

# The Power Of Momentum

ANNUAL REPORT 2023





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# Who We Are

# 1.

The Power of  
People you can trust  
*for life*

**Pan-American Life Insurance Group (PALIG)** began earning the trust of millions of customers more than 110 years ago. Fueled by the power of momentum, and inspired by our commitment to promises kept, our foundation of financial strength means Pan-American Life can be there when our clients need us most.

# 2,100

EMPLOYEES

# 20+

MEMBER COMPANIES

# NETWORK

A NETWORK OF TRUSTED AGENTS AND BROKERS ACROSS THE AMERICAS

# Serving more than 7 million Policyholders

As a leading provider of insurance and financial services, PALIG offers top-rated individual and group life, accident and health insurance, and financial services in 49 states, the District of Columbia (DC), Puerto Rico, the U.S. Virgin Islands, and throughout Latin America and the Caribbean.



## GLOBAL LIFE

- Whole Life
- Term Life
- Universal Life
- Indexed Universal Life
- Personal Accident



## GLOBAL BENEFITS

- Life
- Accident
- Health
- Credit Life
- Mass Marketing
- Medical Stop Loss
- Multinational Solutions

*Not all products are available in all locations. For a complete list of the Group's affiliates and branches as well as the products and services offered, visit [palig.com](https://www.palig.com)*

# A Message from our CEO

# 2.



## THE POWER OF MOMENTUM

Economic conditions remained a challenge in many of our markets in 2023. But, amid a welcome return to a more normal operating environment as the multiyear impact of the COVID-19 pandemic diminished, PALIG demonstrated positive momentum across its operations, laying the groundwork for future growth and value creation.

That momentum, stemming from our concerted focus on enhancing resilience, agility and innovation, was reflected in our results. Full-year operating revenue rose 7% to a record \$1.31 billion while total premiums increased by 5% to a record \$1.55 billion, representing 19 years of consecutive premium growth. Pre-tax operating income (PTOI) grew 14% to \$77.2 million and net income for 2023 more than doubled to \$68.9 million. Total GAAP Equity grew, and our financial strength was further underscored by our maintained “A” ratings and stable outlook from AM Best and Fitch Ratings.

**The strength of our business in 2023 was broad-based with both our life and health businesses helping to drive growth and solid performance across geographies. Our ongoing initiatives to enhance operational efficiency, facilitate ease of doing business, promote flexibility and prioritize productivity coupled with prudent expense and financial management are bearing tangible results, ensuring continued momentum. We are leveraging technology and innovation to accelerate our digital transformation. From the launch of member portals in Latin America and the rollout of agent portals in the Caribbean to streamlined processes that eliminate paper applications and reduce underwriting turnaround times, we are improving the customer experience of our policyholders and enhancing our distribution capabilities across our regions.**

Innovation is also what is driving PALIG's expansion strategy as we continue to explore new insurance products and opportunities. In health, we introduced our Gap Supplemental Medical Expense Insurance in the United States, an employee benefits solution designed to help offset the out-of-pocket expenses that may be incurred under high deductible major medical plans. In individual life insurance, our focus is on innovative policy design and expanding distribution channels. That strategy capitalizes on the unique strengths and opportunities in different regions, from the Northern Triangle, Panama and Costa Rica to Colombia, Mexico and the Caribbean.

In a watershed year for our U.S. business, we entered 2023 having just completed the merger of Mutual Trust Life Insurance Company into Pan-American Life Insurance Company (PALIC) as the fully integrated Mutual Trust Life Solutions<sup>SM</sup> division and ended the year by completing the acquisition and merger of Encova Life Insurance Company, further enhancing our scale, reach and investment portfolio in the U.S. The introduction of our new Indexed Universal Life (IUL) product in the U.S. is poised to be a significant driver of sales growth, while integration of former Encova Life agents into the PALIC team are further bolstering our market presence and sales capabilities.

