MetLife, Inc. is a leading global provider of insurance, annuities, employee benefits and asset management, serving approximately 100 million customers and more than 90 of the top one hundred FORTUNE 500® companies.

Through its subsidiaries and affiliates, MetLife has operations in more than 40 countries and holds leading market positions in the United States, Japan, Latin America, Asia, Europe and the Middle East.
Message from the Chairman, President and CEO

Great companies survive and thrive by continually adapting to the world around them. MetLife grew to be one of the world’s greatest insurance companies over the last 149 years by evolving to meet the changing needs of our customers.

In 2016, we took a series of bold steps to transform MetLife and position the company for success in a variety of economic environments. The most important of these was the launch of our refreshed corporate strategy, which deepens our commitment to creating value by building on our competitive advantages.

We moved forward on other fronts as well. We prepared to separate our U.S. Retail business by creating a new company called Brighthouse Financial that will focus on selling life insurance and annuities to individuals in the United States. We also sold our U.S. agent force to MassMutual. Step by step, we are transforming MetLife into a simpler, more focused and nimble company.

As we reinvent how we do business, we’re paying close attention to the expectations of all our stakeholders — customers, shareholders, employees and communities. We’re committed to operating responsibly and generating positive global impact. Our efforts were recognized last year by MetLife’s inclusion in the Dow Jones Sustainability North America Index, one of the most prominent corporate sustainability benchmarks.

Our other notable achievements during the year included:

• Growing our portfolio of impact investments — such as renewable energy, affordable housing, infrastructure, and municipal bonds — to more than $36 billion.
• Winning a Climate Leadership Award from the U.S. Environmental Protection Agency for our ambitious greenhouse gas reductions goals and achieving our goal of becoming carbon neutral by the end of 2016.
• Earning a grade of “A minus” from CDP (formerly the Carbon Disclosure Project) for reporting and management of climate issues. This rating places MetLife in CDP’s top quartile “Leadership” category among financial services providers.
• Joining the first-ever Bloomberg Financial Services Gender-Equality Index.
• Having one of the most diverse corporate boards of any company in the Fortune 500, as recognized by Deloitte and the Alliance for Board Diversity.
• Awarded recognition for “An Outstanding Customer Service Experience” from J.D. Power Certified Contact Center ProgramSM for how our institutional retirement business handles customer calls.
• Opening a state-of-the-art investments headquarters in Whippany, New Jersey, that demonstrates our commitment to creating healthy and productive workspaces for all employees.

In addition, MetLife and MetLife Foundation made $48 million in grants, including $30 million for financial inclusion efforts that help low-income individuals and families get access to safe and affordable financial products and services.

I am confident MetLife will continue to generate positive global impacts as we move forward with our transformation and strive to build a more sustainable future for all of our stakeholders.

Steven A. Kandarian
Chairman of the Board, President and Chief Executive Officer

MetLife, Inc.

Creating Value: Investing in Communities

• $26.2 billion in impact-related infrastructure, including $16.0 billion in municipal bonds that help support affordable housing, education and health needs; $9.3 billion to provide essential services such as airports, roads and ports, and $900 million* in renewable energy infrastructure.
• $9.7 billion in green investments, including ownership stakes in 37 wind and solar farms, 56 LEED-certified properties and $2.6 billion in renewable energy projects.
• $1.8 billion in investments that directly support community needs and housing for low-income families.

Ensuring Stability: Risk Management & Governance

• Obtained listing on the Dow Jones Sustainability North America Index — (DJSI) for the first time. DJSI is a widely recognized standard for corporate responsibility that tracks leading sustainability-driven companies. MetLife is one of only eight insurers in North America to appear on the index.
• Recognition from Deloitte and the Alliance for Board Diversity for having one of the most diverse boards of any company in the Fortune 500. As of Dec. 31, 2016, 31 percent of Board members were women, and 23 percent were ethnically or racially diverse.
• Named to the first-ever Bloomberg Financial Services Gender Equality Index, reflecting commitment to gender equality across our operations.
• Strengthened oversight of global compliance risks by implementing a new risk hierarchy that offers more accurate risk assessment information for senior compliance and business leadership teams.

A Trusted Partner: Meeting Customer Needs

• Paid more than $48 billion in claims to policyholders.
• Expanded stakeholder engagement with consumers: Gathered insights from more than 65,000 customers and potential customers around the world.
• Implemented a suite of four Net Promoter Score programs to measure satisfaction across different stakeholder interactions.
• Earned recognition for “An Outstanding Customer Service Experience” from J.D. Power Certified Contact Center ProgramSM for the Live Phone Channel in MetLife’s Retirement & Income Solutions Contact Center.

*$26.2 billion in renewable energy projects includes the $900 million referenced in renewable energy infrastructure.
In 2015, MetLife set goals that relate to interactions with employees, customers, suppliers, communities and the environment. This is our first report on progress toward these goals. We plan to report on progress every year, as we strive to make a global impact.

