

BROWN & BROWN, INC.

# Investor Day

September 14, 2023



# Information Regarding Forward-Looking Statements

This presentation and the statements made during our presentation may contain certain statements relating to future results which are “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934, which are intended to be covered by the safe harbors created by those laws.

You can identify these statements by forward-looking words such as “may,” “will,” “should,” “expect,” “anticipate,” “believe,” “intend,” “estimate,” “plan” and “continue” or similar words. We have based these statements on our current expectations about potential future events. Although we believe the expectations expressed in the forward-looking statements included in this presentation and the statements made during our presentation are based upon reasonable assumptions within the bounds of our knowledge of our business, a number of factors could cause actual results to differ materially from those expressed in any forward-looking statements, whether oral or written, made by us or on our behalf. Many of these factors have previously been identified in filings or statements made by us or on our behalf. Important factors which could cause our actual results to differ, possibly materially from the forward-looking statements in this document and statements made during our presentation include but are not limited to the following items: the inability to retain or hire qualified employees, as well as the loss of any of our executive officers or other key employees; acquisition-related risks that could negatively affect the success of our growth strategy, including the possibility that we may not be able to successfully identify suitable acquisition candidates, complete acquisitions, successfully integrate acquired businesses into our operations and expand into new markets; a cybersecurity attack or any other interruption in information technology and/or data security that may impact our operations or the operations of third parties that support us; risks related to our international operations, which may result in additional risks or require more management time and expense than our domestic operations to achieve or maintain profitability; the effects of inflation; the requirement for additional resources and time to adequately respond to dynamics resulting from rapid technological change; the loss of or significant change to any of our insurance company relationships, which could result in loss of capacity to write business, additional expense, loss of market share or material decrease in our commissions; the effect of natural disasters on our profit-sharing contingent commissions, insurer capacity and claims expenses from our capitalized captive insurance facilities; adverse economic conditions, natural disasters, or regulatory changes in states or countries where we have a concentration of our business; the inability to maintain our culture or a significant change in management, management philosophy or our business strategy; claims expense resulting from the limited underwriting risk associated with our participation in capitalized captive insurance facilities; risks associated with our automobile and recreational vehicle dealer services (“F&I”) businesses; risks facing us in our Services segment, including our third-party claims administration operations, that are distinct from those we face in our insurance intermediary operations; the limitations of our system of disclosure and internal controls and procedures in preventing errors or fraud, or in informing management of all material information in a timely manner; the significant control certain shareholders have over the Company; changes in data privacy and protection laws and regulations or any failure to comply with such laws and regulations; improper disclosure of confidential information; our ability to comply with non-U.S. laws, regulations and policies; the potential adverse effect of certain actual or potential claims, regulatory actions or proceedings on our businesses, results of operations, financial condition or liquidity; uncertainty in our business practices and compensation arrangements with insurance carriers due to potential changes in regulations; regulatory changes that could reduce our profitability or growth by increasing compliance costs, technology compliance, restricting the products or services we may sell, the markets we may enter, the methods by which we may sell our products and services, or the prices we may charge for our services and the form of compensation we may accept from our customers, carriers and third-parties; increasing scrutiny and changing expectations from investors and customers with respect to our environmental, social and governance practices; a decrease in demand for liability insurance as a result of tort reform legislation; our failure to comply with any covenants contained in our debt agreements; the possibility that covenants in our debt agreements could prevent us from engaging in certain potentially beneficial activities; changes in the U.S.-based credit markets that might adversely affect our business, results of operations and financial condition; risks associated with the current interest rate environment, and to the extent we use debt to finance our investments, changes in interest rates will affect our cost of capital and net investment income; changes in current U.S. or global economic conditions, including an extended slowdown in the markets in which we operate; disintermediation within the insurance industry, including increased competition from insurance companies, technology companies and the financial services industry, as well as the shift away from traditional insurance markets; conditions that result in reduced insurer capacity; quarterly and annual variations in our commissions that result from the timing of policy renewals and the net effect of new and lost business production; intangible asset risk, including the possibility that our goodwill may become impaired in the future; future pandemics, epidemics or outbreaks of infectious diseases, and the resulting governmental and societal responses; other risks and uncertainties as may be detailed from time to time in our public announcements and Securities and Exchange Commission (“SEC”) filings; and other factors that the Company may not have currently identified or quantified.

Forward-looking statements that we make or that are made by others on our behalf are based upon a knowledge of our business and the environment in which we operate, but because of the factors listed above, among others, actual results may differ from those in the forward-looking statements. Consequently, these cautionary statements qualify all of the forward-looking statements we make herein. We cannot assure you that the results or developments anticipated by us will be realized or, even if substantially realized, that those results or developments will result in the expected consequences for us or affect us, our business or our operations in the way we expect. We caution readers not to place undue reliance on these forward-looking statements. All forward-looking statements made herein are made only as of the date of this presentation, and the Company does not undertake any obligation to publicly update or correct any forward-looking statements to reflect events or circumstances that subsequently occur or of which the Company hereafter becomes aware.

# | Information Regarding Non-GAAP Measures

This presentation contains references to "non-GAAP financial measures" as defined in SEC Regulation G, consisting of Organic Revenue, EBITDAC, EBITDAC Margin, EBITDAC - Adjusted Post FX, EBITDAC Margin - Adjusted Post FX and Diluted Net Income Per Share - Adjusted Post FX. We present these measures because we believe such information is of interest to the investment community and because we believe it provides additional meaningful methods to evaluate the Company's operating performance from period to period on a basis that may not be otherwise apparent on a GAAP basis due to the impact of certain items that have a high degree of variability that we believe are not indicative of ongoing performance and that are not easily comparable from period to period. This non-GAAP financial information should be considered in addition to, not in lieu of, the Company's consolidated income statements and balance sheets as of the relevant date. Consistent with Regulation G, a description of such information is provided below and a reconciliation of such items to GAAP information can be found within this presentation as well as in our periodic filings with the SEC.

We view Organic Revenue and Organic Revenue growth as important indicators when assessing and evaluating our performance on a consolidated basis and for each of our four segments, because it allows us to determine a comparable, but non-GAAP, measurement of revenue growth that is associated with the revenue sources that were a part of our business in both the current and prior year and that are expected to continue in the future. As disclosed in our most recent proxy statement, we use Organic Revenue growth as a key performance metric for our short-term and long-term incentive compensation plans for executive officers and other key employees. In addition, we believe Diluted Net Income Per Share - Adjusted Post FX provides a meaningful representation of our operating performance and improves the comparability of our results between periods by excluding the impact of the change in estimated acquisition earn-out payables, the impact of foreign currency translation and certain other non-recurring or infrequently occurring items. We also view EBITDAC, EBITDAC - Adjusted Post FX, EBITDAC Margin and EBITDAC Margin - Adjusted Post FX as important indicators when assessing and evaluating our performance, as they present more comparable measurements of our operating margins in a meaningful and consistent manner. We believe that EBITDAC - Adjusted Post FX, EBITDAC Margin - Adjusted Post FX and Diluted Net Income Per Share - Adjusted Post FX provide a better understanding of our results over longer periods of time (e.g, 5 to 10 years).

## Non-GAAP Revenue Measures

- **Organic Revenue** is our core commissions and fees less: (i) the core commissions and fees earned for the first 12 months by newly acquired operations; (ii) divested business (core commissions and fees generated from offices, books of business or niches sold or terminated during the comparable period); and (iii) Foreign Currency Translation (as defined below). The term "core commissions and fees" excludes profit-sharing contingent commissions and therefore represents the revenues earned directly from specific insurance policies sold and specific fee-based services rendered. Organic Revenue can be expressed as a dollar amount or a percentage rate when describing Organic Revenue growth.

## Non-GAAP Earnings Measures

- **EBITDAC** is defined as income before interest, income taxes, depreciation, amortization and the change in estimated acquisition earn-out payables.
- **EBITDAC Margin** is defined as EBITDAC divided by total revenues.
- **EBITDAC - Adjusted Post FX** is defined as EBITDAC, excluding (i) (gain)/loss on disposal, (ii) Acquisition/Integration Costs (as defined below) and (iii) Foreign Currency Translation (as defined below).
- **EBITDAC Margin - Adjusted Post FX** is defined as EBITDAC - Adjusted Post FX divided by total revenues.
- **Diluted Net Income Per Share - Adjusted Post FX** is defined as diluted net income per share, excluding the after-tax impact of (i) the change in estimated acquisition earn-out payables, (ii) (gain)/loss on disposal, (iii) Acquisition/Integration Costs (as defined below) and (iv) Foreign Currency Translation (as defined below).

# | Information Regarding Non-GAAP Measures - Continued

**Other Non-GAAP Financial Measures** - We believe these non-GAAP measures, as defined below, are useful to monitor our leverage and evaluate our balance sheet.

- **Net Debt** is defined as Total Debt Outstanding less cash and cash equivalents excluding restricted cash. "Total Debt Outstanding" is defined as current portion of long-term debt plus long-term debt less unamortized discount and debt issuance costs.
- **Total Debt Outstanding to EBITDAC** is defined as Total Debt Outstanding divided by EBITDAC.
- **Net Debt Outstanding to EBITDAC** is defined as Net Debt outstanding divided by EBITDAC.
- **Free Cash Flow** is defined as net cash provided by operating activities less capital expenditures.
- **Free Cash Flow Conversion** is defined as free cash flow divided by total revenues.

## **Definitions Related to Certain Components of Non-GAAP Measures**

"Acquisition/Integration Costs," means the acquisition and integration costs (e.g., costs associated with regulatory filings, legal/accounting services, due diligence and the costs of integrating our information technology systems) arising out of our acquisitions of GRP (Jersey) Holdco Limited and its business, Orchid Underwriters Agency and CrossCover Insurance Services, and BdB Limited companies, which are not considered to be normal, recurring or part of the ongoing operations.

"Foreign Currency Translation" means the period-over-period impact of foreign currency translation, which is calculated by applying current-year foreign exchange rates to the various functional currencies in our business to our reporting currency of US dollars for the same period in the prior year.

"(Gain)/loss on disposal," a caption on our consolidated statements of income which reflects net proceeds received as compared to net book value related to sales of books of business and other divestiture transactions, such as the disposal of a business through sale or closure.

We are presenting EBITDAC - Adjusted Post FX, EBITDAC Margin - Adjusted Post FX and Diluted Net Income Per Share - Adjusted Post FX for the current and prior year periods contained within this presentation so these non-GAAP financial measures compare both periods on the same basis.

Our industry peers may provide similar supplemental non-GAAP information with respect to one or more of these measures, although they may not use the same or comparable terminology and may not make identical adjustments and, therefore comparability may be limited. This supplemental non-GAAP financial information should be considered in addition to, and not in lieu of, the Company's condensed consolidated financial statements.



# Company Overview

## | Our Vision

**Be the leading global provider  
of insurance solutions  
for our customers.**

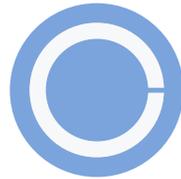
# Business Highlights



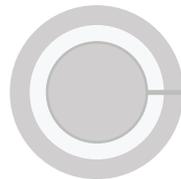
Long-term track record of profitable revenue growth - organic and via acquisition



Experienced leadership team and strong performance-based culture



Highly diversified revenue base, deep expertise and broad distribution network



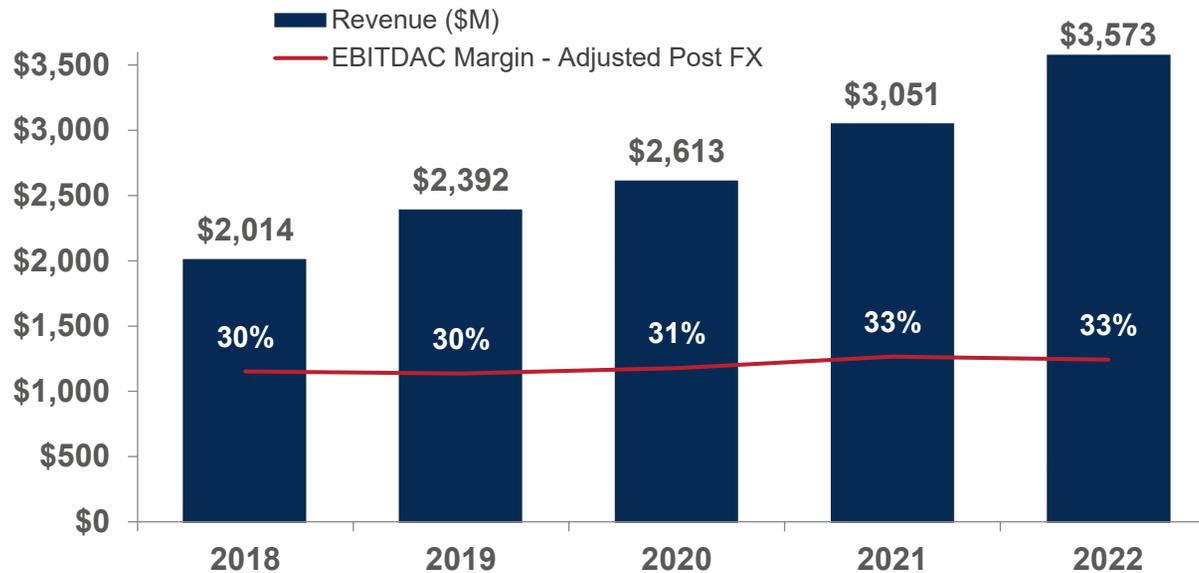
Operating model consistently generates industry-leading financial metrics



Disciplined capital allocation strategy fueled by strong liquidity and cash flow conversion

# Brown & Brown at a Glance

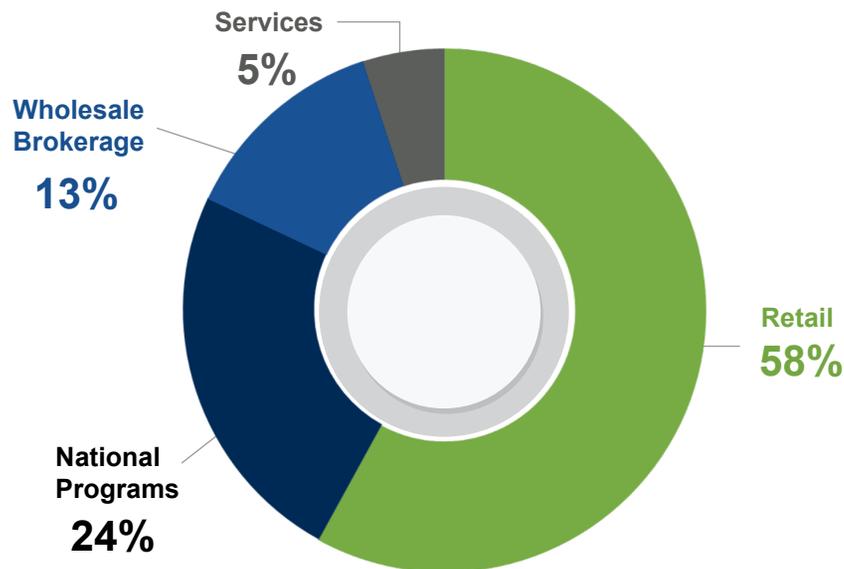
## Historical Revenue & EBITDAC Margin - Adjusted Post FX



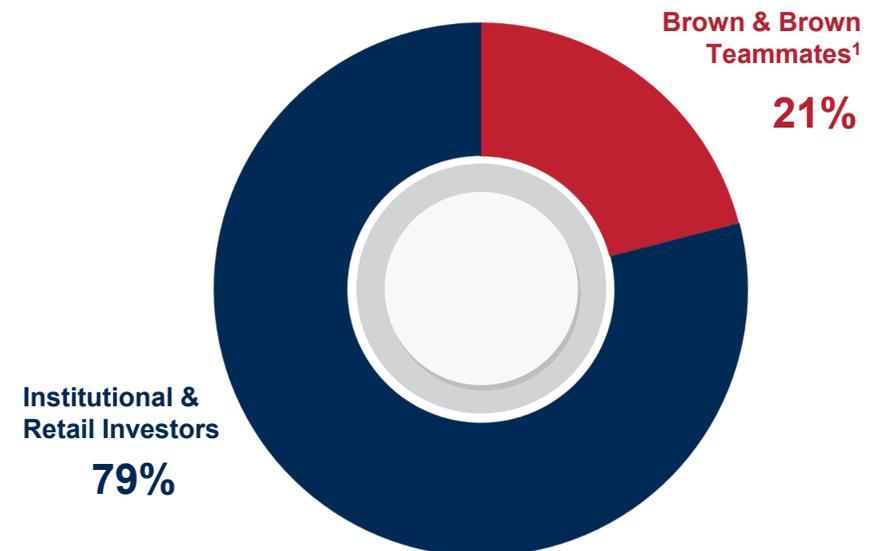
## Key Facts

- Headquartered in Daytona Beach, Florida
- Founded in 1939
- 16,000+ teammates as of June 30, 2023
- Doing business throughout the United States, Canada, United Kingdom, Western Europe, Bermuda and Cayman Islands
- Serving customers via retail, wholesale, MGA / MGU programs and services segments
- Specializing in property, casualty, employee benefits, personal lines and ancillary services

