Agent & Broker Merger & Acquisition Update 3rd Quarter 2025

October 2025

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Agent M&A Update

October 2025

Highlights of Q1-Q3 2025 M&A Activity

- 520 transactions in Q1-Q3 ‘25, down 7% from 562 for Q1-Q3 ‘24
- 188 transactions in Q3 ‘25, down 13% from 217 recorded in the same period last year
- 741 transactions in past 12 months, down 7% from 801 for the same period ended September 2024
- Private Equity-Backed / Hybrid (“PE/Hybrid”) responsible for over 72% of all announced transactions in the past 12 months and the most recent quarter
- Privately-owned buyers posted 130 deals in the past 12 months (down 21% from 165 at this time in 2024). In total, this group accounted for 18% of the deals closed in the last trailing 12-month versus 20% in the prior period

Observations & Comments

- There were 188 announced deals in Q3 ‘25; up 5% compared to the 179 announced in the prior quarter. The year-over-year count declined 7% and is also 20% below the previous 5-year average.
- There were 520 announced insurance agency acquisitions during Q1-Q3 ‘25, down 7% from 562 for the same period in 2024. Year-to-date tallies in 2025 are 20% below the previous 5-year average.
- Broadstreet Partners led all buyers with 57 transactions in Q1-Q3 ‘25, off by 21% of their same period 2024 totals (72) but still 44% above their previous 5-year average. Hub International followed with 38 Q1-Q3 ’25 transactions, 12% lower than the previous year and 11% below the previous 5-year average. (Refer to chart on page 9 for more detail)
- Current deal pace at 741 in the trailing 12-months ending Q3 ’25 is 7% below the same period ending Q3 ’24. This represents the low water mark since Q3 ’20 when 647 deals were logged for the trailing 12-months.

Observations & Comments

(continued)

- On a trailing 4-quarter basis, the most active buyers include:
  - BroadStreet Partners with 75 reported deals, 36% above the previous 5-year average
  - Hub International followed with 56 reported deals, 13% below the previous 5-year average
  - Inszone Insurance Services with 40 reported deals, 40% above the previous 5-year average

- For the same period among all buyers with at least 20 transactions:
  - Those picking up the pace the most included Alera Group (up 100%), HighStreet Partners (up 75%), and King Risk Partners (up 53%)
  - Those that slowed their pace the most included Hub International (down 13%), Broadstreet Partners (down 13%), and Leavitt Group (down 10%)

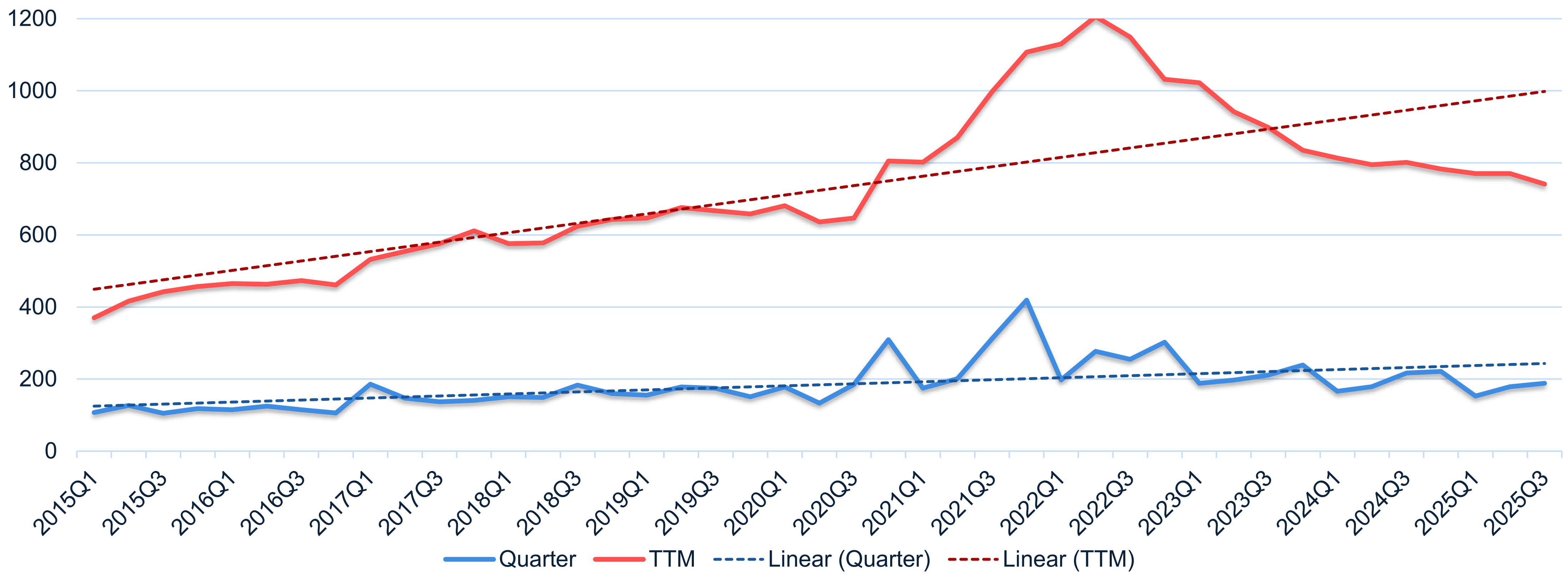
- Refer to chart on page 10 for more detail on the above