Our Global Impact Goals

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Risk Management and Ethics Goals</strong></td>
<td></td>
</tr>
<tr>
<td>Ensure a strong risk culture by encouraging all employees to complete Three Lines of Defense risk management training.</td>
<td>On target. As of Dec. 31, 2016, 98 percent of employees had completed the training.</td>
</tr>
<tr>
<td>Manage risks within our approved risk appetite statements.</td>
<td>On target. Our risk appetite statements enable management and the Board to understand, measure and manage risks. Risk appetite statements are reviewed annually.</td>
</tr>
<tr>
<td><strong>Customer Goals</strong></td>
<td></td>
</tr>
<tr>
<td>Implement a suite of Net Promoter Score (NPS) programs to measure satisfaction across different types of stakeholder interactions.</td>
<td>Achieved. In 2016, MetLife implemented the NPS 360 program, which includes four types of NPS studies.</td>
</tr>
<tr>
<td><strong>Employee Goals</strong></td>
<td></td>
</tr>
<tr>
<td>Create a unified culture of health throughout the enterprise, with wellness programming in every country.</td>
<td>On target. We implemented various programs, including more than 200 Wellness for Life activities in 44 countries, the Global Corporate Challenge health and well-being initiative in EMEA, rebranding of global wellness programs and broadening of messaging for employees.</td>
</tr>
<tr>
<td>Ensure all MetLife employees are thinking about their health and have access to plans and programs that are locally relevant and impactful.</td>
<td>On target. Two global initiatives shared messages about health, and programs in 43 countries provided opportunities to practice healthy behaviors and receive services such as vaccinations and screenings.</td>
</tr>
<tr>
<td><strong>Supplier Diversity Goals</strong></td>
<td></td>
</tr>
<tr>
<td>Achieve 10 percent growth in diverse suppliers year over year through 2020.</td>
<td>On target. In 2016, we engaged with 16 percent more diverse suppliers. Overall company spend with diverse suppliers was 10.6 percent.</td>
</tr>
<tr>
<td>Strive to attain 100 percent of all sourcing initiatives to include a diverse supplier.</td>
<td>On target. In 2016, 90 percent of MetLife’s requests for proposals included at least one diverse supplier.</td>
</tr>
<tr>
<td>Implement a diverse supplier mentorship program to achieve 15 percent program growth by 2020.</td>
<td>On target. Implemented diverse supplier mentorship program in 2016 that resulted in 40 percent of participants selected as suppliers. On target to meet or exceed goal by 2020.</td>
</tr>
<tr>
<td><strong>MetLife Foundation Goals</strong></td>
<td></td>
</tr>
<tr>
<td>Commit $200 million over five years (from a 2013 baseline) to ensure that more people across the globe have access to the quality financial services they need to build better lives.</td>
<td>On target. By the end of 2016, we had committed more than $123 million towards our $200 million goal.</td>
</tr>
<tr>
<td><strong>Environmental Goals</strong></td>
<td></td>
</tr>
<tr>
<td>By 2020, reduce energy consumption across the company’s global footprint by 10 percent (from a 2012 baseline).</td>
<td>On target. MetLife continues to drive energy reductions through capital improvement projects and facility upgrades.</td>
</tr>
<tr>
<td>By 2020, reduce location-based carbon emissions by 10 percent (from a 2012 baseline).</td>
<td>On target, through energy efficiency projects, workspace best practices, real estate consolidation and use of collaboration tools to reduce workplace travel.</td>
</tr>
<tr>
<td>By 2020, require 100 of MetLife’s top suppliers to disclose their greenhouse gas (GHG) emissions and emissions reduction activities.</td>
<td>On target. In 2016, MetLife worked with 70 suppliers, including some international suppliers for the first time, to disclose their GHG emissions reduction activities through the CDP questionnaire, and we will continue to work with them to reach our environmental goals together.</td>
</tr>
</tbody>
</table>

*For a more detailed description of our progress, please read our full report, available at metlifeglobalimpact.com.
Ensuring Stability

Risk Management & Governance

MetLife’s culture of risk management, ethics and integrity are woven into the fabric of the organization — which means employees at all levels and in all departments take responsibility.

We continuously evaluate and refine our risk management and ethics practices to ensure they align with our company strategy.

We apply rigorous risk management controls to protect our customers’ assets and deliver on our promises decades into the future.

This approach allows our customers to trust us to take on risk so they don’t have to.

How do we bring ethics to life?

MetLife’s focus on ethics and integrity is evident from day one of each employee’s experience. One of the first things we ask team members to do is read our Code of Conduct and complete training on topics such as the Code of Conduct, risk management, anti-money-laundering and information technology security.

As a follow-up to our 2015 Global Ethics Assessment, we launched an ongoing campaign to raise ethics awareness and encourage employees to voice concerns. We also created the “Ethical Way Compass,” a toolkit intended to encourage dialogue between employees and management about ethical dilemmas in the workplace.

How does MetLife manage risk?

We have a robust risk management framework in place. Our Global Chief Risk Officer and regional risk management officers around the world implement governance processes and policies, while forecasting and responding to local and regional risks.

Employees are at the heart of our risk management approach. We focus on training, not just for managers and risk officers, but for every employee, so that they can help us identify, manage and mitigate risk. Our “Three Lines of Defense” framework puts employees on the front lines of managing risks as an integral part of their day-to-day work.

MetLife Code of Conduct

Our expectations for appropriate business conduct and ethical decision-making are clearly defined in MetLife’s Code of Conduct. The Code, which is available in more than 20 languages, is a guide for every MetLife employee. It reflects our core values and provides clear guidelines for holding ourselves to the highest standards of ethical behavior.

Managing risk

MetLife’s Board of Directors reviews and approves our “Enterprise Risk Appetite Statement” every year. This document describes how we decide which risks are acceptable and which we should avoid.

MetLife’s Global Chief Risk Officer also presents a risk dashboard to the Board’s Finance and Risk Committee at each of its six meetings a year.

“Our business thrives on trust — the trust our customers place in our products, our financial strength and our people.”

