

|  |  | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | LAST 5 | TREND |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |  |  |  | UP | DOWN |
| A | \% Pre-tax Profit on Sales (Net Before Taxes $\div$ Sales) | 23.0 | 24.6 | 24.4 | 25.1 | 25.7 | 24.8 | 29.5 | 32.0 | 32.0 | 31.1 | 29.9 | UP |  |
|  | \% Earned on Equity (E/S $\div$ Book Value) | 24.4 | 25.1 | 27.6 | 26.3 | 27.3 | 30.6 | 21.2 | 22.0 | 20.6 | 19.7 | 22.8 |  | DOWN |

3 PRICE-EARNINGS HISTORY as an indicator of the future

|  | shows how st | fluctuate | divider | $g$ block for | lating | earnings into fu |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | RICE | 31.240 |  | GH THIS YEA |  | LOW | YEAR | 21.305 |
|  | Year | A | B | $\begin{gathered} \mathrm{C} \\ \text { Earnings } \end{gathered}$ |  | D <br> Price | E |  | G <br> \% Payout | H <br> \% High Yield |
|  |  | HIGH | LOW | Share |  | $\begin{aligned} & \mathrm{HIGH} \\ & \mathrm{~A} \div \mathrm{C} \end{aligned}$ | $\begin{aligned} & \text { LOW } \\ & B \div C \end{aligned}$ | Share | $F \div C \times 100$ | $F \div B \times 100$ |
| 1 | 2001 | 15.8 | 7.2 | 0.43 |  | 37.2 | 16.9 | 0.080 | 18.8 | 1.1 |
| 2 | 2002 | 18.5 | 12.0 | 0.61 |  | 30.3 | 19.7 | 0.100 | 16.4 | 0.8 |
| 3 | 2003 | 18.8 | 13.4 | 0.80 |  | 23.5 | 16.7 | 0.121 | 15.1 | 0.9 |
| 4 | 2004 | 23.4 | 16.0 | 0.93 |  | 25.2 | 17.2 | 0.145 | 15.6 | 0.9 |
| 5 | 2005 | 31.9 | 21.0 | 1.08 |  | 29.5 | 19.4 | 0.170 | 15.7 | 0.8 |
| 6 | TOTAL |  | 69.6 |  |  | 78.2 | 53.3 |  | 81.6 |  |
| 7 | AVERAGE |  | 13.9 |  |  | 26.1 | 17.8 |  | 16.3 |  |
| 8 | AVERAGE PRICE EARNINGS RATIO |  |  | 21.9 | 9 | CURRENT PRICE EARNINGS RATIO $\mathbf{2 7 . 8}$ |  |  |  |  |
| Proj. P/E [24.47] Based on Next 4 qtr. EPS [1.28] Current P/E Based on Last 4 qtr. EPS [1. 13] EVALUATING RISK and REWARD over the next 5 years | Proj. P/E [24.47] Based on Next 4 qtr. EPS EVALUATING RISK and REWARD over the next 5 years |  |  |  |  | $[1.28]$ | Current P/E Based on Last 4 qtr. EPS $\underset{P E G=188}{[1.13]}$ |  |  |  |

Assuming one recession and one business boom every 5 years, calculations are made of how high and how low the stock might sell. The upside-downside ratio is the key to evaluating risk and reward.



D UP-SIDE DOWN-SIDE RATIO (Potential Gain vs. Risk of Loss)


E PRICE TARGET (Note: This shows the potential market price appreciation over the next five years in simple interest terms.)

| High Price (4A1) 54.0 |
| :--- |

Present Market Price $\mathbf{3 1 . 2 4 0}$
$=\left(\begin{array}{r}1.729\end{array}\right.$
) $\times 100=($
172.9
) $-100=$
72.9
(4E)

Relative Value: 126.9\% Proj. Relative Value: 111.7\%
5-YEAR POTENTIAL This combines price appreciation with dividend yield to get an estimate of total return. It provides a standard for comparing income and growth stocks.


B AVERAGE YIELD OVER NEXT 5 YEARS
Avg. Earnings Per Share Next 5 Years
1.62

X Avg. \% Payout $\qquad$ $=$


C EStIMATED AVERAGE ANNUAL RETURN OVER NEXT FIVE YEARS


Present Price \$
-
P.A.R. Tot. Ret.