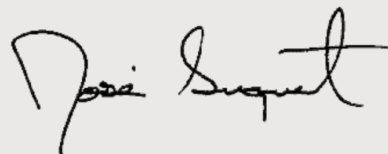
**Our progress and momentum are being recognized. PALIG was named a 2023 US Best Managed Company, a program sponsored by Deloitte Private and The Wall Street Journal that recognizes outstanding U.S. private companies and the achievements of their management teams. This is the third consecutive year Pan-American Life has been named a US Best Managed Company.**

That is a testament to the quality and depth of our leadership team and structure, led by our three

Presidents: Robert DiCianni, President Global Benefits; Bruce Parker, President Global Life; and Steven Friedman, President Finance and Investments, who in September also assumed the role of Chief Financial Officer. And to the expert oversight of our Board of Directors, to which we welcomed our newest member, Dr. Sandra Johnson, in September. As importantly, it reflects the commitment and dedication of our 2,100 employees across 22 countries who embody our mission and everyday live our values of authenticity, transparency, accountability, collaboration and integrity. We will continue to invest in our people and in technology as we build an organization and staffing model to support current and future growth.

Our progress and accomplishments in 2023 are the culmination of our steadfast commitment to growth, innovation, customer support and financial strength, all while fostering strong partnerships and efficient operations in a dynamic market environment. The power of that momentum will carry us forward to ever greater goals as we build on our 113-year heritage, ensure financial security and peace of mind for our customers and strive to be the leading insurance carrier in the Americas.

Sincerely,



José S. Suquet  
Chairman of the Board and CEO  
Pan-American Life Insurance Group

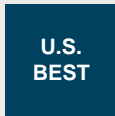


# 2023 Highlights: Action Creates Momentum

# 3.

From the Global Life and Benefits divisions to Corporate Highlights and Investments, PALIG’s dynamic achievements in 2023 reflect a year of strategic growth and innovation – one which capitalized on emerging opportunities and navigated challenges with resilience, propelling the company forward with momentum and bolstering PALIG’s position in the evolving insurance landscape.

## CORPORATE HIGHLIGHTS



Recognized as the U.S. Best Managed Company for the third consecutive year



Introduced new products, successfully managed market realities, dynamic decisions and product innovation



Supported future growth through organizational development enhancing talent management, training, and recruitment initiatives



Completed New Orleans headquarters renovations and implemented our hybrid work program, Flexible Work @ PALIG



Further strengthened our enterprise risk management processes, cybersecurity controls and compliance infrastructure



Continued implementing innovative technologies that improve production and operational efficiency for better customer experiences

- Improve access to information, decisioning, and analytics
- Portal experiences modernized for agents, providers, and insureds
- Flexible and secure remote working solutions



Executed our new general ledger solution as well as met new regulatory requirements



Focused on key sectors for mergers and acquisitions opportunities

# GLOBAL LIFE

## INTERNATIONAL LIFE



Increased momentum with expansion of product development, including policy design; and expanded distribution channels and market reach



Private Client Life continues to serve high net worth international clients through innovative digital initiatives and continued growth of its market leading Global Assets IUL offering



Executed the Distribution Expansion Program in Latin America, contributing to 35% of sales in the region



Launched a new competitive Term product in the Caribbean to meet evolving customer needs



Successfully launched easy@pp (featuring digital features such as paperless applications and e-signatures) in Panama, Costa Rica and Honduras, achieving high adoption rates among producers



Improved processes and service for producers in Latin America

## U.S. LIFE



Completed acquisition of Encova Life business



Successfully implemented enhancements to the Whole Life Product suite



Developed a new Indexed Universal Life (IUL) product with innovative features and enhanced benefits



Successful introduction to the U.S. Hispanic market achieving top-10 agency status within nine months





# GLOBAL BENEFITS

## INTERNATIONAL BENEFITS



Rapid expansion and growth momentum marked by higher demand in the health insurance industry; Doubled growth of International Major Medical and Individual Health lines of business in Panama, Guatemala, Honduras, Mexico, and El Salvador