— MetLife Code of Conduct

SUSTAINABLE DEVELOPMENT GOAL 10

Reduce inequality within and among countries.
Target: MetLife’s thought leadership on policy issues supports SDG Target 10.5: improving the regulation of global financial markets.

SUSTAINABLE DEVELOPMENT GOAL 16

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. MetLife’s programs to maintain our ethical culture support SDG Target 16.5: developing accountable and transparent institutions.
How do we meet our obligations for the long term?

MetLife’s investment portfolio includes securities and privately originated assets. We invest in assets offering competitive, risk-adjusted returns that help ensure we can honor our financial promises. Asset allocations reflect the mix of liabilities in MetLife’s global businesses.

More than 800 investment professionals work hard every day to position our global portfolio of managed assets for the future while taking advantage of today’s opportunities. We carefully assess the risks and benefits presented by each investment, including relevant environmental, social, economic and governance factors.

Investing for impact

We define impact investments as those that generate social and/or environmental benefits while also providing economic returns. Our impact investments include community and affordable housing investments, green investments, infrastructure investments and municipal bonds. For example, MetLife is a longtime investor in affordable rental housing for low-income households in the United States. These investments are facilitated by the federal Low Income Housing Tax Credit under Section 42 of the U.S. tax code. The high-quality rental housing created through these investments is affordable to households earning less than 60 percent of an area’s median income.

MetLife has $26.2 billion in community impact infrastructure investments (out of our $44 billion infrastructure investment total) that help support affordable housing, education and health needs; provide essential services such as airports, roads and ports; and develop renewable energy.

Community investments of $1.8 billion include affordable housing, community facilities and other transactions that serve low-income people and communities.

MetLife Foundation

Reducing retirement risks in Latin America

With support from MetLife Foundation, a nonprofit called ideas42 is partnering with financial institutions to analyze how people decide to take advantage of financial solutions such as retirement planning. In Latin America, ideas42 found that people can’t visualize what their lives will look like after they stop working, are rarely prompted to think about their retirement and prioritize short- over long-term goals. In response, ideas42 designed tactics to increase retirement savings, such as automatic bank account deductions, individualized goal-setting exercises and public awareness campaigns.
Meeting Customer Needs

At MetLife, we serve our customers by listening closely and shaping our products and services to fulfill their needs. Our customers’ expectations are rapidly evolving, and we are responding by simplifying solutions, digitizing our business, sharing expertise and strengthening our customer service organization.

**How do we listen to customers?**

In 2015 and 2016, we embarked on a massive effort to listen to the perspectives of our customers and potential customers. We gathered quantitative information from over 58,000 individuals about their relationship with MetLife and how we are performing compared to competitors. And we had conversations in countries as diverse as Chile, China, Japan, Korea, Mexico, Poland, United Arab Emirates and the United States — to hear what these people had to say about their hopes, frustrations and unmet needs. Throughout this process, we got to know our customers well. Our focus now is on translating what we learned into new directions for business and product development.

**We heard that customers want...**

- A simple, easy way to interact with our products and services.
- To feel that we are on their side and have their best interests at heart.
- Expert guidance to help navigate life’s critical moments.
- Flexible coverage that meets their needs at different life stages.
- Sharing our expertise about employee benefits

MetLife’s Global Employee Benefits business has a presence in more than 40 countries, with a strong reputation as a leader in understanding the value of employee benefits. Our deep knowledge in this area is built upon years of studying socioeconomic trends, customer feedback and, more recently, data analytics. Our annual Employee Benefits Trends Study is just one example of how we use insights to help businesses succeed by tailoring employee benefits solutions to the unique needs of their workforce.

**MetLife’s digital transformation**

MetLife makes significant investments each year in digital technologies to redefine the customer experience and pursue innovation that will reshape the industry. For example, MyDirect, a first-of-its-kind digital solution, is making it easier for customers in the United States to apply for and manage auto policies. A simplified and responsive metlife.com is increasing customer engagement. And in Japan, we are changing the agent-customer experience and streamlining operations with eMirai, an industry-leading sales solution.

**Providing access to insurance**

MetLife tries to find innovative solutions to provide financial services to people no matter where they live. In Colombia, for example, many people have no access to insurance to protect their health, family, businesses and possessions. We saw this gap and partnered with a local utility to distribute insurance. More than 630,000 people have now enrolled in various types of insurance from MetLife, which they pay for through their utility bills.

**SUSTAINABLE DEVELOPMENT GOAL 8**

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all at all ages.

**SUSTAINABLE DEVELOPMENT GOAL 3**

Ensure healthy lives and promote well-being for all at all ages.
In 2016, J.D. Power recognized MetLife’s Retirement & Income Solutions Contact Center for providing “An Outstanding Customer Service Experience” in our Live Phone Channel. As part of its evaluation, J.D. Power conducted a detailed audit of more than 100 practices.

MetLife’s Customer Solutions Center (CSC) handles about 30 million calls per year. The CSC has 2,200 customer service representatives and sales agents dedicated to providing the best possible experience to our customers.

Note: Retirement & Income Solutions was called Corporate Benefit Funding at the time of award.

Mobile financial services in Nepal

Globally, many people who don’t have bank accounts do have mobile phones. MetLife Foundation saw this as an opportunity in Nepal, where a $250,000 grant helped launch branchless, mobile financial services. This program — Mobile Money for the Poor, developed by the United Nations Capital Development Fund and supported by MetLife Foundation — allows people to save for the future and access credit without having to travel to a bank branch.

Purchasing MetLife products directly

In some of our markets, customers can now buy products and services online directly from MetLife, rather than through an advisor.