## 2022 Revenue by Segment

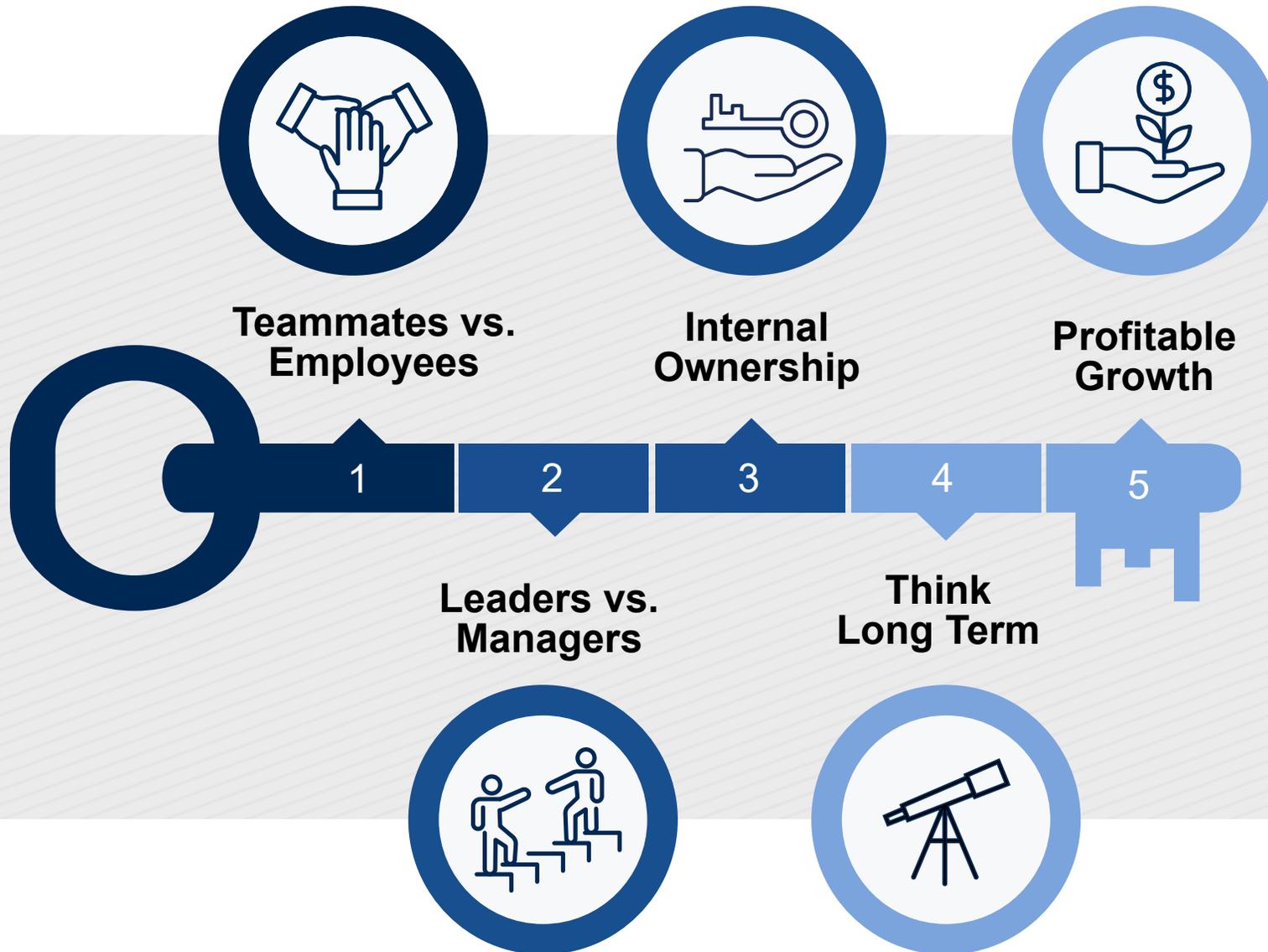


## Ownership Breakdown



<sup>1</sup> Estimated based upon public filings and data gathered from Brown family and teammates, including directors  
See important disclosures regarding Non-GAAP measures on pages 2-3 and Non-GAAP reconciliations on pages 63-74.

# | Key Cultural Attributes



# What Differentiates Brown & Brown?

Decentralized sales & service

Performance-based culture

Profitable growth

Significant teammate ownership

Highly talented leaders & teammates

Entrepreneurial meritocracy

Accountable & disciplined

Acquisitive

Strong balance sheet

# | Core Operating Philosophies



We are in the **people recruiting and enhancing** business.

We are in the **selling and servicing** business.



We are in the **money-making** business.

We are in the **delivering innovative solutions** business.



## NO BIG MISTAKES

# Decentralized Sales & Service Model

Driving operational efficiency by centralizing certain functions, while enabling sales and service decisions at the local level.

## Enterprise & Segment Functions



Acquisitions



Technology,  
Data & Innovation



Finance



Legal



Branding  
& Communications



Human  
Resources



Internal Audit  
& Compliance

## Business & Customer-Facing Functions



Solution  
Creation



Sales  
& Service



Knowledge  
Sharing



Talent  
Recruitment  
& Development

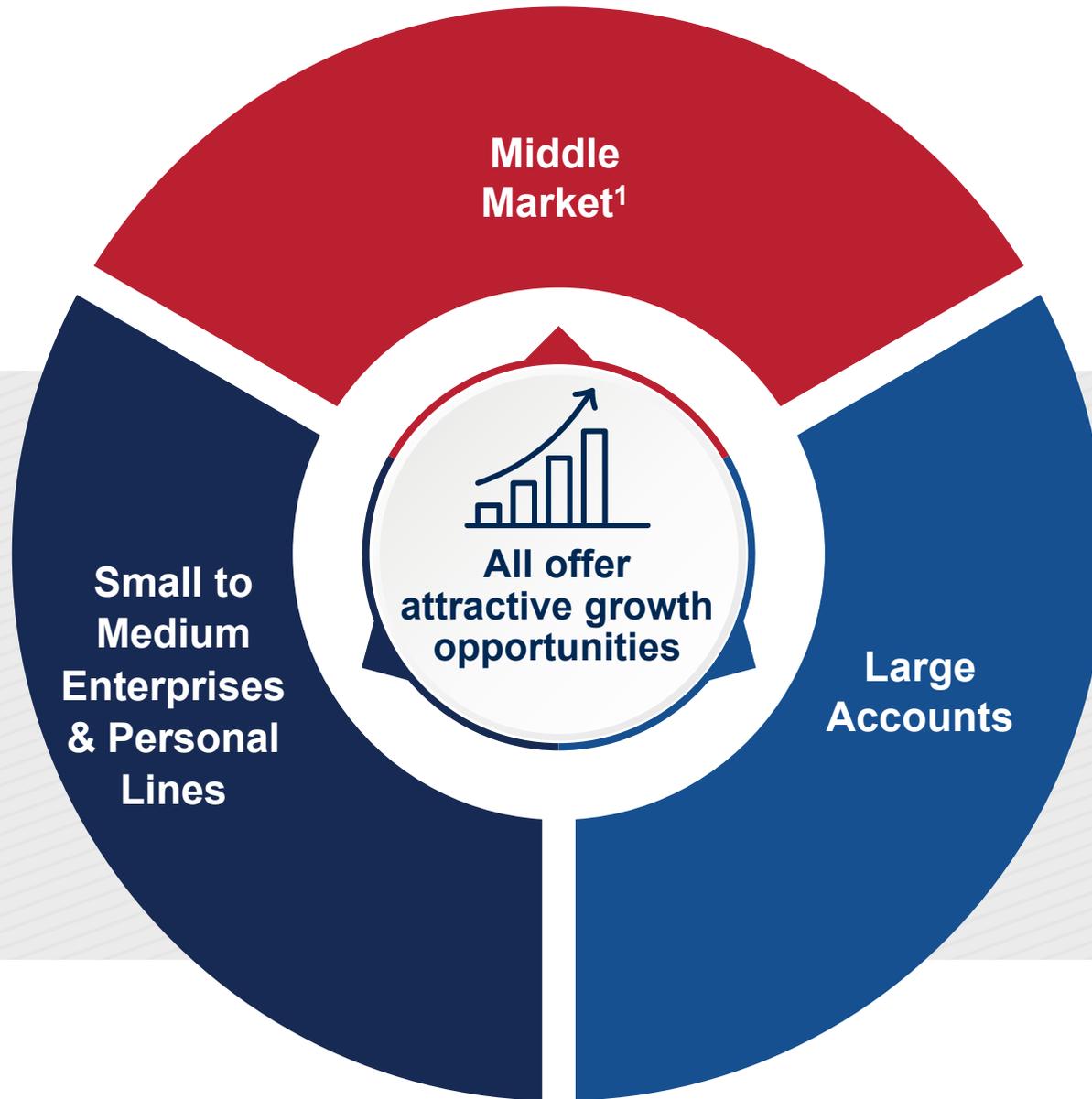


Community  
Engagement



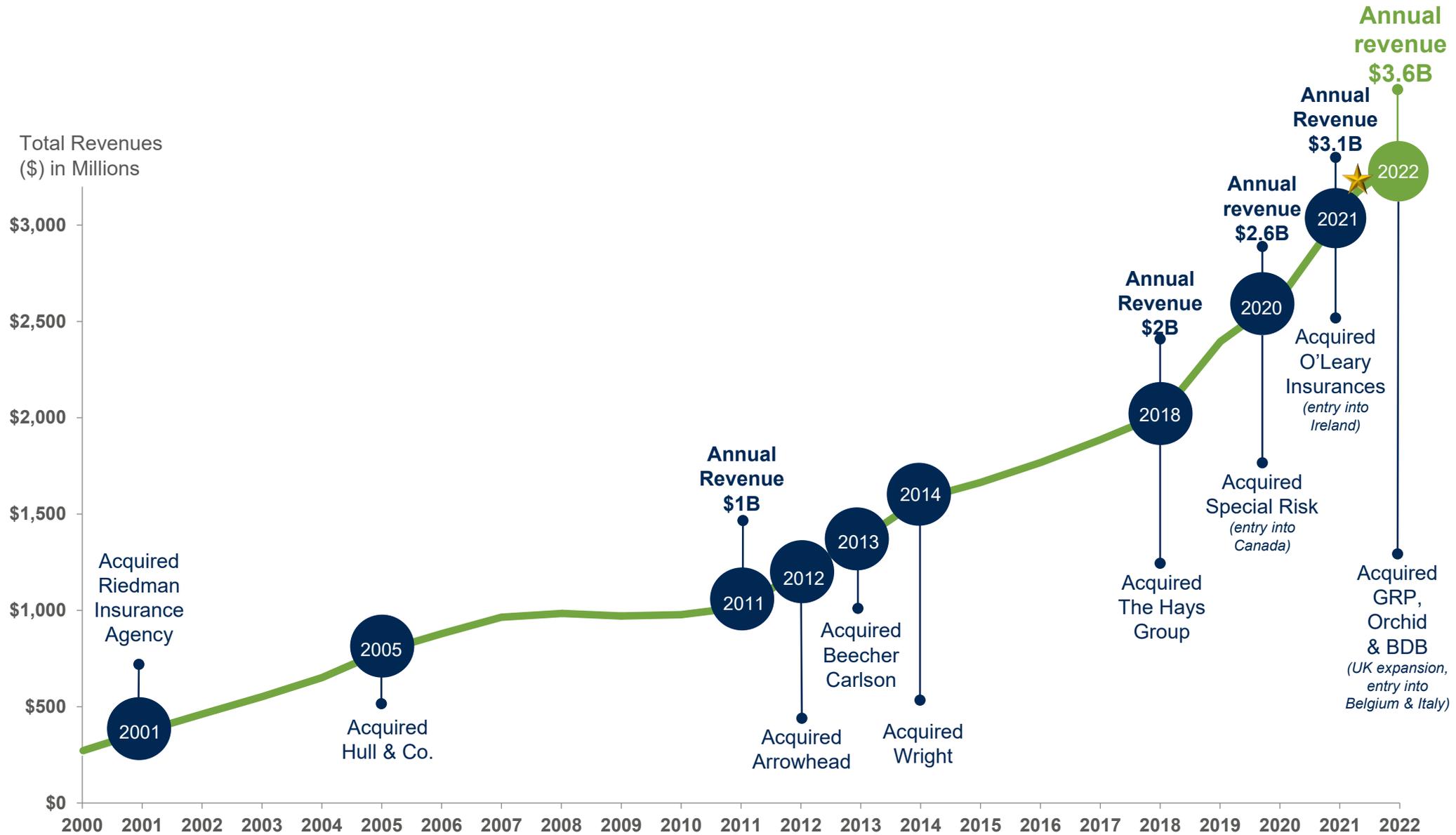
Marketing

# | Customer Segments



 <sup>1</sup> Middle-market defined as businesses with between 50 and 2,500 employees

# Sustained Record of Revenue Growth



# | Shareholder Value Creation

## Acquisitions

Increase capabilities,  
enhance talent and drive growth

## Internal Investments

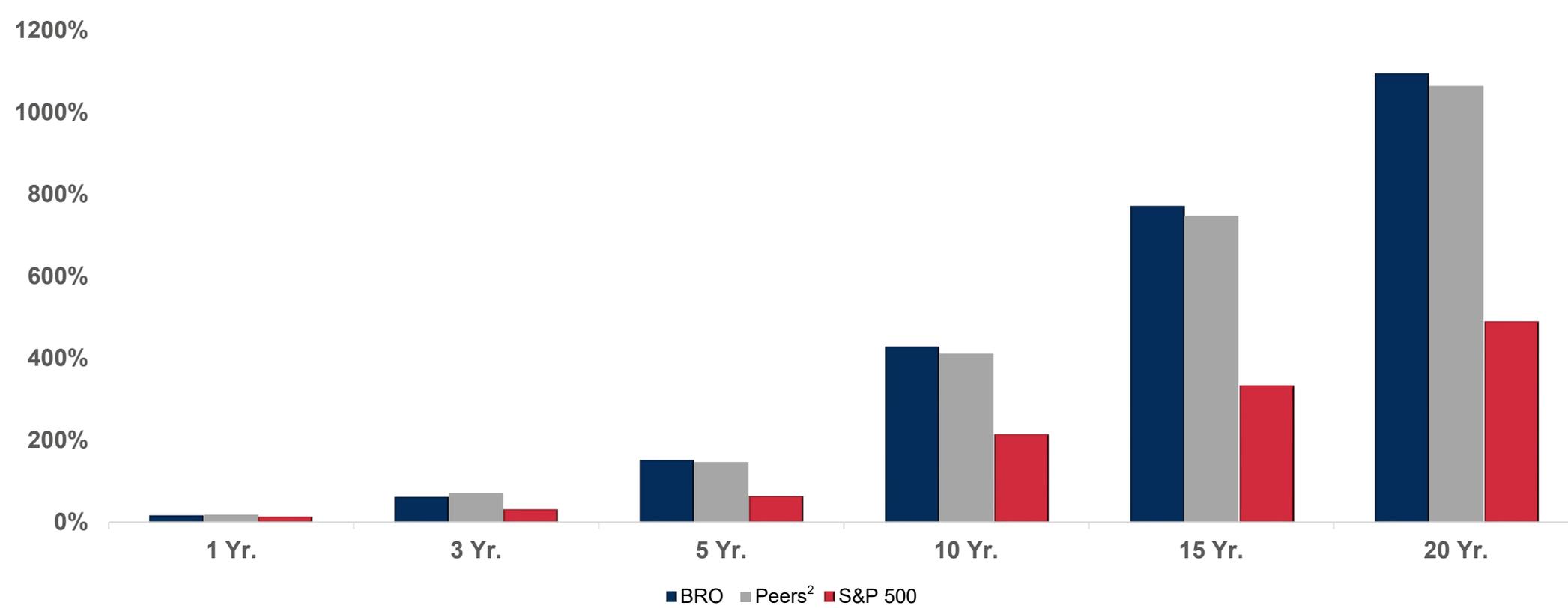
Investments in people,  
technology and innovation



## Returns to Shareholders

Share repurchases and dividends  
Dividend Aristocrat<sup>1</sup> - 29 years of increases

# Total Shareholder Returns<sup>1</sup> as of August 31, 2023



## Total Shareholder Returns

	1 Yr.	3 Yr.	5 Yr.	10 Yr.	15 Yr.	20 Yr.
<b>BRO</b>	<b>18%</b>	<b>63%</b>	<b>153%</b>	<b>429%</b>	<b>771%</b>	<b>1,094%</b>
<b>Peers<sup>2</sup></b>	18%	70%	146%	411%	748%	1,065%
<b>S&amp;P 500</b>	15%	33%	65%	215%	334%	489%

Source: CapIQ as of 8/31/2023 and calculated on a trailing 12-month basis

<sup>1</sup> Calculated as change in share price plus total dividends paid

<sup>2</sup> Peer average among Arthur J. Gallagher & Co, Aon plc, Marsh & McLennan Companies and Willis Towers Watson Public Limited Company



# Retail Segment



## Growth has no finish line...

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No matter where you are on your growth journey, we can help you find solutions to meet your ever-evolving insurance and risk management needs.

