

RYAN

SPECIALTY

INVESTOR PRESENTATION

November 2023



DISCLAIMER

Forward-Looking Statements:

This presentation by Ryan Specialty Holdings, Inc. (the “Company,” “we,” “us”) contains forward-looking statements, within the meaning of the Private Securities Litigation Reform Act of 1995, that involve substantial risks and uncertainties and that reflect the Company’s current expectations and projections with respect to, among other things, its plans, objectives, and business. These forward-looking statements may include words such as “anticipate,” “estimate,” “expect,” “project,” “plan,” “intend,” “believe,” “may,” “will,” “should,” “can have,” “likely” and other words and terms of similar meaning in connection with any discussion of the timing or nature of future operating or financial performance or other events. All forward-looking statements are subject to risks and uncertainties, known and unknown, that may cause actual results to differ materially from those that the Company expected. For more detail on the risk factors that may affect the Company’s results, see the section entitled “Risk Factors” in our most recent annual report on Form 10-K and quarterly reports on 10-Q filed with the SEC, and in other documents filed with, or furnished to, the SEC. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those indicated or anticipated by such forward-looking statements. Given these factors, as well as other variables that may affect the Company’s operating results, you are cautioned not to place undue reliance on these forward-looking statements, not to assume that past financial performance will be a reliable indicator of future performance, and not to use historical trends to anticipate results or trends in future periods. The forward-looking statements included in this presentation relate only to events as of the date hereof. We do not undertake, and expressly disclaim, any duty or obligation to update publicly any forward-looking statement after the date of this release, whether as a result of new information, future events, changes in assumptions or otherwise.

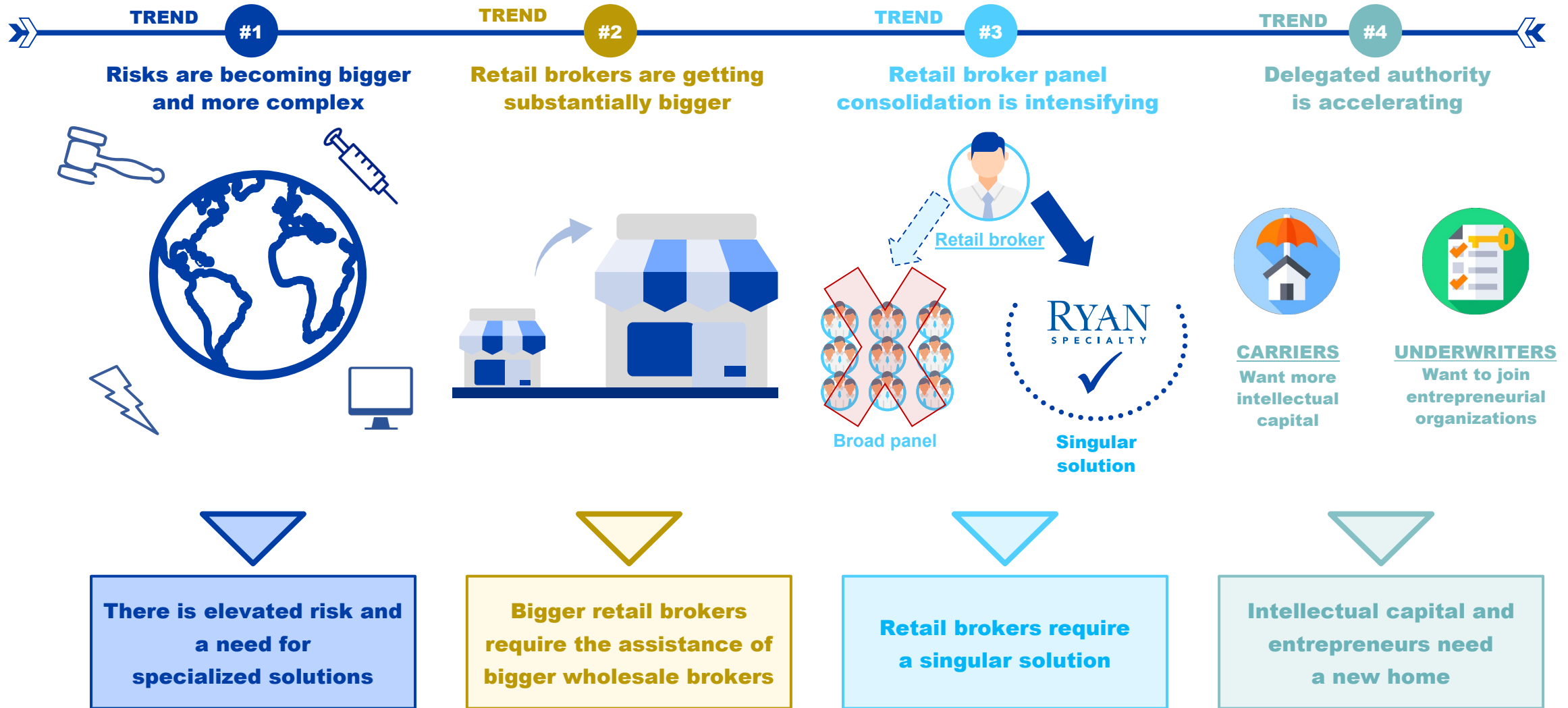
Market and Industry Data

This presentation includes information concerning economic conditions, the Company’s industry, the Company’s markets and the Company’s competitive position that is based on a variety of sources, including information from independent industry analysts and publications, as well as the Company’s own estimates and research. The Company’s estimates are derived from publicly available information released by third party sources, as well as data from its internal research, and are based on such data and the Company’s knowledge of its industry, which the Company believes to be reasonable. The independent industry publications used in this presentation were not prepared on the Company’s behalf. This information involves many assumptions and limitations, and you are cautioned not to give undue weight to these estimates. The Company has not independently verified the accuracy or completeness of the data contained in these industry publications and other publicly available information. Accordingly, we make no representations as to the accuracy or completeness of that data nor do we undertake to update such data after the date of this presentation.