In China, a potential customer can visit our website and select the profile of someone like herself or himself to identify products and services that match her or his needs.

World-class customer service

Our commitment to customers goes beyond developing products. We’re also focused on providing the best possible customer service experience. Our Customer Solutions Center helps customers every day of the year, often at the most trying times in their lives. How we interact with them during those moments of truth is something they remember for a very long time.

In 2016, J.D. Power recognized MetLife’s Retirement & Income Solutions Contact Center for providing “An Outstanding Customer Service Experience” in our Live Phone Channel. As part of its evaluation, J.D. Power conducted a detailed audit of more than 100 practices.
Empowering Employees

One Global Team

Our global team of approximately 58,000 employees across more than 40 countries helps our customers navigate life’s journey in many regions and cultures. In turn, we help our employees grow and thrive by providing training and development, emphasizing health and wellness, and promoting diversity and inclusion.

Creating a culture of wellness

Light, space, healthy food options, exercise opportunities — MetLife considers these to be basic elements of a culture of workplace wellness. Over the past few years, we’ve focused on bringing these design elements to our newly constructed and existing offices. Some of our newest facilities offer sit-stand desks, treadmill workstations and outdoor walking trails.

We also offer employees online resources — including webinars and articles — on topics such as parenting, aging and personal growth. In 2016, our global wellness program rolled out two enterprise-wide wellness campaigns. The Eat, Move, Sleep campaign challenged employees to eat healthy foods, move often and get plenty of rest, and the Prevention Toolkit offered resiliency tools to help manage their health.

What career development opportunities are available to employees?

In our most recent organizational health survey, many employees identified greater career growth and empowerment as a priority. In response, we have continued to expand internal tools and training to provide a self-directed career experience:

• Our One People Place online platform allows employees to register for training courses, create learning plans, view job openings and access information.

• The MetLife MyLearning portal delivers an array of online resources — employees can sharpen their financial skills, engage in language study and pursue training on other topics.

• Employees can participate in comprehensive training, such as the MetLife Technical University International Rotation Program. This hands-on, eight-week experience based in Cary, North Carolina, builds business skills and increases understanding of how to put operational excellence into practice.

The annual performance review process includes a career goals discussion. Employees are strongly encouraged to actively engage in setting their optimal career path and to collaborate with their managers to make it happen.

SUSTAINABLE DEVELOPMENT GOAL 3

Ensure healthy lives and promote well-being for all at all ages.

MetLife’s employee wellness efforts support SDG Target 3.8: achieving universal health coverage, financial protection and access to healthcare services for all.

SUSTAINABLE DEVELOPMENT GOAL 5

Achieve gender equality and empower all women and girls.

MetLife’s Global Women’s Initiative supports SDG Target 5.5: ensuring opportunities for women’s participation in leadership.

A journey of 1.5 billion steps

Employees from MetLife’s Europe, Middle East and Africa offices took 1.5 billion steps over 100 days in 2016 as part of a multi-company wellness initiative called the Global Corporate Challenge.

Promoting Motivational Leadership

In 2016, we deployed an upward feedback tool for all managers with three or more direct reports. Managers use their employees’ feedback to set goals in their personal development plans.

Employee Wellness

Light, space, healthy food options, exercise opportunities — MetLife considers these to be basic elements of a culture of workplace wellness. Over the past few years, we’ve focused on bringing these design elements to our newly constructed and existing offices. Some of our newest facilities offer sit-stand desks, treadmill workstations and outdoor walking trails.

We also offer employees online resources — including webinars and articles — on topics such as parenting, aging and personal growth. In 2016, our global wellness program rolled out two enterprise-wide wellness campaigns. The Eat, Move, Sleep campaign challenged employees to eat healthy foods, move often and get plenty of rest, and the Prevention Toolkit offered resiliency tools to help manage their health.

What career development opportunities are available to employees?

In our most recent organizational health survey, many employees identified greater career growth and empowerment as a priority. In response, we have continued to expand internal tools and training to provide a self-directed career experience:

• Our One People Place online platform allows employees to register for training courses, create learning plans, view job openings and access information.

• The MetLife MyLearning portal delivers an array of online resources — employees can sharpen their financial skills, engage in language study and pursue training on other topics.

• Employees can participate in comprehensive training, such as the MetLife Technical University International Rotation Program. This hands-on, eight-week experience based in Cary, North Carolina, builds business skills and increases understanding of how to put operational excellence into practice.

The annual performance review process includes a career goals discussion. Employees are strongly encouraged to actively engage in setting their optimal career path and to collaborate with their managers to make it happen.

A journey of 1.5 billion steps

Employees from MetLife’s Europe, Middle East and Africa offices took 1.5 billion steps over 100 days in 2016 as part of a multi-company wellness initiative called the Global Corporate Challenge.

Promoting Motivational Leadership

In 2016, we deployed an upward feedback tool for all managers with three or more direct reports. Managers use their employees’ feedback to set goals in their personal development plans.
Promoting diversity and inclusion

We work hard to foster an inclusive working environment. When employees walk through the doors of any of our workplaces, they are valued for all aspects of who they are as individuals. Diverse teams generate more innovative ideas, and people who feel included are more productive and enjoy their work.

A key part of embedding a mindset of diversity and inclusion is to set the tone from the top, so it is important that our leaders have the skills to create an inclusive environment. When we established our global D&I strategy in 2012, we launched the Global Diversity and Inclusion Council — chaired by MetLife’s CEO — to sustain our efforts for the long term across all regions.