Average Yield 0.7\%
0.6\% Annual Appreciation $7.8 \%$ 11.6\%
\% Compd Ann Rate of Ret
8.5\%
12.2\%
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Printed: 08/09/06 10:08 PM Prepared by: MG Using The Investor's Toolkit

| QUARTERLY DATA |  |  |  |  |  |  |  |  | LAST 12 MONTHS DATA |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PERIOD | EPS |  | PRE-TAX PROFIT |  |  | SALES |  | $\begin{gathered} \hline \text { INCOME } \\ \text { TAX } \\ \text { RATE } \end{gathered}$ | $\begin{gathered} \text { EPS } \\ \$ \end{gathered}$ | PRE-TAX PROFIT |  | SALES MIL | INCOME TAX |  | \% CHANGE |  |  |
|  | \$ | \% CHANGE | \$ MIL | \% SALES | \% CHANGE | \$ MIL | \% CHANGE |  |  | \$ MIL | \% SALES |  | \$ MIL | \% RATE | EPS | PRE-TAX PROFIT | SALES |
| 03/98 |  |  |  |  |  |  |  | 38.4 |  |  |  |  |  | 38.6 |  |  |  |
| 06/98 |  |  |  |  |  |  |  | 38.4 |  |  |  |  |  | 38.5 |  |  |  |
| 09/98 |  |  |  |  |  |  |  | 38.4 |  |  |  |  |  | 38.5 |  |  |  |
| 12/98 | 0.06 |  | 9.67 | 23.8 |  | 40.66 |  | 35.9 |  |  |  |  |  | 37.8 |  |  |  |
| 03/99 | 0.07 |  | 12.21 | 25.9 |  | 47.07 |  | 40.2 |  |  |  |  |  | 38.2 |  |  |  |
| 06/99 | 0.05 |  | 9.21 | 20.6 |  | 44.75 |  | 39.1 |  |  |  |  |  | 38.4 |  |  |  |
| 09/99 | 0.06 |  | 11.76 | 23.2 |  | 50.57 |  | 39.5 | 0.23 | 42.85 | 23.4 | 183.1 | 16.6 | 38.7 |  |  |  |
| 12/99 | 0.06 | 6.2 | 10.83 | 23.5 | 12.0 | 46.00 | 13.1 | 37.0 | 0.24 | 44.01 | 23.4 | 188.4 | 17.1 | 39.0 |  |  |  |
| 03/00 | 0.04 | -40.8 | 14.76 | 25.1 | 20.9 | 58.89 | 25.1 | 38.4 | 0.21 | 46.56 | 23.3 | 200.2 | 17.9 | 38.5 |  |  |  |
| 06/00 | 0.04 | -25.0 | 13.33 | 20.5 | 44.7 | 64.96 | 45.2 | 33.8 | 0.20 | 50.68 | 23.0 | 220.4 | 18.8 | 37.2 |  |  |  |
| 09/00 | 0.07 | 12.0 | 16.28 | 21.9 | 38.5 | 74.17 | 46.7 | 42.7 | 0.21 | 55.20 | 22.6 | 244.0 | 21.0 | 38.0 | -12.0 | 28.8 | 33.3 |
| 12/00 | 0.05 | -25.0 | 9.70 | 14.4 | -10.4 | 67.38 | 46.5 | 41.7 | 0.19 | 54.06 | 20.4 | 265.4 | 21.2 | 39.1 | -19.6 | 22.8 | 40.9 |
| 03/01 | 0.11 | 185.7 | 21.75 | 24.3 | 47.4 | 89.41 | 51.8 | 40.4 | 0.26 | 61.06 | 20.6 | 295.9 | 24.2 | 39.6 | 24.4 | 31.1 | 47.8 |
| 06/01 | 0.10 | 172.0 | 21.23 | 23.6 | 59.2 | 89.93 | 38.4 | 41.8 | 0.33 | 68.95 | 21.5 | 320.9 | 28.7 | 41.6 | 64.7 | 36.1 | 45.6 |
| 09/01 | 0.11 | 50.0 | 21.62 | 24.1 | 32.9 | 89.81 | 21.1 | 38.6 | 0.36 | 74.30 | 22.1 | 336.5 | 30.2 | 40.6 | 75.7 | 34.6 | 37.9 |
| 12/01 | 0.12 | 166.7 | 25.87 | 27.0 | 166.9 | 95.88 | 42.3 | 40.8 | 0.44 | 90.48 | 24.8 | 365.0 | 36.5 | 40.4 | 128.8 | 67.4 | 37.5 |