Observations & Comments

(continued)

- The allocation of deals across buyer types is relatively consistent across trailing four quarter periods. Private equity firms close 68%-76% of the total number of deals these periods from September 2021 through September 2025, privately-owned firms account for 15%-23%, and publicly traded brokers account for 5%-9%.
- Industry consolidation continues to be rather broad with 96 unique buyers identified over the last four quarters, however it has narrowed noticeably since September 2021 when 152 buyers were recorded. The top 10% of buyers now account for 56% of the deals completed compared to 46% in 2021. In this same time frame:
  - Private equity-backed buyers went from 40 unique buyers in 2021 to a current 37
  - Privately-owned buyers went from 85 to 42
- Looking ahead to Q4 '25, we expect activity to be equal to or slightly below Q4 '24, which would be reflective of the trend in activity since the large 28% drop in Q4 '22.

Quarterly M&A Activity



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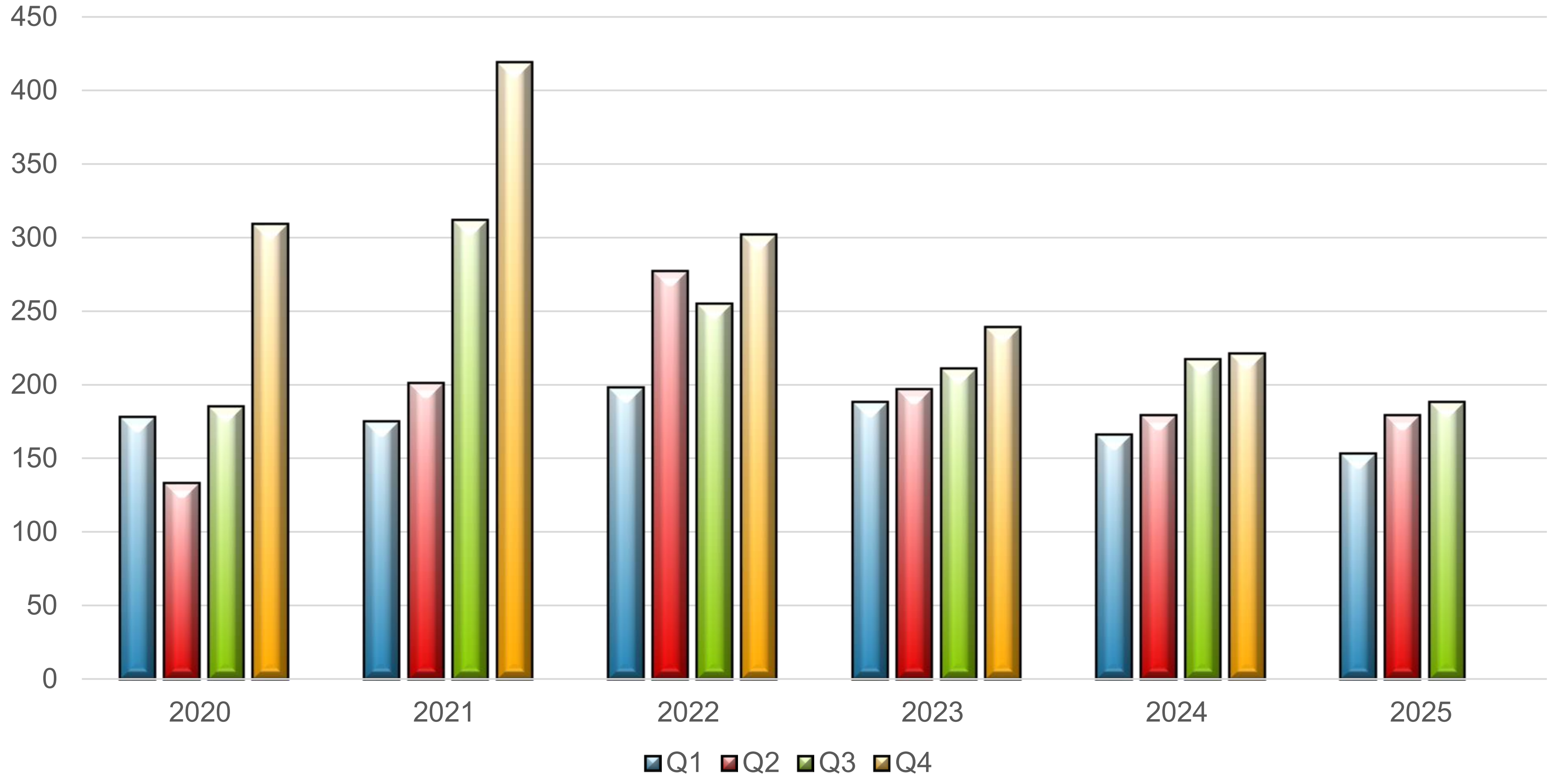
Quarterly M&A Activity



