WINDSOR DRAKE

Insurtech Valuations: Q3 2026

AUGUST 2026

Windsor Drake · Market Intelligence

Executive Summary: Insurtech Is Priced in Two Currencies

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There Is No Single Insurtech Multiple

The word covers two businesses that are priced on different denominators. Windsor Drake screened 26 listed companies and carries 23 across two cohorts.

- Fourteen companies that carry no underwriting risk clear a median **4.9x EV/ Revenue**.
- Nine risk-bearing carriers clear a median **2.6x price to book**.
- A carrier reports net earned premium as revenue; a software vendor reports software revenue.
- Placing both on one revenue axis prices the wrong thing in both directions.

The Risk Line

One line runs through the insurtech value chain: whether the business puts its own balance sheet behind the policy. It is the point at which the denominator changes.

- **Core insurance software** clears **9.1x** revenue across three constituents.
- **Retail brokers** clear **4.9x** and **agency platforms 5.1x**.
- **Lead marketplaces** clear **0.6x**, a ninefold gap inside the same distribution label.
- **Carriers** leave the revenue axis entirely and are priced on book value and combined ratio.

The Market Is Paying for Durability, Not Result

Inside the carrier cohort the combined ratio does not order the multiple. What the equity market prices is how repeatable the result is.

- Slide Insurance posted a **57.6%** net combined ratio in Q2 and clears **2.20x** book.
- Lemonade published no combined ratio, grew in-force premium **32.4%**, and clears **8.27x** book.
- Hippo grew gross written premium **61.5%** at a **95.8%** combined ratio and clears **1.89x**.
- Growth and expense discipline are being paid for; a soft catastrophe year is not.

Conditions Favour the Seller's Evidence

Every input that flatters an insurtech P&L is currently at or near a cyclical best, and the reinsurance market has already started to give it back.

- US P&C net combined ratio **92.9%** in 2025, the strongest in a decade (AM Best, NAIC).
- H1 2026 global insured catastrophe losses **$42B** against a ten-year H1 average of $50B (Swiss Re Institute).
- Property catastrophe reinsurance repriced **down 16%** at the 2026 mid-year renewals (AM Best).
- NOAA puts a **75%** probability on a below-normal Atlantic hurricane season.

Source: Windsor Drake analysis of public market data, 21 August 2026. Constituents named in the appendix.

Key Takeaways for Insurtech Founders

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1. Establish Which Side of the Risk Line You Sit On

A buyer decides which denominator applies to your business before they decide what number to put on it. That decision is made from your balance sheet, not your pitch.

- Above the line, the currency is revenue: a **4.9x** median across fourteen constituents.
- On the line, the currency is book value: a **2.6x** median across nine carriers.

2. Distribution Is Not One Category

Brokers and lead marketplaces are both called distribution and they clear multiples nine times apart. The difference is whether the revenue comes back next year without being bought again.

- Goosehead clears **7.3x** on a renewing franchise book.
- eHealth clears **0.1x** and SelectQuote **0.3x** on transactional customer acquisition.

3. Premium Growth Alone Does Not Move a Carrier's Multiple

Hippo grew gross written premium 61.5% in the quarter and carries the lowest price to book in the carrier cohort. Kinsale shrank premium 5.0% and carries the second highest.

- Kinsale ran a **75.5%** combined ratio and clears **4.29x** book.
- The market is underwriting the durability of the margin, not the growth of the top line.

4. The 2025 Listing Cohort Has Already Been Repriced

Accelerant listed in July 2025 at $21.00 and closed at $13.59 on 12 August 2026, 35% below its issue price. Thoma Bravo bid $20.25 the following day, a 49% premium that still sits below the IPO price.

- A 49% takeover premium and a negative return since listing are the same transaction.
- Premium to yesterday's close is not evidence about value; the comparable set is.

5. The Inputs That Flatter an Insurtech P&L Are at a Cyclical Best

A 92.9% industry combined ratio, below-average catastrophe losses, record reinsurance capacity and falling reinsurance cost are all conditions that historically revert rather than persist.

- Dedicated reinsurance capital reaches a record **$705B** in 2026 (AM Best and Guy Carpenter).
- Process lead times mean the decision to test the market precedes the outcome by six to nine months.

Source: Windsor Drake analysis of public market data, 21 August 2026. Constituents named in the appendix.

Founder FAQs

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1 What multiple do insurtech companies trade at in 2026?

There are two answers because there are two denominators. The fourteen listed companies in Windsor Drake's screen that carry no underwriting risk clear a median 4.9x EV/Revenue as of 21 August 2026, with a range of 0.1x to 11.1x. The nine risk-bearing carriers clear a median 2.6x price to book value, with a range of 1.89x to 8.27x.

2 Why are insurtech carriers not valued on revenue?

A carrier reports net earned premium as revenue, which is a gross risk-transfer flow rather than a service margin, and the investment portfolio behind it is reserve collateral rather than corporate cash. Both distortions run in the same direction. Practitioners price carriers on book value and combined ratio, and this report follows that convention.

3 What is the highest multiple position in insurtech?

Software sold to insurers. Guidewire clears 11.1x EV/Revenue on $1.42 billion of trailing revenue and $1.15 billion of annual recurring revenue, Verisk clears 9.1x with 83% of revenue on subscription, and CCC Intelligent Solutions clears 5.0x.

4 Why do insurance brokers trade so far above insurance marketplaces?

A broker owns a renewal book; a marketplace sells a lead once and has to buy the next one. Listed retail brokers clear a 4.9x median and agency platforms 5.1x, against 0.6x for the four listed lead marketplaces. The gap inside one distribution label is roughly ninefold.

5 What did buyers pay for insurtech assets in 2026?

Munich Re agreed to acquire At-Bay at a $575 million enterprise value against $278 million of 2025 gross written premium, 2.07x premium. In March 2025 Munich Re's ERGO acquired Next Insurance at a $2.6 billion valuation against $548 million of 2024 gross written premium, 4.74x. The same acquirer, seventeen months apart, at less than half the multiple.

6 How many insurtech transactions disclose a valuation multiple?

One of the 55 distinct insurtech transactions in the Windsor Drake Exit Index carries a disclosed revenue multiple and six disclose consideration. That is the disclosure norm in insurance distribution M&A, and it means the comparable set a seller builds is usually the only benchmark in the room.

7 Is 2026 a good year to sell an insurtech business?

The operating backdrop is at a cyclical best. The US P&C industry posted a 92.9% net combined ratio in 2025 and a 92.0% combined ratio in the first quarter of 2026, first-half global insured catastrophe losses ran 16% below the ten-year average, and NOAA puts a 75% probability on a below-normal Atlantic hurricane season. Whether that suits a specific business depends on which side of the risk line it sits and how reproducible its numbers are.