If you are a highly complex multinational company, an individual or anything in between, our experienced teams can help every step of the way.

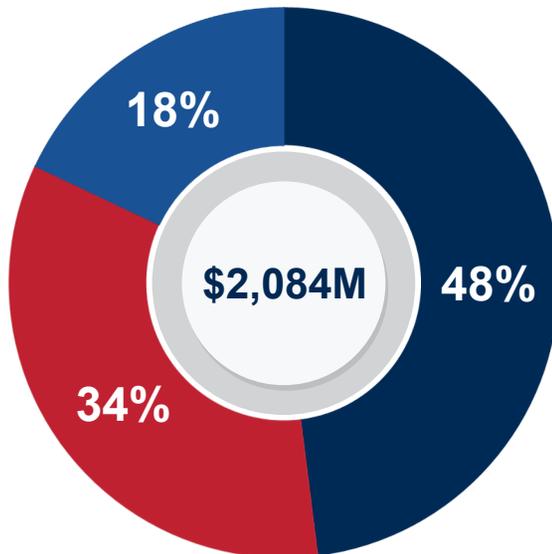
# Retail Segment

Key Metrics	2022	Avg. 3 Yr.	Avg. 5 Yr.
Revenue Growth	17.9%	15.2%	17.4%
Organic Revenue Growth	6.5%	6.7%	5.6%
EBITDAC Margin - Adjusted Post FX	30.9%	30.4%	29.6%

## Differentiators

- Drive a culture of accountability, innovation and entrepreneurial thinking
- Offer a broad range of capabilities, from small businesses to highly complex multi-national entities
- Leverage our collective capabilities to create the best solutions for our customers
- Develop specialized products and innovative tools to exceed ever-evolving customer needs
- Deliver personalized service and tailored solutions across all lines of business via dedicated and knowledgeable teammates

## Business Mix



Commercial Lines
  Employee Benefits
  Specialty & Personal Lines



# | Breadth & Depth of Capabilities

The Retail segment provides **broad and deep specialization** to our customers while maintaining **close proximity to the communities** in which our customers live and operate their businesses.

## Markets

Placing coverage for almost every line of business with more than 1,000 carrier partners

## Segmentation

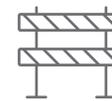
Delivering tailored solutions for customers of all sizes and by specialization

## International

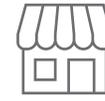
Providing comprehensive, customizable services across all territories through our retail network as well as access to the Worldwide Broker Network (WBN)

## Industries

Serving all industries through our specialization and resources



Construction



Retail



Manufacturing



Finance & Insurance



Educational Institutions



Public Entities



Health Care



Real Estate



Non-Profits

# | Retail Operating Vision



**Deep collaboration and execution across Retail**



**Continue strong Organic Revenue growth in all market environments**



**Maintain profitable growth model**



**Implement strategies, solutions and service models across market segments**



**Recruitment and growth of talent**



**Acquire businesses that fit culturally and make sense financially**



**Continue to invest in technology, data and analytics capabilities**



# National Programs Segment



# National Programs

A BROWN & BROWN COMPANY

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- We provide insurance carriers with a complete infrastructure and distribution network to launch and manage a broad array of specialty niche programs.
- We underwrite more than \$5.5 billion in written premium in the personal, commercial, specialty, professional liability and public entity segments.

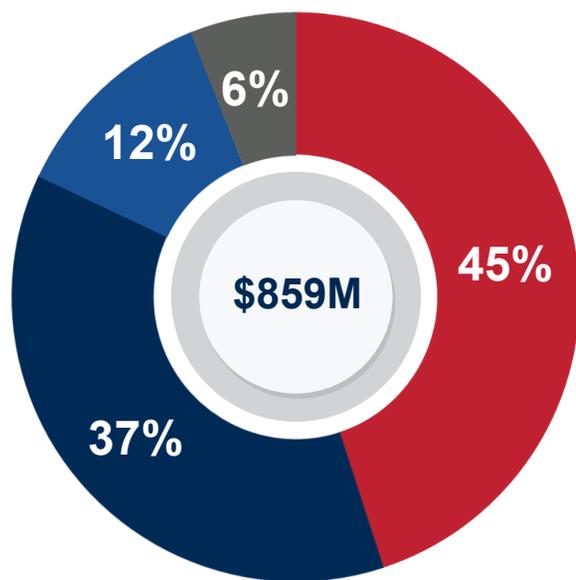
# National Programs Segment

Key Metrics	2022	Avg. 3 Yr.	Avg. 5 Yr.
Revenue Growth	22.5%	18.4%	12.6%
Organic Revenue Growth	15.7%	12.8%	8.5%
EBITDAC Margin - Adjusted Post FX	40.2%	39.1%	38.1%

## Business Overview

- Leading program administrator (MGA / MGU)
- Partner with insurance companies to provide full turn-key services
- Capabilities include underwriting, distribution management, policy administration and claims handling
- Provide efficient and effective distribution of product for risk bearers

## Business Mix



## Programs

- Segment collaborates with a diversified number of highly rated carrier partners, offering 60+ programs
- Programs range from nationwide industry-specific to geographic / line of coverage
- Breadth of offerings include earthquake, flood, homeowners, wind, lender-placed coverage for financial institutions, professional liability and public entities
- Distribute products through a broad network (wholesale brokers, aggregators, retail and direct to consumer)

Professional Liability
  Public Entity
  Commercial Lines
  Personal Lines

# MGA/MGU Distribution Channel



● retail ●                      ● wholesale ●                      ● programs ●

## Producer Appointment

- Intermediary between insured and carrier
- Submission information
- Coverage validation

## Producer Appointment

- Able to bind coverage subject to risks fitting carrier-provided qualifications
- Pricing and policy language proscribed by carrier

## Binding Authority

- Latitude in determining risk qualification
- Latitude in pricing and coverage terms (typically subject to carrier guidelines)

## Program Administrator

- Broad underwriting authority (incl. risk selection, pricing, policy wording terms and conditions)
- Responsibility for portfolio construction and risk management (e.g., cat or other concentration risk)

## MGA / MGU

- Claims management
- Reporting
- Risk hedging (e.g., reinsurance purchasing)

\$5.5B+ Premium

60+ Programs



# | Broad & Diverse Capabilities

## Personal Lines

Flood  
Homeowners  
Residential earthquake

## Commercial Lines

All risk / commercial wind  
Automotive aftermarket  
Commercial earthquake  
Commercial transportation  
Daily rental  
Excess liability  
Manufactured housing  
Shipping insurance  
Sports & entertainment  
Trade credit  
Workers' compensation

## Public Entity

Municipalities  
Not-for-profit  
Schools  
Sovereign nations  
Workers' compensation

## Professional Liability

Dental  
Executive liability  
Financial brokers  
Insurance agents  
Lawyers  
Title agents

# Major Carrier Relationships\*

**AIG**

**ALLIANZ**

**AMERICAN FINANCIAL GROUP**

**ARCH INSURANCE GROUP**

**ASCOT**

**ASPEN**

**BERKSHIRE HATHAWAY INC.**

**EVEREST**

**FAIRFAX**

**LLOYD'S**

**MS TRANSVERSE**

**MUNICH RE**

**NATIONAL GENERAL**

**OLD REPUBLIC**

**PALOMAR**

**QBE**

**SCOR**

**ZURICH**

# | Strategies to Success



**Recognized by our carrier partners for delivering superior underwriting results**



**Powerful distribution relationships that deliver outstanding customer experience**



**Maximize position as one of the world's largest MGA / MGU operators**



**Product innovation core to our value proposition**



**Culture of recruiting and developing high-performing underwriting teams**



**Foundation of data, analytics and operational excellence to drive innovation**



**Enhance capabilities through acquisitions of niche programs**



# Wholesale Brokerage Segment



## **BRIDGE SPECIALTY GROUP**

Aligning Risks with Greater Reach

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Our business is built on a set of core strategic pillars:

- Differentiation in the marketplace through continuous innovation of both product and segment specialization
- Talent acquisition and career development
- Greater internal connectivity to ensure that we provide the broadest set of solutions to our customers
- Utilizing data-driven insights to improve outcomes for our customers and teammates
- Continuing our tradition of delivering consistent profitable growth

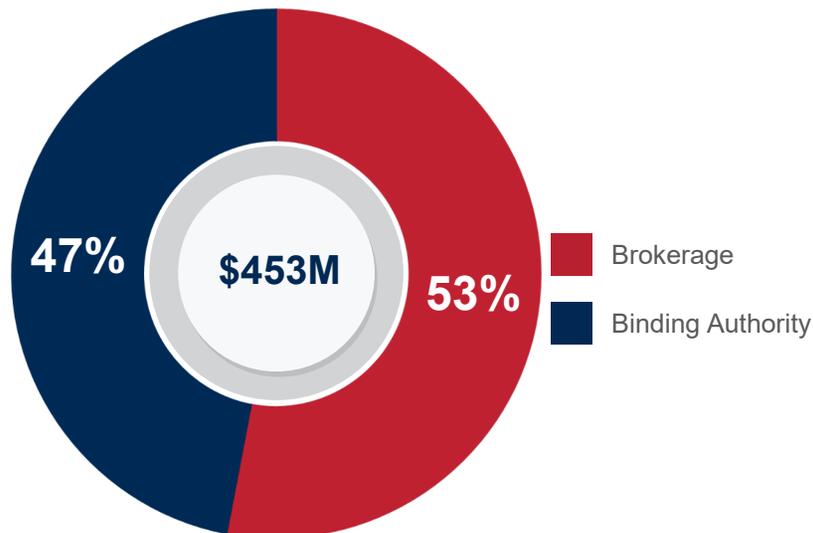
# Wholesale Brokerage Segment

Key Metrics	2022	Avg. 3 Yr.	Avg. 5 Yr.
Revenue Growth	12.4%	13.5%	10.8%
Organic Revenue Growth	7.6%	7.0%	6.8%
EBITDAC Margin - Adjusted Post FX	32.1%	32.3%	32.1%

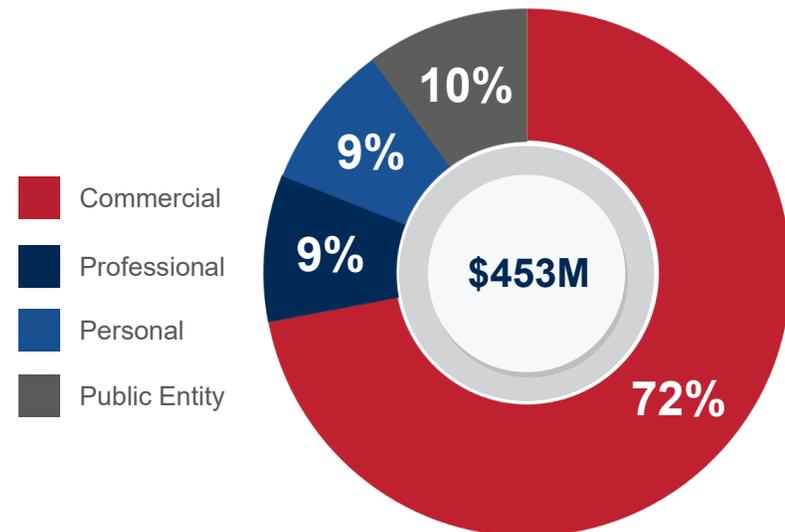
## Business Overview

- Leading global insurance wholesaler.
- \$5B+ of placed written premium
- Locations throughout the US, UK and Western Europe
- Team of seasoned industry professionals with extensive market access
- Diversified mix of products and capabilities
- 17,000+ independent retail agency customers

## Business Mix



## Lines of Business



# | Our Platforms



## BRIDGE SPECIALTY GROUP

**Binding  
Authority**

**National &  
Regional  
Brokerage**

**International  
/ Lloyds**

**Admitted  
Market  
Access**

**Personal  
Lines**

# Product & Underwriting Specialties

## Capabilities

- Data-driven insights and analysis across customer life cycle
- International via London brokerage and MGA platforms
- Market aggregator platforms
- National / regional-delegated underwriting capabilities
- Product development team
- Risk modeling

## Product Specialization

- Agriculture
- Bloodstock
- Cannabis
- Cat-exposed commercial and personal property
- Construction
- Cyber
- Energy
- Environmental
- Executive risk: D&O, EPL
- Financial institutions
- Fine arts
- Healthcare: hospitals and long-term care facilities
- High-risk primary and excess casualty exposures
- Inland marine: builders risk, MTC, contractor's equipment
- International property
- Marine and cargo
- Professional E&O
- Public entity: law enforcement, school boards, municipalities
- Specie and jewelers block
- Transportation, trucking, garage
- Workers' compensation

# Building for Our Future

## Talent

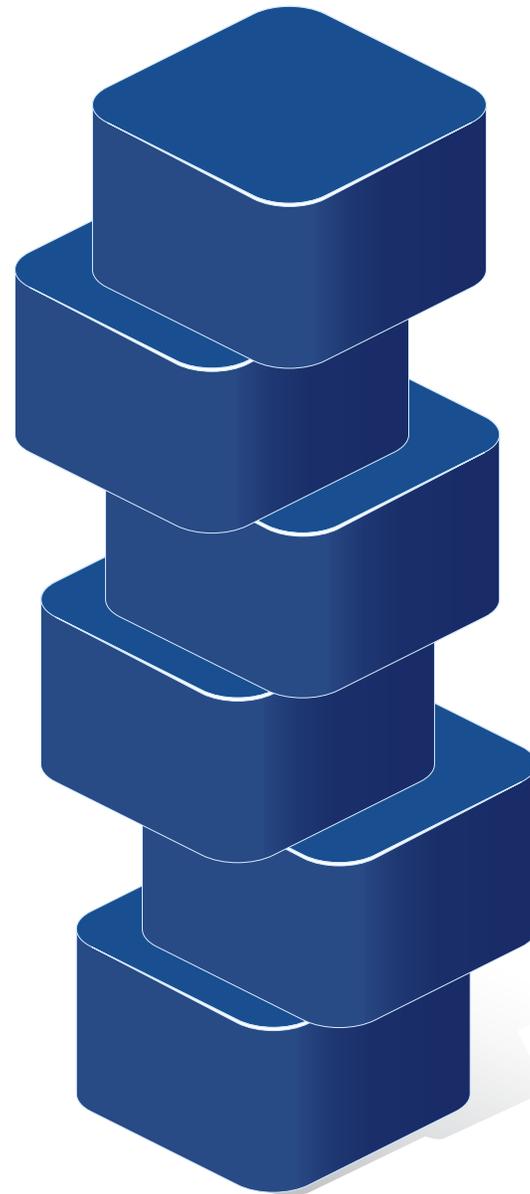
Recruitment and  
career development

## Capabilities

Product development  
and vertical practice groups

## Operational

Technology,  
data and digital



## The Power of WE

Greater internal connectivity

## Expansion

- Regional US expansion
- International
- M&A

## Distribution

Retail partners, omnichannel  
and digital



# Brown & Brown Europe

# | Our Businesses

- 2008** • Established London wholesale broker
- 2021** • Established retail footprint
- 2022** • Expanded retail and wholesale footprint and capabilities
  - Established programs capabilities
- 2023** • Kentro (programs and niche retail) acquisition anticipated to close in Q4 2023