Grew new annualized premium by 22 percent



Continued to manage increased medical trend in many of our international markets, including in Costa Rica, driven by a shift in patient utilization from the public sector to the private sector



Executed on a comprehensive cancer screening campaign in Latin America, and expanded Bwell, our chronic disease management program, to Panama and Honduras



Launched our mobile health clinic, Health on Wheels, in Panama



Delivered significant mass marketing results due to growth in Mexico, Honduras, Colombia, and Trinidad

## U.S. GROUP



Launched the re-branding initiative for Pan-American Accident & Health



Began to work on Minimum Value and Supplemental Gap products



Refreshing our PanaMed product to meet evolving market demands



Implemented a targeted segment approach focusing on specific sectors for enhanced client engagement



Initiated the development of a Salesforce-based Trucking Platform solution



Introduced new MGUs with a focus on Supplemental Medical and Accident & Health products



Led growth and diversification of MGUs and expanded product offerings



Began to refresh our Stop Loss product to better serve client needs

# INTERNATIONAL HIGHLIGHTS



Developed international expansion strategy for key regions: Northern Triangle (Honduras, El Salvador and Guatemala), Costa Rica, Ecuador, Panama, Colombia, and Mexico



Grand opening of new renovated headquarters for Panama featuring a collaborative working environment



Implemented strategic initiatives, including member portals in Latin America, agent portals in the Caribbean, and digital transformation efforts to enhance customer service and streamline processes



Celebrated 95-year anniversary in El Salvador

## RATINGS



Citing strong financial performance supported by historically stable earnings, Fitch Ratings and AM Best have maintained Pan-American Life's 'A' (Strong) Insurance Financial Strength (IFS) rating and A (Excellent) rating both with stable outlook. This includes Pan-American Life Insurance Company (PALIC) and its wholly owned subsidiary, Pan-American Assurance Company (PAAC), Pan-American International Insurance Corp. (PAIIC) and INRECO International Reinsurance.

Among the key ratings drivers are PALIG's **strong leadership position** in Latin America and Caribbean markets, including extensive distribution and provider networks and understanding of local markets and the Hispanic culture, along with a **moderate business profile** and **very strong capitalization**.

## INVESTMENTS



In 2023, PALIG's consolidated purchases achieved a "New Acquisition Yield" of 6.56%, surpassing the U.S. Corporate bond investment grade index average of 5.57%. Despite higher rates, PALIG maintained investment quality, with 60% of new acquisitions rated NAIC 1 or A- or higher. As of 12/31/23, PALIG's consolidated bond yield stood at 5.299%, marking an 18-bps increase from 12/31/22. This performance continues to exceed the Life Industry average, reported by SNL as 4.05% as of 12/31/22.

# Latina L eaders Driving Momentum and Making Impact

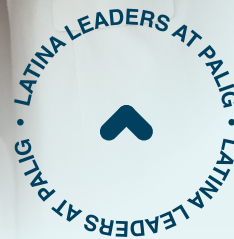
# 4.

Since its inception in 1911, PALIG has established itself not only as one of the most financially strong insurers in the Americas but also as an employer that elevates and empowers female leaders throughout the U.S., Latin America and the Caribbean.

That's extraordinary for many reasons, including the realities of women in the workforce in Latin America where less than 50% of women are employed, according to the International Labour Organization.

As we witness the unfolding tapestry of Latina influence at PALIG, it's imperative to acknowledge and celebrate their diverse contributions and impact. In partnership with two of the top Hispanic/Latino business publications, *Hispanic Executive Magazine* and *Latino Leaders Magazine*, PALIG set to highlight the authentic voices of very deserving Latina leaders who are redefining the international business landscape.

The following Latina Leaders at PALIG have emerged as trailblazers in the insurance industry and their respective areas of expertise through notable achievements, building trust and mentorship. Their leadership is characterized by resilience, empathy and dedication, inspiring future generations.