We’ve since successfully implemented numerous D&I programs and offer many ways for all employees to thrive. Some examples from 2016 include:

- MetLife’s Fourth Annual Global Women’s Leadership Forum featured thought leaders from diverse backgrounds and experiences who have faced challenges and change in their careers and found solutions for success. We hosted the event via a live video stream to allow a wide audience to access the content.
- Asia Women’s Talent Program, a six-month program for women in Asia that includes cross-functional career development, mentoring and networking.
- U.S. Business Leadership Development Program, a three-year rotational program, introduces future leaders to various areas of MetLife’s business.
- MetLife Diverse Abilities, one of our diversity business resource networks, now has more than 800 members across 53 locations.
- Military Veterans Network (MVET), one of our employee-led Diversity Business Resource Networks, has nearly 20 chapters and supports military veterans both inside and outside of MetLife. In 2016, MetLife was honored as a Military Friendly® Employer and Military Friendly Spouse Employer by G.I. Jobs magazine.

MetLife Foundation

MetLife employees volunteered more than 90,000 hours in 2016

MetLife’s global workforce volunteers thousands of hours each year — more than 90,000 in 2016, up by more than 25 percent from last year — to service in the communities where we work. One of the ways we do this is through our long partnership with Taproot, which gives MetLife employees the chance to use their professional skills — in management, marketing, accounting and other areas — for the public good.

In 2016, we deepened our relationship with Taproot to provide management consulting to Grameen America, a leader in financial inclusion for low-income female entrepreneurs. Our volunteer team helped Grameen apply lean management principles to increase productivity while maintaining high-quality customer service.

LifeChanger: Partnering to improve financial well-being

Partnering with Junior Achievement, 862 volunteers from across EMEA visited 635 schools and colleges and delivered personal finance, work readiness and entrepreneurship programs to 28,257 students of all ages.
Delivering Positive Impact

Our Climate Leadership

MetLife has long focused on reducing the company’s environmental footprint and ensuring a healthy planet for generations to come. Put simply, we’re working to create a positive impact for every one of our customers, employees and community members around the world. As part of this mission, we are taking aggressive action on climate change and, in December 2016, became the first carbon-neutral U.S.-based insurer.

In 2016, MetLife became the first U.S.-based insurer to become carbon neutral. We will remain carbon neutral going forward.

How did we achieve carbon neutrality?

Being carbon neutral means eliminating, or offsetting, all greenhouse gas (GHG) emissions from our operations, including our global office portfolio, business travel and Auto & Home vehicle fleet.

We reduced our emissions by searching for energy efficiencies, changing employee behaviors, purchasing renewable power, embracing sustainable technologies and choosing environmentally friendly products and services from our suppliers. We also implemented facility upgrades and capital projects to reduce energy consumption. Examples included installing Light Emitting Diode (LED) lighting, chiller and boiler replacements, demand metering and occupancy and daylight sensors.

Some GHG emissions, however, are difficult to eliminate — for example, some employee travel will always be necessary. We offset these emissions by supporting low-carbon sustainable development projects that reduce emissions and deliver other benefits to communities and countries where MetLife operates around the world. We also buy renewable energy credits associated with electricity generated through wind, solar or hydropower.

Sustainability recognition

2016 EPA Climate Leadership Award for setting significant greenhouse gas emissions reduction goals

Placement on the 2016 Dow Jones Sustainability North America Index one of the most prominent corporate sustainability benchmarks

A- on the 2016 CDP Climate Change Investor Report, a leading score among U.S.-based insurance companies

MetLife’s green investments

$2.6 billion invested in renewable energy projects

Ownership stakes in 37 wind and solar farms that produce enough clean energy to power about 1.3 million homes

Ownership in 56 Leadership in Energy and Environmental Design (LEED)-certified properties
Mobilizing employees for change
MetLife’s employees support our mission to create a net positive impact by taking action to protect our planet at work, at home and in our communities.

In 2016 alone, more than 8,000 employees around the globe participated in Our Green Impact — MetLife’s environmental engagement program — by serving on office green teams, volunteering or engaging in other environmental awareness programs organized by MetLife.

2016 MetLife EcoChallenge
Our signature event — the 2016 MetLife EcoChallenge — showed us how big our impact can be when we all pitch in. More than 1,200 employees from 22 countries participated in this two-week competition designed to change unsustainable daily behaviors. Teams earned points for completing eco-friendly actions — such as biking to work, eating meatless meals and saving water by turning off the tap — and shared progress via blog posts and pictures on the online EcoChallenge platform.

We were excited to see the powerful impact our employees made, as well as the enthusiastic participation around the globe. Together, teams saved over 8,000 pounds of greenhouse gas emissions in two weeks, and 99 percent of employees who responded to a survey said they intend to make these new habits part of their everyday lives.

Through opportunities offered by Our Green Impact, we expect that our employees will continue to drive environmental stewardship and spread MetLife’s positive impact throughout our workplaces, homes and communities around the world.

“...ended but I will continue and make this an everyday challenge until it is just a part of my normal routine. This has been very uplifting and informative. Just the amount of water I was wasting alone was important for me to learn. Thank you for turning a challenge into a lifestyle.”
— MetLife EcoChallenge participant

Supporting low-carbon sustainable development projects
MetLife purchases offsets from six projects around the world that reduce greenhouse gas emissions and support other sustainable development goals such as providing access to clean water, protecting biodiversity and creating jobs.