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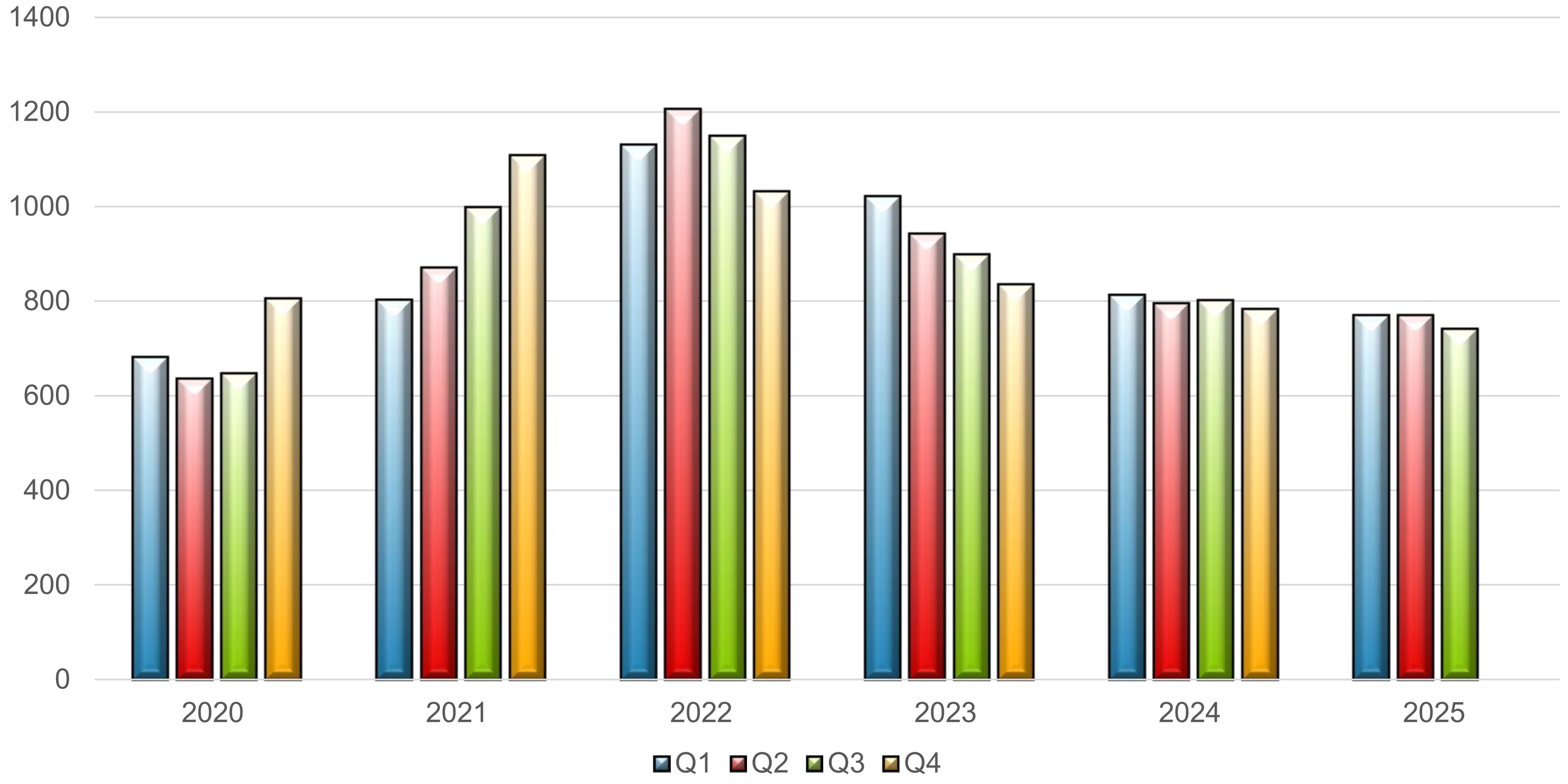
Quarterly Rolling 12-Month M&A Activity