8 Who is acquiring insurtech companies?

Distribution consolidators, overwhelmingly. Sixteen of the 26 distinct insurtech transactions recorded in the Windsor Drake Exit Index for the third quarter of 2026 were agency and brokerage roll-up acquisitions. Six were carriers or reinsurers buying underwriting capability, two were software vendors and one was a sponsor buying directly.

Source: Windsor Drake analysis of public market data, 21 August 2026. Constituents named in the appendix.

The Risk Line: Where the Denominator Changes

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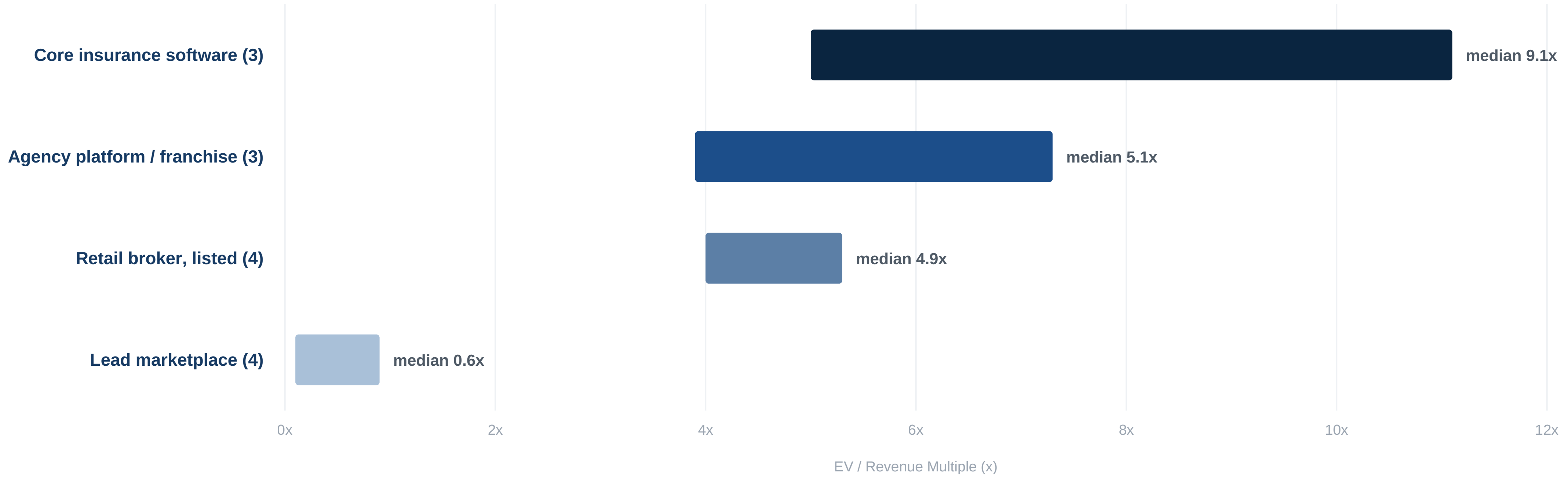
EV/Revenue for the fourteen listed constituents that carry no underwriting risk. Full observed range shown, median marked. Windsor Drake computation, 21 August 2026.



THE LINE, AND WHAT SITS ON THE OTHER SIDE OF IT

Every business on this chart sells into insurance without putting its own balance sheet behind a policy, so revenue is a service margin and a revenue multiple prices it. The nine risk-bearing carriers in the screen do not appear here at all: their revenue is net earned premium and they are priced on book value, at a median **2.64x**, and on combined ratio. Crossing the risk line changes the currency, and it is a structural choice made years before a process starts. Above the line, the level is set by whether the revenue renews without being re-acquired. Core software holds a contract, a broker holds a book that renews with the client, and a lead marketplace holds neither and must buy the next customer at the prevailing cost. That is why four listed marketplaces clear a **0.6x** median against **5.1x** for agency platforms: same label, roughly nine times apart.

Source: Windsor Drake analysis of public market data, 21 August 2026. Constituents named in the appendix.

Insurtech Valuation Multiples Above the Risk Line

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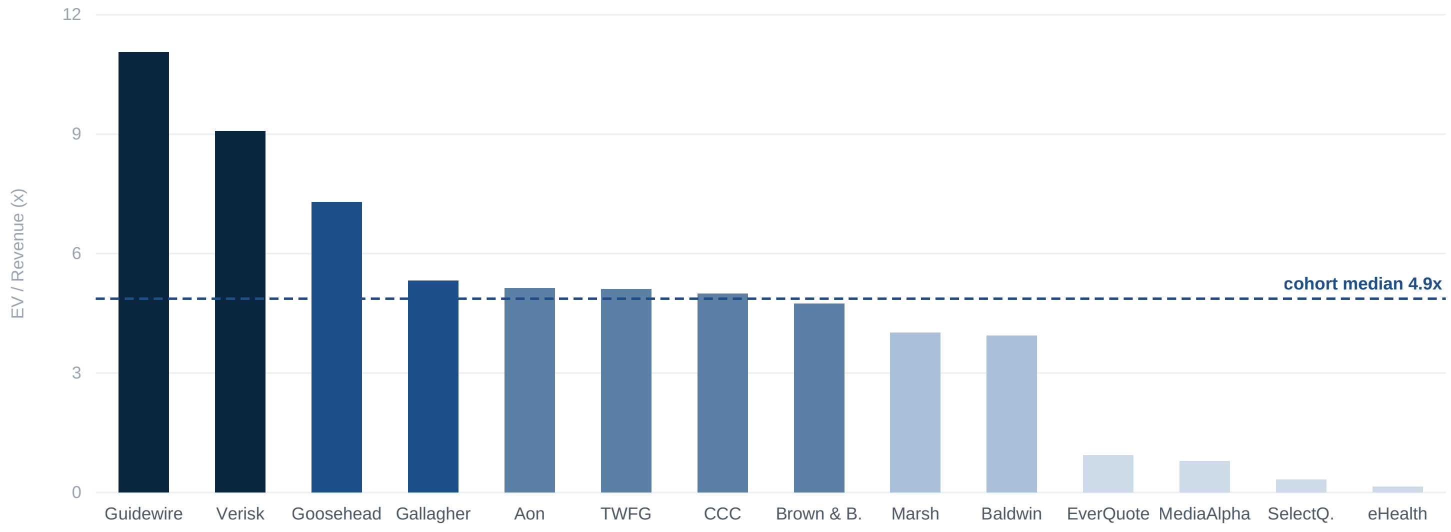
EV/Revenue by constituent. Enterprise value is market capitalisation plus total debt less cash and short-term investments.

EV / Revenue by company, 21 August 2026



COHORT MEDIAN

4.9x

Across fourteen constituents with a service-revenue denominator.

INTERQUARTILE RANGE

1.7x to 5.3x

Half the cohort clears inside this band.

FULL RANGE

0.1x to 11.1x

eHealth at the floor, Guidewire at the ceiling.