Parks, playgrounds and open spaces are important building blocks for healthy communities. MetLife Foundation has partnered with the Trust for Public Land (TPL) since 1996 to bring these spaces to lower-income neighborhoods in more than a dozen U.S. cities. MetLife Foundation has provided more than $6.1 million in grants, and MetLife and MetLife Foundation have also made $9 million of social investments in TPL initiatives to create parks, exercise areas and playgrounds.


MetLife EcoChallenge Collective Impact — Small actions add up to real change

- 38,885 gallons of water conserved
- 3,993 disposable cups saved from landfills
- 912 meatless meals enjoyed
- 265 zero waste meals prepared
- 657 hours of indoor time converted to outdoor time
- 553 light bulbs replaced with energy-efficient bulbs
- 39,412 minutes spent outside annually
- $7,735 saved on electricity annually
# Performance Data

We have prepared our 2016 disclosures in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standard: Core option.

The GRI Standards provide a globally recognized framework for companies to measure and communicate their environmental, economic, social and governance performance. By adhering to this framework, we communicate in a common language with companies and organizations around the world.

For more about our disclosures, including the GRI Index, please see our full report at www.metlifeglobalimpact.com.

## MetLife 2016 Performance Data

### OPERATIONAL DATA

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>898,764</td>
<td>877,933</td>
<td>902,337</td>
<td>885,296</td>
<td>836,781</td>
</tr>
<tr>
<td>Total Investments</td>
<td>500,383</td>
<td>496,459</td>
<td>505,995</td>
<td>488,779</td>
<td>517,052</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>831,284</td>
<td>809,437</td>
<td>829,678</td>
<td>822,313</td>
<td>771,823</td>
</tr>
<tr>
<td>Shareholders' Equity</td>
<td>67,480</td>
<td>68,419</td>
<td>72,560</td>
<td>62,096</td>
<td>64,837</td>
</tr>
<tr>
<td>Retained Earnings</td>
<td>34,480</td>
<td>35,519</td>
<td>32,020</td>
<td>27,332</td>
<td>25,205</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>63,476</td>
<td>69,951</td>
<td>73,316</td>
<td>68,199</td>
<td>68,150</td>
</tr>
<tr>
<td>Premiums</td>
<td>39,153</td>
<td>38,545</td>
<td>39,067</td>
<td>37,674</td>
<td>37,975</td>
</tr>
<tr>
<td>Net Investment Income</td>
<td>19,947</td>
<td>19,281</td>
<td>21,153</td>
<td>22,232</td>
<td>21,984</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>63,671</td>
<td>62,481</td>
<td>64,512</td>
<td>64,174</td>
<td>66,708</td>
</tr>
<tr>
<td>Policyholder Benefits and Claims</td>
<td>40,804</td>
<td>38,714</td>
<td>39,067</td>
<td>37,674</td>
<td>37,975</td>
</tr>
<tr>
<td>Provision for Income Tax Expense</td>
<td>(999)</td>
<td>2,148</td>
<td>2,465</td>
<td>661</td>
<td>128</td>
</tr>
<tr>
<td>Net Income</td>
<td>804</td>
<td>5,322</td>
<td>6,339</td>
<td>3,391</td>
<td>1,362</td>
</tr>
<tr>
<td>Dividends on Common Stock</td>
<td>1,756</td>
<td>1,653</td>
<td>1,499</td>
<td>1,119</td>
<td>811</td>
</tr>
<tr>
<td>Earnings Per Share ($)</td>
<td>0.63</td>
<td>4.57</td>
<td>5.42</td>
<td>2.91</td>
<td>1.12</td>
</tr>
<tr>
<td>Return on Equity (in %)</td>
<td>1.0</td>
<td>7.5</td>
<td>9.4</td>
<td>5.4</td>
<td>2.0</td>
</tr>
</tbody>
</table>

### INVESTMENT DATA

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Portfolio</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Investment Grade Corporate</td>
<td>32.9%</td>
<td>33.5%</td>
<td>34.2%</td>
<td>36.0%</td>
</tr>
<tr>
<td>Structured Finance</td>
<td>13.1%</td>
<td>14.1%</td>
<td>14.4%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Mortgage Loans</td>
<td>16.9%</td>
<td>14.8%</td>
<td>13.3%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Foreign Government</td>
<td>12.0%</td>
<td>10.8%</td>
<td>11.1%</td>
<td>12.0%</td>
</tr>
<tr>
<td>U.S. Government and Agency</td>
<td>12.1%</td>
<td>13.3%</td>
<td>13.0%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Cash and Short-Term Investments</td>
<td>5.4%</td>
<td>4.8%</td>
<td>4.1%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Below Investment Grade Corporate</td>
<td>3.6%</td>
<td>3.8%</td>
<td>4.4%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Real Estate Equity</td>
<td>3.0%</td>
<td>3.7%</td>
<td>3.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Corporate Equity</td>
<td>2.0%</td>
<td>2.2%</td>
<td>2.1%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### IMPACT INVESTMENTS

