written policies and procedures
- + Train employees efficiently and effectively with a multitude of bilingual PowerPoints and E-learning
- + Manage certificates of insurance to limit liability and risk
- + Create job descriptions and modified duty programs



a. Describe how you expect to be compensated for Commercial Insurance Services.

IMA believes there are significant savings and efficiencies to be captured from taking a consolidated and holistic approach to Astrix's risk management program.

IMA is completely flexible as to the method of compensation for our services. We work with clients on several different arrangements and would be pleased to agree upon any one of the following:

- + Traditional Commission
- + Flat Fee
- + Combination of the two

There are pros and cons to each scenario that we would be happy to discuss. For instance, the vast majority of our clients work with us on a commission basis because insurance carriers will typically include standard commission amounts in their quotations without a resulting impact on the premium, saving our clients an out-of-pocket fee.

Regardless of structure, IMA seeks to develop a compensation methodology that is commensurate with Astrix's expectations and representative of the final program structure and services we agree upon. Our goal is to find a structure that allows IMA to deliver the full arsenal of our resources on an "anytime, anywhere, anyplace" basis.

With a better understanding of Astrix's corporate and risk management objectives, we would be pleased to put part of our compensation at risk, setting a floor and ceiling with incentives for reaching certain agreed-upon benchmarks, etc. The key to such arrangements will be to develop an incentive program based on mutually established goals and objectives by clearly outlining the benchmark objectives identified by Astrix and incorporated into our Client Service Plan that would trigger modifications to our compensation.

We do not believe in 'nickel and diming' our clients for additional services that might be necessary during our relationship. Instead, whether we are compensated by standard carrier commissions or on a flat fee basis, our compensation is our total compensation and includes all available IMA services.

IMA is also committed to open communication, transparency, and full disclosure. We will share with Astrix a complete accounting of all income earned by IMA, whether it is in the form of commissions, fees, or other revenue, inclusive of contingent income.

We are passionately committed to the strategies and service commitments we have presented and believe in our ability to drive meaningful results for Astrix.



b. State your philosophy of compensation disclosure.

IMA is committed to 100% transparency regarding its compensation for insurance brokerage services provided to Astrix. IMA believes in compensation set for value provided and that is accomplished through disclosure and negotiation with the Insured. IMA formally discloses commissions or fees related to newly placed or renewed lines of coverage each year following a client's renewal.

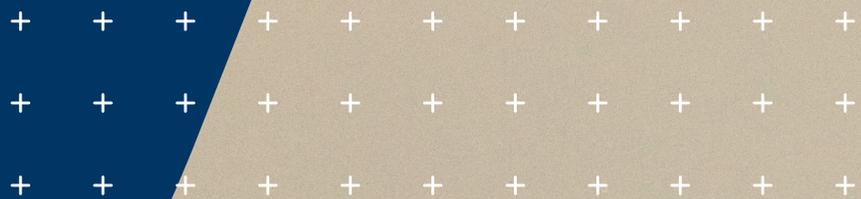
c. In our fee analysis, are there areas of hidden fees, silent overrides, or insurance offsets / agreements that brokers may use that we should keep an eye out for in this process that may appear to make another broker's fee less now but that we would end up paying for in the negotiated rates.

IMA is committed to providing full transparency in its scope of services and compensation. We provide detailed compensation disclosures each year during the renewal process – well beyond what is required by law – describing the compensation we expect to receive for all lines of coverage, including information regarding supplemental, contingent and other non-monetary compensation. Most importantly, all of IMA's specialty resources and services described in this proposal are offered to our clients and their consulting teams at no additional cost.





7. Claims Handling



a. Other than tendering a claim to the carrier, what is your practice with regards to active claims?

Astrix will be assigned a Claims Account Executive, who has access to subject-matter experts in every line of coverage. Claims Account Executive, **Carol Riggs**, will be Astrix's assigned Claims Advocate.

Carol provides proactive claim support and will access additional expertise, as needed, to ensure Astrix receives the best claims advocacy under any circumstance. As Astrix's appointed broker, IMA's first claims management step will be to perform a comprehensive review of Astrix's current claims process and procedures.

Understanding Astrix's risk appetite and claims philosophy is vital to developing a service plan that meets Astrix's specific needs. Carol will lead discussions with Astrix to gain a comprehensive understanding of Astrix's internal claims structure, claims philosophy and goals, in conjunction with discussions on identifying specific areas in which IMA can assist with identifying improvements in TPA service and management of claims. The goal is to leverage IMA's knowledge, experience, relationships, and industry contacts to assist in resolving claims.



CAROL RIGGS

VP, Claim Manager

CLAIMS LIFECYCLE

PRIOR TO CLAIM

- + Review current claim program by line of coverage
- + Develop custom reporting procedures
- + Assign designated adjusters
- + Pre-determine settlement goals and consultative amounts
- + Defense counsel selections

REVIEWING COMPLEX CLAIMS

- + Review all claim facts with you
- + Identify any potential coverage issues
- + Determine your desired outcome
- + Strategize with you to develop an action plan
- + Respond promptly, advise and advocate

CONTROLLING CLAIMS

- + Provide proactive claims updates
- + Development of clear and concise action plans with your carriers
- + Provide written claim summaries
- + Ensure claim adjusters are proactively managing outcomes

CONCLUDING THE CLAIM

- + Important to communicate potential settlement prior to claim closure
- + A good claim is a closed claim
- + Continually monitor and revise protocols

Litigation Management

In cases where Astrix is a defendant in litigation, Carol will work with Astrix to explore and identify any relevant facts which may impact the development of defenses, counter claims, cross claims, and third-party claims. Carol acts as a second set of eyes for Astrix during litigation, working with defense counsel and the adjuster to advocate for Astrix and advise on the best course of action.