Non-GAAP Measures

This presentation contains the following financial measures: Organic Revenue Growth Rate (or “Organic Growth”), Adjusted EBITDAC, and Adjusted EBITDAC Margin, each of which are not recognized under generally accepted accounting principles (“GAAP”) in the United States. The Company believes that non-GAAP financial information, when taken collectively, may be helpful to investors because it provides consistency and comparability with past financial performance and assists in comparisons with other companies, some of which use similar non-GAAP financial information to supplement their GAAP results. The non-GAAP financial information is presented for supplemental informational purposes only, should not be considered a substitute for financial information presented in accordance with GAAP, and may be different from similarly-titled non-GAAP measures used by other companies. Organic Growth, Adjusted EBITDAC, and Adjusted EBITDAC Margin each have limitations as an analytical tool, respectively, and you should not consider any of these measures either in isolation or as a substitute for other methods of analyzing the results as reported under GAAP. Please see the appendix for a reconciliation of such non-GAAP financial information to the most comparable GAAP measure.

OUR FOUNDING THESIS

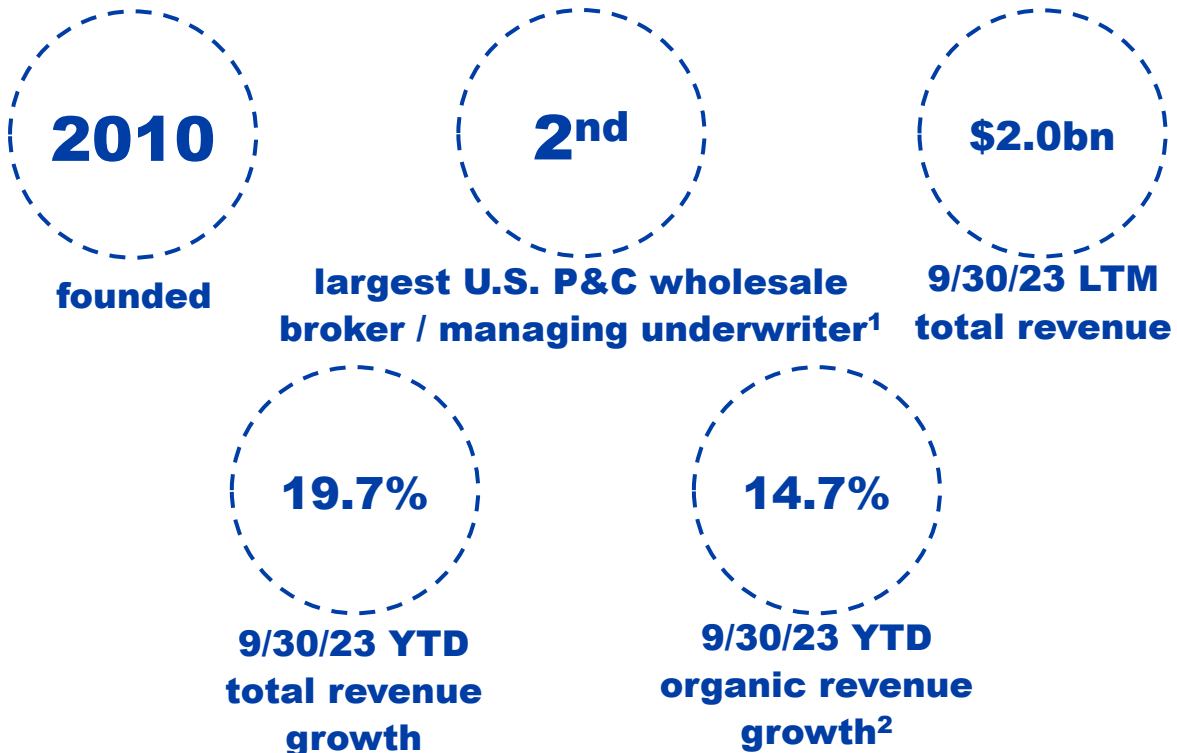


WHO WE ARE

We are a rapidly growing provider of specialty products and solutions for insurance brokers, agents and carriers.

For retail insurance brokers, we assist in the placement of complex or otherwise hard-to-place risks.