<table>
<thead>
<tr>
<th></th>
<th>YE 2016 Fair Value</th>
<th>YE 2015 Fair Value</th>
<th>YE 2014 Fair Value</th>
<th>YE 2013 Fair Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community and Affordable Housing Investments</td>
<td>$1,804</td>
<td>$1,640</td>
<td>$1,644</td>
<td>$1,485</td>
</tr>
<tr>
<td>Green Investments</td>
<td>$5,683</td>
<td>$9,692</td>
<td>$9,105</td>
<td>$6,761</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>$9,288</td>
<td>$7,760</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Municipal Bonds</td>
<td>$15,991</td>
<td>$15,854</td>
<td>$15,387</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$36,766</td>
<td>$34,966</td>
<td>$26,056</td>
<td>$8,246</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>YE 2016 Investments</th>
<th>YE 2015 Investments</th>
<th>YE 2014 Investments</th>
<th>YE 2013 Investments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community and Affordable Housing Investments</td>
<td>$258</td>
<td>$446</td>
<td>$481</td>
<td>$334</td>
</tr>
<tr>
<td>Green Investments</td>
<td>$174</td>
<td>$969</td>
<td>$1,121</td>
<td>$508</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>$2,354</td>
<td>$1,679</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Municipal Bonds</td>
<td>$1,251</td>
<td>$1,840</td>
<td>$686</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$4,077</td>
<td>$4,934</td>
<td>$2,188</td>
<td>$842</td>
</tr>
</tbody>
</table>
## Workforce Data

### OUR GLOBAL WORKFORCE

<table>
<thead>
<tr>
<th>Employment Category</th>
<th>Total</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular</td>
<td>57,889</td>
<td>28,391</td>
<td>29,493</td>
</tr>
<tr>
<td>Temporary</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

### Workforce Breakdown

- **Employees by Region**
  - United States/Canada: 19,415
  - Latin America: 8,245
  - Asia: 26,658
  - EMEA: 4,671

- **Employees and Board Composition**
  - **Board of Directors**
    - 76% of seats are occupied by White individuals.
    - 10% of seats are occupied by Hispanic or Latino individuals.
    - 8% of seats are occupied by African American individuals.
    - 8% of seats are occupied by Native Hawaiian or Other Pacific Islander individuals.
  - **Executive Group**
    - 80% of seats are occupied by White individuals.
    - 10% of seats are occupied by Hispanic or Latino individuals.
    - 10% of seats are occupied by Asian American individuals.
    - 0% of seats are occupied by Native Hawaiian or Other Pacific Islander individuals.

### Workforce by Region

- **United States/Canada**: 19,415
- **Latin America**: 8,245
- **Asia**: 26,658
- **EMEA**: 4,671

### Workforce by Gender

- **Executive Group**
  - Male: 80%
  - Female: 20%

### Workforce Training and Performance Reviews

- **Average Hours of Training per Year**
  - Male: 4.2
  - Female: 4.4

### Environmental Data

#### ENVIRONMENT

- **Greenhouse Gas Emissions (metric tons CO2e)**
  - Scope 1 Emissions (without carbon offset): 17,527
  - Gross Location-based Scope 2 Emissions: 109,224
  - Gross Market-based Scope 2 Emissions:
    - North America: 33,569
    - United States: 28,346
- **Renewable Energy Certificates**
  - U.S. Property: 204,588
  - Non-U.S. Property: 116,724

### Performance Data

- **Total Electricity Consumption**
  - 240,183 MWh
- **Carbon Offsets**
  - 70,637 MWh

### Workforce Turnover

- **New Hires and Turnover**
  - Hires: 3,230
  - Terminations: 32,182

---

1. Totals include employees whose gender is not recorded. Provides employees not included.
2. Workforce includes regular employees only.
3. U.S. only.
4. Due to rounding, figures may not add up to 100 percent.
5. Full-time employee.
6. Converted to Global Business Travel, extrapolated historically where necessary due to limited data.
7. Full-time employees.
8. Total weight recycled, reused, and resold for all sites.
# Environmental Data (Continued)

## 2016 SCOPE 1 EMISSIONS<sup>1</sup>

| GHG Type          | Metric Tons CO₂eq | Fuel | Natural | Gas | Fleet
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CO₂</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>122.66</td>
<td>9,860</td>
<td>4,613</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International</td>
<td>186</td>
<td>2,731</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>308.97</td>
<td>12,591</td>
<td>4,613</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CH₄</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>0.005</td>
<td>0.1858</td>
<td>0.1858</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International</td>
<td>0.027</td>
<td>0.0516</td>
<td>0.0616</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0.032</td>
<td>0.2373</td>
<td>0.237</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>N₂O</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>0.0010</td>
<td>0.0186</td>
<td>0.0186</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International</td>
<td>0.0015</td>
<td>0.0051</td>
<td>0.0051</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0.0025</td>
<td>0.0237</td>
<td>0.0237</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Biogenic CO₂ Emissions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>618</td>
<td>25,182</td>
<td>9,226</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<sup>1</sup> In 2016, in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, we recalculated our greenhouse gas emissions, our energy data and green building certification to reflect an operational control boundary (present year 2016 to baseline year 2012). Note: data reported herein will differ if compared to data reported in previous sources, as previous sources will reflect a financial control boundary.

## 2016 ENERGY CONSUMPTION BY TYPE<sup>1</sup>

<table>
<thead>
<tr>
<th>Energy Type</th>
<th>MWh</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>240.183</td>
<td>$30.37</td>
<td>$29.65</td>
<td>$27.25</td>
<td>$16.77</td>
</tr>
<tr>
<td>Fuel (fuel oil, natural gas and fleet gasoline)</td>
<td>87,426</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Energy Consumption</strong></td>
<td>327,609</td>
<td>$43.03</td>
<td>$42.57</td>
<td>$41.07</td>
<td>$42.50</td>
</tr>
</tbody>
</table>

<sup>1</sup> In 2016, in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, we recalculated our greenhouse gas emissions, our energy data and green building certification to reflect an operational control boundary (present year 2016 to baseline year 2012). Note: data reported herein will differ if compared to data reported in previous sources, as previous sources will reflect a financial control boundary.