SOFTWARE OVER MARKETPLACE

17x

Guidewire at 11.1x against eHealth at 0.14x, same day, same metric.

> PB Fintech, the listed Indian insurance marketplace, clears 11.9x on the same basis in rupees, which is where a US marketplace multiple sat before customer acquisition cost overtook renewal economics.

Source: Windsor Drake analysis of public market data, 21 August 2026. Constituents named in the appendix.

Carriers Are Priced on Book Value, Not Revenue

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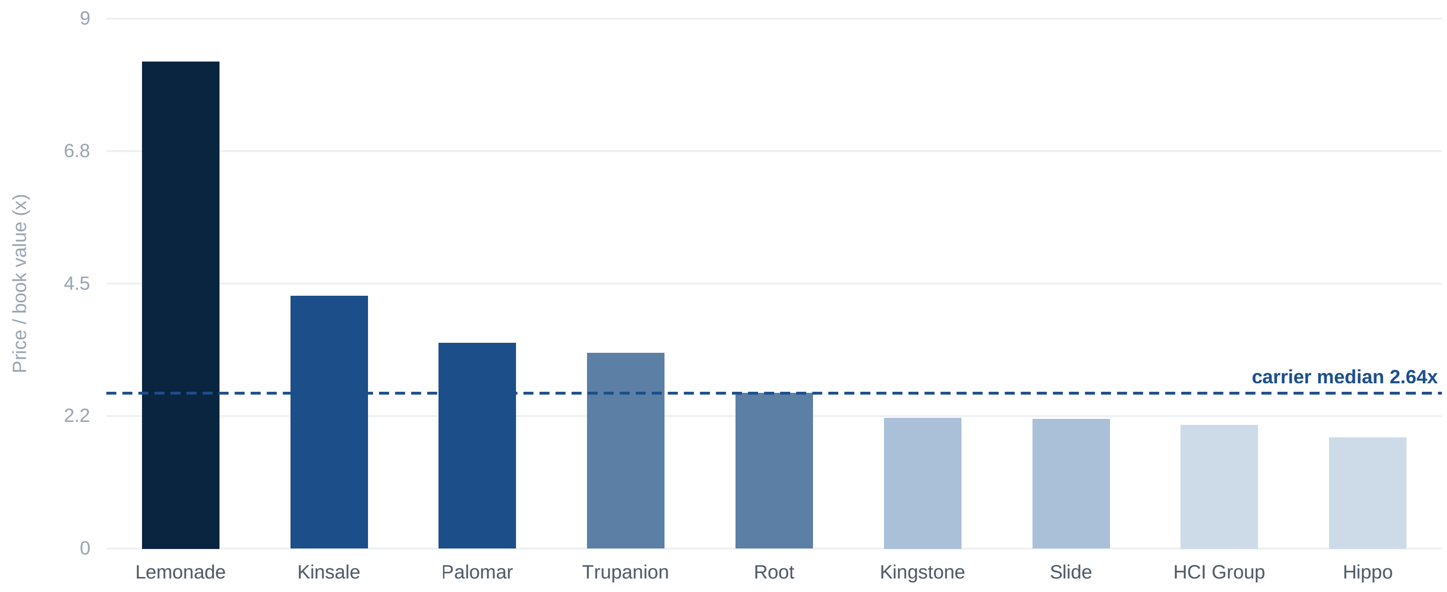
Market capitalisation divided by total shareholders' equity at 30 June 2026. Nine risk-bearing constituents.

Price to book value, 21 August 2026



> The same nine companies on a conventional EV/Revenue basis produce figures between 0.02x and 3.0x that describe the reserve portfolio rather than the business.

CARRIER MEDIAN

2.64x

Price to book across nine risk-bearing constituents.

INTERQUARTILE RANGE

2.20x to 3.49x

Slide and Kingstone at the lower hinge, Palomar at the upper.

FULL RANGE

1.89x to 8.27x

Hippo at the floor, Lemonade at the ceiling.

MEDIAN EQUITY BASE

$980.9m

Palomar sits at the median of the cohort's equity.

Source: Windsor Drake analysis of public market data, 21 August 2026. Constituents named in the appendix.

What the Carrier Multiple Actually Tracks

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Second quarter 2026 underwriting result and premium growth against price to book. Company-reported figures.

Carrier	Q2 2026 result	Premium growth	Price to book
Lemonade	**60% gross loss ratio** No combined ratio published; adjusted EBITDA loss of $18.7m.	**+32.4%** In-force premium of $1.43bn.	**8.27x** The highest in the cohort.
Kinsale Capital	**75.5% combined** Loss ratio 53.8%, expense ratio 21.7%.	**-5.0%** Gross written premium of $527.6m in the quarter.	**4.29x** Shrinking premium, second-highest multiple.
Palomar Holdings	**83.3% combined** 76.7% on an adjusted basis.	**+27.0%** Gross written premium of $630.5m.	**3.49x** Growth and margin together.
Slide Insurance	**57.6% combined** The strongest underwriting result in the cohort, improved 980 basis points.	**+16.7%** Gross written premium of $508.0m.	**2.20x** Best result, lower hinge of the cohort.
Hippo Holdings	**95.8% combined** Improved from 100.1% a year earlier.	**+61.5%** Gross written premium of $482.2m.	**1.89x** Fastest growth, lowest multiple.
Kingstone	**70.2% combined** Underlying 73.7%; net loss ratio 39.6%.	**+18.7%** Direct premiums written of $72.5m.	**2.22x** Diluted book value per share $8.69.
HCI Group	**22.2% gross loss** Gross loss and loss adjustment expense ratio.	**+7.2%** Gross premiums written of $382.3m.	**2.10x** Book value per share $86.60, from $58.55.

Sources: company second quarter 2026 earnings releases and SEC filings; Windsor Drake computation of price to book. See appendix.

Why the Best Combined Ratio Is Not the Best Multiple

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A soft catastrophe year flatters every book

Slide's 57.6% combined ratio was earned in a period with no US landfalling hurricane and first-half insured losses running below the ten-year average.

- H1 2026 global insured catastrophe losses **$42B** against a ten-year H1 average of **$50B** (Swiss Re Institute, 11 August 2026).
- Munich Re puts the same period at **$44B** insured on **$112B** of overall losses.
- North America carried **$34B** of the insured total (Munich Re).
- NOAA's August outlook: **75%** probability of a below-normal Atlantic season, two named storms formed to date.
- Swiss Re Institute puts insured losses on trend at **$148B** for the full year.

The market discounts concentration

Slide and HCI Group both write Florida homeowners, the most cat-exposed personal lines book in the United States, and both sit at the bottom of the price to book range.