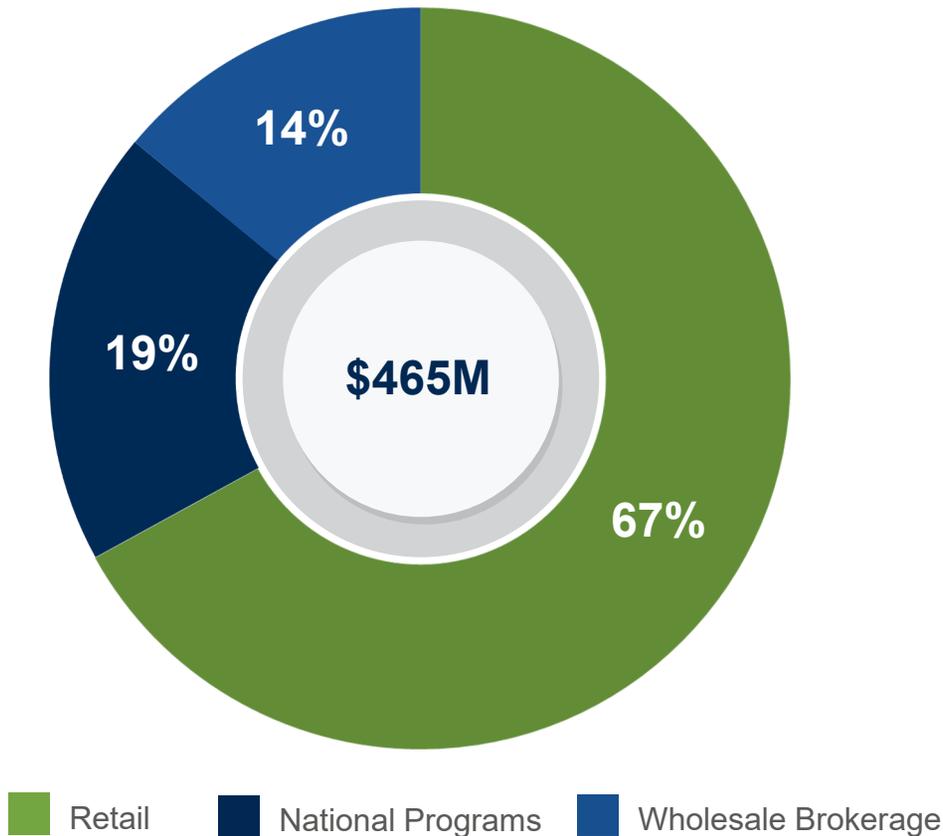
## Key Components of Model

- Locally distributed sales and service with central support
- Entrepreneurial leadership
- Divisional structure similar to North American model
- Twin growth pillars - M&A and Organic Revenue



# | Brown & Brown Europe\*

## Revenues by Segment



## Business Overview

- Over 150 locations and 3K+ teammates, across 11 countries
- Strong retail presence across UK and Ireland
- London markets wholesale business - global customer base
- Cross-class programs capability with geographic distribution (Canada, Europe, UK, US)

## Specializations

- **Retail:** UK and Ireland, broad capabilities, serving customers of all sizes
- **Wholesale Brokerage:** Serving North American and European customers. Specializations include property, marine, fine art, financial lines, bloodstock, personal lines
- **National Programs:** Specializations include property, financial lines, trade credit, aviation, liability

# Diversified Business Footprint

## Strategic Growth Plan

- Focus on combination of Organic Revenue growth and acquisitions
- Target countries with rule of law, stable governments and stable economies
- Expand geographically while adding new capabilities
- Continue disciplined growth strategy



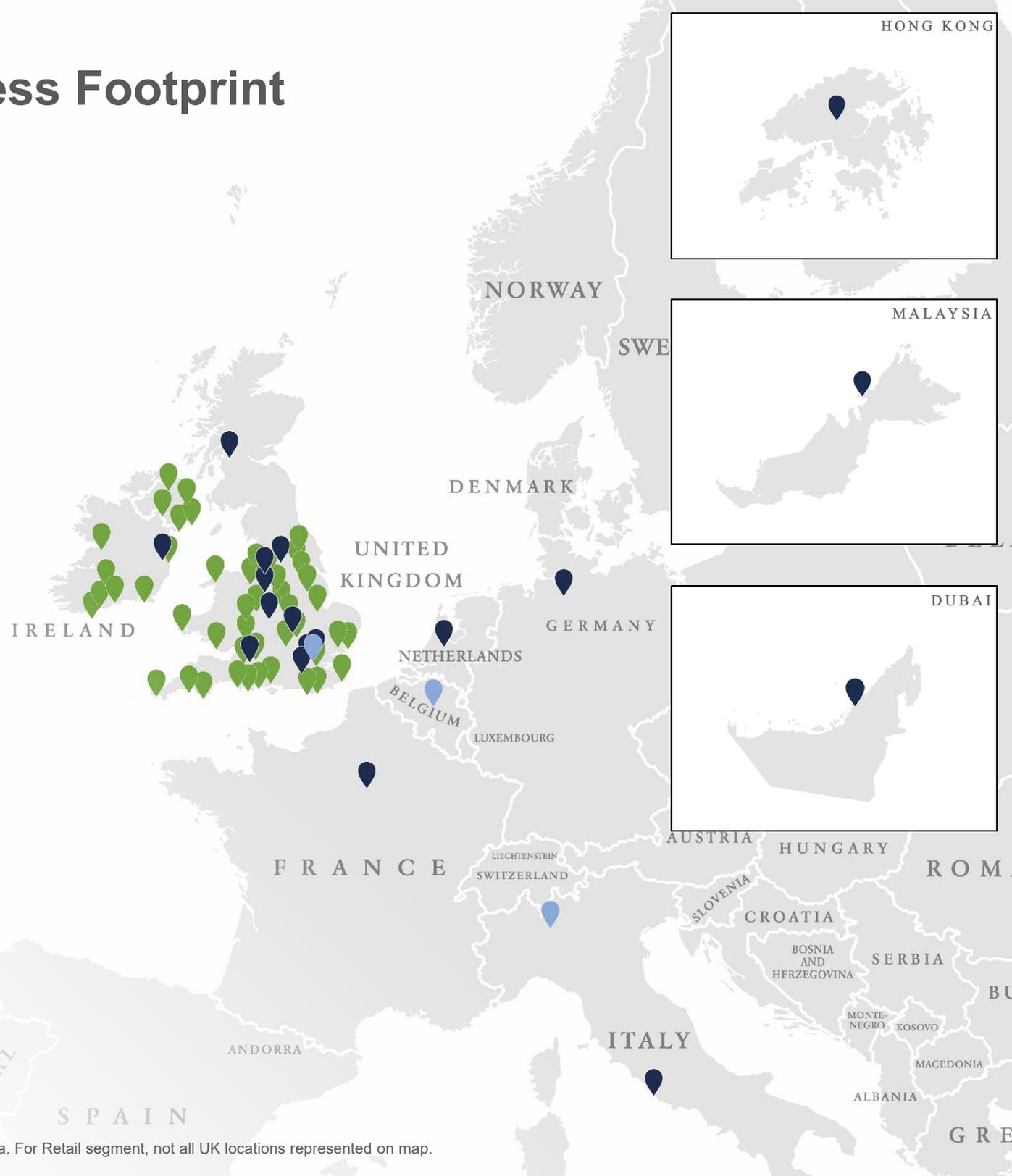
RETAIL



NATIONAL PROGRAMS\*



WHOLESALE BROKERAGE



\*Kentro acquisition anticipated to close in Q4 2023  
Map only includes locations in UK, Europe, Middle East and Asia. For Retail segment, not all UK locations represented on map.

# | The Power of WE





# Services Segment

## OVERVIEW

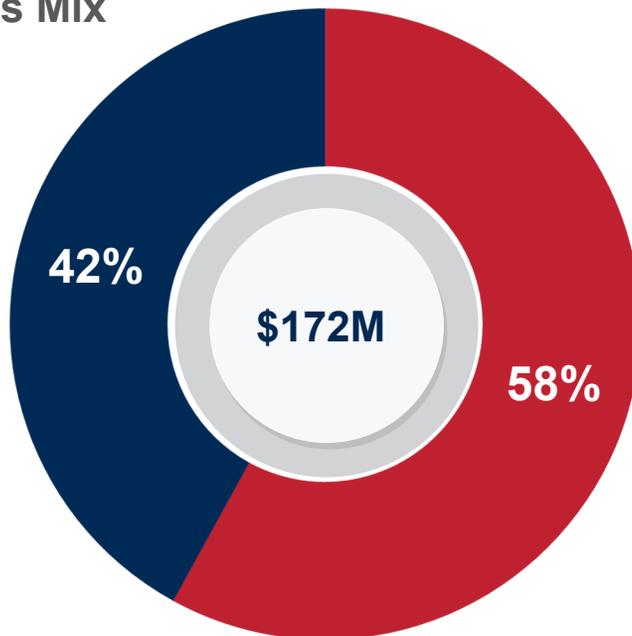
# Services Segment

Key Metrics	2022	Avg. 3 Yr.	Avg. 5 Yr.
Revenue Growth	(3.9%)	(3.8%)	1.1%
Organic Revenue Growth	(2.9%)	(3.6%)	(2.7%)
EBITDAC Margin - Adjusted Post FX	19.1%	20.3%	21.0%

## Business Overview

- Composed of claims advocacy, managed care, claims adjusting and claims processing businesses
- Claims management, embedded and non-embedded, includes property, auto and workers' compensation
- Businesses work on behalf of our carrier partners, public institutions and private companies, and support our MGAs

## Business Mix



## Brands

- American Claims Management
- Brown & Brown Absence Services Group
- ICA
- IMPAXX
- Professional Disability Associates
- Protect Professionals Claims Management
- Preferred Governmental Claims Solutions
- USIS

■ Claims Third-Party Administrators (TPAs) ■ Medicare Set-aside / Social Security Advocacy



See important disclosures regarding Non-GAAP measures on pages 2-3 and Non-GAAP reconciliations on pages 63-74.

# | Services Capabilities

## Medicare Set-aside / Social Security

Specialized claims services

Compliance solutions

Experience & scope

Data & analytics

Nationwide expert network

## Claims TPA

Nationwide coverage

Customer-centric service model

Robust claims management

Scalable & flexible technology

Loss control / safety programs



# | Acquisitions

# Acquisition Strategy

Successful integration of more than 625\* acquisitions.

## Rationale

Create long-term shareholder value

Find high-quality talent that fits culturally

Enhance and expand our capabilities

Expand geographic presence

Leverage carrier relationships and diversification

## Principles

Apply disciplined approach to evaluating prospective acquisitions

Engage senior operating leaders throughout process

Must fit based on strategic and operational alignment

Ensure talent alignment with guiding principles

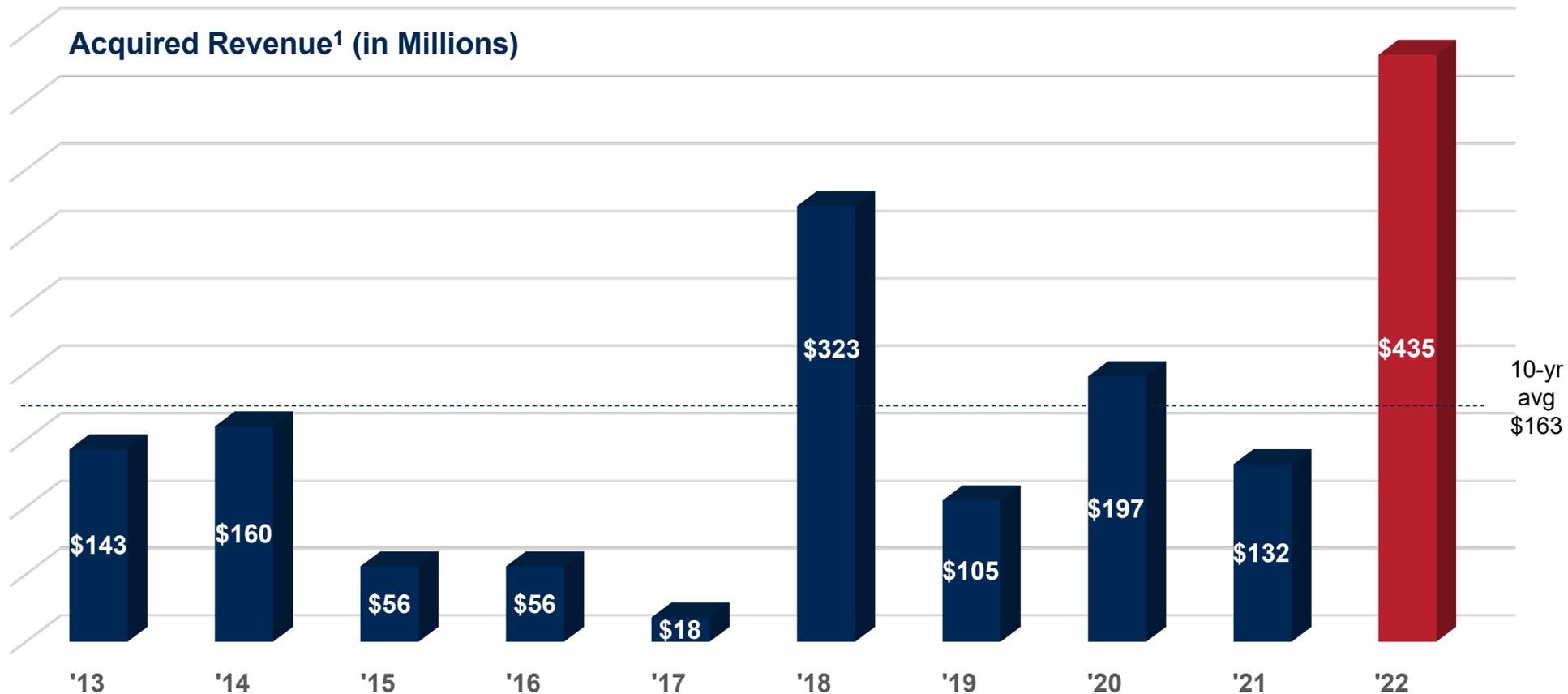
Require history of strong growth and performance culture



# Acquisitions Overview

## Typical M&A Structure

- Minimum and maximum purchase price
- Agreed-upon baseline and projected pro forma
- Earnout typically calculated based upon financial performance over a one to three year period
- Structured to retain new teammates
- Leverage proven integration plans

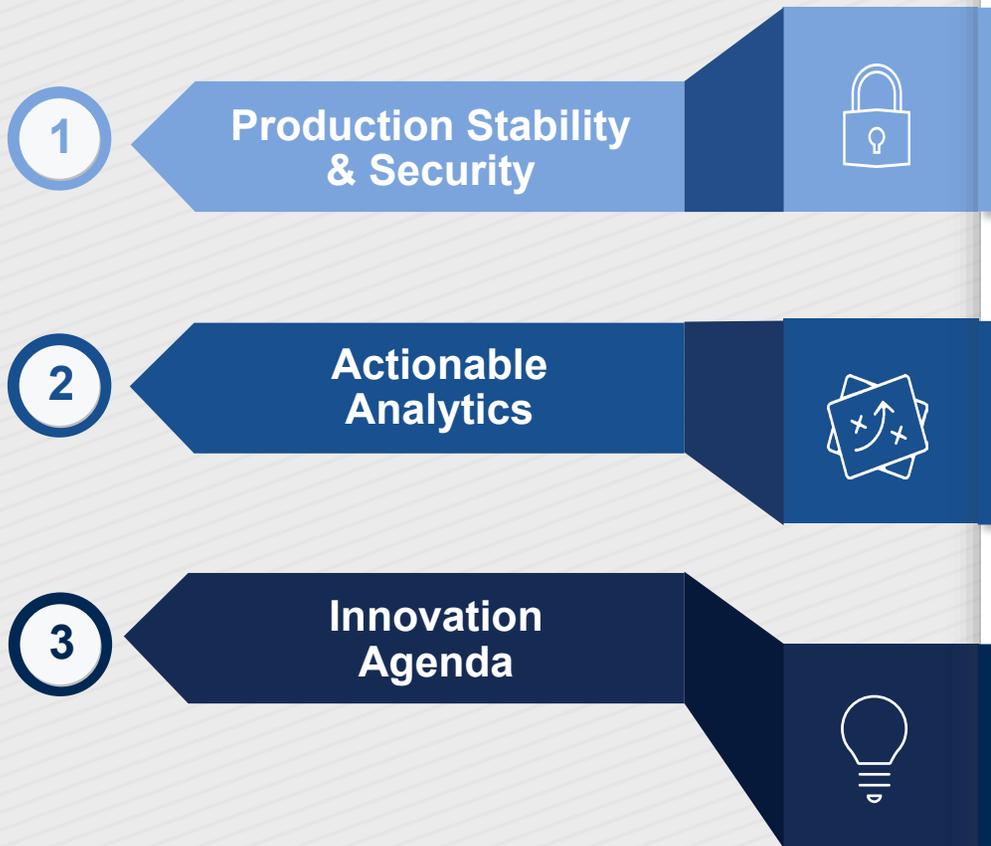


<sup>1</sup> Represents the approximate annual revenue of businesses and books of business acquired between 2013 and 2022



# Technology & Innovation

# | Technology Evolution



- Core platforms by segment continuing the journey of maturity and improving business outcomes
- Proactive platform rollout using automation to block attacks and protect key information
- Data-driven decisions are driving results and providing actionable insights to improve solutions
- Deliver solution recommendations integrated in teammates' workflows
- Continue to find ways for small innovations to impact the business and improve results
- Partner with early-stage investments to find new and impactful ways to drive results