## Ana Melissa Ramos

Deputy Global HR Officer

Ana Melissa, a deputy global HR officer, has used her life experiences to help strengthen PALIG's HR vision and be a voice for talent. In her role, she aims to support her colleagues in the same way PALIG has supported her. She's committed to mentoring and coaching other women, by being accessible, understanding what her colleagues are passionate about and the challenges they face, and encouraging them to have confidence.



## Diana Alejandra Vargas Torres

Country Manager, Colombia

If it wasn't for a life insurance policy that her father left behind following his death, Diana Alejandra doesn't know how she and her family would have survived. That's why she pursued a career focused on the benefits, health, and life insurance space, which ultimately led her to PALIG. She joined when the COVID-19 pandemic was at its peak and was moved by PALIG's commitment to pay for COVID-related claims even as some competitors turned their backs on their policy commitments. That inspired her mission to help families and drive positive change in their communities.



## Maria del Rosario Alvarez

Country Manager, Honduras

As the first woman to be named general manager in PALIG's Latin American operations, Maria del Rosario gained her experience through a variety of roles, responsibilities, and opportunities over two decades at Pan-American Life. That journey has not only helped her understand the business but also inspired her to continue improving every day and set an example for other professional women. Today, she gives back to her community and mentors young Latinas seeking success.

# Congratulations to our Latina Leaders!





## Rosalina (Rosie) Miranda

Regional Vice President of Health Operations

Rosie began her insurance career at a call center and ascended to a senior management position before age 30. At PALIG, Rosie currently oversees the contracting and managing of medical providers, leads the medical underwriting, claims payment integrity, healthcare strategy, and medical management in Latin America and the Caribbean. Rosie aims to leave a legacy of relentless dedication to pursue one's vision.



## Maria Teresa Bolaños

Country Manager, El Salvador

Maria Teresa also began her journey at PALIG two decades ago and has had a chance to work in a wide array of roles, serving in provider network operations, finance administration, operations and currently as the country manager for El Salvador. In April 2023, she was the first woman to be named president of the El Salvador Insurance Association. Her career experiences have inspired the "open-door" leadership style she practices today.



## Marta Reeves

Vice President of Corporate Marketing

Guided by the wisdom of three influential mentors, Marta immersed herself fully in marketing and business and now plays a pivotal role in maintaining and strengthening the PALIG brand and driving insights-based communications initiatives with customers at the center. The crucial turning point in her career was during Hurricane Katrina in New Orleans. While various insurance groups were halting operations, PALIG persevered, a testament to the leadership team's strategic foresight and precise execution. The experience inspired today's enterprise level brand storytelling focused on PALIG's resilience and unwavering commitment.



## Paola Corrada

Vice President Chief Compliance Officer

Paola found her calling at PALIG more than a decade ago. Since then, she has been instrumental in driving the success of the company's compliance department. Her depth of experience, years of leadership and passion for compliance and ethics led to her promotion to Chief Compliance Officer. In this dynamic position, she is essential to PALIG's ability to deliver trusted service, and the company's aspiration to continue being a great place to work.

# Positive Change Forward Momentum

# 5.

In 2023, we announced exciting office enhancements and plans for the creation of inspiring workspaces at PALIG. The rollout included the inauguration of our new offices in Panama, the newly renovated headquarters in New Orleans and a series of office remodels throughout Latin America and Trinidad.

The renovated offices were inspired by and proudly portray the PALIG brand, mission, and values. The inviting settings features refreshed workspaces that cultivate collaboration within the hybrid and flexible work model. In the new spaces, colleagues and guests can choose between focus booths, collaboration and project spaces, creative nooks, learning and development rooms, and socialization hubs.



It was a highlight of our year, and true pleasure, opening our refreshed office spaces and capturing the delight of our colleagues. Click below to join us on a virtual open house tour of our newly appointed spaces.