- Slide **2.20x** and HCI Group **2.10x** against a median of 2.64x.
- Florida's domestic property market ran a pooled combined ratio of **83%** in 2025, the lowest in over a decade (Florida OIR).
- Citizens Property Insurance held **293,465** policies at 5 June 2026, the lowest in 25 years.
- The January 2025 California wildfires produced **$40bn** of insured loss, a global record (Swiss Re Institute).
- A benign year in a concentrated book is priced as a benign year.

The market pays for a diversified specialty book

Kinsale writes excess and surplus lines across a wide risk set and holds the second highest multiple in the cohort while shrinking premium.

- Combined ratio **75.5%** with a 21.7% expense ratio.
- Gross written premium **down 5.0%** year on year, net earned premium up 8.9%.
- Book value per share **$89.34** at 30 June 2026.
- Underwriting discipline through a softening market is read as a repeatable margin.
- Palomar on the same logic clears 3.49x with a 83.3% combined ratio and 27.0% premium growth.

Growth is paid for where the loss ratio is improving

Lemonade clears the highest multiple in the cohort on a gross loss ratio that has fallen seven points year on year alongside 32.4% in-force premium growth.

- Gross loss ratio **60%** against 67% in the second quarter of 2025.
- In-force premium **$1.43bn**, customers 3.31 million, premium per customer $433.
- Adjusted EBITDA loss narrowed to **$18.7m** from $40.9m.
- Full-year 2026 guidance of $1.63bn to $1.64bn of in-force premium.
- The market is paying for the direction of the loss ratio, not its level.

Sources: Swiss Re Institute; Munich Re; NOAA; AM Best. See appendix.

The Underwriting Cycle Is at a Decade Best

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Industry results

The US property and casualty industry posted its strongest underwriting performance in a decade in 2025 and improved again in the first quarter of 2026.

- Net combined ratio **92.9%** in 2025, against 96.6% in 2024 (AM Best, 20 March 2026).
- Net underwriting gain **$68.7bn**, up from $25.3bn (NAIC).
- Net premiums written **$975.8bn**, up 5.0% (AM Best).
- Policyholders' surplus reached a record **$1.27 trillion** (NAIC).

First quarter 2026

The largest first-quarter underwriting profit in 25 years, against a catastrophe-driven loss in the comparable quarter.

- Underwriting gain **$16.3bn**, against a $1bn loss in Q1 2025 (AM Best, 10 June 2026).
- Combined ratio **92.0%**, from 99.0% (AM Best).
- Catastrophe losses contributed **4.2 points**, against 14.5 points (AM Best).
- Verisk and APCIA put the quarter at 92.4% with net written premium growth of **2.9%**, down from 6.8%.

Personal lines have turned

The rate cycle that carried personal lines through 2023 and 2024 has ended, and pricing is now falling in parts of the market.

- Personal auto approved rate change **+3.7%** in 2025, against +9.7% in 2024 (AM Best).
- Homeowners approved rate change **+1.8%** in 2026 to July, against 6.3% in 2025 (S&P Global).
- Thirty quarters of double-digit personal auto increases ended in March 2025 (Fitch Ratings).
- Motor vehicle insurance CPI fell **2.0%** in June 2026.

The forecast is for give-back

Both the rating agencies and the actuarial projections expect 2026 to end weaker than 2025 as rate decelerates ahead of loss cost.

- Fitch forecasts a **96% to 97%** combined ratio for 2026, from 94%.
- Fitch forecasts return on surplus falling to **9.1%** from 10.1%.
- General liability and commercial auto are expected to stay above 100 through 2026 (Triple-I and Milliman).
- Other liability occurrence ran a **114.7** combined ratio in 2025 (AM Best).

Sources: AM Best; NAIC; Fitch Ratings; Verisk and APCIA. See appendix.

Reinsurance Capacity and the Cost of Ceded Risk

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For any insurtech that cedes a large share of its book, the reinsurance market sets the margin. It is currently the cheapest it has been since 2022.

Pricing has fallen for three consecutive renewals

Property catastrophe rates fell 10% to 20% on loss-free placements at 1 January 2026 and a further 16% at mid-year, the steepest mid-year decline in decades. Fitch puts pricing broadly back at 2022 levels.

Capacity is at a record, and it is retained earnings

Dedicated reinsurance capital reaches a record $705 billion in 2026, up from $663 billion, with third-party capital at $130 billion. AM Best and Guy Carpenter attribute the growth to existing participants retaining earnings rather than to new entrants.

The alternative market is absorbing peak risk

Catastrophe bond issuance reached $25.6 billion in 2025 and a record $18 billion in the first half of 2026, with the market outstanding at roughly $65.6 billion at 30 June.

-16%	$705B	16.3%
PROPERTY CAT, MID-YEAR 2026 RENEWAL	DEDICATED REINSURANCE CAPITAL, 2026	REINSURER MEDIAN RETURN ON EQUITY, 2025

What it means for a ceding insurtech

Hippo reported net written premium up 71% against gross written premium up 61.5%. A cheaper cession expands the reported margin without any change in underwriting.

Rating agency outlooks have split

AM Best moved the global reinsurance outlook to Stable from Positive in January 2026. Fitch holds Deteriorating. S&P Global Ratings and Moody's are Stable.

Florida is repricing hardest

Nearly half of insurers in Florida's 2026 reinsurance data call are seeing risk-adjusted price reductions of 15% to 25%.

Returns still clear the cost of capital

Reinsurer median return on equity was 16.3% in 2025 against a cost of capital of 8.23%, a third consecutive year of coverage.

Sources: AM Best; Fitch Ratings; S&P Global Ratings; Moody's; Florida Office of Insurance Regulation; Artemis. See appendix.

Regulatory Exposure a Buyer Will Diligence

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Algorithmic underwriting is now examinable

Roughly half of US jurisdictions have adopted the NAIC Model Bulletin on the Use of AI Systems by Insurers, and the supervisory tooling arrived in 2026.

- The NAIC AI Systems Evaluation Tool entered a **twelve-state pilot** in March 2026, running through September.
- Adoption is anticipated at the 2026 Fall National Meeting.
- The Third-Party Data and Models Working Group framework closed for comment on **5 August 2026**.
- Its 2026 scope was narrowed to property and casualty pricing and underwriting.
- Whether vendor registration becomes mandatory is still open.

Three states now impose testable duties

Colorado, New York and Texas each carry obligations that attach to the model, the vendor contract and the board.

- Colorado extended Regulation 10-1-1 to private passenger auto and health insurers, effective **15 October 2025**.
- Annual Colorado compliance reports for those lines begin **1 July 2026**.
- New York DFS Circular Letter 7 requires disparate-impact testing before production and a search for less discriminatory alternatives.
- It also requires audit rights in vendor contracts and consumer disclosure of the data used.
- Texas issued Commissioner's Bulletin B-0003-26 on **12 June 2026**, requiring human review of consequential AI decisions.

Federal preemption is a live question

Executive Order 14365, signed 11 December 2025, directs challenges to state AI laws and contains no insurance carve-out.