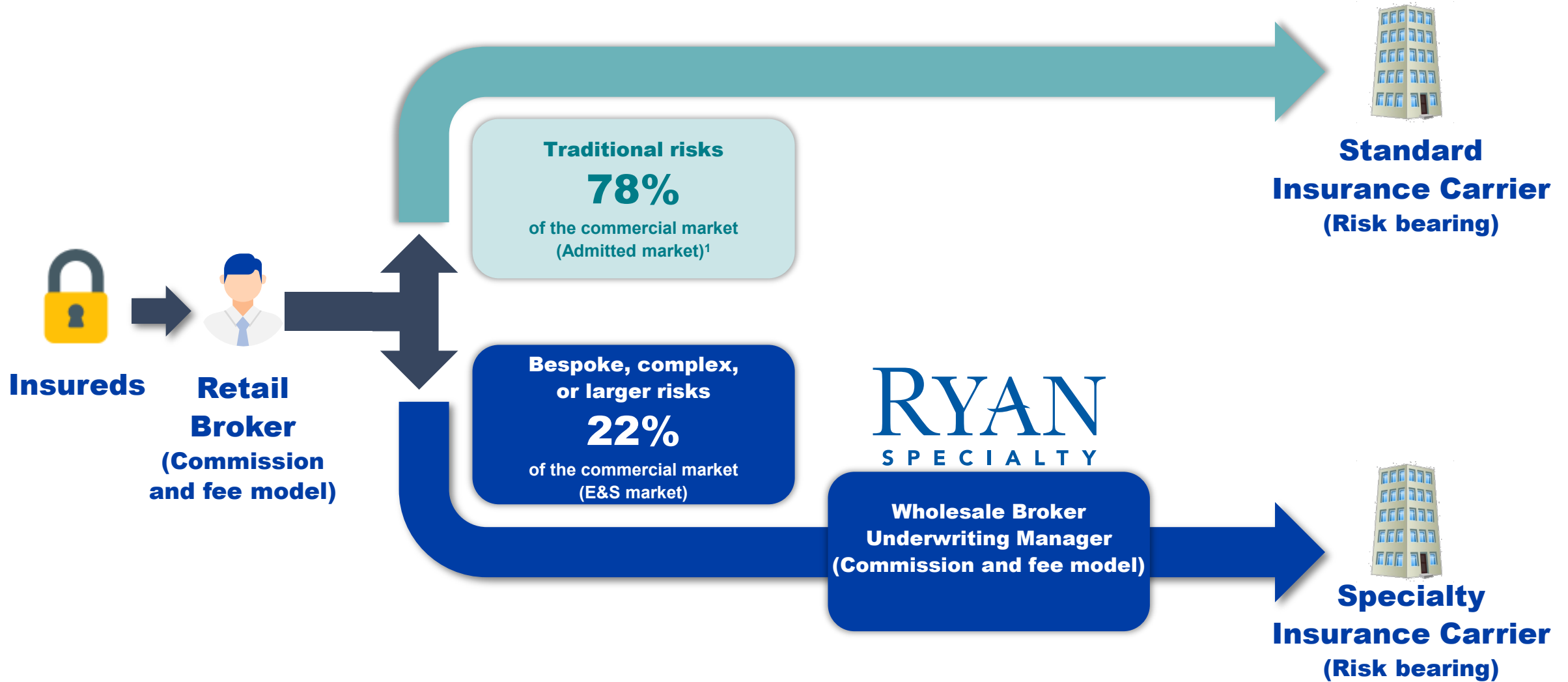
For insurance carriers, we work with retail and wholesale insurance brokers to source, onboard, underwrite and service these same risks.



¹ According to premium volume; Source: Business Insurance, company filings

² Non-GAAP measure; Please see the appendix for a reconciliation of organic revenue growth to the most comparable GAAP measure.

DRIVING VALUE BY SECURING COVERAGE FOR COMPLEX SPECIALTY RISKS



74% OF OUR PREMIUMS ARE PLACED IN THE ATTRACTIVE E&S MARKET¹

WHAT IS THE E&S MARKET?



Market for highly specialized insurance risks



Freedom of rate and form



Tailor coverage to the needs of insureds



Facilitates coverage which wouldn't be possible otherwise

WHAT IS DRIVING THE E&S MARKET?