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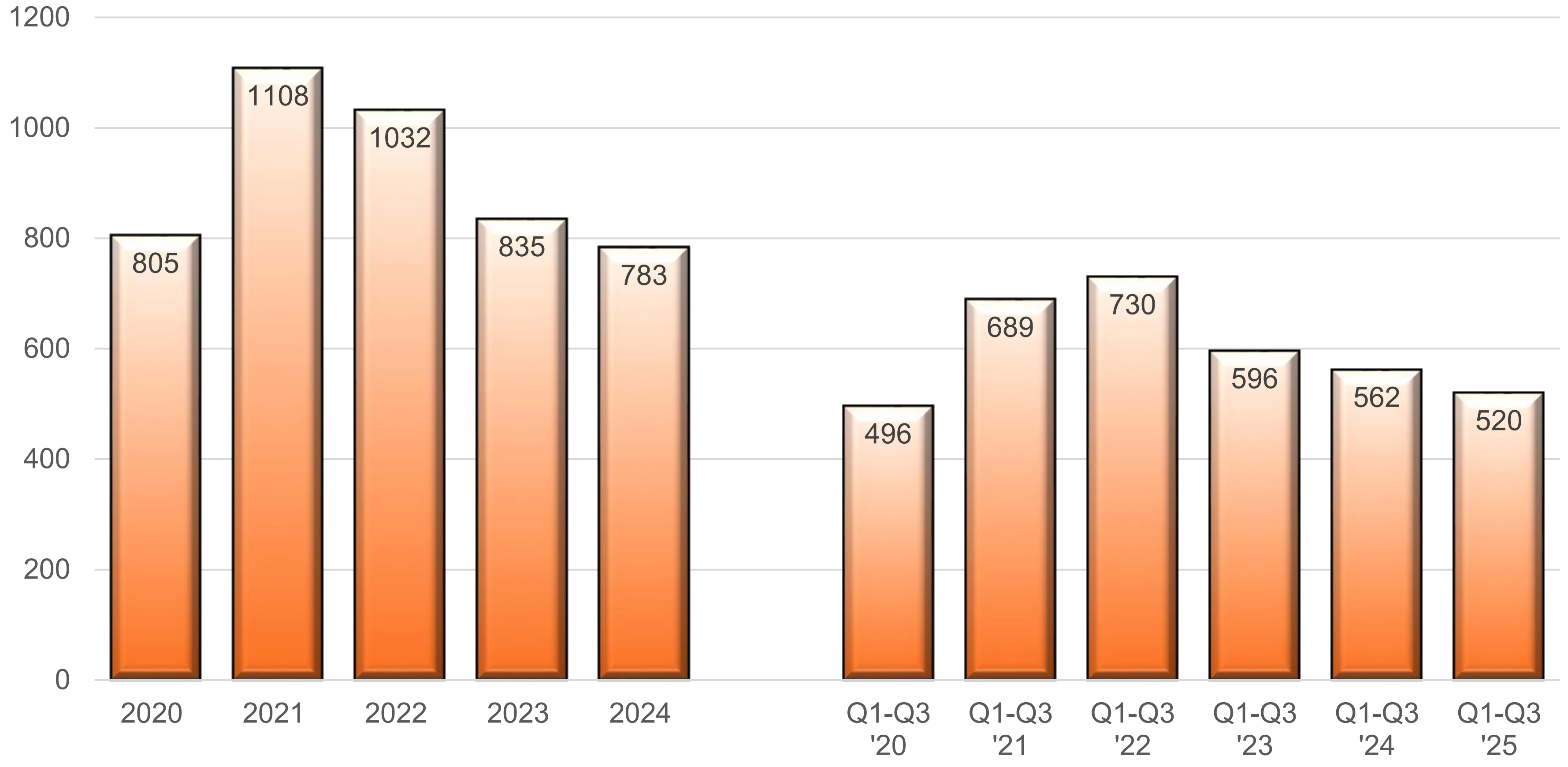
Agency Acquisitions By Year and Q1-Q3