- It required an AI Litigation Task Force within **30 days** and agency actions within 90.
- It conditions federal broadband funding on states not maintaining onerous AI laws.
- The NAIC objected on **16 December 2025**, warning the order could implicate routine rate-setting and claims tools.
- The NAIC asked the administration to affirm state regulation of AI in the business of insurance.
- A buyer will price the uncertainty until it resolves.

Market conduct exposure is priced, and it is small

The one documented insurtech enforcement outcome in the period settled for a modest sum, which is useful evidence for a seller.

- Pennsylvania examined Lemonade Insurance Company for the 2023 calendar year.
- The consent order was adopted **22 May 2025** and settled at **$70,000**.
- Findings included 9,997 instances of incorrect premium capping factors on tenant renewals.
- Corrective actions covered cancellation notices, claims status workflow and producer appointment.
- A clean or cheaply resolved examination record is a diligence asset.

Sources: NAIC; Colorado Division of Insurance; Texas Department of Insurance; New York DFS; California Department of Insurance; Florida Office of Insurance Regulation. See appendix.

Notable Insurtech Transactions, 2025 and 2026

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Every entry confirmed against a company announcement or an SEC filing. Announcement dates as stated by the parties.

Transaction	Value	The read
Thoma Bravo / Accelerant	**$4.0B+** 13 Aug 2026	**A round trip in thirteen months** $20.25 a share, a 49% premium to the 12 August close and 3.6% below the July 2025 IPO price of $21.00. The shares had already fallen 35% from issue.
Advent / Sapiens International	**$2.5B** 13 Aug 2025	**Core software goes private** $43.50 a share, a 64% premium to the undisturbed close, roughly 4.4x trailing revenue on the last reported figures. Formula Systems retained a minority stake.
ERGO / Next Insurance	**$2.6B** 20 Mar 2025	**4.74x gross written premium** Munich Re's primary arm buying a small commercial MGA on $548m of 2024 premium, taking full ownership of a business it already part-held.
WTW / Newfront	**up to $1.3B** 10 Dec 2025	**Technology-led broking** $1.05bn upfront plus up to $250m contingent, on a 20% organic revenue CAGR from 2018 to 2024 and 650 employees across 20 industry specialisms.
Munich Re / At-Bay	**$575M** 19 Aug 2026	**2.07x gross written premium** $278m of 2025 premium and $23m of fee revenue, against a $1.35bn private mark in 2021. A top-ten US cyber writer with 40,000 customers.
Duck Creek / Send	**undisclosed** 7 Jul 2026	**Core buys the workbench** An AI-native underwriting orchestration engine carrying over $26bn of gross written premium for insurers, MGAs and reinsurers.

Sources: Munich Re, Thoma Bravo, Accelerant, Advent International, WTW and Duck Creek announcements and SEC filings. See appendix.

The 2025 Listing Cohort, Marked to Market

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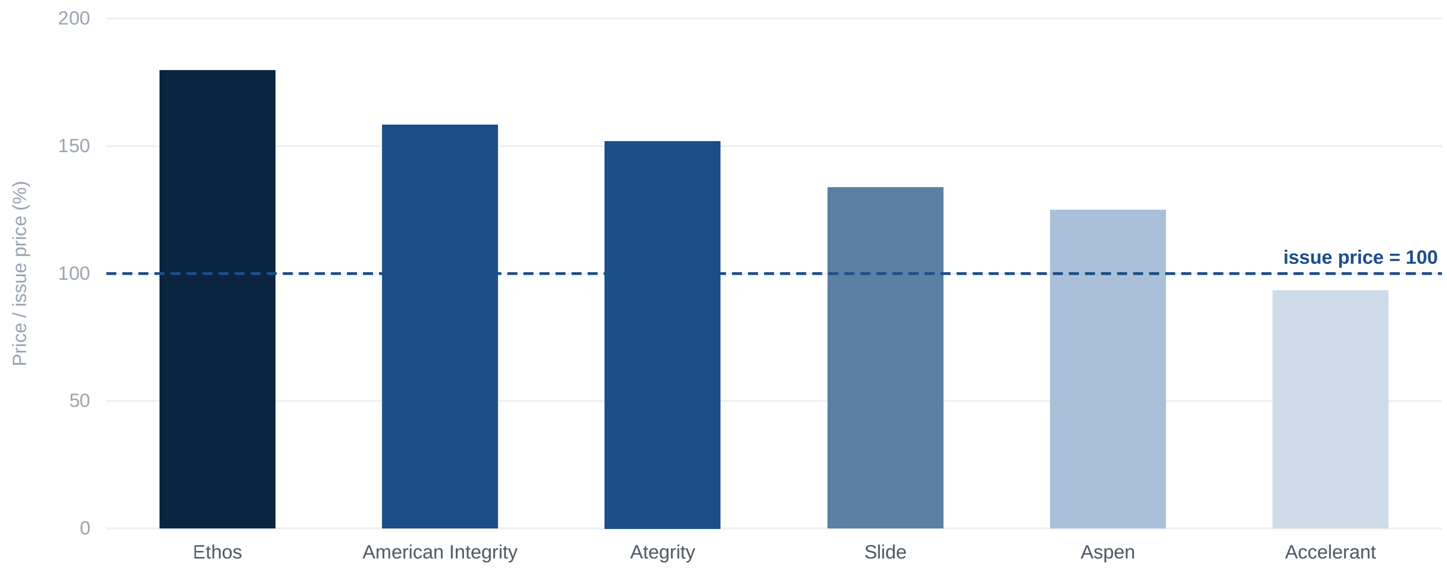
Six insurance and insurtech issuers listed between May 2025 and January 2026, indexed to their issue price at the close on 21 August 2026. Bars above 100 are above issue.

Share price as a percentage of issue price, 21 August 2026



ACCELERANT AT 12 AUG

$13.59

35% below its $21.00 July 2025 issue price, the day before the Thoma Bravo announcement.

THE OFFER

$20.25

A 49% premium to that close, and still below the issue price.

ASPEN

$37.50

Listed at $30.00 in May 2025, acquired by Sompo and delisted 24 February 2026.

TAKE-PRIVATES FROM THE COHORT

2 of 6

Aspen completed, Accelerant announced. Both within fifteen months of listing.

> A premium to yesterday's close and a return since listing are different measurements. Only one of them is evidence about value.

Sources: company IPO pricing releases; SEC filings; exchange closing prices, 21 August 2026. See appendix.

Who Is Buying Insurtech

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Third quarter 2026, from the Windsor Drake Exit Index. Twenty-six distinct transactions after deduplication, classified by what the acquirer does.

Distribution consolidators are the market

Sixteen of the 26 distinct transactions in the quarter were agency or brokerage roll-up acquisitions. Inszone, King Risk Partners and Arthur J. Gallagher each transacted twice; ALKEME, Trucordia, Westland, BrokerLink and Integrity each once.

