

Arthur J. Gallagher & Co. Investor Meeting

Agenda

Tuesday, December 16, 2025

8:00 a.m.	Breakfast
8:30 a.m.	Investor Relations Welcome
8:35 a.m.	Chairman's Global Vision
8:45 a.m.	Divisional Business Overview
8:55 a.m.	Organic Growth
9:25 a.m.	Break
9:30 a.m.	Mergers & Acquisitions, including AssuredPartners integration
10:00 a.m.	Financial Discussion, including Productivity & Quality
10:30 a.m.	Follow-up Q&A
11:00 a.m.	Departure