Increasing catastrophe losses and risk of climate change



Increasing jury verdicts and social inflation



Proliferation of cyber threats as more business is done online

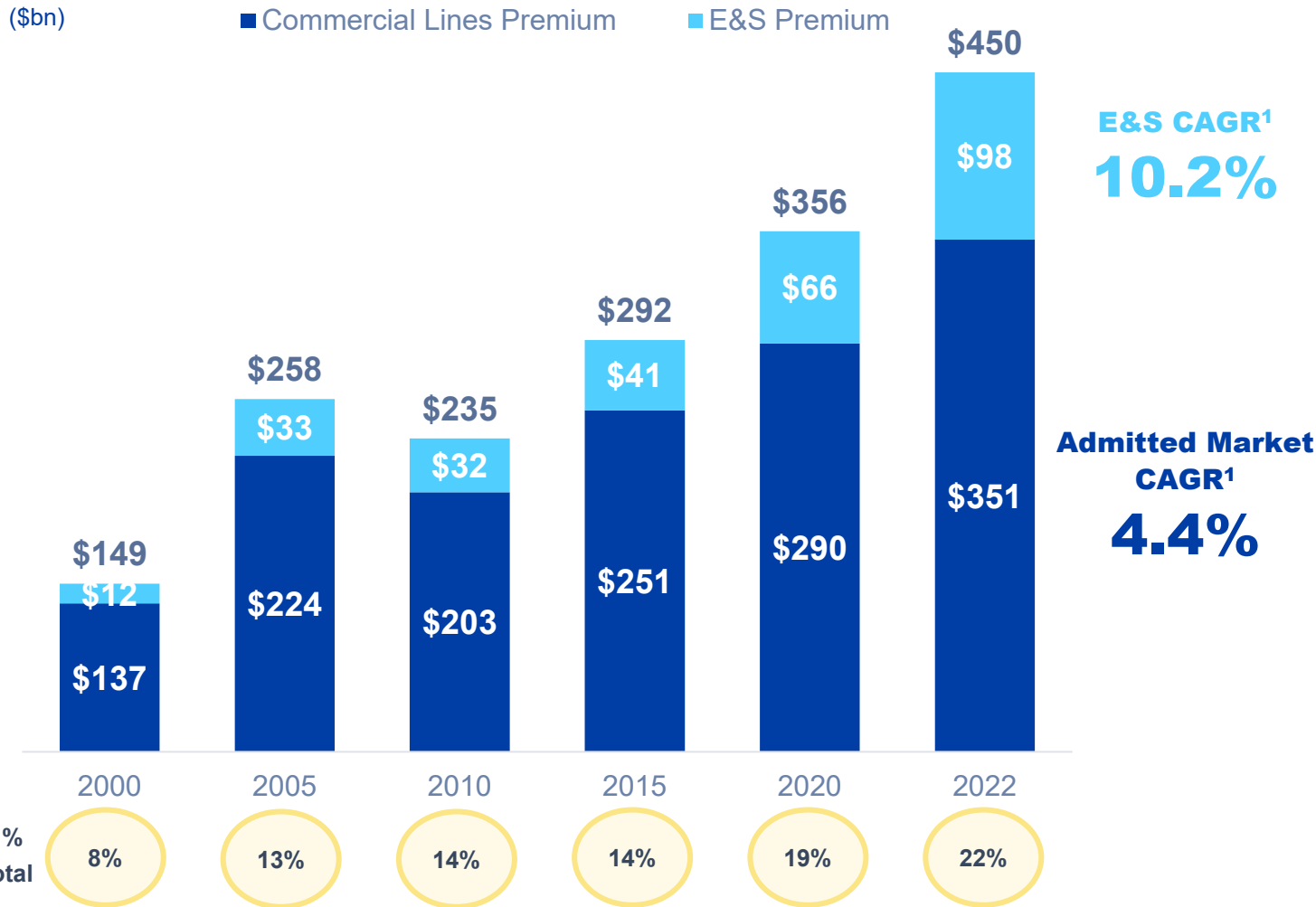


Emergence of novel health risks

¹ For the year ended 12/31/2022

TOTAL ADDRESSABLE MARKET IS POISED FOR FURTHER GAINS

E&S PREMIUMS & TOTAL NORTH AMERICA COMMERCIAL P&C PREMIUMS



RYAN Total Addressable Market

- ← Underlying E&S Market
- + Specialized Admitted Market P&C
- + International P&C
- + Group Benefits
- + Alternative Risk
- + Reinsurance Underwriting

Extensive Market Opportunity

A CLEAR VALUE PROPOSITION

Retail Brokers

- Wholesale brokers are a “force multiplier” for retail brokers:
 - Specialized expertise
 - More efficient results for their clients
- Access to industry-leading talent on a variable cost basis

Retailers have used wholesalers for over 85% of E&S placements over the last 5 years¹

Employees

- Independent wholesalers are a destination of choice – the most talented professionals want to work with:
 - All retail brokers, only possible through independence
 - Platform that provides the highest earnings potential
 - Entrepreneurial culture

Ryan Specialty had 97% producer retention in 2022

Carriers

- Carriers rely on wholesale brokers and MGAs / MGUs for product expertise and distribution capabilities:
 - Access to 17,000 retail brokers
 - Gain the ability to quickly enter new markets on a variable cost basis

Quality submissions and underwriting expertise are paramount to preserving underwriting performance

¹ Per AM Best September 13, 2023 Market Segment Report

WHOLESALE BROKERS & MGUS OFFER A UNIQUE VALUE TO OUR CLIENTS



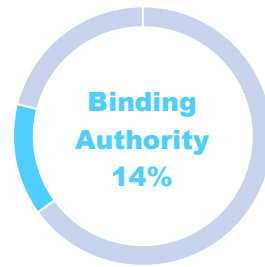
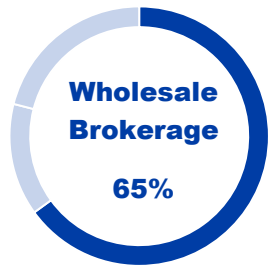
2022 U.S. E&S Distribution of Premiums¹

Channel	% of premiums	RYAN capabilities
Wholesale agent / broker without binding authority	42%	
Wholesale agent / broker with binding authority	14%	
Program manager and/or Managing General Underwriters	18%	
Retail agent / broker	16%	
Direct procurement / Other	10%	

Ryan Specialty can access 74% of ~\$98bn market

¹ Per AM Best September 13, 2023 Market Segment Report. Figures may not add due to rounding.

COMPREHENSIVE, FULL SERVICE PRODUCT OFFERING



Brand



Operating model

- Distributes a wide range of products from insurance carriers to retail brokers
- Places larger-volume, smaller premium policies efficiently with insurance carriers
- Designs, underwrites, binds and administers policies on behalf of carriers

Value proposition

- Focused, specialized servicing of retail agent's most challenging risks
- Timely and secure access to insurance carriers through in-house binding arrangements
- Provides carriers with effective market expertise in distinct and complex niches

Illustrative coverages

Construction liability
Directors and officers
Real Estate / Habitational
Environmental liability
Coastal wind coverage

Manufacturing
Start-ups
Distressed property
Subsidized housing
Long-haul trucking

Cyber
Renewable energy
Professional liability
Transactional liability
Product liability

PROVEN ABILITY TO ATTRACT, RETAIN AND DEVELOP HUMAN CAPITAL

Our people are the key to our success and we seek the most talented professionals in the industry

PRODUCER HIRING AND RETENTION



Ryan Specialty’s support system and culture make it a destination of choice for top-tier talent



Hired **79** producers since 2018 who are collectively responsible for **\$524** million of annual premiums¹



97% Producer retention²

KNOWLEDGE DEVELOPMENT



Cutting-edge sourcing and development program ‘Ryan Specialty University’



Effectively empowering talent and fostering the next generation drives future growth



83% of Ryan Specialty’s Producers grew their book of business in 2022

INNOVATION



Diversity, Equity & Inclusion is a core principle of our organization and drives our ability to innovate



Creation of proprietary products serving novel industries:



TRANSACTIONAL RISK



Continue to stay ahead of the curve:

- ✓ 10 active de novo MGUs
- ✓ RT Connector

¹ Represents 2022 premiums for producers hired since 2018; ² Retention metrics for FY 2022

MULTIPLE AVENUES FOR GROWTH

ORGANIC GROWTH

- Deepen and broaden relationships with retail brokers
 - Access to **>17,000 retail insurance brokerage firms**
 - Ryan Specialty's revenue growth with the top 100 retail brokerage firms **exceeded Ryan Specialty's organic revenue growth of 16% in 2022¹**
- Expanding TAM into new specialties – **Ryan Alternative Risk** and **Ryan Specialty Benefits**