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Top 10 Acquirers (including ties) YTD in 2025

Buyer	Buyer Type	2020	2021	2022	2023	2024	Q1-Q3 '25
BroadStreet Partners	PE-Hybrid	59	45	35	59	90	57
Hub International	PE-Hybrid	65	62	70	66	61	38
Inszone Insurance Services	PE-Hybrid	10	12	42	46	48	29
World Insurance Associates	PE-Hybrid	7	22	29	29	29	25
HighStreet Partners	PE-Hybrid	42	53	39	36	16	25
Keystone Agency Partners	PE-Hybrid	9	71	44	24	23	24
Leavitt Group	Private	12	24	20	34	30	22
King Risk Partners	PE-Hybrid	0	4	14	10	18	16
Acrisure	PE-Hybrid	108	122	107	36	24	16
ALKEME	PE-Hybrid	8	11	8	12	9	16
Sub-total		320	426	408	352	348	268
All Others		485	685	624	483	435	252
Totals for Year		**805**	**1,111**	**1,032**	**835**	**783**	**520**

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Acquirers With 20 or More Deals in Past 12 Months

Buyer	Buyer Type	2020	2021	2022	2023	2024	TTM 9/25
BroadStreet Partners	PE-Hybrid	59	45	35	59	90	75
Hub International	PE-Hybrid	65	62	70	66	61	56
Inszone Insurance Services	PE-Hybrid	10	12	42	46	48	40
HighStreet Partners	PE-Hybrid	9	71	44	24	22	35
Keystone Agency Partners	PE-Hybrid	7	22	29	29	29	31
Acrisure	PE-Hybrid	108	122	107	36	24	30
World Insurance Associates	PE-Hybrid	42	53	39	36	16	29
Arthur J. Gallagher	Public	23	25	26	36	31	29
Leavitt Group	Private	12	24	20	34	30	28
King Risk Partners	PE-Hybrid	0	4	14	10	18	23
Alera Group	PE-Hybrid	18	45	32	14	16	22
OneDigital	PE-Hybrid	32	21	21	19	27	21
Sub-total		385	506	479	409	412	419
All Others		420	605	553	426	371	322
Totals for Year		**805**	**1,111**	**1,032**	**835**	**783**	**741**

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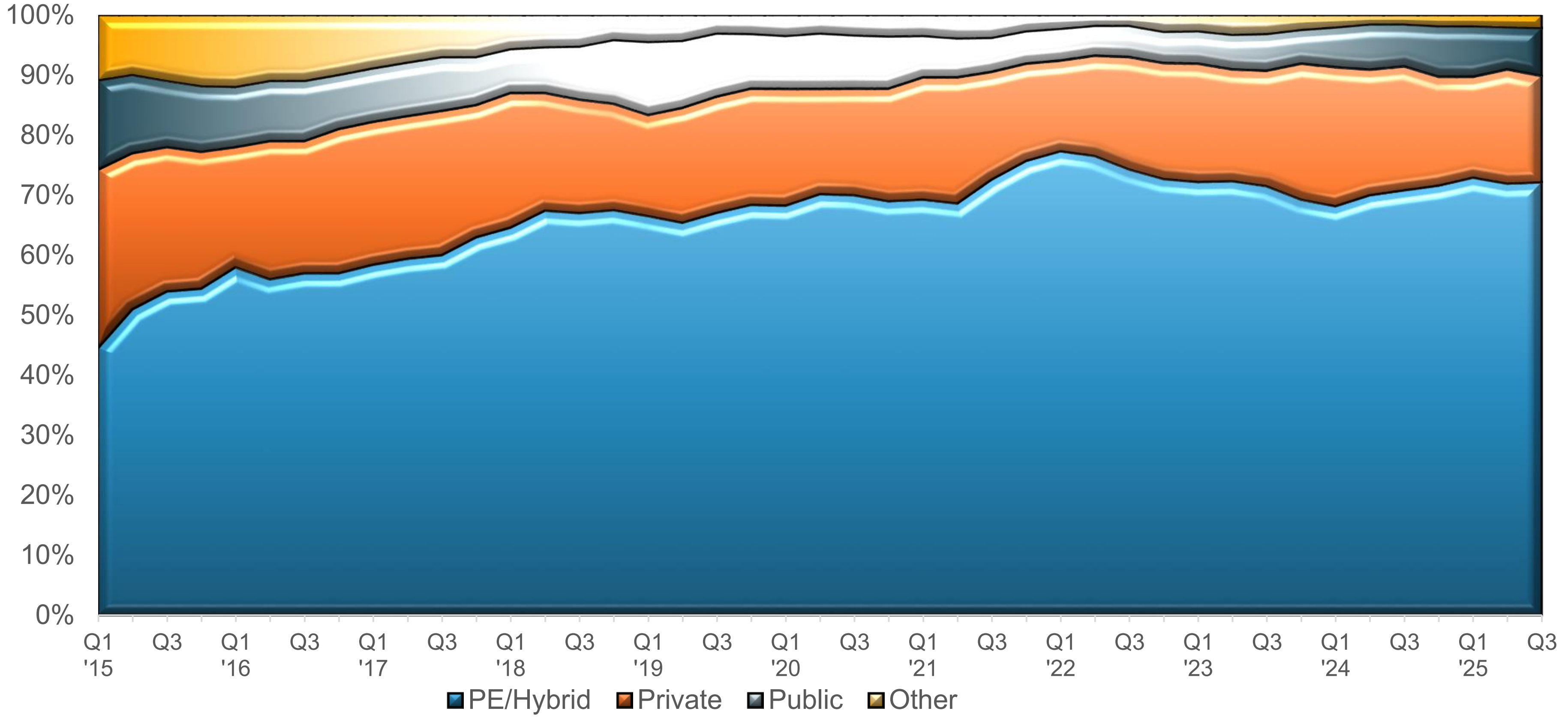
Totals By Buyer / Seller Type

