



Gallagher

Insurance | Risk Management | Consulting

Arthur J. Gallagher & Co. Investor Meeting

Agenda

Wednesday, December 13, 2023

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| 8:00 a.m. | Breakfast |
| 8:30 a.m. | Investor Relations Welcome |
| 8:35 a.m. | Chairman's Global Vision |
| 8:45 a.m. | Insurance & Risk Management Market Conditions |
| 9:15 a.m. | Organic Growth Initiatives |
| 9:45 a.m. | Break |
| 10:00 a.m. | Mergers & Acquisitions |
| 10:30 a.m. | Financial Discussion |
| 10:45 a.m. | Follow-up Q&A |
| 11:30 a.m. | Departure |