Carriers and reinsurers buy underwriting capability

Six were carriers or reinsurers acquiring risk capability rather than distribution: Munich Re and At-Bay, FM and FortressFire, Federated Mutual and High Definition Vehicle Insurance.

Software vendors and sponsors are the tail

Two were software vendors, Duck Creek and Send, and adesso and a claims automation business. One was a sponsor buying directly, Thoma Bravo and Accelerant.

26	16	3
DISTINCT Q3 2026 INSURTECH TRANSACTIONS	DISTRIBUTION CONSOLIDATOR ACQUISITIONS	ACQUIRERS THAT TRANSACTED TWICE

Source: Windsor Drake Exit Index, queried 24 August 2026.

The pattern is documented

Windsor Drake's Fintech M&A Activity report for the quarter covers the mechanics of this roll-up cycle.

Repeat buyers are the shortlist

An acquirer that has bought twice in ninety days has an integration process, an approved valuation range and committed capital.

The largest cohort in the quarter

Twenty-six insurtech transactions against twelve in wealthtech, the next largest.

What this means for a buyer list

For a distribution asset, rank roll-up platforms by cadence. For an underwriting or software asset the list is carriers, reinsurers and core vendors.

The Windsor Drake Insurtech Exit Index

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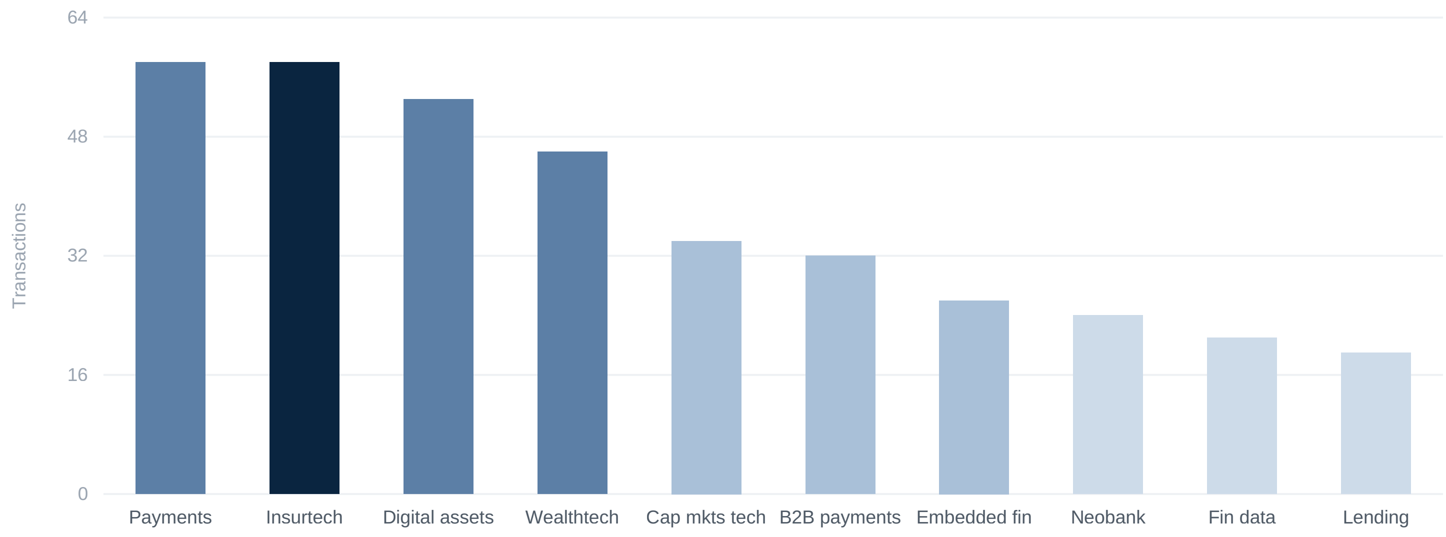
The firm's proprietary transaction record. 521 sourced transactions, each carrying a source URL and a confidence grade.

Index composition by sub-sector, transaction count



TRANSACTIONS

521

Sourced fintech and insurtech M&A, 2020 to present.

INSURTECH EVENTS

55

58 recorded rows resolving to 55 distinct events after deduplication.

Q3 2026 COHORT

26

29 rows resolving to 26 distinct events, the largest sub-sector cohort in the quarter.

WITH DISCLOSED VALUE

6

Insurance distribution M&A prices privately, which is why a seller's own comparable set frames the negotiation.

> The index is the transaction record: acquirer identity, buyer mapping and case work. The valuation benchmarks in this deck are computed from public market data and disclosed.

Source: Windsor Drake Exit Index, queried 24 August 2026.

Comparable Transaction Analysis

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Insurance distribution and underwriting assets change hands without a published multiple. That asymmetry is the most exploitable feature of an insurtech process, in either direction.

How the market actually prices

Of the 55 distinct insurtech transactions in the Windsor Drake Exit Index, six disclose consideration. Neither of the two largest announced in the quarter published a multiple. The buyer prices against a private set the seller cannot see.

What a buyer sees that a seller does not

A roll-up platform closing a transaction every few weeks holds a live view of what agency books trade for. A founder selling once has seen one price. The acquirer simply holds better information, and evidence is what closes the gap.

The standard applied here

Every multiple in this deck is computed from market capitalisation, reported balance sheets and reported premium that either party can verify. Constituents are named and exclusions are published with their reason.

55	6	26
DISTINCT INSURTECH TRANSACTIONS IN THE INDEX	WITH DISCLOSED CONSIDERATION	PUBLIC CONSTITUENTS SCREENED

Public comparables

Twenty-three listed constituents across two cohorts, computed 21 August 2026. Reproducible, and weighted to listed-company scale.

Private transaction evidence

Where a strategic discloses consideration and the target's premium, a premium multiple can be computed: At-Bay at 2.07x and Next Insurance at 4.74x.

The MGA reference point

PwC's mid-year 2026 insurance deals outlook expects managing general agents to continue commanding mid to high teens earnings multiples.

Where the sets disagree

Public benchmarks weight to large assets. A gap between the public cohort and a private transaction set is a finding about scale and control.

Source: Windsor Drake analysis of public market data, 21 August 2026. Constituents named in the appendix.

The Screen, and What Was Excluded

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How the two cohorts were separated

Twenty-six listed companies were screened. The test applied to each was whether the business puts its own balance sheet behind an insurance policy.

- Fourteen companies carry no underwriting risk and are measured on **EV/Revenue**.
- Nine carry underwriting risk and are measured on **price to book** and combined ratio.
- Enterprise value is market capitalisation plus total debt less cash and short-term investments.
- Book value is total shareholders' equity at 30 June 2026, taken from the filed balance sheet.
- Three companies were excluded outright and are named with the reason.