# Key Focus Areas

## Data & Artificial Intelligence (AI)

Enhance the customer experience

Deepen carrier relationships

Increase process efficiency

Enable innovation

Fuel sales & growth

## Security as a Foundation

Cybersecurity awareness

Fit-for-purpose security program

Business enabler

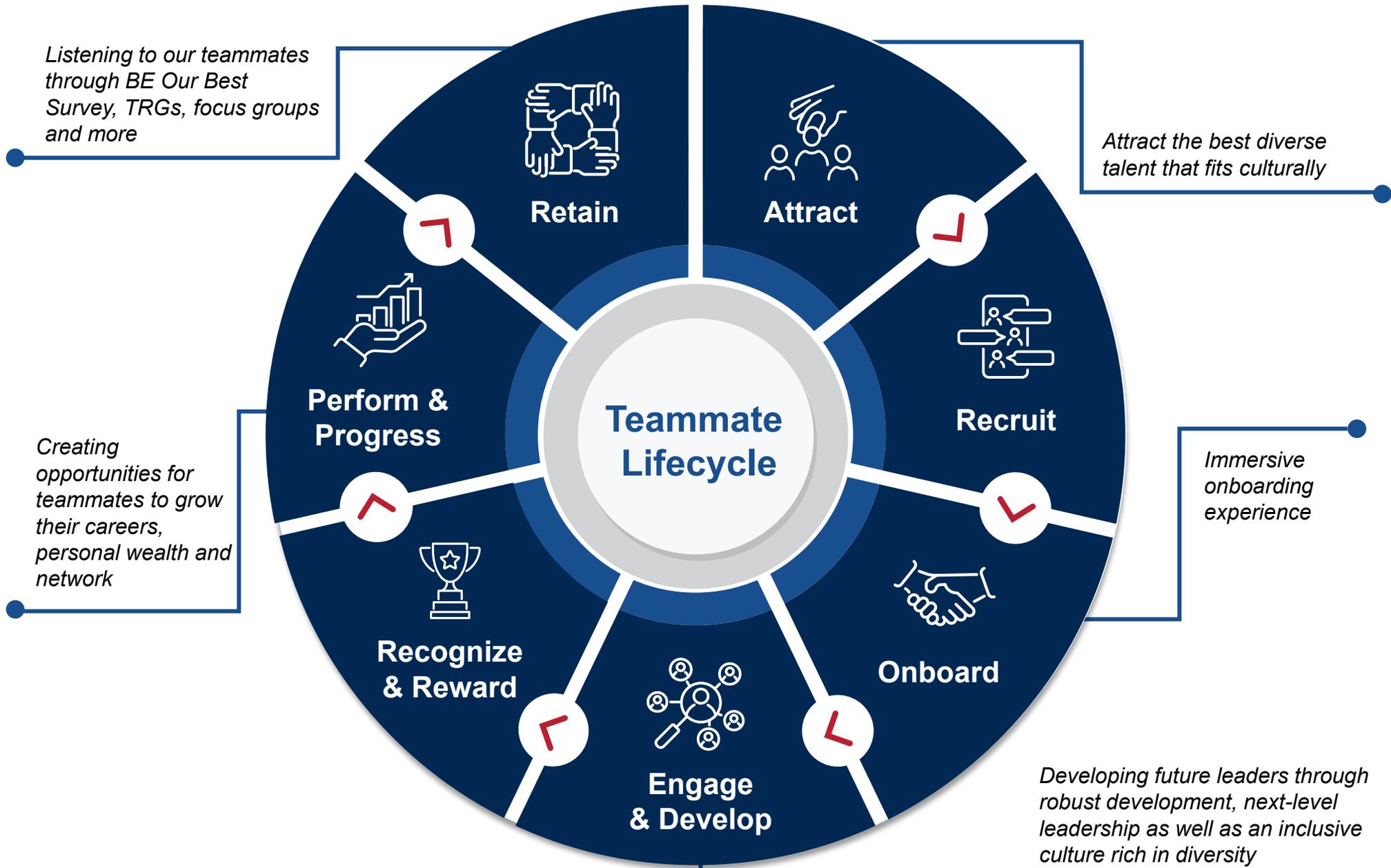
Industry thought leadership

Security integrated into operating model



# | Talent

# | Our People Strategy

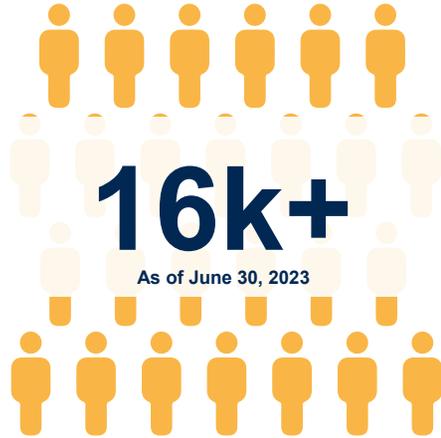


# | The Power of Our Culture



of teammates say we are a great place to work

## Teammate Snapshot



**~60%**  
of teammates are shareholders



**90+%**  
of offices support local non-profits

## What Teammates Say



**94%**

Feel accomplished and a sense of pride in their work

Feel they are given a lot of responsibility

**95%**

Think management is honest, ethical and competent

Felt welcome when they joined our team

## Workplace Awards

### 2020 & 2021

- Great Place to Work Certified®
- Fortune Best Workplaces:
  - ▶ for Women
  - ▶ for Millennials
  - ▶ in Financial Services & Insurance
  - ▶ in the Bay Area

### 2022

- Great Place to Work Certified®
- Fortune Best Workplaces:
  - ▶ for Millennials
  - ▶ in Financial Services & Insurance

### 2023

- Great Place to Work Certified®
- Fortune Best Workplaces:
  - ▶ in Financial Services & Insurance
- Platinum Bell Seal for Workplace Mental Health

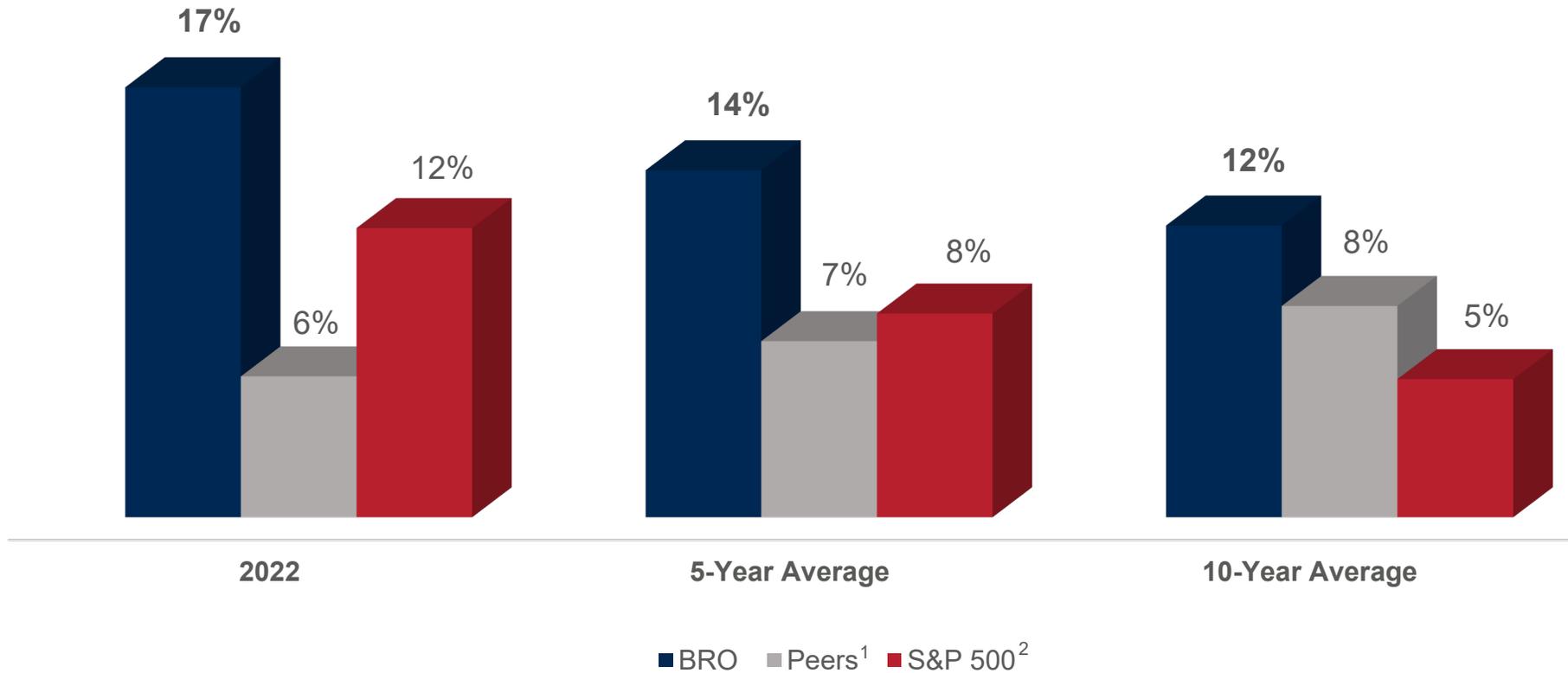
## Teammate Resource Groups





# Financial Performance

# Strong Revenue Growth



Source: FactSet as of 12/31/2022

<sup>1</sup> Peers are Arthur J. Gallagher & Co, Aon plc, Marsh & McLennan Companies and Willis Towers Watson Public Limited Company

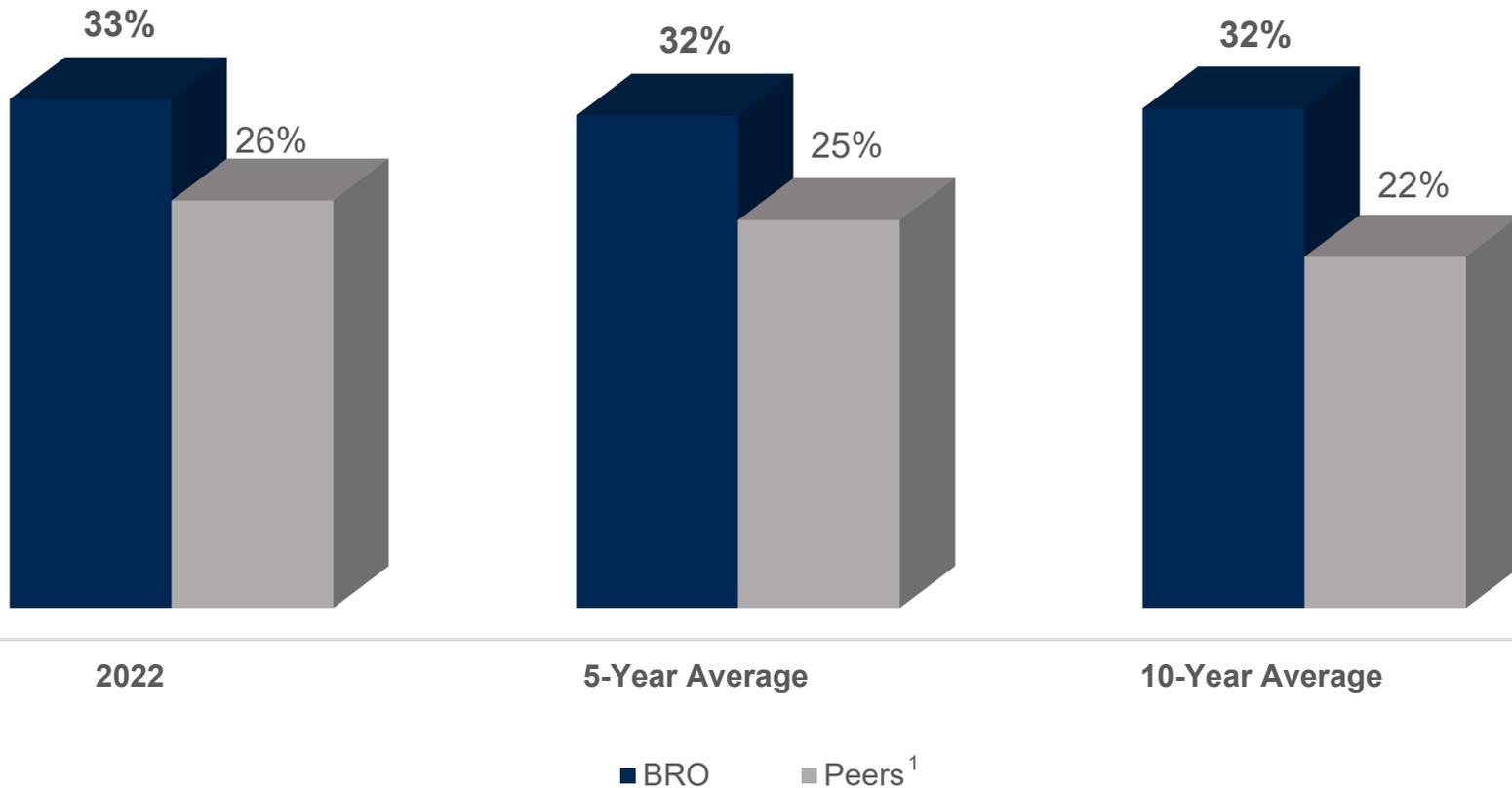
<sup>2</sup> S&P 500 revenue growth calculated as change in the sum of adjusted sales over the prior year's adjusted sales (adjusted for the ratio of the relative ownership to the company's market value)

See important disclosures regarding Non-GAAP measures on pages 2-3 and Non-GAAP reconciliations on pages 63-74.



# | Consistently Strong Margins

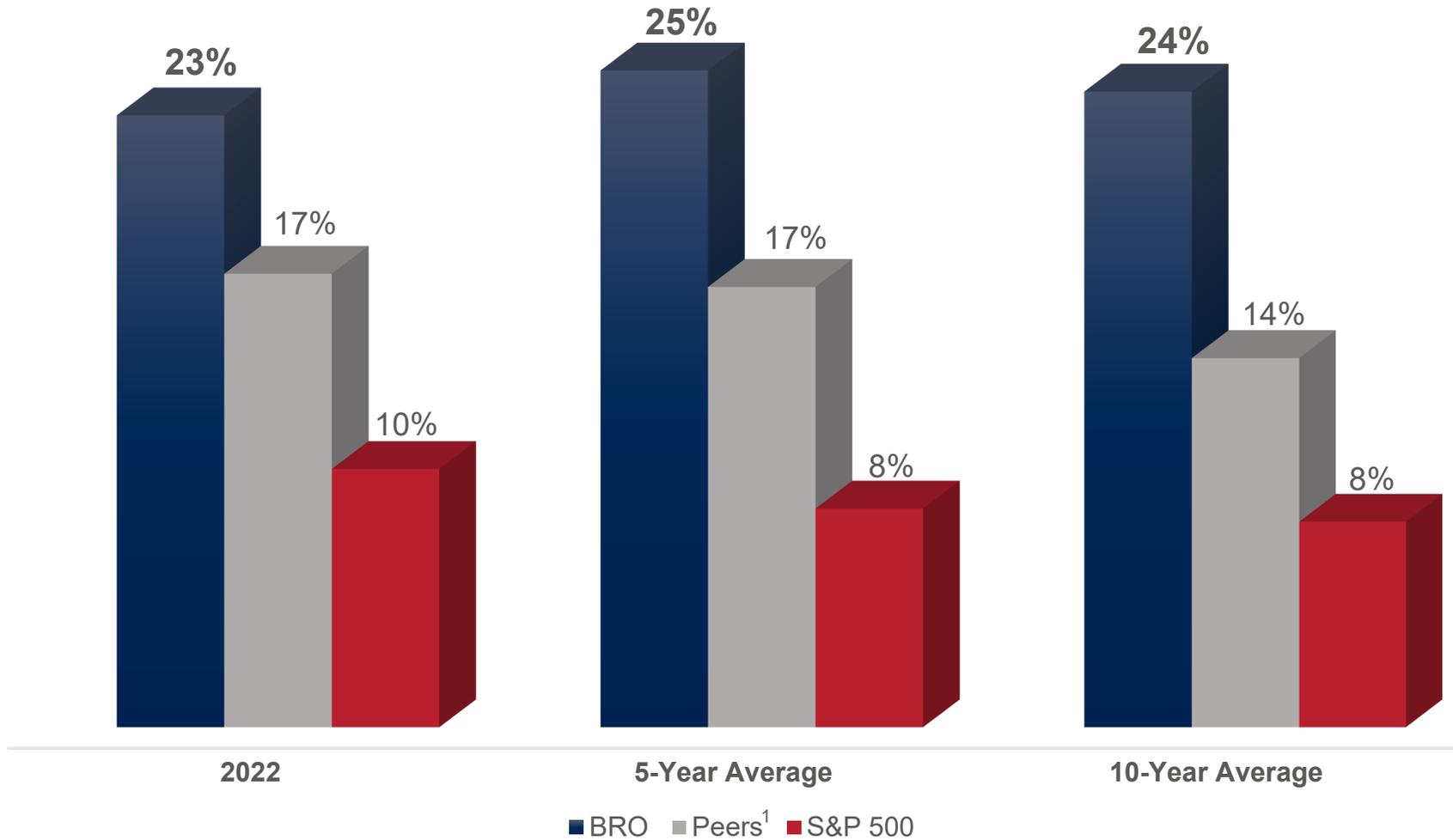
## EBITDAC Margin



Source: FactSet as of 12/31/2022

<sup>1</sup> Peers are Arthur J. Gallagher & Co, Aon plc, Marsh & McLennan Companies and Willis Towers Watson Public Limited Company  
See important disclosures regarding Non-GAAP measures on pages 2-3 and Non-GAAP reconciliations on pages 63-74.