STRATEGIC ACQUISITIONS

- **50 acquisitions** completed since founding
- Approximately **\$59mm** of revenue acquired in 2019, **\$240mm** in 2020, **\$34mm** in 2021, **\$73mm** closed and **\$25mm** pending close in 2023
- Ability to **improve** performance at acquired firms
- Expanding TAM into new specialties – **Ryan Alternative Risk** and **Ryan Specialty Benefits**

BINDING AUTHORITY OPPORTUNITY

- M&A and panel consolidation in binding authority are in **nascent stages**
- Opportunity to comprehensively address the delegated authority market, which **represented 32% of E&S premiums in 2022³**

DE NOVOS, INTERNAL DEVELOPMENT & NEW HIRES

- Capitalizing on market needs to enhance our product capabilities through the **launch of new MGU's and Programs**
- Each producer cohort hired between 2016 – 2021 **had a positive contribution margin by their second year²**
- World class training and development programs, **Ryan Specialty University**

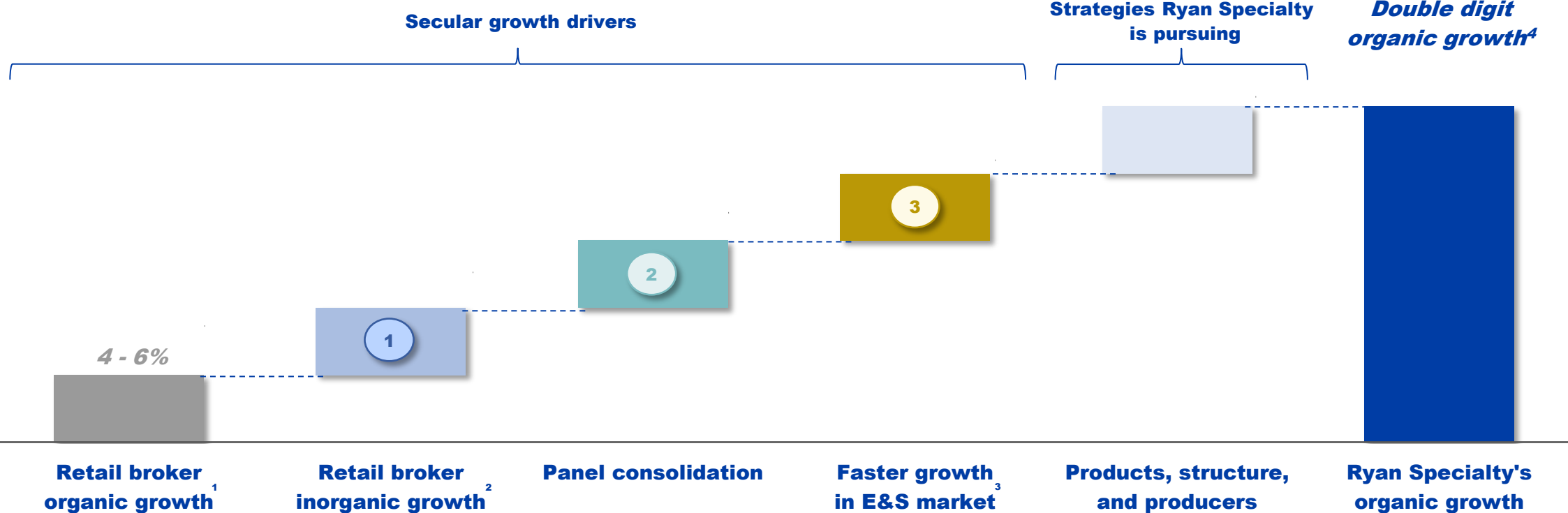
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¹ Non-GAAP measure, please see appendix for a reconciliation of Organic Growth to the most comparable GAAP Measure

² Represents revenue less expenses

³ Per AM Best September 13, 2023 Market Segment Report

FINANCIAL RESULTS DRIVEN BY MARKET FUNDAMENTALS



1 Estimated to be **~3-5%**² which feeds into Ryan Specialty's organic growth

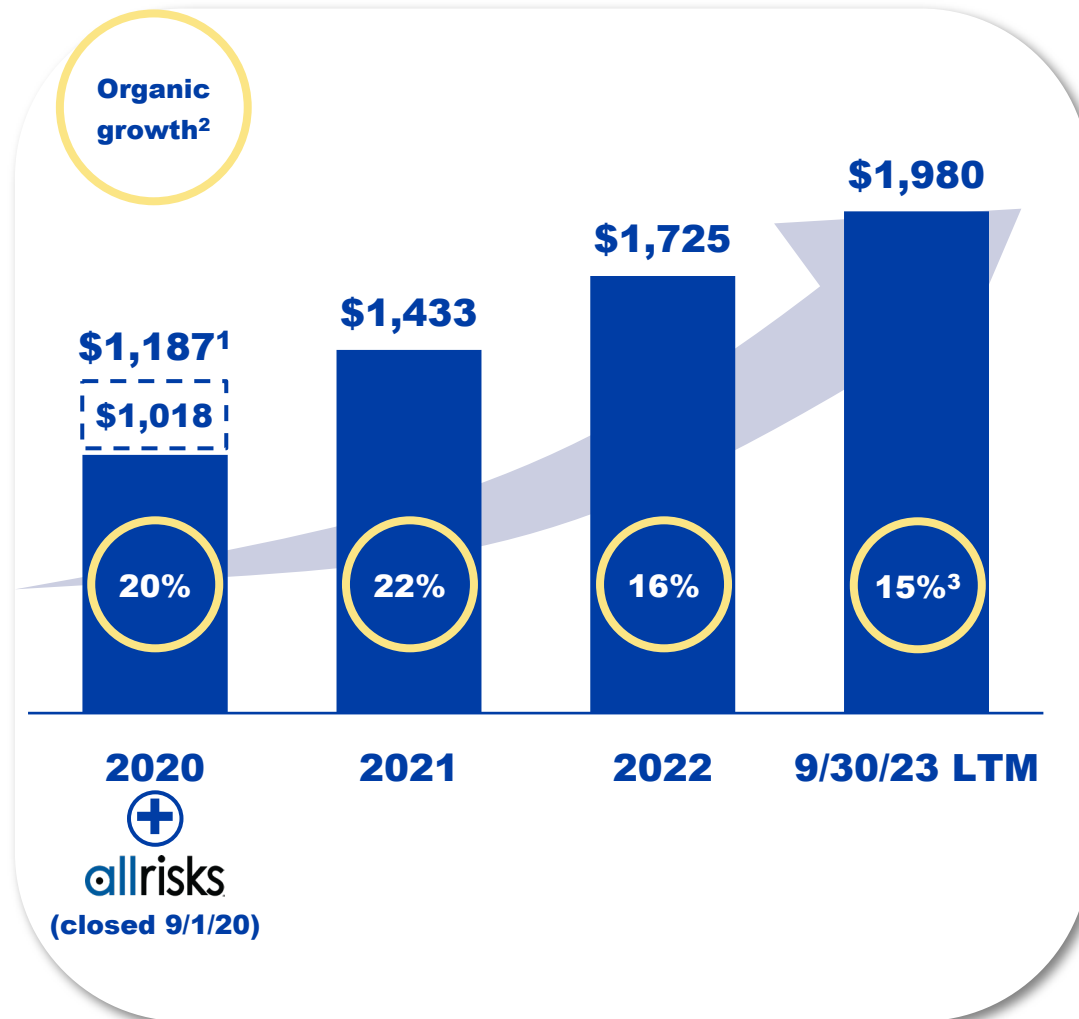
2 Retail brokers are consolidating wholesale broker panels from **hundreds to 2-5**