# Supporting Communities to Create Greater Momentum & Make a Difference

# 6.

In 2023, PALIG continued its commitment to supporting communities across the Americas, striving to create greater momentum towards tangible change. Through collaborative efforts with dedicated colleagues and strategic partnerships with nonprofits, we directed our resources towards communities in need.

Below is a list of organizations that we proudly supported in our collective mission to make a difference:



## Greater Momentum Making a Difference

- Aldea S.O.S – Honduras
- Alianza Anticáncer Infantil – México
- American Heart Association
- Association of Female Executives (AFETT) – Trinidad & Tobago
- Audubon Nature Institute
- Ayuda Social FANLYC – Panamá
- Barbados Cancer Society
- Barbados Cancer Society (Breast screening Programme)
- Camara de Comercio Guatemalteco Americana – Guatemala
- CFA Society Louisiana
- Donación de Sangre – Costa Rica
- Faces of Cancer - St. Lucia
- French Quarter Festival
- Fundación Belisario Porras – Panamá
- Fundación CREER – Honduras
- Fundación de Amigos del Niño con Leucemia y Cáncer (FANLYC) - Panamá
- Fundación Infantil Jonathan – Ecuador
- Fundación Luces - Panamá
- Fundación Niños con Cáncer - Honduras
- Fundación Pollitos del Hierro – Costa Rica
- Fundación Porque Quiero a Colombia
- Fundación SEMABO - México
- Fundación Spay - Panamá
- Greater New Orleans, Inc.
- HeartGift
- Hispanic Chamber of Commerce of Louisiana
- Hogar del Corazón de Jesús – Ecuador
- Hogar Divino Niño – Panamá
- Hogar Jesucristo es mi casa – Guatemala
- Hospital Oncológico – Panamá
- Hospital Pediátrico – México
- Instituto Nacional de Pediatría - México
- Jones Walker US/Latin American Partnerships in Action
- Junior Achievement of Greater New Orleans
- Liga Nacional Contra el Cáncer – El Salvador
- Louisiana International Trade Conference
- Louisiana Philharmonic Orchestra
- Loyola College of Business
- New Orleans Ballet Association
- New Orleans Hispanic Heritage Foundation
- New Orleans Police & Justice Foundation
- Ochsner Health System
- Orfanato de Santo Tomás de Aquino de la Rosa – México
- Plantación voluntaria de árboles Santa Ana – Costa Rica
- Sanar Niños con Cáncer – Colombia
- Secretaría del medio Ambiente – México
- Team Gleason
- Trinidad and Tobago Cancer Society
- United Way - Guatemala
- United Way - Honduras
- United Way of Metro Chicago
- United Way of Metropolitan Dallas
- United Way of Miami-Dade
- United Way of Southeast Louisiana
- United Way of Trinidad & Tobago
- Visión mundial sistemas de protección – Guatemala
- YMCA of Greater New Orleans



# Growth and Increased Momentum 7.



## 2024 KEY INITIATIVES AND VISION

### Corporate

- Prepare long-term strategic plan for the next 3-5 years
- Continue enhancement of finance transformation program and implementation of IFRS17 and Workday Financial
- Further develop our security capabilities, emphasizing third-party management and compliance infrastructure
- Fortify our enterprise risk management processes and cybersecurity controls
- Target key sectors for mergers and acquisitions opportunities
- Continue development and enterprise-wide succession planning beyond Executive Management Committee

### Global Life

- Integrate Encova Life (acquisition) into our Mutual Trust Life Solutions (MTLS) division
- Launch Vista Life (IUL) product for U.S. market and tailored Indexed Universal Life product for Private Client Life (PCL) market
- Enhance technological capabilities in Panama and Latin America with launch of Sapiens Illustration System and AURA Accelerated Underwriting platform in MTLs
- Launch easy@pp in Guatemala, Colombia, and the Caribbean
- Strengthen Latin America distribution through 3R program initiative (Recruit, Reactivate, Re-energize)
- Expand Caribbean distribution, with a focus on Individual Personal Accident