| 03/02 | 0.16 | 40.9 | 33.71 | 30.4 | 55.0 | 111.04 | 24.2 | 40.1 | 0.48 | 102.44 | 26.5 | 386.7 | 41.3 | 40.3 | 83.6 | 67.8 | 30.7 |
| 06/02 | 0.16 | 52.0 | 35.69 | 31.1 | 68.1 | 114.90 | 27.8 | 39.9 | 0.54 | 116.90 | 28.4 | 411.6 | 46.6 | 39.8 | 63.6 | 69.5 | 28.3 |
| 09/02 | 0.15 | 38.1 | 33.40 | 30.2 | 54.4 | 110.66 | 23.2 | 40.1 | 0.58 | 128.67 | 29.8 | 432.5 | 51.7 | 40.2 | 58.8 | 73.2 | 28.5 |
| 12/02 | 0.16 | 29.2 | 31.87 | 26.7 | 23.2 | 119.15 | 24.3 | 32.9 | 0.61 | 134.66 | 29.5 | 455.7 | 51.5 | 38.2 | 39.6 | 48.8 | 24.9 |
| 03/03 | 0.22 | 41.9 | 49.00 | 33.9 | 45.4 | 144.74 | 30.4 | 38.1 | 0.68 | 149.95 | 30.6 | 489.4 | 56.6 | 37.7 | 40.0 | 46.4 | 26.6 |
| 06/03 | 0.21 | 32.3 | 44.52 | 32.3 | 24.7 | 137.86 | 20.0 | 36.5 | 0.73 | 158.79 | 31.0 | 512.4 | 58.6 | 36.9 | 35.5 | 35.8 | 24.5 |
| 09/03 | 0.19 | 31.0 | 41.63 | 31.2 | 24.6 | 133.55 | 20.7 | 37.0 | 0.77 | 167.02 | 31.2 | 535.3 | 60.4 | 36.1 | 33.9 | 29.8 | 23.8 |
| 12/03 | 0.19 | 19.4 | 41.33 | 30.6 | 29.7 | 134.90 | 13.2 | 38.3 | 0.80 | 176.48 | 32.0 | 551.0 | 66.1 | 37.5 | 31.1 | 31.1 | 20.9 |
| 03/04 | 0.27 | 20.5 | 59.36 | 35.9 | 21.1 | 165.57 | 14.4 | 38.2 | 0.85 | 186.84 | 32.7 | 571.9 | 70.1 | 37.5 | 25.2 | 24.6 | 16.8 |
| 06/04 | 0.23 | 12.2 | 52.53 | 33.3 | 18.0 | 157.94 | 14.6 | 39.3 | 0.87 | 194.85 | 32.9 | 592.0 | 74.4 | 38.2 | 20.0 | 22.7 | 15.5 |
| 09/04 | 0.22 | 13.2 | 48.26 | 30.1 | 15.9 | 160.38 | 20.1 | 38.0 | 0.90 | 201.48 | 32.6 | 618.8 | 77.4 | 38.4 | 16.2 | 20.6 | 15.6 |
| 12/04 | 0.22 | 16.2 | 46.80 | 28.7 | 13.2 | 163.05 | 20.9 | 36.0 | 0.93 | 206.95 | 32.0 | 646.9 | 78.3 | 37.9 | 15.6 | 17.3 | 17.4 |
| 03/05 | 0.31 | 17.0 | 70.51 | 34.8 | 18.8 | 202.37 | 22.2 | 38.7 | 0.97 | 218.10 | 31.9 | 683.7 | 82.8 | 38.0 | 14.8 | 16.7 | 19.6 |
| 06/05 | 0.27 | 15.2 | 60.47 | 30.9 | 15.1 | 195.93 | 24.1 | 38.9 | 1.01 | 226.04 | 31.3 | 721.7 | 85.6 | 37.9 | 15.5 | 16.0 | 21.9 |
| 09/05 | 0.25 | 16.3 | 55.69 | 29.2 | 15.4 | 190.65 | 18.9 | 37.3 | 1.04 | 233.47 | 31.0 | 752.0 | 88.1 | 37.7 | 16.2 | 15.9 | 21.5 |
| 12/05 | 0.25 | 16.3 | 57.46 | 29.2 | 22.8 | 196.86 | 20.7 | 38.9 | 1.08 | 244.13 | 31.1 | 785.8 | 93.9 | 38.4 | 16.2 | 18.0 | 21.5 |
| 03/06 | 0.36 | 16.1 | 81.44 | 35.3 | 15.5 | 230.58 | 13.9 | 37.7 | 1.13 | 255.05 | 31.3 | 814.0 | 97.4 | 38.2 | 16.0 | 16.9 | 19.1 |
| 06/06 |  |  |  |  |  |  |  | 36.6 |  |  |  |  |  | 37.6 |  |  |  |
| 09/06 |  |  |  |  |  |  |  | 36.6 |  |  |  |  |  | 37.5 |  |  |  |
| 12/06 |  |  |  |  |  |  |  | 36.6 |  |  |  |  |  | 36.9 |  |  |  |
| A | C | D | E | F | G | H | 1 | J | K L | M | N | 0 | P | Q | R | S | T |