3 E&S market growth is outpacing admitted market growth by **~4-6%**³ (retail brokers have minimal E&S concentration)

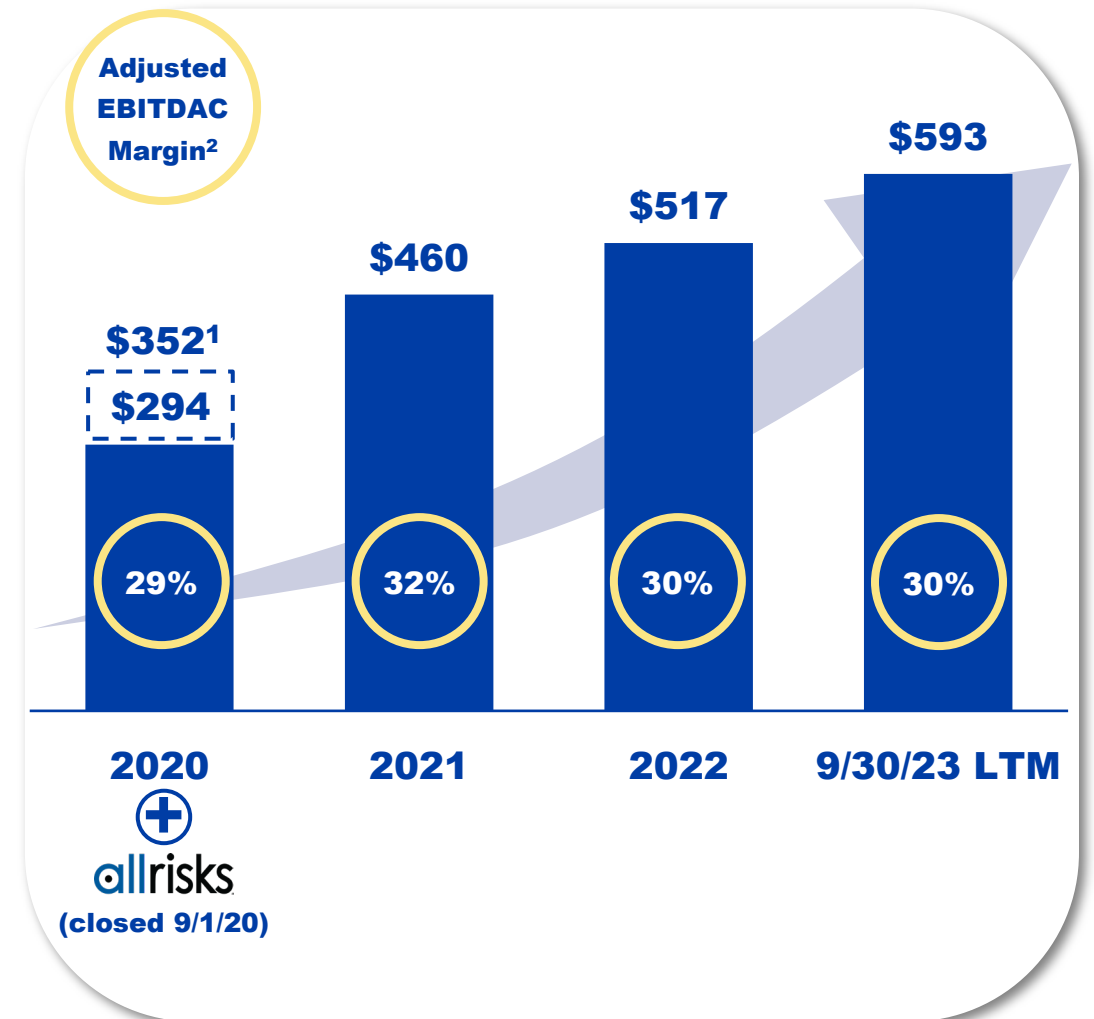
¹ Represents 2019, 2020, and 2021, 2022 public commercial insurance brokerage median organic growth
² Represents approximated inorganic growth
³ Represents approximate E&S market outperformance relative to the admitted market over the past decade
⁴ Non-GAAP measure, please see the appendix for a reconciliation of Organic Growth to the most comparable GAAP measure
 Source: SNL, AM Best, company filings; Public insurance commercial brokerage median includes AJG, AON, BRO, BRP, MMC, and WLTW