### Global Benefits

- Enhance customer experience and continue best in class service for our Group and Individual health portfolios
- Support expansion, distribution and market penetration
  - Recruit, reactivate, and re-energize our distribution partners throughout our footprint
  - Continue to improve and expand Accident product offerings
  - In the U.S., diversify Managing General Underwriters (MGUs) and focus on Supplemental Medical and Accident & Health products
- Continue to drive thought leadership in the healthcare arena in Latin America and the Caribbean
- Finalize the refresh of our Stop-Loss product and introduce additional Minimum Essential Coverage (MEC) offerings
- Continue expansion of State approvals for our GAP products
- Introduce our refreshed PanaMed product offering
- Launch our Trucking Administrative Platform solution
- Execute on strategic initiatives to support the GIG marketplace



# Leãders Leveraging the Power of Momentum

# 8.



Leveraging the power of momentum, PALIG leaders transform inspiration into an idea, an idea into a shared vision, and vision into successful action. This force fosters a culture of innovation and collaboration that propels the company. PALIG's leaders have a clear vision for the Group's future, and they uphold the company's values with a collective dedication to the PALIG mission.

Whether forging strategic partnerships, seizing opportunities, prioritizing customer needs, driving product innovation and service excellence, mitigating risks, or sustaining momentum during challenging times, PALIG's leadership team powers the momentum that fuels the company's purpose and progress.

## Senior Management Committee



**Mr. José S. Suquet**  
Chairman of the Board and CEO



**Mr. Robert DiCianni**  
President – Global Benefits



**Mr. Steven Friedman**  
President - Finance and Investments and CFO



**Mr. Bruce Parker**  
President – Global Life



**Ms. Geri Gaughan**  
President & Chief Operating Officer Mutual Trust Life Solutions



**Mr. Daniel Costello**  
Executive Vice President – International Markets



**Mr. Frank Recio**  
Executive Vice President – Operations and Technology



**Mr. Carlos Aldana**  
Senior Vice President – Corporate Finance



**Ms. Lisa Baudot**  
Senior Vice President –  
Investments



**Mr. Jose Corrada**  
Senior Vice President -  
General Counsel and  
Corporate Secretary



**Mr. Bryan Scofield**  
Senior Vice President  
- Human Resources



**Mr. Iván Vergara**  
Senior Vice President –  
Chief Technology Officer



**Mr. Selig Ehrlich,**  
FSA, MAAA  
Chief Actuary and  
Risk Officer



**Mr. Luke Cosme**  
Senior Vice President-  
Sales and Marketing-  
Mutual Trust Life Solutions



**Mr. Floriano Alencar**  
Vice President -  
Private Client Life  
Sales and Operations



**Ms. Paola Corrada**  
Vice President - Chief  
Compliance Officer



**Mr. Paul Engeriser**  
Vice President -  
Corporate Actuary



**Mr. Alywin Fruge**  
Vice President -  
Internal Audit



**Mr. Mark Jollands**  
Vice President – U.S.  
Group Operations



**Ms. Jennifer Lafleur**  
Vice President –  
U.S. Group



**Mr. Grant Martindale**  
Vice President – Chief  
Underwriter International Life



**Ms. Rosalina Miranda**  
Vice President – Regional  
Health Operations



**Mr. Álvaro Muñoz**  
Vice President – Financial  
Reporting, Controller



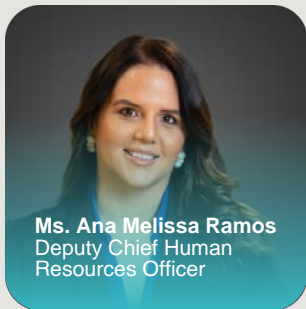
**Ms. Renee Parkins**  
Vice President - Corporate  
Administration