Coverage Disputes

In the event Astrix receives a claim denial or a reservation of rights letter from a carrier, Carol will discuss with Astrix, conduct a thorough review of the coverage letter to determine which, if any, of the insurer's coverage position statements are reasonable, and then engage with the insurer claim professional to understand their position and ensure they are fully aware of all pertinent facts surrounding the claim. We will discuss our findings with Astrix, presenting the options available, and develop a go-forward strategy guiding Astrix through the claims process, troubleshooting coverage issues, and protecting Astrix's rights under the insurance policies. If necessary, IMA will leverage our relationships with executive-level contacts with the insurer to attempt negotiation of an insured friendly interpretation of any ambiguities regarding coverage.

IMA Claims Management

- + **Communication:** Clients count on the IMA claims group for responsiveness and accessibility.
- + **Dedicated claims specialists:** We understand the nuances and buried meanings of policy language. We recognize the hurdles, pitfalls and delays that can impact resolution.
- + **Innovative, fresh ideas:** We stay continually abreast of industry trends and best practices.
- + **Qualified expertise:** Solid advice from professionals with experience as loss adjusters in every type of claim situation.
- + **Quick and appropriate claims resolution:** We will work diligently with the carrier and to ensure expedient resolution of claim issues.
- + **Relationships with all major carriers:** We'll ensure quality service and experienced claims handling.
- + **Results:** We see the big picture. We achieve the best possible outcomes.

Claims Denial

In the event Astrix receives a claim denial or reservation of rights letter from the carrier, IMA will:

- + Thoroughly review the letter to determine which, if any, of the insurer's coverage position statements are reasonable.
- + Discuss our findings with you and determine the best course of action.
- + Engage the claims adjuster to understand their position and ensure they are fully aware of all pertinent facts surrounding the claim.
- + Fully communicate options with you and develop a go-forward strategy.
- + Continue to guide you through the claim process, troubleshoot coverage issues and protect your rights under your insurance policies.
- + If necessary, leverage IMA's prominent position as a leading broker in the industry and reach out to executive-level contacts with the insurer to attempt negotiation of an insured-friendly interpretation of any ambiguities regarding coverage.

b. How involved are you in active claims?

IMA acts as a second set of eyes for Astrix during litigation that is defended by the insurance carrier. In the event Astrix receives a claim denial or reservation of rights letter from the carrier, IMA's **Carol Riggs** will simultaneously alert the Account Executive and action will be taken to discuss with Astrix management team.

With all claim submissions, we review the applicable policy as it relates to the facts of the loss. Out of the gate, we will inform the client of any coverage hurdles we may come across. If we do disagree with how the carrier has determined coverage, we will provide a letter outlining the coverage analysis and provide case law if applicable supporting our decision. If the rebuttal does not reverse the carrier's decision, we will request a conference with the carrier "claim committee group" to ensure they understand the arguments for coverage. In many cases we have overcome declinations of coverage and/or negotiated a compromised settlement. We will ensure the client is in the loop on all correspondence with the carrier.

IMA's commitment to assisting our clients in mitigating risk is reflected in our investment in a dedicated and experienced claims team. IMA Claims industry knowledge, carrier and third-party adjuster relationships, understanding of policy language and coverage applications provides clients with the best protection in the industry in the event of a claim. The Claims Team possesses a wide breadth of industry and claims experience as former claim adjusters, risk managers, and attorneys. The role of an IMA Claims Advocate is to represent your interests, while communicating between all parties, assuring the necessary information flows effectively and is timely. IMA Claims Advocates play a key role in any organizations' risk management program. At IMA, we believe in claims advocacy and management, not simply claims monitoring. We strive to effect positive change in the management of claims at the TPA and carrier level on behalf of our clients. IMA's Claims Team zealously advocates on behalf of their clients throughout the entire claim process, analyzing reserves and evaluations to ensure the adjuster is handling the claim in accordance with Astrix's claim philosophy, negotiating coverage disputes, managing TPA performance, and assisting with litigation management, when needed.

c. Is there any aspect of claims handling that you believe distinguishes you as a broker?

IMA's Claims service plays a key role in any organizations' risk management program. **At IMA, we believe in claims advocacy and management, not simply claim monitoring.**

Mitigating severity is one of the most impactful ways to address risk and lower Astrix's total cost of risk. IMA's experienced and persistent Claims Team will advocate on behalf of Astrix to optimize coverage, get claims closed and lower reserves where appropriate, and influence the selection of counsel and litigation strategy where the insurer is defending Astrix's interests.

IMA Claims Advocates' industry knowledge, carrier, TPA and independent adjuster relationships, and understanding of policy language and coverage applications provides our clients with the best protection in the industry in the event of a claim.



About IMA Financial Group

Based in North America, IMA Financial Group, Inc. is an integrated financial services company focused on protecting the assets of its widely varied client base through insurance, risk management and wealth management solutions. As an employee-owned company, IMA's 1,800-plus associates are empowered to provide customized solutions for their clients' unique needs.