PROVEN HISTORY OF DOUBLE-DIGIT ORGANIC GROWTH AND STRONG MARGINS

REVENUE (\$MM)



ADJUSTED EBITDAC² (\$MM)



¹ Only Revenue of \$1,187MM and Adjusted EBITDAC of \$352MM include the pro forma effect of All Risks, transaction closed 9/1/20
² Non-GAAP measure, please see the appendix for a reconciliation of Organic Growth, Adjusted EBITDAC, and Adjusted EBITDAC Margin to the most comparable GAAP measure
³ Represents the period YTD September 30, 2023

FINANCIAL PROFILE

OPERATING CASH FLOW



- Ryan Specialty's operating cash flow and conversion of EBITDAC to Free Cash Flow remains strong
- Operating cash flow is largely used to service existing debt, finance accretive acquisitions, invest in systems and operations, and invest in initiatives fueling future growth
- Strong EBITDAC-to-cash flow conversion driven by:
 - Limited capex needs
 - Limited working capital needs

LIQUIDITY



- Ryan Specialty maintains sufficient cash on the balance sheet to fund operations and continue investing in growth
- Significant liquidity in the form of an undrawn \$600mm revolving credit facility
- In February 2022, Ryan Specialty raised \$400mm of Senior Secured Notes at 4.375%

LEVERAGE



- Ryan Specialty's total net leverage as of September 30, 2023 was 2.1x
- Leverage remains below Ryan Specialty's stated leverage corridor of 3 – 4x

STRONG BALANCE SHEET

(\$mm)

September 30, 2023

Unrestricted cash and cash equivalents	\$754
\$600mm Revolving credit facility	-
S+300 Term Loan B due 2027	1,601
4.375% Senior Secured Notes due 2030	400
Other debt ¹	22
Total senior debt	\$2,023
Net senior debt	\$1,269
LTM Net Income	\$182
LTM Adjusted EBITDAC²	\$593

Credit Statistics

Total debt / LTM Adj. EBITDAC ²	3.4x
Net debt / LTM Adj. EBITDAC ²	2.1x
Interest Expense Coverage	5.0x

¹ Represents other outstanding debt principal and accrued interest as of 9/30/2023. Refer to FN 7 in the 10-Q for more information

² Non-GAAP measure, please see the appendix for a reconciliation of Adjusted EBITDAC to the most comparable GAAP measure

SEASONED AND ALIGNED LEADERSHIP TEAM



Pat Ryan
Chairman and CEO



Timothy Turner
President, Ryan Specialty
Chairman and CEO, RT Specialty



Miles Wuller
CEO, President,
Underwriting Managers



Jeremiah Bickham
Chief Financial Officer



Kieran Dempsey
Chief Underwriting Officer
CEO Ryan Alternative Risk



Brendan Mulshine
Chief Revenue Officer



Ed McCormack
President and General
Counsel, RT Specialty



Michael VanAcker
EVP, RT Specialty



Janice Hamilton
Chief Accounting Officer



Mark Katz
General Counsel



Michael Blackshear
Chief Compliance and Privacy Officer,
Head of Diversity, Equity & Inclusion



Michael Conklin
Chief Human Resources Officer



Alice Topping
Chief Marketing and
Communications Officer



John Zern
President and CEO,
Ryan Specialty Benefits



Noah Angeletti
Treasurer



Waleed Husain
Chief Risk Officer



Kirk Behrens
EVP, Operations Technology
& Analytics

KEY INVESTMENT HIGHLIGHTS



Proven Ability to Attract, Retain and Develop Human Capital



Deep Connectivity with Retail Brokers, Free of Channel Conflict



Comprehensive Product Offering and Collaborative Relationships with Carriers



Fragmented Industry and Benefits of Scale Perpetuate M&A



Seasoned and Aligned Leadership Team

MARKET LANDSCAPE AND EMERGENCE OF THE TOP 10

TOP PROPERTY / CASUALTY WHOLESALER BROKERS

Rank	Company	2010 P&C Premiums (\$mm)	Acquiror
1	AMWINS™	\$4,072	
2	CRC Group Wholesale & Specialty	2,145	
3	Swett & Crawford	2,100	CRC Group Wholesale & Specialty
4	Crump	1,383	CRC Group Wholesale & Specialty
5	allrisks	620	RYAN SPECIALTY
6	ARC EXCESS & SURPLUS, LLC	480	
7	WESTROPE	401	RYAN SPECIALTY
8	psg	322	AMWINS™
9	U.S. Risk	307	
10	B&G BLISS & GLENNON	223	AMWINS™