**Mr. Rafael Pelaez**  
Vice President - Chief  
Information Security Officer



**Mr. Alfredo Ramírez**  
Vice President – Regional  
Country Management



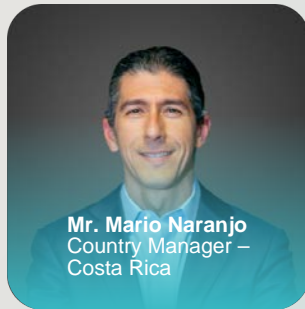
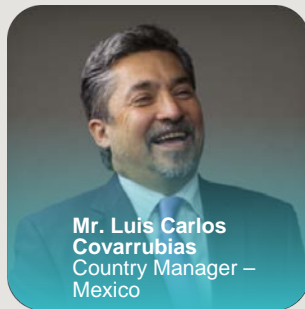
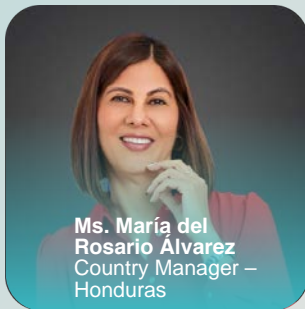
**Ms. Ana Melissa Ramos**  
Deputy Chief Human  
Resources Officer



**Ms. Marta C. Reeves**  
Vice President -  
Corporate Marketing



## International Leadership



# Board of Directors



*From left to right: Stephen Batza, Carlos Mickan, Sandra K. Johnson, José Suquet, Suzanne T. Mestayer, William H. Hines, Patrick J. Quinlan, Carlos Palomares. Seated from left to right: José Antonio Villamil, Jerry Carlisle.*

**Mr. Stephen Batza**

Member of the Board since November 2015

**Mr. Jerry Carlisle**

Member of the Board since February 2013  
Chair – Organization & Compensation Committee

**Mr. William H. Hines**

Member of the Board since January 2023

**Dr. Sandra K. Johnson**

Member of the Board since June 2023

**Ms. Suzanne T. Mestayer**

Member of the Board since November 2017

**Mr. Carlos Mickan**

Member of the Board since July 2014  
Chair – Audit Committee

**Mr. Carlos Palomares**

Member of the Board since October 2007  
Chair - Finance Committee

**Dr. Patrick J. Quinlan**

Member of the Board since November 2011  
Lead Director

**Mr. José S. Suquet**

Member of the Board since October 2004

**Dr. José Antonio Villamil**

Member of the Board since November 2010  
Chair – Nominating & Governance Committee

# Momentum Marked by Remarkable Leaders

In 2023 PALIG welcomed two new Board Members, William “Bill” Hines in January and Dr. Sandra K. Johnson in June.



**Mr. Hines** is managing partner of Jones Walker, among the largest 135 law firms in the U.S. He is actively involved in the business, cultural, civic, and charitable communities in the New Orleans region.



**Dr. Johnson** is the Founder & CEO of SKJ Visioneering, a technology consulting company based in North Carolina. She is also a director on the Board of Directors for Regional Management Corporation.

These inspirational leaders are an asset to the PALIG Board, bringing extensive experience, innovative thinking, purpose-driven focus, and expert guidance to continue executing on the company’s growth strategy and preparing PALIG for the future.

# Financiâl Statements

# 9.

## SUMMARY OF OPERATIONS

Pan-American Life Mutual Holding Company  
As of December 31, 2023, 2022, and 2021

\$(000)

2023 reflects unaudited financials 2022, 2021 reflects audited financials.