| Low $35 \quad\left(\begin{array}{l}+50 \% \\ +15 \%)\end{array}\right.$ |
| :--- |
| Insider Decisions |

 \begin{tabular}{llllllllll}
\& \\
to Buy \& 0 \& 0 \& 0 \& 0 \& 0 \& 0 \& 0 \& 0 \& 0 \\
Options \& 0 \& 0 \& 0 \& 0 \& 0 \& 2 \& 0 \& 0 \& 0 \\
to Sell \& 0 \& 0 \& 1 \& 1 \& 0 \& 0 \& 0 \& 0 \& 1 \\
\hline Institutional

 

\hline \multicolumn{4}{|c|}{ Institutional Decisions } \\
\& 2 Q2005 \& 3Q2005 \& 4 Q2005 \\
to Buy \& 88 \& 93 \& 121 \\
to Sell \& 70 \& 82 \& 87 \\
Hld's(000) \& 94010 \& 97180 \& 93025 \\
\hline $\mathbf{1 9 9 0}$ \& $\mathbf{1 9 9 1}$ \& $\mathbf{1 9 9 2}$ \& $\mathbf{1 9 9 3}$ \\
\hline
\end{tabular}

|  | 2 Q2005 | $3 Q 2005$ | 4 Q2005 |
| :--- | ---: | ---: | ---: |
| to Buy | 88 | 93 | 121 |
| to Sell | 70 | 82 | 87 |
| Hld's(000) | 94010 | 97180 | 93025 |
| $\mathbf{1 9 9 0}$ | $\mathbf{1 9 9 1}$ | $\mathbf{1 9 9 2}$ | $\mathbf{1 9 9 3}$ |
|  |  |  |  |
|  |  |  |  |


| $\mathbf{1 9 9 0}$ | $\mathbf{1 9 9 1}$ | $\mathbf{1 9 9 2}$ | $\mathbf{1 9 9 3}$ | $\mathbf{1 9 9 4}$ | $\mathbf{1 9 9 5}$ | $\mathbf{1 9}$ |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| .79 | .77 | .81 | .94 | .97 | 1.02 |  |
| .13 | .14 | .12 | .15 | .19 | .20 | .14 |
| .07 | .08 | .05 | .08 | .13 | .14 |  |
| .03 | .03 | .03 | .03 | .04 | .04 |  |
| .03 | .02 | .02 | .02 | .02 | .05 |  |
| .16 | .22 | .22 | .27 | .43 | .52 |  |
| 58.79 | 60.28 | 61.25 | 100.31 | 102.62 | 104.18 | 103.8 |
| 10.5 | 10.9 | 25.3 | 19.5 | 12.7 | 13.7 |  |
| .78 | .70 | 1.53 | 1.15 | .83 | .92 |  |
| $3.6 \%$ | $3.1 \%$ | $2.9 \%$ | $2.2 \%$ | $2.1 \%$ | $2.1 \%$ | 2.8 |
| CAPITAL STRUCTURE |  |  |  |  |  |  |

CAPITAL STRUCTURE as of 12/31/05
Total Debt $\$ 269.8$ mill. Due in 5 Yrs $\$ 69.8$ mill. LT Debt $\$ 214.2$ mill. LT Interest $\$ 17.8$ mill. (22\% of Cap'l) Leases, Uncapitalized: Annual rentals $\$ 28.9$ mill.

No Defined Benefit Pension Plan
Pfd Stock None
Common Stock 139,397,938 shs.
as of $3 / 10 / 06$
(adjusted for the 2-for-1 stock split paid 11/28/05)
MARKET CAP: $\$ 4.2$ billion (Mid Cap)
$\begin{array}{llll}\text { CURRENT POSITION } 2003 & 2004 & 12 / 31 / 05\end{array}$