# | Industry-Leading Free Cash Flow Conversion

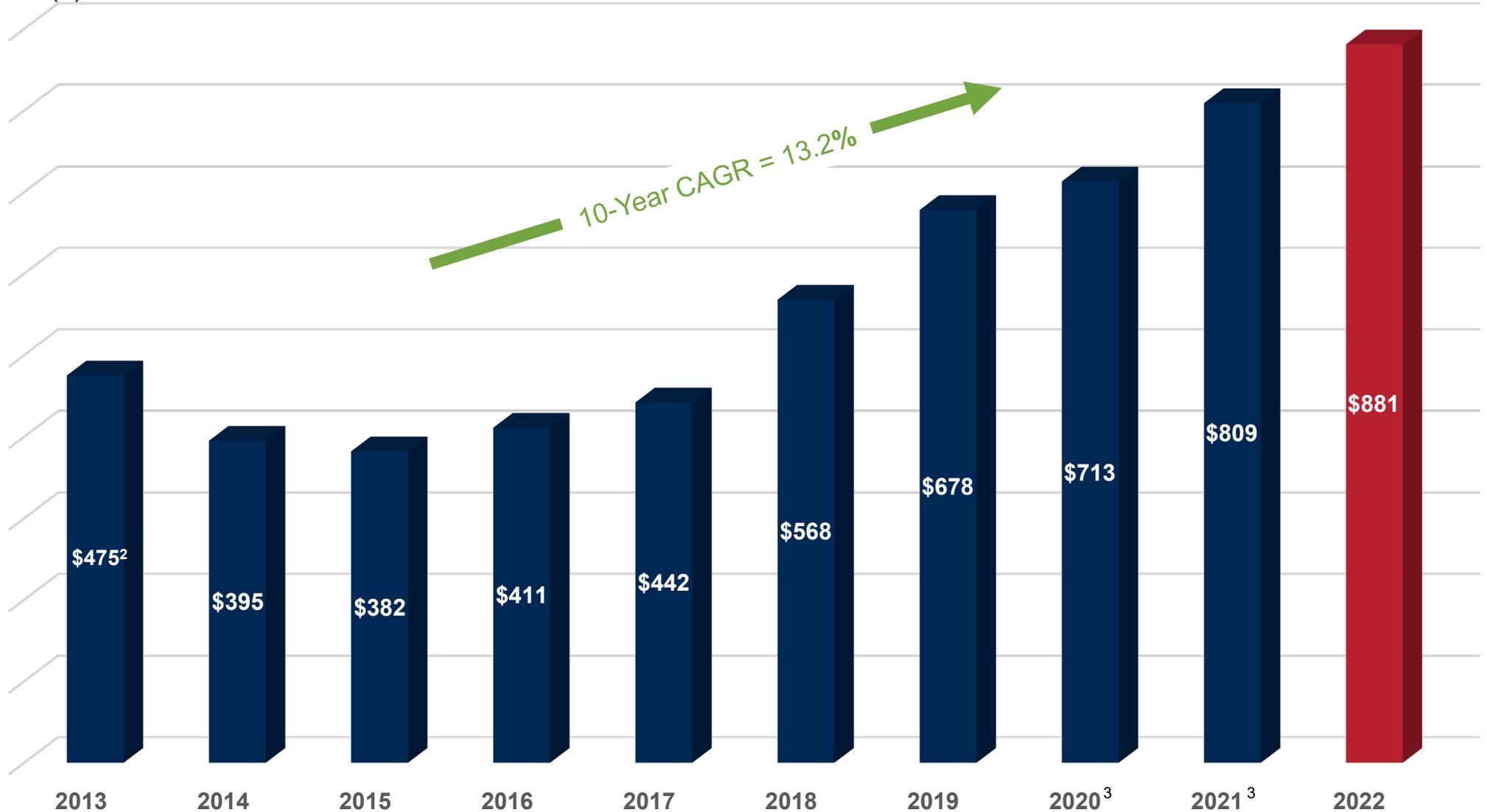


Source: FactSet as of 12/31/2022

<sup>1</sup> Peers are Arthur J. Gallagher & Co, Aon plc, Marsh & McLennan Companies and Willis Towers Watson Public Limited Company  
See important disclosures regarding Non-GAAP measures on pages 2-3 and Non-GAAP reconciliations on pages 63-74.

# Cash Flow from Operations<sup>1</sup>

(\$) in Millions

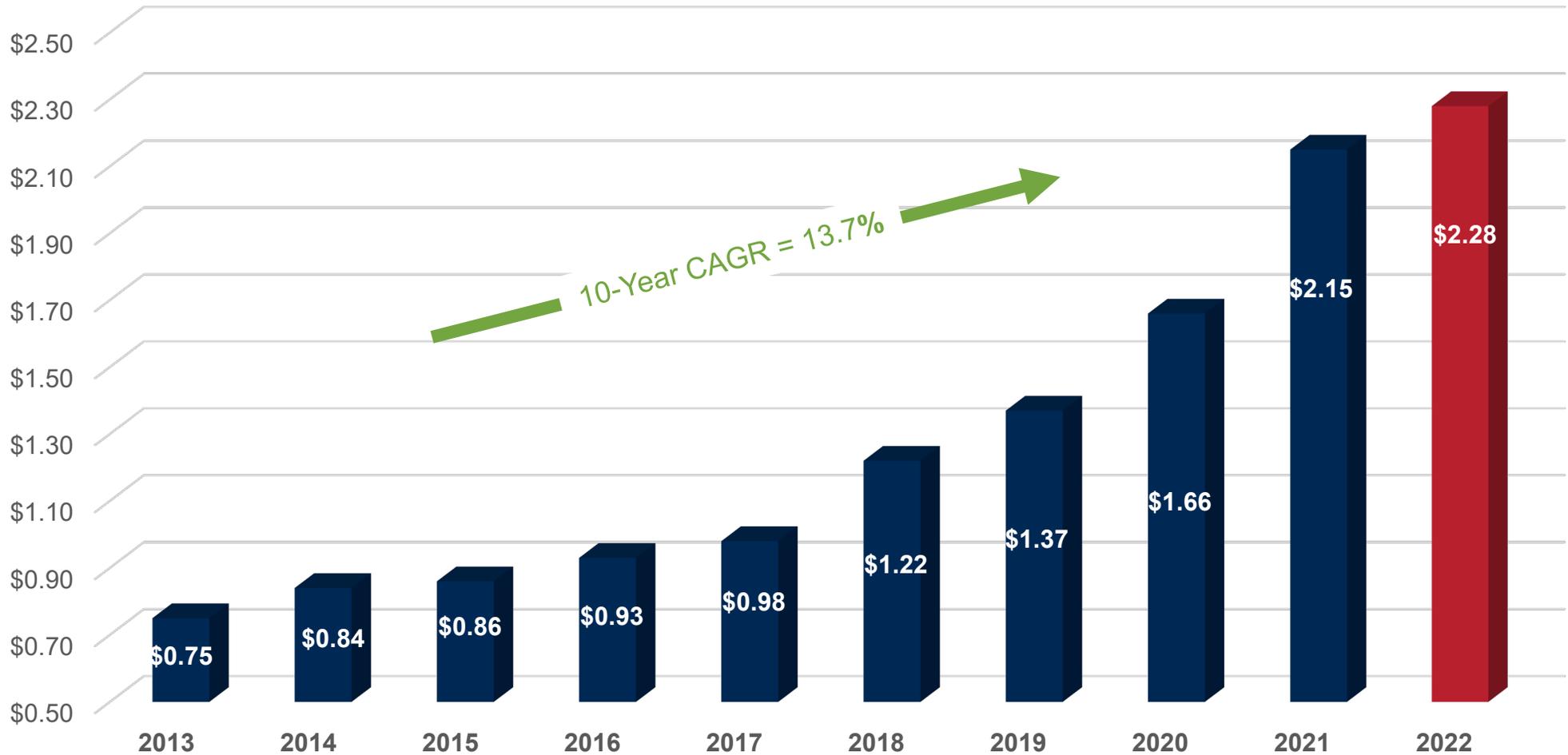


<sup>1</sup> Defined as net cash provided by operating activities

<sup>2</sup> Reflects acceleration of \$50M in annual bonus payments from January 2013 into December 2012; bonuses are traditionally paid in January

<sup>3</sup> Cash flow for years 2020 and 2021 have been restated under the fiduciary model. Legacy method of cash flows is used for years prior to 2020  
See important disclosures regarding Non-GAAP measures on pages 2-3 and Non-GAAP reconciliations on pages 63-74.

# | Diluted Net Income Per Share - Adjusted Post FX

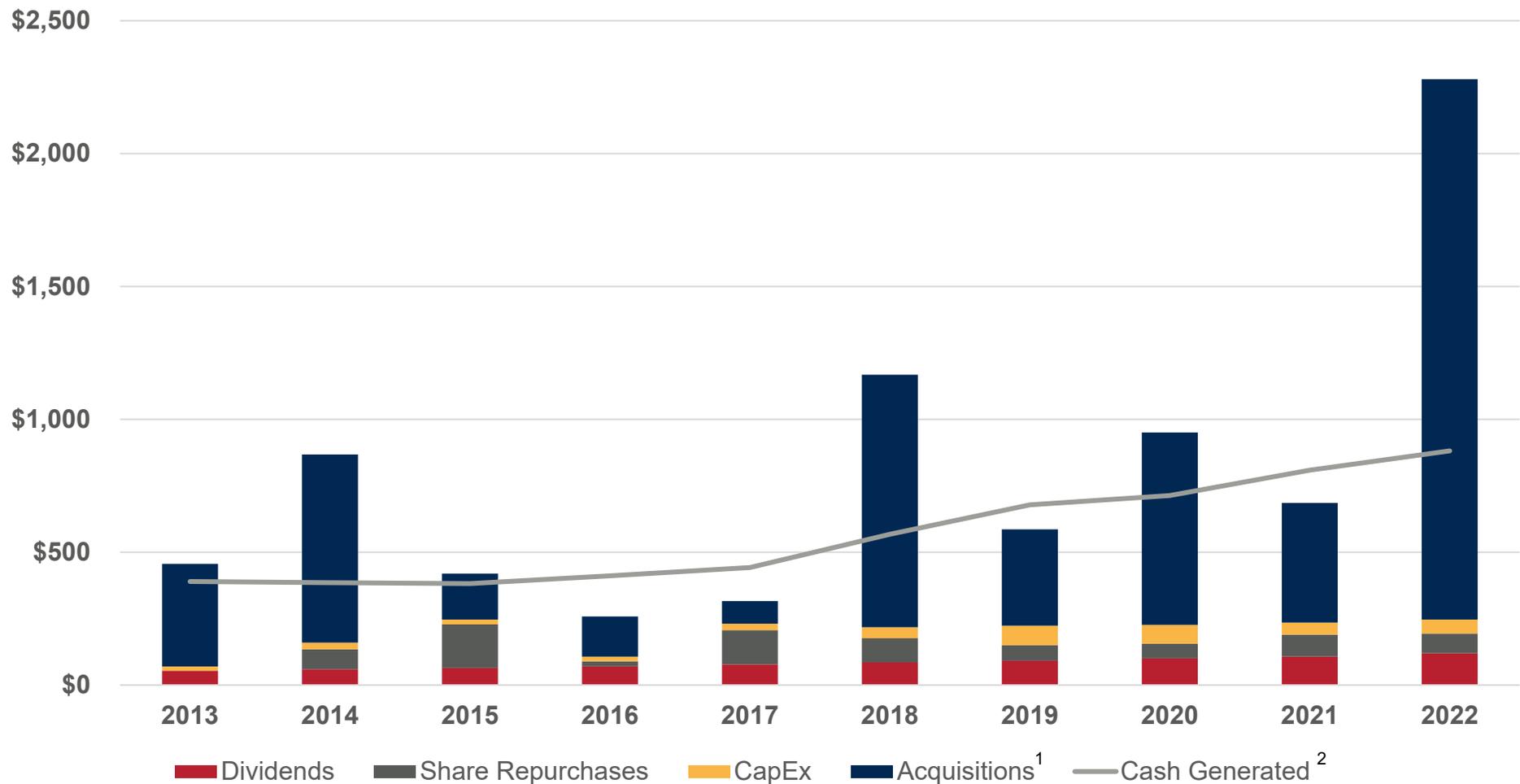


# Long-Term Capital Deployment

## 10-Year (\$ in Billions)

Acquisitions	\$6.0
Dividends	\$0.8
Share Repurchases	\$0.7
CapEx	\$0.4
<b>Total Cash Deployed</b>	<b>\$8.0</b>
<b>Total Cash Generated<sup>2</sup></b>	<b>\$5.7</b>

(\$ in Millions)



<sup>1</sup> Includes original purchase price plus subsequent earnout payments

<sup>2</sup> Defined as net cash provided by operating activities. Cash flow for years 2020 and 2021 have been restated under the fiduciary model. Legacy method of cash flows is used for years prior to 2020.

# | Financial Policy & Liquidity Profile

## Financial & Capital Allocation Policy

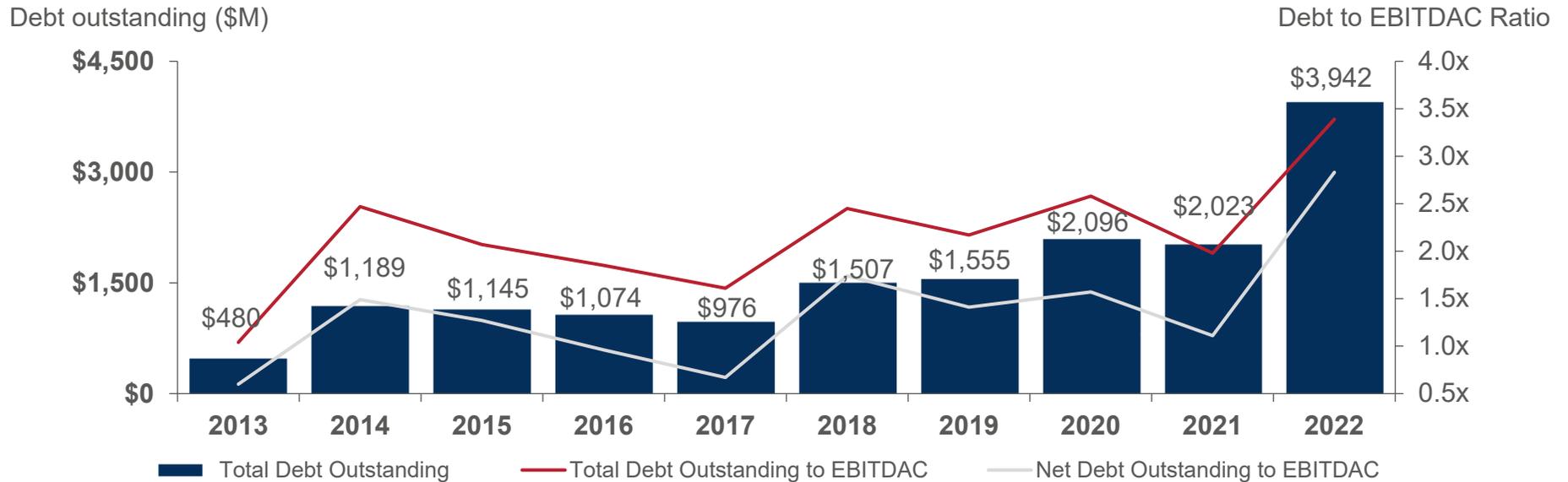
- Maintain low leverage, industry-leading margins, high cash flow conversion and investment-grade ratings
- Optimize financial flexibility in line with growth objectives
- Target Net Debt Outstanding to EBITDAC ratio of 0 - 2.5x and Total Debt Outstanding to EBITDAC ratio of 0 - 3.0x
- Balance of returns and risks through allocation of capital to internal investments, acquisitions, dividends and share repurchases