Revenues	2023	2022	2021
Premiums	871,488	842,411	826,206
Policy and contract fees	150,450	124,668	109,601
Net investment income	282,758	254,997	260,948
Other revenues	5,815	6,509	7,665
<b>TOTAL REVENUES</b>	<b>1,310,512</b>	<b>1,228,585</b>	<b>1,204,420</b>
Benefits and Expenses	2023	2022	2021
Policyholder benefits and interest credited	778,912	755,404	781,397
Underwriting, acquisition, insurance and other expenses	413,597	361,931	341,551
Amortization of deferred policy acquisition costs	40,850	43,452	38,724
<b>TOTAL BENEFITS AND EXPENSES</b>	<b>1,233,358</b>	<b>1,160,787</b>	<b>1,161,672</b>
Income from operations before taxes and noncontrolling interest	77,154	67,798	42,748
(Loss) income from discontinued operations net of tax	(2,204)	(28,209)	(4,247)
Net realized investment (losses) gains and unrealized losses on equity securities	1,990	(9,925)	18,485
Income tax expense	8,000	10,949	8,967
Income after taxes and before noncontrolling interest	68,940	18,715	48,019
Noncontrolling interest in income	-	11	22
<b>Net Income</b>	<b>68,940</b>	<b>18,704</b>	<b>47,997</b>

# BALANCE SHEET

Pan-American Life Mutual Holding Company

As of December 31, 2023, 2022, and 2021

2023 reflects unaudited financials 2022, 2021 reflects audited financials.



\$(000)

Assets	2023	2022	2021
Cash and invested assets	5,426,716	5,170,860	5,943,645
Deferred policy acquisition costs	444,813	448,544	244,876
Other assets	888,333	765,814	677,552
<b>TOTAL ASSETS</b>	<b>6,759,862</b>	<b>6,385,218</b>	<b>6,866,073</b>
Liabilities and Equity	2023	2022	2021
Future policy benefits and claims	2,807,575	2,784,293	2,719,156
Policyholder account balances and funds	2,312,695	2,138,324	2,296,590
Other liabilities	535,425	438,973	471,809
<b>TOTAL LIABILITIES</b>	<b>5,655,696</b>	<b>5,361,590</b>	<b>5,487,555</b>
Equity	2023	2022	2021
Non controlling interests in subsidiaries	(7)	(7)	4
Unassigned equity	1,332,316	1,279,482	1,260,778
Accumulated other comprehensive (loss) income	(228,143)	(255,847)	117,736
<b>TOTAL EQUITY</b>	<b>1,104,166</b>	<b>1,023,628</b>	<b>1,378,518</b>
<b>Total Liabilities and Equity</b>	<b>6,759,862</b>	<b>6,385,218</b>	<b>6,866,073</b>



## Total Equity

1,379 1,024 1,104



2021

2022

2023

(GAAP in millions of \$)

Total GAAP Equity increased 8% during 2023 as a result of Net Income growth as well as an increase in the fair value of investment portfolio.

## Revenue

1,204 1,229 1,311



2021

2022

2023

(GAAP in millions of \$)

The 7% growth in revenues during 2023 is the result of premium growth as well as higher Net Investment Income.

## Pre-tax Operating Income

42.7 67.8 77.2



2021

2022

2023

(GAAP in millions of \$)

Pre-tax operating income in 2023 increased 14% due to higher Net Investment Income as well as improved mortality / morbidity, the latter benefitting from continued reductions in COVID-19 experience.

## Net Income

48.0 18.7 68.9



2021

2022

2023

(GAAP in millions of \$)

Net income grew 269% from 2022 to 2023 due to stronger operating earnings, increases in fair value of equity securities, as well as the non-recurrence of Hola Doctor liquidation charges that lowered Net income in 2022.

# Momentum and Motivation

# 10.

Our momentum in 2023 fueled our success across regions, lines of businesses and portfolios. To our relentless leaders who inspired momentum among their teams and ensured it was directed to meet goals and exceed expectations.

# THANK YOU



To our dedicated colleagues who energized and elevated our work, took action, and kept the momentum going.

# THANK YOU

To our agents, brokers and business partners who worked together with our teams across the Americas to amplify our momentum.

# THANK YOU

Your collective efforts ignite, sustain and increase our powerful momentum.

# The Power Of Momentum

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