Cash Asset
Cash Assets
Receiv
Other
Other
Current Assets
Accts Payable
Debt Due
Other
Current Liab.
ANNUAL RATES
of change (per sh)
Revenues
Revenues "Cash Flow" Earnings Dividends

| 173.5 | 335.6 | 330.5 |
| ---: | ---: | ---: |
| 146.7 | 172.4 | 257.9 |
| 23.3 | 32.0 | 31.4 |
| 343.5 | 540.0 | 619.8 |
| 221.9 | 274.7 | 452.7 |
| 18.7 | 16.1 | 55.6 |
| 60.9 | 74.3 | 74.5 |
| 301.5 | 365.1 | 582.8 |


| Book |  | 27.5\% | \% 37.5 | \% | \% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Calendar | QUARTERLY REVENUES (\$ mill.) Mar. 31 Jun. 30 Sep. 30 Dec. 31 |  |  |  | Full Year |
| 2003 | 144.7 | 137.9 | 133.5 | 134.9 | 551.0 |
| 2004 | 165.6 | 157.9 | 160.4 | 163.0 | 646.9 |
| 2005 | 202.4 | 195.9 | 190.6 | 196.9 | 785.8 |
| 2006 | 230.6 | 220 | 220 | 239.4 | 910 |
| 2007 | 260 | 255 | 250 | 255 | 1020 |
| Calendar | EARNINGS PER SHARE A <br> 31 Jun. 30 Sep. 30 Dec. 31 |  |  |  | Full Year |
| 2003 | . 22 | . 21 | . 19 | . 18 | 80 |
| 2004 | . 27 | . 23 | . 22 | . 21 | . 93 |
| 2005 | . 31 | . 27 | . 25 | . 25 | 1.08 |
| 2006 | . 36 | . 30 | . 29 | . 30 | 1.25 |
| 2007 | . 38 | . 36 | . 36 | . 35 | 1.45 |
| Calendar | QUARTERLY DIVIDENDS PAID CMar. 31 Jun. 30 Sep. 30 Dec. 31 |  |  |  | Full Year |
| 2002 | . 024 | . 024 | . 024 | . 029 | . 10 |
| 2003 | . 029 | . 029 | . 029 | . 035 | . 12 |
| 2004 | . 035 | . 035 | . 035 | . 04 | . 15 |
| 2005 | . 04 | . 04 | . 04 | . 05 | . 17 |
| 2006 | . 05 | . 05 |  |  |  |

BUSINESS: Brown \& Brown operates an insurance brokerage firm that markets property/casualty products and services to commercial, professional, and individual customers. The company's property insurance protects against physical damage to property and the resultant interruption of business caused by firestorm, windstorm, or other perils. Casualty insurance relates to legal liabilities, workers'
Brown \& Brown's first-quarter earnings jumped $16 \%$, driven by a $14 \%$ increase in sales. Acquisitions continue to be the main driver of growth, with seven transactions completed since the beginning of this year. Being a consolidator makes Brown a growth company in an industry that otherwise has to be considered mature. On the other hand, because of the ongoing softening within the pricing environment, internal growth was only $1.2 \%$. In addition, a reduction in capacity in Florida and other coastal areas also limited the company's internal growth.
We expect earnings to advance over 15\% annually over the next few years. That's mainly on higher volume. Overall, sales will probably increase $16 \%$ in 2006 and $12 \%$ in 2007 as revenues benefit from higher contingent commissions, as well as from further acquisitions. Furthermore, good expense control should keep operating margins at a healthy level. On the downside, premium growth will likely remain depressed in the coming quarters. Moreover, management has expressed its concern that the dropoff in industry business in coastal areas will continue to chal-
compensation, commercial and private automobile insurance, and fidelity and surety insurance. Has about 4,540 empls. Off./ dir. own 20.6\% of stock; J. Hyatt Brown, 15.5\%; Ruane, Cunniff \& Goldfarb, 9.1\% (3/06 Proxy). Chairman and CEO: J. Hyatt Brown. Inc. FI. Address: 220 South Ridgewood Ave., Daytona Beach, FL 32114. Telephone: 386-252-9601. Internet: www.bbinsurance.com.
lenge results.
The outlook for the company out to the end of the decade is decent. Our projections assume modest revenue advances of approximately $10 \%$ over this timeframe as commissions grow at a steady rate. However, a slowdown in the pricing environment and industrywide underwritings will likely keep internal growth around 5\% or less over the coming years. That said, we expect the primary driver of Brown's growth will be its aggressive acquisition strategy. There is still room to run in this regard, given many small insurance companies in the market. This, coupled with cost-containment efforts, should support the low annual double-digit earnings gains that we envision over the pull to 2009-2011.

## Brown's stock is favorably ranked for

 price performance over the next year. The stock is especially suitable for conservative investors, given its Above-Average Safety rating. But, assuming some moderation in the $P / E$ ratio, the shares hold below-average capital appreciation potential over the coming 3 to 5 years. Randy Shrikishun