## Liquidity Profile

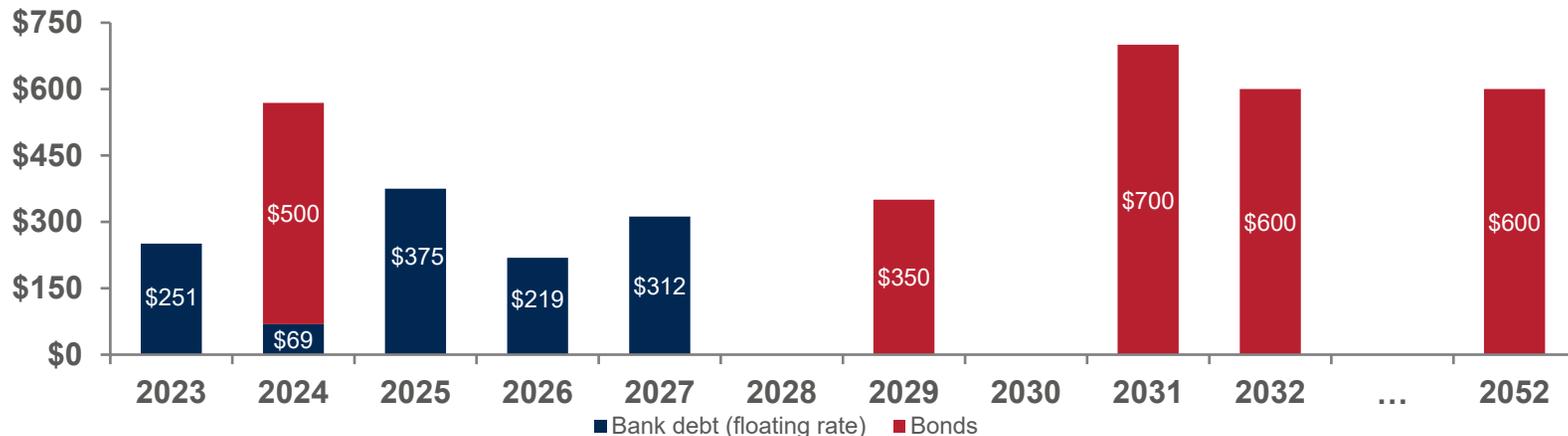
- Generated \$881M of Cash Flow from Operations for the year ended 2022, growing 9% over 2021
- \$650M cash on balance sheet as of 12/31/2022
- Undrawn \$800M Revolving Credit Facility, with expansion features for an additional \$900M under various credit agreements
- Financial covenants include max Net Debt Outstanding to EBITDAC ratio of 3.5x

# Leverage & Maturity Profile

## Debt & Leverage

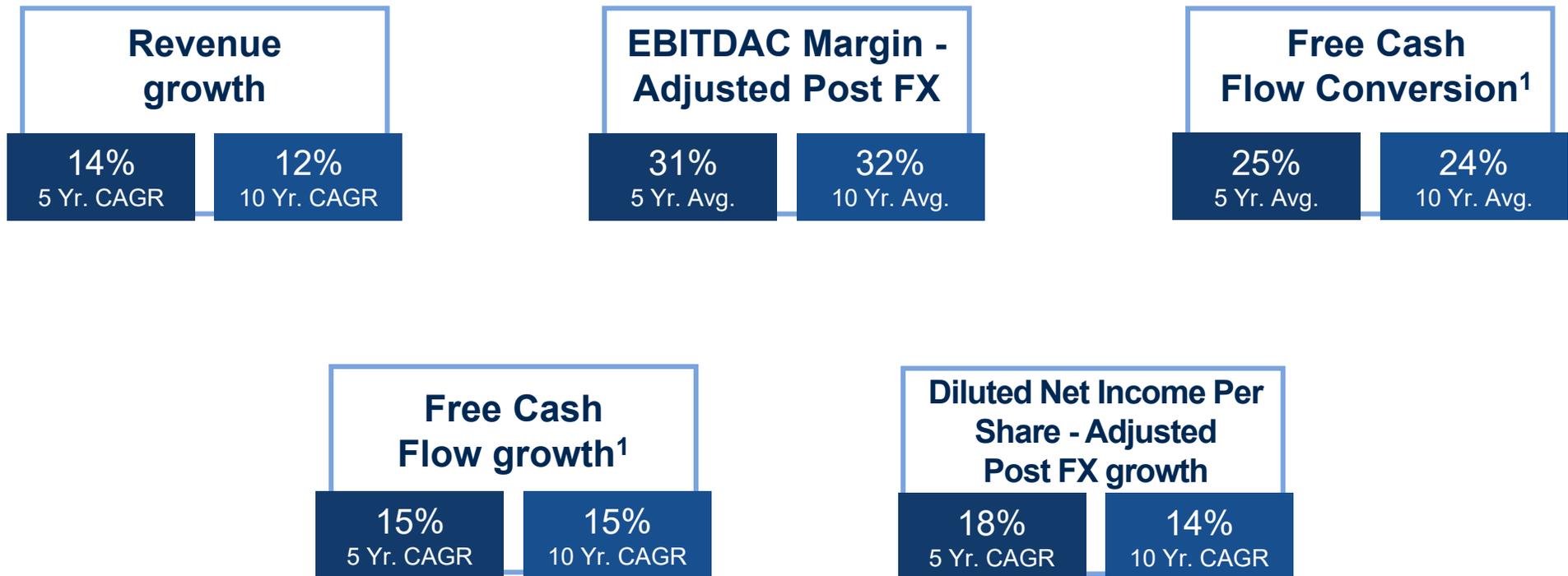


## Debt Maturity Profile\* (\$M)



\*All amounts presented on this slide are calculated as of 12/31/2022. See important disclosures regarding Non-GAAP measures on pages 2-3 and Non-GAAP reconciliations on pages 63-74.

# | Proven Track Record of Industry-Leading Performance\*



\*All amounts presented on this slide are calculated as of 12/31/2022

<sup>1</sup> Cash flow for years 2020 and 2021 have been restated under the fiduciary model. Legacy method of cash flows is used for years prior to 2020. See important disclosures regarding Non-GAAP measures on pages 2-3 and Non-GAAP reconciliations on pages 63-74.

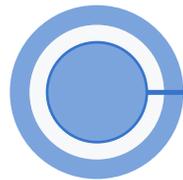
# Closing Comments



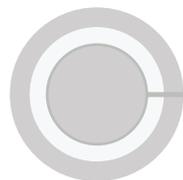
Business well positioned to continue delivering profitable growth



Teammate recruitment and development continues to be a top priority



Strong balance sheet and cash generation, as well as access to capital



Investing in technology, data and analytics to improve customer and teammate experience



Operating model consistently delivers industry-leading financial metrics and shareholder returns



**GAAP to  
Non-GAAP  
Reconciliation  
Appendix**

# Reconciliation Income Before Income Taxes to EBITDAC and EBITDAC - Adjusted Post FX and Income Before Income Taxes Margin to EBITDAC Margin and EBITDAC Margin - Adjusted Post FX

(\$ Millions, Except Per Share Data; Unaudited)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total revenues	\$1,363.3	\$1,575.8	\$1,660.5	\$1,766.6	\$1,881.3	\$2,014.2	\$2,392.2	\$2,613.4	\$3,051.4	\$3,573.4
Income before income taxes	\$357.6	\$339.7	\$402.6	\$423.5	\$449.7	\$462.5	\$525.9	\$624.1	\$762.8	\$876.1
Income Before Income Taxes Margin <sup>1</sup>	26%	22%	24%	24%	24%	23%	22%	24%	25%	25%
Amortization	\$67.9	\$82.9	\$87.4	\$86.7	\$85.4	\$86.5	\$105.3	\$108.5	\$119.6	\$146.6
Depreciation	\$17.5	\$20.9	\$20.9	\$21.0	\$22.7	\$22.8	\$23.4	\$26.3	\$33.3	\$39.2
Interest	\$16.4	\$28.4	\$39.2	\$39.5	\$38.3	\$40.6	\$63.7	\$59.0	\$65.0	\$141.2
Change in estimated acquisition earn-out payables	\$2.5	\$9.9	\$3.0	\$9.2	\$9.2	\$3.0	(\$1.4)	(\$4.5)	\$40.4	(\$38.9)
EBITDAC	\$461.9	\$481.8	\$553.1	\$579.9	\$605.3	\$615.4	\$716.9	\$813.4	\$1,021.1	\$1,164.2
EBITDAC Margin	34%	31%	33%	33%	32%	31%	30%	31%	33%	33%
(Gain)/loss on disposal	\$0.0	\$47.4	(\$0.6)	(\$1.3)	(\$2.2)	(\$2.2)	(\$10.0)	(\$2.4)	(\$9.6)	(\$4.5)
Acquisition/Integration Costs	-	-	-	-	-	-	-	-	-	\$11.2
EBITDAC - Adjusted Post FX	\$461.9	\$529.2	\$552.5	\$578.6	\$603.1	\$613.2	\$706.9	\$811.0	\$1,011.5	\$1,170.9
EBITDAC Margin - Adjusted Post FX	34%	34%	33%	33%	32%	30%	30%	31%	33%	33%

<sup>1</sup> "Income Before Income Taxes Margin" is defined as income before income taxes divided by total revenues  
See important disclosures regarding Non-GAAP measures on pages 2-3

# Reconciliation Income Before Income Taxes to EBITDAC and EBITDAC - Adjusted Post FX and Income Before Income Taxes Margin to EBITDAC Margin and EBITDAC Margin - Adjusted Post FX

(\$ Millions, Except Per Share Data; Unaudited)	Retail					National Programs				
	2018	2019	2020	2021	2022	2018	2019	2020	2021	2022
Total revenues	\$1,042.8	\$1,367.3	\$1,472.8	\$1,767.9	\$2,084.3	\$494.5	\$518.4	\$610.6	\$701.9	\$859.5
Income before income taxes	\$217.8	\$222.9	\$262.2	\$334.4	\$466.7	\$117.4	\$143.7	\$182.9	\$242.3	\$271.1
Income Before Income Taxes Margin	21%	16%	18%	19%	22%	24%	28%	30%	35%	32%
Amortization	\$44.4	\$63.1	\$67.3	\$77.8	\$96.7	\$26.0	\$25.5	\$27.2	\$27.4	\$35.4
Depreciation	\$5.3	\$7.4	\$9.1	\$11.2	\$12.8	\$5.5	\$6.8	\$8.6	\$9.8	\$15.3
Interest	\$36.0	\$87.3	\$86.0	\$91.4	\$94.3	\$26.2	\$16.7	\$20.6	\$11.4	\$33.0
Change in estimated acquisition earn-out payables	\$1.1	\$8.0	\$8.7	\$40.8	(\$26.3)	\$0.8	(\$0.8)	(\$10.5)	(\$7.7)	(\$10.9)
EBITDAC	\$304.6	\$388.7	\$433.3	\$555.6	\$644.2	\$175.9	\$191.9	\$228.8	\$283.2	\$343.9
<i>EBITDAC Margin</i>	29%	28%	29%	31%	31%	36%	37%	38%	40%	40%
(Gain)/loss on disposal	(\$1.1)	(\$9.9)	(\$2.4)	(\$5.1)	(\$8.4)	\$1.4	(\$0.1)	\$0.0	(\$4.5)	\$0.8
Acquisition/Integration Costs	-	-	-	-	\$7.6	-	-	-	-	\$0.5
EBITDAC - Adjusted Post FX	\$303.5	\$378.8	\$430.9	\$550.5	\$643.4	\$177.3	\$191.8	\$228.8	\$278.7	\$345.2
<i>EBITDAC Margin - Adjusted Post FX</i>	29%	28%	29%	31%	31%	36%	37%	37%	40%	40%

# Reconciliation Income Before Income Taxes to EBITDAC and EBITDAC - Adjusted Post FX and Income Before Income Taxes Margin to EBITDAC Margin and EBITDAC Margin - Adjusted Post FX

(\$ Millions, Except Per Share Data; Unaudited)	Wholesale Brokerage					Services				
	2018	2019	2020	2021	2022	2018	2019	2020	2021	2022
Total revenues	\$287.0	\$310.1	\$352.8	\$403.4	\$453.4	\$189.2	\$193.8	\$174.0	\$178.9	\$171.9
Income before income taxes	\$70.2	\$82.7	\$93.6	\$94.8	\$117.7	\$34.5	\$40.3	\$28.0	\$28.3	\$24.1
Income Before Income Taxes Margin	24%	27%	27%	24%	26%	18%	21%	16%	16%	14%
Amortization	\$11.4	\$11.2	\$8.5	\$9.1	\$9.4	\$4.8	\$5.5	\$5.6	\$5.3	\$5.1
Depreciation	\$1.6	\$1.7	\$1.9	\$2.6	\$2.7	\$1.6	\$1.2	\$1.4	\$1.5	\$1.6
Interest	\$5.3	\$4.8	\$10.3	\$16.0	\$12.9	\$2.9	\$4.4	\$4.1	\$2.9	\$2.1
Change in estimated acquisition earn-out payables	\$0.8	\$0.0	\$0.4	\$7.3	(\$1.7)	\$0.2	(\$8.6)	(\$3.1)	\$0.0	\$0.0
EBITDAC	\$89.3	\$100.4	\$114.7	\$129.8	\$141.0	\$44.0	\$42.8	\$36.0	\$38.0	\$32.9
<i>EBITDAC Margin</i>	31%	32%	33%	32%	31%	23%	22%	21%	21%	19%
(Gain)/loss on disposal	\$0.0	\$0.0	\$0.0	\$0.0	\$3.1	(\$2.5)	\$0.0	\$0.0	\$0.0	\$0.0
Acquisition/Integration Costs	-	-	-	-	\$1.5	-	-	-	-	\$0.0
EBITDAC - Adjusted Post FX	\$89.3	\$100.4	\$114.7	\$129.8	\$145.6	\$41.5	\$42.8	\$36.0	\$38.0	\$32.9
<i>EBITDAC Margin - Adjusted Post FX</i>	31%	32%	33%	32%	32%	22%	22%	21%	21%	19%

# Reconciliation of Net Cash Provided by Operating Activities to Free Cash Flow & Free Cash Flow Conversion

(\$ Millions, Except Per Share Data;  
Unaudited)

	2013	2014	2015	2016	2017	2018	2019	2020 <sup>1</sup>	2021 <sup>1</sup>	2022
Stock Price, as of the 10th day of the fiscal year	\$15.70	\$16.46	\$16.05	\$18.21	\$22.67	\$26.11	\$27.99	\$40.40	\$46.98	\$68.08
Total Shares	285.2	285.8	280.2	275.6	277.6	275.5	274.6	275.9	277.4	278.6
Equity Market Capitalization	\$4,477.6	\$4,704.3	\$4,497.2	\$5,018.7	\$6,293.2	\$7,193.3	\$7,686.1	\$11,146.4	\$13,032.3	\$18,967.1
Net cash provided by operating activities <sup>2</sup>	\$474.8	\$394.8	\$381.8	\$411.0	\$442.0	\$567.5	\$678.2	\$713.0	\$808.8	\$881.4
Less Capital Expenditures	\$16.4	\$24.9	\$18.4	\$17.8	\$24.2	\$41.5	\$73.1	\$70.7	\$45.0	\$52.6
Free Cash Flow	\$458.4	\$369.9	\$363.4	\$393.2	\$417.8	\$526.0	\$605.1	\$642.3	\$763.8	\$828.8
Free Cash Flow	\$458.4	\$369.9	\$363.4	\$393.2	\$417.8	\$526.0	\$605.1	\$642.3	\$763.8	\$828.8
Total revenues	\$1,363.3	\$1,575.8	\$1,660.5	\$1,766.6	\$1,881.3	\$2,014.2	\$2,392.2	\$2,613.4	\$3,051.4	\$3,573.4
Free Cash Flow Conversion	34%	23%	22%	22%	22%	26%	25%	25%	25%	23%

<sup>1</sup> Cash flow for years 2020 and 2021 have been restated under the fiduciary model. Legacy method of cash flows is used for years prior to 2020

<sup>2</sup> Reflects acceleration of \$50M in annual bonus payments from January 2013 into December 2012; bonuses are traditionally paid in January

See important disclosures regarding Non-GAAP measures on pages 2-3



## Reconciliation of Diluted Net Income Per Share to Diluted Net Income Per Share - Adjusted Post FX

(\$ Millions, Except Per Share Data; Unaudited)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Diluted Net Income per Share	\$0.74	\$0.71	\$0.85	\$0.91	\$1.40	\$1.22	\$1.40	\$1.69	\$2.07	\$2.37
Change in estimated acquisition earn-out payables	0.01	0.02	0.01	0.02	0.02	0.01	-	(0.02)	0.10	(0.10)
(Gain)/Loss on Disposal	-	0.11	-	-	(0.01)	(0.01)	(0.03)	(0.01)	(0.02)	(0.02)
Acquisition/Integration Costs	-	-	-	-	-	-	-	-	-	0.03
Tax Reform Act	-	-	-	-	(0.43)	-	-	-	-	-
Diluted Net Income per Share - Adjusted Post FX	\$0.75	\$0.84	\$0.86	\$0.93	\$0.98	\$1.22	\$1.37	\$1.66	\$2.15	\$2.28

# Reconciliation of Commissions & Fees to Organic Revenue

(\$ Millions; Unaudited)	2022									
	Retail <sup>1</sup>		National Programs		Wholesale Brokerage		Services		Total	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Commissions and fees	\$2,080.4	\$1,764.9	\$858.1	\$701.1	\$452.8	\$402.6	\$171.9	\$178.9	\$3,563.2	\$3,047.5
<i>Total change</i>	315.5		157.0		50.2		(7.0)		515.7	
<i>Total growth %</i>	17.9%		22.4%		12.5%		(3.9%)		16.9%	
Contingent commissions	(48.8)	(38.9)	(27.6)	(35.3)	(12.3)	(8.0)	-	-	(88.7)	(82.2)
Core commissions and fees <sup>2</sup>	\$2,031.6	\$1,726.0	\$830.5	\$665.8	\$440.5	\$394.6	\$171.9	\$178.9	\$3,474.5	\$2,965.3
Acquisitions	(205.1)		(64.9)		(18.6)		-		(288.6)	
Dispositions		(7.2)		(3.3)		(2.4)		(1.9)		(14.8)
Foreign Currency Translation		(3.9)		(0.6)		-		-		(4.5)
Organic Revenue	\$1,826.5	\$1,714.9	\$765.6	\$661.9	\$421.9	\$392.2	\$171.9	\$177.0	\$3,185.9	\$2,946.0
<i>Organic Revenue growth</i>	\$111.6		\$103.7		\$29.7		(\$5.1)		\$239.9	
<i>Organic Revenue growth %</i>	6.5%		15.7%		7.6%		(2.9%)		8.1%	

<sup>1</sup> The Retail segment includes commissions and fees that are reported in the "Other" column of the segment Information in the Notes to the Consolidated Financial Statements in our SEC filings, which includes corporate and consolidation items.