The revenue denominator test, applied to Root

Windsor Drake's fintech comparable set excludes a constituent whose equity trades below its net cash. The same test is applied here and it is what moves every carrier off the revenue axis.

- Root's market capitalisation of **$864.4m** sits against cash and investments of $1,026.7m less $197.8m of debt.
- Conventional enterprise value is therefore **$35.5m** against **$1.57bn** of trailing revenue, or 0.02x.
- That figure prices the reserve portfolio, not the business.
- Root is carried in the carrier cohort at **2.64x** book, the cohort median.
- Every carrier in the set receives the same treatment for the same reason.

Excluded: a diversified acquirer

Roper Technologies owns Vertafore and iPipeline, two of the largest insurance software platforms, inside an $8.3 billion diversified group.

- Neither platform is separately reported in Roper's filings.
- The Application Software segment also carries medical, legal and education software.
- A group multiple would price the portfolio rather than the insurance software.
- Roper acquired Vertafore for $5.35bn in 2020, which remains the priced reference point for that asset.
- Guidewire, Verisk and CCC are retained because insurance is the business.

Excluded: health benefit plans

Oscar Health and Clover Health underwrite health benefit plans, where the metric is a medical loss ratio against a statutory capital regime that has no property and casualty analogue.

- Oscar reported a **79.2%** medical loss ratio and 46% membership growth in the second quarter.
- Clover reported an **87.6%** benefits expense ratio and 48.7% average membership growth.
- Neither publishes a combined ratio, because the concept does not apply.
- Oscar clears 4.81x book and Clover 5.85x on the same computation.
- They are named here so the exclusion can be checked rather than assumed.

Source: Windsor Drake analysis of public market data, 21 August 2026. Constituents named in the appendix.

Crossing the Risk Line: A 12 to 18 Month View

WINDSOR DRAKE

Which side of the line a business sits on is the largest lever on its multiple and the slowest to move. The structural work precedes the process by a year or more.

Establish the position

Months 0-3

- Separate fee and commission revenue from net earned premium in management reporting.
- State the quota share and the ceding commission explicitly, gross and net.
- Determine whether the business is priced on revenue or on book, and model both.
- Identify which revenue lines renew without being re-acquired.

KEY MILESTONE
A revenue bridge a buyer can audit

Build the evidence

Months 3-9

- Assemble the comparable set the seller will argue from, with named constituents.
- Document retention, renewal rate and customer acquisition cost by cohort.
- Close the model governance gaps a diligence process will find anyway.
- Quantify catastrophe exposure by state and by peril.

KEY MILESTONE
A defensible comparable set and a clean data room

Test the buyer universe

Months 9-15

- Rank roll-up platforms by transaction cadence over the trailing four quarters.
- Establish which carriers and reinsurers have bought this capability recently.
- Understand the acquirer's own multiple, because it constrains what they can pay.
- Separate acquirers that buy books from acquirers that buy technology.

KEY MILESTONE
A ranked, evidenced buyer list

Run the process

Months 15-18

- Enter with the denominator settled rather than argued during diligence.
- Hold competitive tension across consolidators, carriers and software buyers.
- Price against the position, not against a sector composite.
- Hold the benchmark through diligence, not only at the letter of intent.

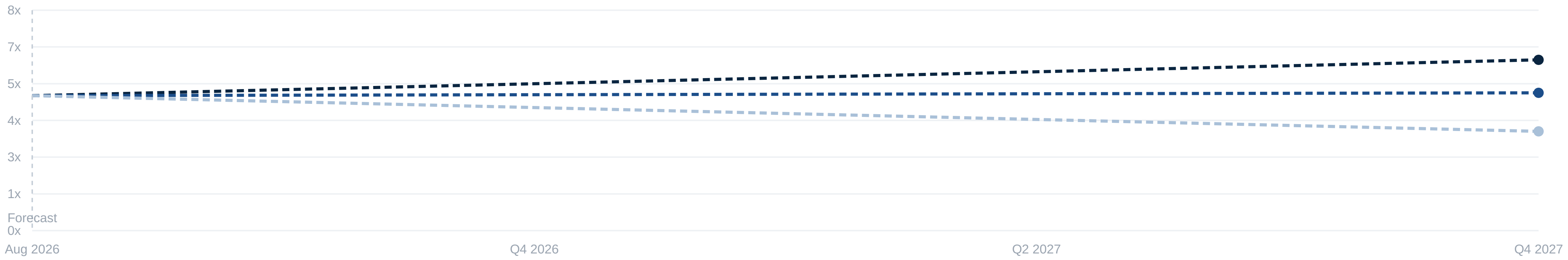
KEY MILESTONE
Competitive tension at close

Source: Windsor Drake analysis of public market data, 21 August 2026. Constituents named in the appendix.

Insurtech Valuation Outlook

WINDSOR DRAKE

Median EV/Revenue for the fourteen constituents above the risk line. Scenarios are Windsor Drake's view; the current level is computed from market data.



Bull 6.2x

Key Drivers

- A second consecutive below-average catastrophe year holds carrier earnings and keeps reinsurance cheap.
- Core software consolidation continues after Sapiens, lifting the software cohort.
- Federal preemption resolves in favour of a single AI standard, removing a diligence discount.

SOFTWARE AND AGENCY-PLATFORM SELLERS SHOULD MOVE: BUYER APPETITE AND COMPETITIVE TENSION ARE BOTH AT THEIR HIGHEST.

Base 5.0x

Key Drivers

- The industry combined ratio gives back to the 96% to 97% the rating agencies forecast.
- Distribution roll-up cadence continues at the current rate.
- The dispersion between renewing and transactional revenue persists or widens.

WHICH SIDE OF THE RISK LINE A BUSINESS SITS ON DETERMINES THE OUTCOME MORE THAN TIMING DOES. BUILD THE EVIDENCE AND RUN A DISCIPLINED PROCESS.

Bear 3.6x

Key Drivers

- A major landfalling hurricane resets carrier marks and reverses the reinsurance softening.
- Personal lines rate turns negative faster than loss cost falls.
- State AI enforcement lands on an underwriting model and prices the category.

MARKETPLACE AND CAT-EXPOSED CARRIER POSITIONS FACE THE MOST COMPRESSION. READINESS MATTERS MORE THAN PRICE DISCOVERY.

Source: Windsor Drake analysis of public market data, 21 August 2026. Constituents named in the appendix.

Case Study: Munich Re and At-Bay

WINDSOR DRAKE

The defining insurtech transaction of the quarter, and the clearest available evidence on what a reinsurer pays for a digital underwriter.

The transaction

Munich Re agreed to acquire At-Bay at a **$575 million** enterprise value, announced 19 August 2026 and expected to close in the first quarter of 2027.

- At-Bay wrote **$278 million** of gross written premium in 2025 and $23 million of cyber fee service revenue.
- The enterprise value is **2.07x** gross written premium on that basis.
- At-Bay serves roughly 40,000 US business customers with about 280 employees.
- The asset sits under Hartford Steam Boiler, a strategic partner since At-Bay's founding in 2017.