## Philanthropy

### METLIFE FOUNDATION

<table>
<thead>
<tr>
<th>Area</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Inclusion</td>
<td>$30.37</td>
<td>$29.65</td>
<td>$27.25</td>
<td>$16.77</td>
</tr>
<tr>
<td>Health and Medical Research</td>
<td>$1.48</td>
<td>$1.72</td>
<td>$1.66</td>
<td>$4.73</td>
</tr>
<tr>
<td>Arts &amp; Culture</td>
<td>$2.71</td>
<td>$2.86</td>
<td>$3.10</td>
<td>$5.67</td>
</tr>
<tr>
<td>Youth/Education</td>
<td>$3.53</td>
<td>$3.03</td>
<td>$2.82</td>
<td>$6.41</td>
</tr>
<tr>
<td>Community Development</td>
<td>$3.41</td>
<td>$3.22</td>
<td>$3.37</td>
<td>$5.51</td>
</tr>
<tr>
<td>Employee Involvement</td>
<td>$1.53</td>
<td>$2.09</td>
<td>$2.67</td>
<td>$3.41</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$43.03</td>
<td>$42.57</td>
<td>$41.07</td>
<td>$42.50</td>
</tr>
</tbody>
</table>

## Selected Awards and Recognition

- **Bloomberg Financial Services Gender-Equality Index**
- **Human Rights Campaign Foundation Best Places to Work for LGBT Equality 2016**
- **Fortune magazine World’s Most Admired Companies 2016**
- **National Association for Female Executives Top 50 Companies for Executive Women 2016**
- **Bloomberg Financial Services Gender-Equality Index**
- **G.I. Jobs magazine Military Friendly Employer**
- **Newsweek magazine Top Green Companies in the World 2016**
- **Women’s Business Enterprise National Council One of America’s Top Corporations for Women’s Business Enterprises**
- **U.S. Environmental Protection Agency 2016 Climate Leadership Award for Excellence in Greenhouse Gas Management (Goal Setting)**
- **MetLife Foundation Grants ($ millions)**
<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Inclusion</td>
<td>$30.37</td>
<td>$29.65</td>
<td>$27.25</td>
</tr>
<tr>
<td>Health and Medical Research</td>
<td>$1.48</td>
<td>$1.72</td>
<td>$1.66</td>
</tr>
<tr>
<td>Arts &amp; Culture</td>
<td>$2.71</td>
<td>$2.86</td>
<td>$3.10</td>
</tr>
<tr>
<td>Youth/Education</td>
<td>$3.53</td>
<td>$3.03</td>
<td>$2.82</td>
</tr>
<tr>
<td>Community Development</td>
<td>$3.41</td>
<td>$3.22</td>
<td>$3.37</td>
</tr>
<tr>
<td>Employee Involvement</td>
<td>$1.53</td>
<td>$2.09</td>
<td>$2.67</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$43.03</td>
<td>$42.57</td>
<td>$41.07</td>
</tr>
</tbody>
</table>
About This Report

Read more about the GRI Sustainability Reporting Standards at:
www.globalreporting.org

MetLife’s Material Issues

- Risk management
- Customer satisfaction
- Employee satisfaction
- Government relations and management of regulatory risk
- Product accessibility and financial inclusion
- Global competitiveness

Learn More
Please visit our Global Impact website at www.metlifeglobalimpact.com to access all our reports, summaries and GRI indexes. You will also find translations of the reports and supporting documents in various languages.

We invite members of the investment community to further explore our ESG disclosure and ratings through major market data platforms, including:
- Bloomberg Professional Services
- MSCI
- Thomson Reuters Datastream Professional

Note Regarding Forward-Looking Statements

These materials may contain or incorporate by reference information that includes or is based upon forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements give expectations or forecasts of future events. These statements can be identified by the fact that they do not relate strictly to historical or current facts. They use words such as “anticipate,” “estimate,” “expect,” “project,” “intend,” “plan,” “believe” and other words and terms of similar meaning, or are tied to future periods, in connection with a discussion of future operating or financial performance. In particular, these include statements relating to future actions, prospective services or products, future performance or results of current and anticipated services or products, sales efforts, expenses, the outcome of contingencies such as legal proceedings, trends in operations and financial results.

Any or all forward-looking statements may turn out to be wrong. They can be affected by inaccurate assumptions or by known or unknown risks and uncertainties. Many such factors will be important in determining the actual future results of MetLife, Inc., its subsidiaries and affiliates. These statements are based on current expectations and the current economic environment. They involve a number of risks and uncertainties that are difficult to predict. These statements are not guarantees of future performance. Actual results could differ materially from those expressed or implied in the forward-looking statements. Risks, uncertainties, and other factors that might cause such differences include the risks, uncertainties and other factors identified in MetLife, Inc.’s most recent Annual Report on Form 10-K (the “Annual Report”) filed with the U.S. Securities and Exchange Commission (the “SEC”), Quarterly Reports on Form 10-Q filed by MetLife, Inc. with the SEC after the date of the Annual Report under the captions “Note Regarding Forward-Looking Statements” and “Risk Factors,” and other filings MetLife, Inc. makes with the SEC. MetLife, Inc. does not undertake any obligation to publicly correct or update any forward-looking statement if MetLife, Inc. later becomes aware that such statement is not likely to be achieved. Please consult any further disclosures MetLife, Inc. makes on related subjects in reports to the SEC.
MetLife is committed to helping people, families and communities around the world navigate life’s twists and turns. We work hard to serve as a trusted partner for all our customers and meet tomorrow’s challenges together.