

# MetLife Strategy

## Our Products

In the United States, we provide a variety of insurance and financial services products, including life, dental, disability, property & casualty, guaranteed interest, stable value and annuities, through independent retail distribution channels, as well as at the workplace. Outside the U.S., we provide life, medical, dental, credit and other accident & health insurance, as well as annuities, endowment and retirement & savings products to both individuals and groups.

## Our Strategy

Next year, MetLife will celebrate its 150th anniversary. While we have tremendous respect for the past, we are a company firmly focused on the future. To adapt to a changing world, we are undergoing one of the most dramatic transformations in our history to reinvent how we do business so we can thrive in any environment.

**We are evolving to become a simpler, more focused and more nimble company to outperform competitors in delivering value for customers and shareholders.**

**We're moving away from a traditional product-development model to one that's driven by customer insights.**

Nearly  
**150**  
years of operation

**~58,000**  
employees

**No. 40** on the 2016  
Fortune 500® list

leading market  
positions in over

**20** countries

employee benefit  
operations in

**40+**  
countries

**No. 48** on the 2016 Forbes  
Global 2000<sup>SM</sup> ranking  
of the world's largest  
public companies

We adopted a new corporate enterprise strategy in 2016 and refreshed our corporate brand. We are working to leverage our global footprint and create true competitive advantage in the marketplace. We are focused on growing our market-leading group benefits business in the U.S. and on growing in key markets outside the U.S. as well. We have adopted four new strategic cornerstones to guide us on this path. They are listed in this diagram:

### One MetLife

One MetLife remains at the center of everything we do: collaborating, sharing best practices, and putting the enterprise first. Digital and simplified are the key enablers of our new strategic cornerstones.

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**Our new brand reflects the modern, customer-focused company we are becoming. It reinforces the important role we play in our customers' lives and the partnerships we have with them.**

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### Operations

We are restructuring our operations to reflect the evolution in our strategy. In 2016, we completed the sale of the MetLife Premiere Client Group (MPCG) to MassMutual. We also announced plans to separate a substantial part of our U.S. Retail business into a new company named Brighthouse Financial.



### Our efforts are being noticed:

- Last year, MetLife was named for the first time to the **Dow Jones Sustainability Index (DJSI)**, a global benchmark for leading sustainability-driven companies.
- In 2015, We we were named **#1 in the Life and Health Insurance Industry in FORTUNE Magazine's World's Most Admired Company survey.**
- We remain one of the **largest institutional investors in the U.S. with a \$500\* billion general account portfolio** invested primarily in investment grade corporate bonds, structured finance securities, mortgage loans and U.S. Treasury and agency securities, as well as real estate and corporate equity, as of December 31, 2016.
- Over the past several years, we have further diversified and strengthened our general account portfolio.

Our well-recognized brand, leading market positions, competitive and innovative product offerings and financial strength and expertise should help drive future growth and enhance shareholder value, building on a long history of fairness, honesty and integrity.

\* As of 12/31/16