Rolling 12-Month Activity by Buyer Type (% Total)



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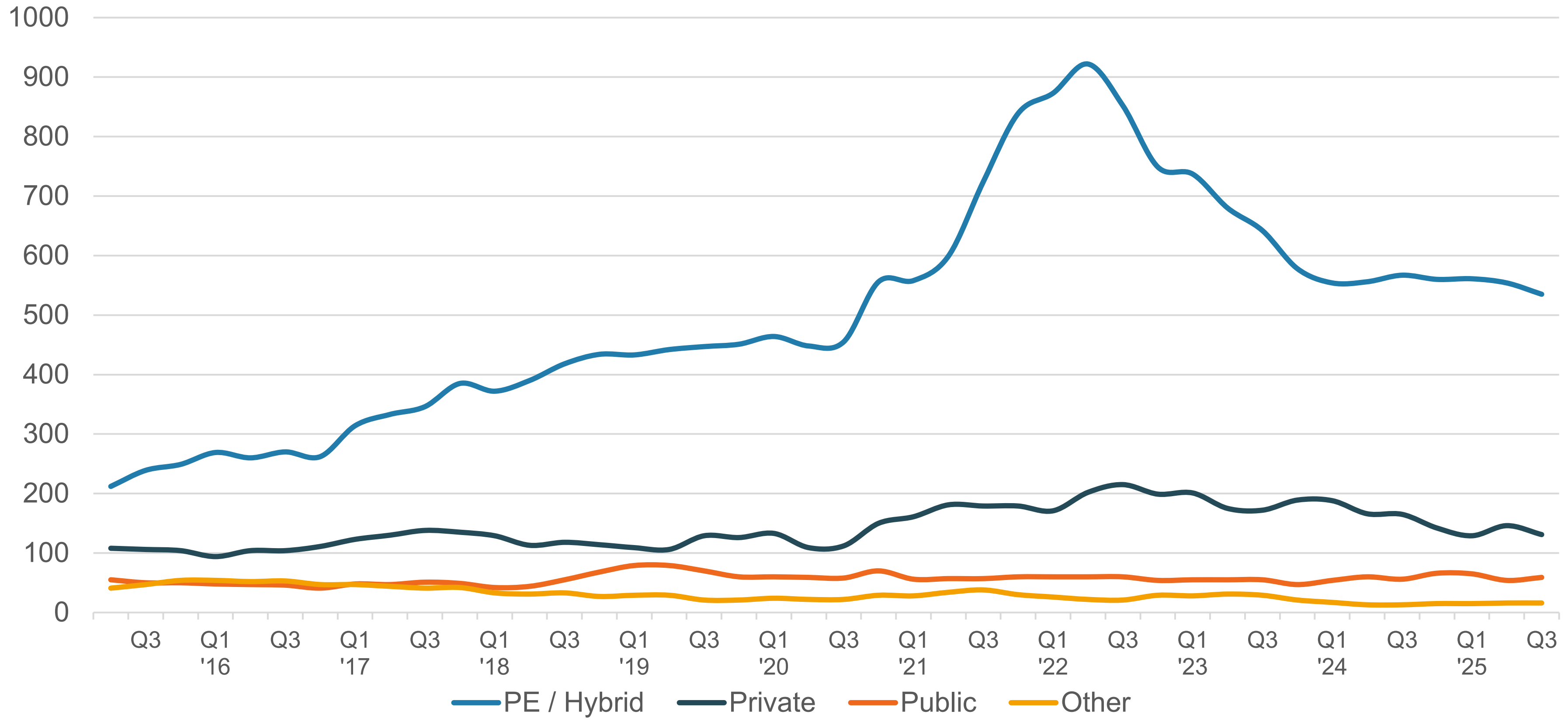
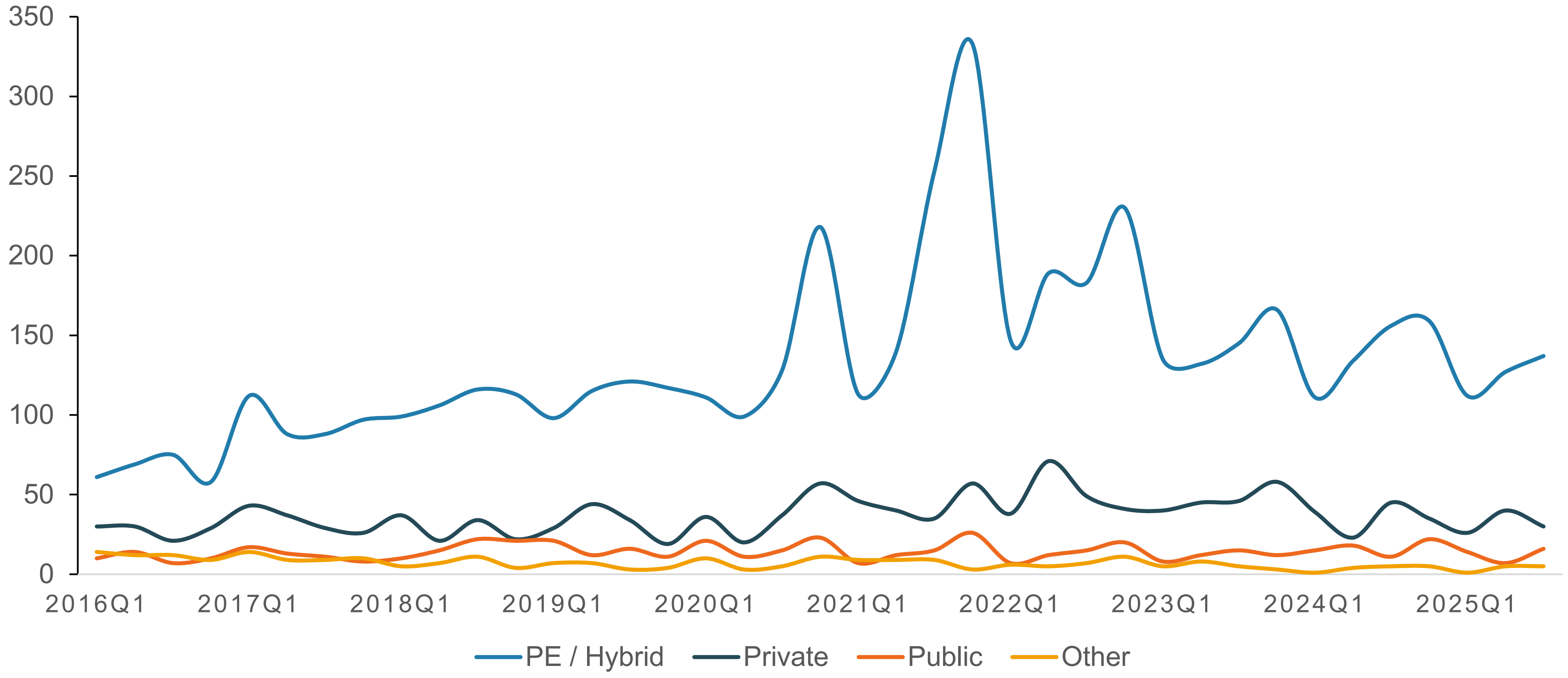
Rolling 12-Month # Transaction by Buyer Type