What it says about the risk line

At-Bay is a managing general agent underwriting on paper it does not own. The buyer priced the premium flow, not the revenue.

- ERGO paid **4.74x** premium for Next Insurance seventeen months earlier, at $2.6 billion on $548 million of 2024 premium.
- The same acquirer group, at less than half the premium multiple.
- US cyber direct premium written was **$7.5 billion** in 2025, up from $7.1 billion, with the loss ratio rising to 53.0% (AM Best).
- Cyber pricing has fallen for eight consecutive quarters through the first quarter of 2026 (AM Best).

The read for a founder

The private mark was not the price

At-Bay's July 2021 Series D was struck at $1.35 billion post-money. The exit is 57% below that mark.

A softening line prices its growth down

Cyber premium is roughly flat once offshore-to-domestic transfers are stripped out, and the loss ratio crossed 50.

The capacity partner became the buyer

Hartford Steam Boiler had carried At-Bay's paper since founding. That is the most common path in this sector.

The window

Reinsurer appetite for underwriting capability follows the returns on their own book, and those returns are clearing the cost of capital for a third year.

Sources: Munich Re and At-Bay announcements, 19 August 2026; ERGO, 20 March 2025; AM Best US cyber report, June 2026.

Sources

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Every third-party institution whose data appears in this deck. House computation is separated from third-party figures throughout.

Institution	Report / Source	Date
AM Best	*US Property/Casualty 2025 Financial Results; 2025 P/C Snapshot*	2026-07
AM Best	*First Look: Three-Month 2026 US P/C Results*	2026-06
AM Best	*Global Reinsurance Market Segment Report; mid-year renewal commentary*	2026-08
AM Best	*US Cyber Market Segment Report; Personal Lines rate filings*	2026-06
NAIC	*2025 Annual Property & Casualty and Title Insurance Industries Analysis Report*	2026
Fitch Ratings	*2026 US P&C Insurance Outlook; January renewal commentary; Bermuda re/insurers H1 2026*	2026-08
S&P Global Market Intelligence	*US homeowners rate filings; 2025 US Auto Insurance Market Report*	2026-08
Swiss Re Institute	*sigma 1/2026, natural catastrophes and wildfire risk; first-half 2026 insured catastrophe losses*	2026-08
Munich Re	*Lower losses, growing risks: the natural disaster review for the first half of 2026*	2026-07
Insurance Information Institute and Casualty Actuarial Society	*Legal system abuse and liability loss trend; quarterly underwriting projections*	2026-05
Verisk and APCIA	*US property and casualty industry underwriting results, first quarter 2026*	2026-06

Sources: Regulators and Primary Filings

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Supervisory and primary material carries most of the regulatory content in this deck and is checkable in full.

Institution	Report / Source	Date
NAIC	*Model Bulletin on the Use of AI Systems by Insurers; AI Systems Evaluation Tool pilot; Third-Party Data and Models framework*	2026-08
Colorado Division of Insurance	*Amended Regulation 10-1-1, governance and risk management framework*	2025-10
New York Department of Financial Services	*Insurance Circular Letter No. 7, AI systems and external consumer data*	2024-07
Texas Department of Insurance	*Commissioner's Bulletin No. B-0003-26 on the use of artificial intelligence*	2026-06
California Department of Insurance	*Sustainable Insurance Strategy; FAIR Plan assessment Order 2025-1; rate filing actions*	2026-05
Florida Office of Insurance Regulation	*Property Insurance Stability Report*	2026-07
Pennsylvania Insurance Department	*Market conduct examination and consent order*	2025-05
Federal Insurance Office, US Treasury	*Annual Report on the Insurance Industry*	2025-09
NOAA	*Updated Atlantic hurricane season outlook*	2026-08
US Bureau of Labor Statistics	*Consumer Price Index summary, motor vehicle insurance*	2026-08
US Securities and Exchange Commission	*Company filings for all 26 screened constituents and every named transaction*	2026-08

Methodology

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How every figure in this deck was produced. Published so the analysis can be reproduced or disputed.

Institution	Report / Source	Date
PwC	*Insurance: US Deals 2026 midyear outlook*	2026-06
Deloitte	*2026 insurance M&A outlook*	2026
Council of Insurance Agents & Brokers	*Commercial Property/Casualty Market Index, Q2 2026*	2026-08

METHOD

How the multiples were computed

Enterprise value equals market capitalisation plus total debt less cash and short-term investments. Market capitalisation is the close on 21 August 2026 for every constituent other than Hippo Holdings, taken at 19 August, and Slide Insurance, taken at 20 August. Balance sheet, trailing twelve month revenue, shareholders' equity and premium figures are from each company's most recently reported fiscal quarter, which is the quarter ended 30 June 2026 for every US constituent. No figure in this deck is licensed from a data vendor.

The two cohorts and the screen

Twenty-six companies were screened and 23 are carried. Fourteen that carry no underwriting risk are measured on EV/Revenue; nine that carry underwriting risk are measured on price to book value and combined ratio, because net earned premium is not a service-revenue denominator and the investment portfolio behind it is reserve collateral rather than corporate cash. Roper Technologies, Oscar Health and Clover Health are excluded, each named with its reason on the screen slide.

The Risk Line

A Windsor Drake framework. Constituents are assigned by whether the business puts its own balance sheet behind an insurance policy, and above that line by whether the revenue renews without being re-acquired. The assignments are the firm's judgement and are published so they can be argued with.

The transaction record

Exit Index figures are counted on distinct events after deduplication on acquirer, target and a fourteen-day announcement window: 29 recorded rows for the third quarter of 2026 resolve to 26 distinct transactions, and 58 insurtech rows resolve to 55 distinct events. Acquirer classification is the firm's own, applied to the named acquirer of each distinct event. Every figure elsewhere in this deck is computed from primary market data or attributed to a named institution with a date.

Windsor Drake

WINDSOR DRAKE

Sell-side M&A advisory

We advise technology founders on one side of the table only.

- Sell-side exclusively. No buy-side conflicts.
- Enterprise value **$5 million to $300 million**.
- Fintech, payments, insurtech, SaaS, cybersecurity and AI.
- Process control, not listings.

Proprietary data

The Windsor Drake Exit Index: 521 sourced transactions, each with a source URL and a confidence grade.

- Built continuously, not purchased.
- Insurtech is the largest single sub-sector at 55 distinct events.
- Used for comparable sets, buyer mapping and case work.
- Updated every quarter.

How we work

A defined buyer universe, a controlled timeline, and a seller who knows what the evidence supports before the first conversation.

- Benchmarks established before the process, not during it.
- Buyer lists ranked by demonstrated appetite for the position.
- Competitive tension held to close.
- No fabricated numbers, in any document we produce.

Contact

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