<sup>2</sup> Core commissions and fees is defined as commissions and fees less profit-sharing contingent commissions (revenues from insurance companies based upon the profitability of the business placed with such companies during the prior year).

# Reconciliation of Commissions & Fees to Organic Revenue

(\$ Millions; Unaudited)	2021									
	Retail <sup>1</sup>		National Programs		Wholesale Brokerage		Services		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Commissions and fees	\$1,764.9	\$1,470.1	\$701.1	\$609.8	\$402.6	\$352.2	\$178.9	\$174.0	\$3,047.5	\$2,606.1
<i>Total change</i>	<i>294.8</i>		<i>91.3</i>		<i>50.4</i>		<i>4.9</i>		<i>441.4</i>	
<i>Total growth %</i>	<i>20.1%</i>		<i>15.0%</i>		<i>14.3%</i>		<i>2.8%</i>		<i>16.9%</i>	
Contingent commissions	(38.9)	(35.8)	(35.3)	(27.3)	(8.0)	(7.9)	-	-	(82.2)	(71.0)
Core commissions and fees <sup>2</sup>	\$1,726.0	\$1,434.3	\$665.8	\$582.5	\$394.6	\$344.3	\$178.9	\$174.0	\$2,965.3	\$2,535.1
Acquisitions	(139.0)		(8.2)		(23.0)		-		(170.2)	
Dispositions		(4.4)		(0.5)		0.0		(0.4)		(5.3)
Foreign Currency Translation				1.2						1.2
Organic Revenue	\$1,587.0	\$1,429.9	\$657.6	\$583.2	\$371.6	\$344.3	\$178.9	\$173.6	\$2,795.1	\$2,531.0
<i>Organic Revenue growth</i>	<i>\$157.1</i>		<i>\$74.4</i>		<i>\$27.3</i>		<i>\$5.3</i>		<i>\$264.1</i>	
<i>Organic Revenue growth %</i>	<i>11.0%</i>		<i>12.8%</i>		<i>7.9%</i>		<i>3.1%</i>		<i>10.4%</i>	

<sup>1</sup> The Retail segment includes commissions and fees that are reported in the "Other" column of the segment Information in the Notes to the Consolidated Financial Statements in our SEC filings, which includes corporate and consolidation items.

<sup>2</sup> Core commissions and fees is defined as commissions and fees less profit-sharing contingent commissions (revenues from insurance companies based upon the profitability of the business placed with such companies during the prior year).



# Reconciliation of Commissions & Fees to Organic Revenue

(\$ Millions; Unaudited)	2020									
	Retail <sup>1</sup>		National Programs		Wholesale Brokerage		Services		Total	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Commissions and fees	\$1,470.1	\$1,364.8	\$609.8	\$516.9	\$352.2	\$309.4	\$174.0	\$193.6	\$2,606.1	\$2,384.7
<i>Total change</i>	105.3		92.9		42.8		(19.6)		221.4	
<i>Total growth %</i>	7.7%		18.0%		13.8%		(10.1%)		9.3%	
Contingent commissions	(35.8)	(34.2)	(27.3)	(17.5)	(7.8)	(7.5)	-	-	(70.9)	(59.2)
Core commissions and fees <sup>2</sup>	\$1,434.3	\$1,330.6	\$582.5	\$499.4	\$344.4	\$301.9	\$174.0	\$193.6	\$2,535.2	\$2,325.5
Acquisitions	(79.6)		(34.2)		(25.8)		(1.5)		(141.1)	
Dispositions		(11.8)		(0.3)		0.0		0.0		(12.1)
Foreign Currency Translation										
Organic Revenue	\$1,354.7	\$1,318.8	\$548.3	\$499.1	\$318.6	\$301.9	\$172.5	\$193.6	\$2,394.1	\$2,313.4
<i>Organic Revenue growth</i>	\$35.9		\$49.2		\$16.7		(\$21.1)		\$80.7	
<i>Organic Revenue growth %</i>	2.7%		9.9%		5.5%		(10.9%)		3.5%	

<sup>1</sup> The Retail segment includes commissions and fees that are reported in the "Other" column of the segment Information in the Notes to the Consolidated Financial Statements in our SEC filings, which includes corporate and consolidation items.

<sup>2</sup> Core commissions and fees is defined as commissions and fees less profit-sharing contingent commissions (revenues from insurance companies based upon the profitability of the business placed with such companies during the prior year).

# Reconciliation of Commissions & Fees to Organic Revenue

(\$ Millions; Unaudited)	2019									
	Retail <sup>1</sup>		National Programs		Wholesale Brokerage		Services		Total	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Commissions and fees	\$1,364.8	\$1,040.6	\$516.9	\$493.9	\$309.4	\$286.4	\$193.6	\$189.0	\$2,384.7	\$2,009.9
<i>Total change</i>	324.2		23.0		23.0		4.6		374.8	
<i>Total growth %</i>	31.2%		4.7%		8.0%		2.4%		18.6%	
Contingent commissions	(34.2)	(24.5)	(17.5)	(23.9)	(7.5)	(7.5)	-	-	(59.2)	(55.9)
Core commissions and fees <sup>2</sup>	\$1,330.6	\$1,016.1	\$499.4	\$470.0	\$301.9	\$278.9	\$193.6	\$189.0	\$2,325.5	\$1,954.0
Acquisitions	(272.4)		(5.7)		(3.6)		(16.5)		(298.2)	
Dispositions		(7.7)		(0.8)		(1.3)		0.0		(9.8)
Foreign Currency Translation										
Organic Revenue	\$1,058.2	\$1,008.4	\$493.7	\$469.2	\$298.3	\$277.6	\$177.1	\$189.0	\$2,027.3	\$1,944.2
<i>Organic Revenue growth</i>	\$49.8		\$24.5		\$20.7		(\$11.9)		\$83.1	
<i>Organic Revenue growth %</i>	4.9%		5.2%		7.5%		(6.3%)		4.3%	

<sup>1</sup> The Retail segment includes commissions and fees that are reported in the "Other" column of the segment Information in the Notes to the Consolidated Financial Statements in our SEC filings, which includes corporate and consolidation items.

<sup>2</sup> Core commissions and fees is defined as commissions and fees less profit-sharing contingent commissions (revenues from insurance companies based upon the profitability of the business placed with such companies during the prior year).



# Reconciliation of Commissions & Fees to Organic Revenue

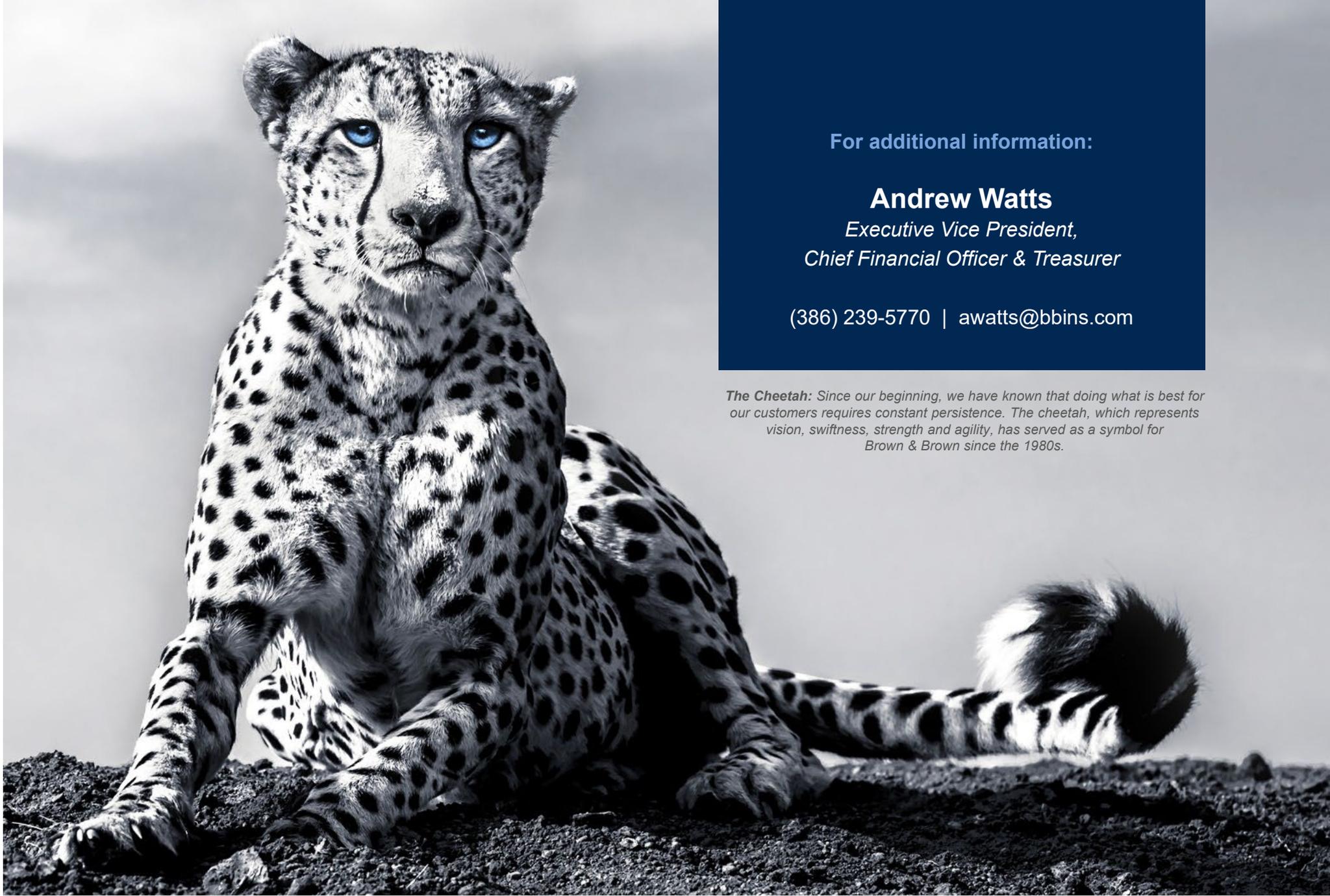
(\$ Millions; Unaudited)	2018									
	Retail <sup>1</sup>		National Programs		Wholesale Brokerage		Services		Total	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Commissions and fees	\$1,040.6	\$942.0	\$493.9	\$479.0	\$286.4	\$271.1	\$189.0	\$165.1	\$2,009.8	\$1,857.3
<i>Total change</i>	98.5		14.9		15.2		24.0		152.6	
<i>Total growth %</i>	10.5%		3.1%		5.6%		14.5%		8.2%	
Contingent commissions	(24.5)	(23.4)	(23.9)	(20.1)	(7.5)	(8.7)	-	-	(55.9)	(52.2)
Core commissions and fees <sup>2</sup>	\$1,016.1	\$918.7	\$470.0	\$458.9	\$278.9	\$262.5	\$189.0	\$165.1	\$1,954.0	\$1,805.1
New Revenue Standard	1.2		(8.0)		0.9		(10.3)		(16.1)	
Acquisitions	(73.4)		(7.3)		(2.5)		(8.0)		(91.1)	
Dispositions		(1.3)		(0.1)		(0.1)		0.0		(1.5)
Foreign Currency Translation										
Organic Revenue	\$943.9	\$917.4	\$454.7	\$458.8	\$277.3	\$262.4	\$170.8	\$165.1	\$1,846.7	\$1,803.6
<i>Organic Revenue growth</i>	\$26.5		(\$4.0)		\$15.0		\$5.7		\$43.2	
<i>Organic Revenue growth %</i>	2.9%		-0.9%		5.7%		3.5%		2.4%	

<sup>1</sup> The Retail segment includes commissions and fees that are reported in the "Other" column of the segment Information in the Notes to the Consolidated Financial Statements in our SEC filings, which includes corporate and consolidation items.

<sup>2</sup> Core commissions and fees is defined as commissions and fees less profit-sharing contingent commissions (revenues from insurance companies based upon the profitability of the business placed with such companies during the prior year).

# Reconciliation of Long-Term Total Debt to Net Debt Outstanding

(\$ Millions, Except Per Share Data; Unaudited)										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Current portion of long-term debt	\$100.0	\$45.6	\$73.1	\$55.5	\$120.0	\$50.0	\$55.0	\$70.0	\$42.5	\$250.6
Long-term debt less unamortized discount and debt issuance costs	\$380.0	\$1,143.8	\$1,071.6	\$1,018.4	\$856.1	\$1,457.0	\$1,500.3	\$2,025.9	\$1,980.4	\$3,691.5
<b>Total Debt Outstanding</b>	<b>\$480.0</b>	<b>\$1,189.4</b>	<b>\$1,144.7</b>	<b>\$1,073.9</b>	<b>\$976.1</b>	<b>\$1,507.0</b>	<b>\$1,555.3</b>	<b>\$2,095.9</b>	<b>\$2,022.9</b>	<b>\$3,942.1</b>
Cash and cash equivalents	\$203.0	\$470.0	\$443.4	\$515.6	\$573.4	\$439.0	\$542.2	\$817.4	\$887.0	\$650.0
<b>Net Debt Outstanding</b>	<b>\$277.0</b>	<b>\$719.4</b>	<b>\$701.3</b>	<b>\$558.3</b>	<b>\$402.7</b>	<b>\$1,068.0</b>	<b>\$1,013.1</b>	<b>\$1,278.5</b>	<b>\$1,135.9</b>	<b>\$3,292.1</b>
EBITDAC	\$461.9	\$481.8	\$553.1	\$579.9	\$605.3	\$615.4	\$716.9	\$813.4	\$1,021.2	\$1,164.2
<b>Total Debt Outstanding to EBITDAC</b>	<b>1.0x</b>	<b>2.5x</b>	<b>2.1x</b>	<b>1.9x</b>	<b>1.6x</b>	<b>2.4x</b>	<b>2.2x</b>	<b>2.6x</b>	<b>2.0x</b>	<b>3.4x</b>
<b>Net Debt Outstanding to EBITDAC</b>	<b>0.6x</b>	<b>1.5x</b>	<b>1.3x</b>	<b>1.0x</b>	<b>0.7x</b>	<b>1.7x</b>	<b>1.4x</b>	<b>1.6x</b>	<b>1.1x</b>	<b>2.8x</b>



For additional information:

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*The Cheetah: Since our beginning, we have known that doing what is best for our customers requires constant persistence. The cheetah, which represents vision, swiftness, strength and agility, has served as a symbol for Brown & Brown since the 1980s.*