Acquired by Current Top 10 Wholesaler

Source: BI October 2011

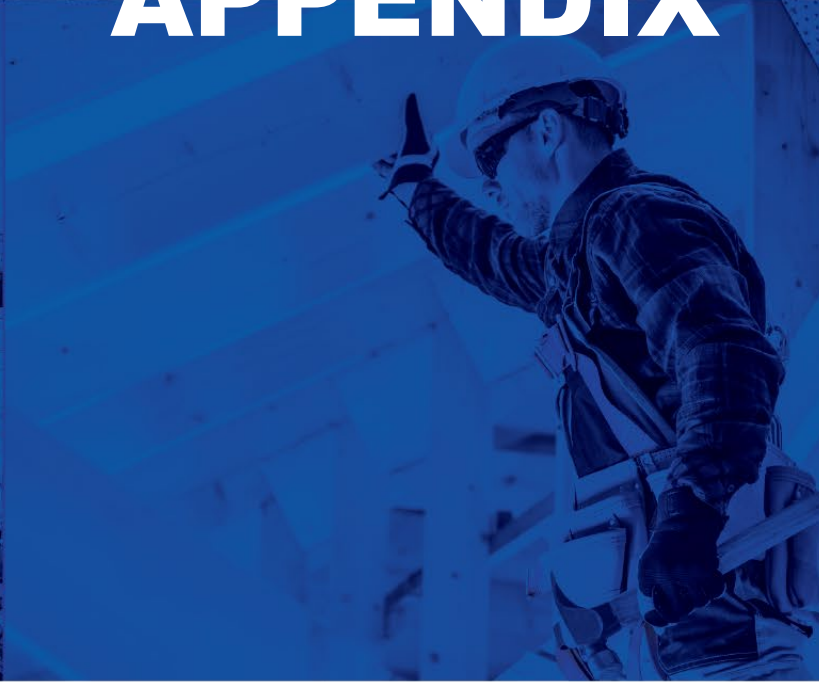
Rank	Company	2022 P&C Premiums (\$mm)
1	AMWINS™	\$27,700
2	RYAN SPECIALTY	19,900
3	CRC Group Wholesale & Specialty	16,700
4	RPS RISK PLACEMENT SERVICES	5,400
5	BRIDGE SPECIALTY GROUP	4,800
6	JENCAP HOLDINGS LLC	3,100
7	SPG SPECIALTY PROGRAM GROUP	2,800
8	Brown & Riding	2,000
9	U.S. Risk	1,500
10	ARC EXCESS & SURPLUS, LLC	1,100

Only publicly traded
"pure play"
wholesale broker

Source: Dowling Hales Issue #17, Vol: 7



APPENDIX



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ADJUSTED EBITDAC & ADJUSTED EBITDAC MARGIN RECONCILIATIONS

(\$MM)	2020	2021	2022	9/30/2023 LTM	COMMENTARY
Total Revenue	\$1,018.3	\$1,432.8	\$1,725.2	\$1,979.7	
Net Income	\$70.5	\$56.6	\$163.3	\$181.8	
Interest expense	\$47.2	\$79.4	\$104.8	\$119.2	
Income tax expense	9.0	4.9	15.9	48.6	
Depreciation	3.9	4.8	5.7	8.4	
Amortization	63.6	107.9	103.6	104.2	
Change in contingent consideration	(1.3)	2.9	0.4	5.6	
EBITDAC	\$192.9	\$256.5	\$393.8	\$467.8	
Acquisition-related expense	\$18.3	\$4.3	\$4.6	\$17.2	■ Acquisition and integration related adjustments
Acquisition-related long-term incentive compensation	13.1	38.4	22.1	1.6	
Restructuring and related expense	13.1	14.7	5.7	37.2	■ Related to All Risks and ACCELERATE 2025
Amortization and expense related to discontinued prepaid incentives	14.2	7.2	6.7	6.5	■ Discontinued incentive plan
Other non-operating loss (income)	32.3	44.9	5.1	(1.7)	■ Adjustment related to the extinguishment of the Onex Preferred instrument and changes in state tax rates on the TRA liability
Equity based compensation	10.8	13.6	23.4	28.5	
Discontinued programs expense	(0.8)	-	-	-	
Other non-recurring items	0.3	0.4	-	-	
IPO-related expenses	-	79.5	55.6	42.3	■ IPO adjustment related to:
(Income) / loss from equity method investments in related party	(0.4)	0.8	0.4	(5.9)	■ one-time payments made at the IPO
Adjusted EBITDAC	\$293.5	\$460.2	\$517.4	\$593.4	■ expense related to revaluation of pre-IPO equity awards
Net Income Margin	6.9%	4.0%	9.5%	9.2%	■ expense related to new, one-time IPO awards
Adjusted EBITDAC Margin	28.8%	32.1%	30.0%	30.0%	
Pro Forma Impact of All Risks	\$58.4	-	-		
Pro Forma Adjusted EBITDAC	\$351.9	-	-		

Note: Numbers may not sum due to rounding

SUMMARY FINANCIALS AND ORGANIC GROWTH RECONCILIATION

INCOME STATEMENT (\$MM)

	2020	2021	2022	9/30/2023 LTM
Revenues:				
Net commissions and fees	\$1,016.7	\$1,432.2	\$1,711.9	\$1,935.3
Fiduciary investment income	1.6	0.6	13.3	44.4
Total Revenue	\$1,018.3	\$1,432.8	\$1,725.2	\$1,979.7
Expenses:				
Compensation and benefits	\$686.2	\$991.6	\$1,129.0	\$1,259.8
General and administrative	107.4	139.0	196.9	259.7
Amortization	63.6	107.9	103.6	104.2
Depreciation	3.9	4.8	5.7	8.4
Change in contingent consideration	(1.3)	2.9	0.4	5.6
Total operating expenses	\$859.7	\$1,246.1	\$1,435.7	\$1,637.7
Operating Income	\$158.5	\$186.6	\$289.5	\$342.0
Operating Income Margin	15.6%	13.0%	16.8%	17.3%
Interest expense, net	(\$47.2)	(\$79.4)	(\$104.8)	(\$119.2)
Income (Loss) from equity method investments in related party	0.4	(0.8)	(0.4)	5.9
Other non-operating income (loss)	(32.3)	(44.9)	(5.1)	1.7
Income (loss) before income taxes	\$79.5	\$61.6	\$179.2	\$230.4
Income tax expense	(\$9.0)	(\$4.9)	(\$15.9)	(\$48.6)
Net Income	\$70.5	\$56.6	\$163.3	\$181.8

ORGANIC GROWTH RECONCILIATION

	2020	2021	2022	9/30/2023 YTD
Total Revenue Change	33.1%	40.7%	20.4%	19.7%
Less: Mergers and Acquisitions	(12.9%)	(18.3%)	(2.8%)	(2.3%)
Change in Other	0.2%	0.0%	(1.2%)	(2.7%)
Organic Revenue Growth Rate	20.4%	22.4%	16.4%	14.7%