Quarterly # Transaction by Buyer Type



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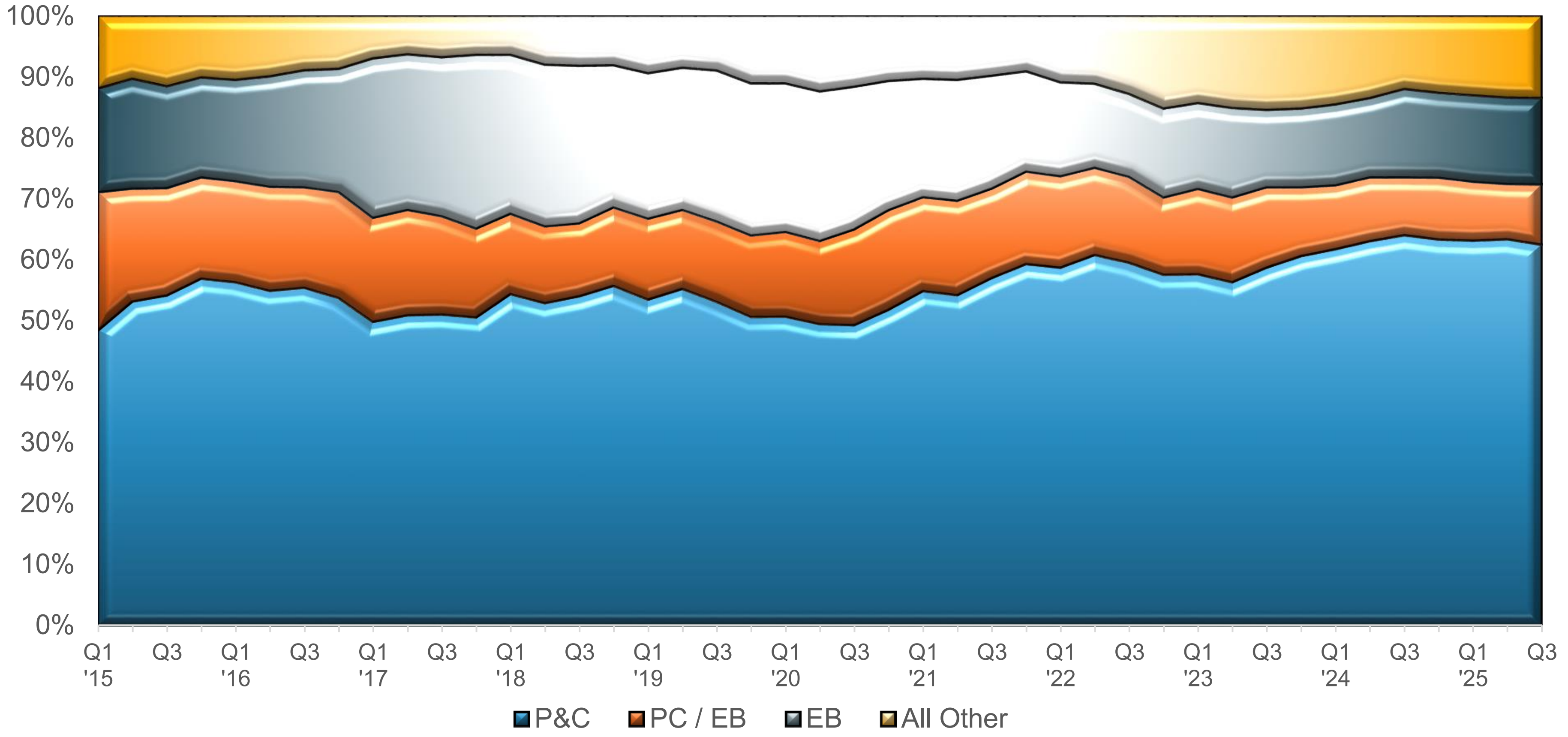
Totals By Buyer / Seller Type

Rolling 12-Month Activity by Seller Type (% Total)



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Significant Broker Transactions YTD 2025

Seller	Buyer	Estimate Revenue	Date
Kaplansky Insurance (Needham, MA)	Alera Group	$25 million	February 2025
Woodruff Sawyer (San Francisco, CA)	Arthur J. Gallagher	$268 million	April 2024
AssuredPartners (Daytona Beach, FL)	Arthur J. Gallagher	$2.9 billion	August 2025
Accession Risk Management (Boston, MA)	Brown & Brown	$1.7 billion	August 2025

Private Equity-backed Ownership Changes

Insurance Agency	Lead Buyer / Investor	Description	Date
BroadStreet Partners (Columbus, OH)	Ethos Capital, British Columbia Investment Management, and White Mountains Insurance Group	Investment by group led by Ethos for co-control with Ontario Teachers' Pension Plan	April 2025
Keystone Agency Partners (Mechanicsburg, PA)	Warburg Pincus	Warburg Pincus acquired a majority stake from Bain Capital, which retained a minority equity position	July 2025

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